



Unitarian Church of Edmonton (UCE)
Annual General Meeting (AGM)
May 2, 2021

- | | |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------|
| 1. Call to Order | President, Karen Bilida |
| 2. Reading of Congregational Call | Secretary, Gloria Krenbrenk |
| 3. Invocation | Rev. Lee Anne Washington |
| 4. <u>Adoption of Rules of Procedure</u> | Karen Bilida |
| 5. Approval of Agenda | Karen Bilida |
| 6. <u>Approval of AGM 2020 minutes</u> | Karen Bilida |
| 7. By-Laws | Karen Bilida |
| a. Honorariums/Salaries to church members | |
| i. Change of Section 15 of the Unitarian Church of Edmonton By-Laws to:
<i>"Honorariums and salaries may be paid to church members as approved of by the Board of Trustees."</i> (This is based on the Principle that the UCE provide honorariums in rare circumstances for positions that have a regular responsibility (e.g., monthly or weekly), require significant time on a regular basis and require some specific skills or knowledge. This is similar to what is provided for the Choir Directors. It is not meant to be equivalent to an hourly wage, but to provide financial compensation in unique circumstances.) | |
| 8. Presentation of Annual Reports | Karen Bilida |
| a. <u>Building And Grounds Committee Report</u> | |
| b. <u>Communications Report</u> | |
| c. <u>Committee on Ministry Report</u> | |
| d. <u>Chaplain's Report</u> | |
| e. <u>Human Resources Report</u> | |
| f. <u>Rental Committee Report</u> | |
| 9. Interim Report | Rev Lee Anne Washington |
| 10. Governance and Finance Working Groups Reports | |

11. Finances

- a. [Auditor's Report](#)
- b. [Canvass Report](#)
- c. [Financial Report](#)
- d. [Setting of the operating budget](#)

Auditor, Larry Charach
Canvass Chair, Andrew Mills
Treasurer, Doug Eastwell
Doug Eastwell

12. Leadership Committee Report and Elections

Beth Jenkins

- a. Board of Trustees Elections
 - i. President: Mike Keast
 - ii. Vice-President: Brandie Moller-Reid
 - iii. Trustees to serve a two-year term each: Marilyn Gaa; Susan Ruttan
 - iv. Trustee to serve the second year of vacant Trustee position: Dave Hagel
 - v. Treasurer: To be determined
- b. Continuing on Board 2021-22
 - i. Karen Bilida – Past President
 - ii. Gloria Krenbrenk – Secretary
 - iii. Jennifer Askey - Trustee
- c. Leadership:
 - i. Erin Thackeray
 - ii. Beth Jenkins and Donna Hamar are continuing members on the Leadership committee for 2021-22.
- d. Ministerial Relations Committee – release of

13. Confirmation of CUC Annual Meeting delegates

14. Appointment of UCE auditors

Larry Charach

15. Adjournment

Rules of Procedure 2021

Please review the Rules of Procedure before the meeting.

Holding the meeting virtually requires a few shifts in process. If you have any questions, please contact Karen Bilida (Unitarian.Edmonton@yahoo.ca or 780-807-6380).

To Speak * – If you wish to speak, please:

1. If you are using Zoom online – use your “raised hand” icon and wait until the chair acknowledges you before speaking. If you are using Zoom via phone – press *9 and wait until the chair acknowledges you before speaking.
2. State your name, so the secretary can maintain accurate records.
 - A member may speak for not more than three minutes at any one time unless this time limit is extended by two-thirds consent of the members present and voting.
 - No one may speak twice on a particular question unless all members who wish to speak on that question have had the opportunity to do so.
 - The mover of a motion may speak at the time the motion is made, and again at the close of debate.
 - Individuals who are not members may speak, at the discretion of the chair, after all members have had the opportunity to speak on any motion.

Motions – All motions must be submitted in writing (email or letter to Janet, the church admin, chadmin@uce.ca or 10804 - 119 Street NW Edmonton, AB T5H 3P2). All motions must be received before April 27, 2021. Only members may introduce motions.

Please submit questions in regards to the budget and finances in writing attention Doug Eastwell (eastwell@telus.net or 10804 - 119 Street NW Edmonton, AB T5H 3P2) before April 27, 2021.

Limit on debate – Not more than 20 minutes is allowed for debate on any given motion, except by two-thirds consent of the members present and voting, when debate on the motion may be extended for a further period or periods of 15 minutes.

Other Rules of Procedure – Our bylaws direct that we use Robert’s Rules of Order.

Voting Requirements – Only members who have been members for at least 60 days (i.e., since March 3, 2021) may vote.

Voting procedure:

For each motion, the chair will ask for a show of virtual hands (or *9 for those on a phone), first for those opposed, then for those abstaining, and finally for those in favour. We acknowledge this is the opposite order from Robert's Rules, but are suggesting this process as it is easier to navigate online and should contribute to a more efficient meeting.

* Karen Bilida has been available every Tuesday in April at Noon during the Lunch Bunch to practice raising virtual hands. Link: <http://bit.ly/Lunch2WvWG3a>. Meeting ID: 984 8583 4810
Passcode: 109413

You can also practice raising your virtual hand before and after all Sunday Services.

Link for almost all Sunday Services: Join Zoom Meeting: <https://bit.ly/3jBOnwi>

Meeting ID: 200 338 874 +1 587 328 1099

Please make sure you update your zoom version:

<https://support.zoom.us/hc/en-us/articles/201362233-Upgrade-update-to-the-latest-version>

Draft Minutes 2020 Annual General Meeting

Unitarian Church of Edmonton Annual General Meeting - May 3, 2020

Call to Order: 11:45 a.m. by President Karen Mills

Reading of Congregational Call by secretary, Gloria Krenbrenk

Adoption of Rules of Procedure: As this meeting is being conducted online via Zoom due to the COVID-19 pandemic lockdown, the Rules of Procedure are somewhat different. **Moved** by Yvonne Mireau, **seconded** by Will Adair, that the Rules of Procedure (attached) be adopted. **CARRIED**

Approval of Agenda: **Moved** by Brandie Moller-Reid, **seconded** by Lynn Wolff, that the May 3, 2020 UCE AGM Agenda be adopted. **CARRIED.**

Approval of 2019 AGM Minutes: **Moved** by Marge Roche, **seconded** by Sheila Parr, that the minutes of the May 5, 2019 Annual General Meeting be approved, with one correction, being the spelling of "Bilida". **CARRIED**

PRESENTATION OF ANNUAL REPORTS

Reports were and are posted to the uce.ca website under the tab "Church Business".

There were no questions arising from the reports. **Moved** by Jennifer Hinchcliffe, **seconded** by Lynn Turvey, that the annual committee reports be accepted as presented for information purposes. **CARRIED**

FINANCES

Auditor's Report was presented by Larry Charach. **Moved** by Larry Charach, **seconded** by Lynn Wolff, that the Auditor's Report be accepted. **CARRIED**

Canvass Report was presented by Andrew Mills. **Moved** by Andrew Mills, **seconded** by Yvonne Mireau, that the Canvass Report be accepted. **CARRIED**

Financial Report was presented by Doug Eastwell. **Moved** by Doug Eastwell, **seconded** by Brandie Moller-Reid, that the Financial Report be accepted. **CARRIED**

Setting of Operating Budget for 2020-2021 - The proposed operating budget was screen shared by the President, reviewed and questioned. A copy of the proposed operating budget was and is available on the uce.ca website under "Church Business".

Moved by Doug Eastwell, **seconded** by Yvonne Mireau, that the operating budget as presented be approved.

Unitarian Church of Edmonton

Annual General Meeting - May 3, 2020

Moved by Larry Charach, **seconded** by Susan Ruttan, that the above motion be **amended** such that the budget be approved contingent upon the board bringing to a congregational meeting in November 2020, a review of the budget with a report as to its viability, and if not considered viable, then a proposed revised budget. The vote: 30 opposed, 4 abstentions, 28 in favour. The amendment is **DEFEATED**.

Returning to the original motion by Doug Eastwell, seconded by Yvonne Mireau, that the operating budget as presented be accepted. **CARRIED**

LEADERSHIP COMMITTEE REPORT AND ELECTIONS – Beth Jenkins and Erin Thackeray

Beth Jenkins clarified that with an online meeting, there is no mechanism for a secret ballot which is required by UCE bylaws should there be more than one nomination for a particular position. Therefore, in this unusual circumstance, nominations from the floor were not called for.

Board of Trustees

Past President - Karen Mills will move into the Past President position.

President - Moved by Beth Jenkins, seconded by Yvonne Mireau, that **Karen Bilida** be declared elected President by acclamation. Carried

Vice President – Moved by Beth Jenkins, seconded by Erin Thackeray, that **Kathy Stanley** be declared elected Vice President by acclamation. Carried.

Treasurer – Doug Eastwell was elected in 2019 for a 2 year term and will continue.

Secretary – Moved by Beth Jenkins, seconded by Lynn Wolff, that **Gloria Krenbrenk** be declared elected Secretary by acclamation. Carried.

Trustees – Yvonne Mireau is leaving the board, having completed 6 years. Thank you to Yvonne for her dedicated service.

- Brandie Moller-Reid was elected in 2019 for a 2 year term and will continue.

- Moved by Beth Jenkins, seconded by Rosemary Falconer, that **Jennifer Askey** and **Robert Begg** be declared elected Trustees by acclamation. Carried.

- Kathy Stanley was elected in 2019 for a 2 year term, but is now moving into the Vice-President position, leaving a trustee position vacant. In such a situation, the Board may appoint a trustee to fill that position for the one year remaining in the term. The Leadership Committee will provide the board with names of those willing to serve.

Unitarian Church of Edmonton
Annual General Meeting - May 3, 2020

Ministerial Relations Committee - Moved by Beth Jenkins, seconded by Rosemary Falconer, that **Vic Romanyshyn** and **Lynn Wolff** be declared elected by acclamation. Carried. Continuing members of the committee are Ministerial Relations Committee are Sylvia Krogh and Lillias Cowper.

Leadership Committee - Moved by Erin Thackeray, seconded by Yvonne Mireau, that **Beth Jenkins** and **Donna Hamar** be elected by acclamation. Carried. Ongoing members of the Leadership Committee are Rosemary Falconer and Erin Thackray.

CONFIRMATION OF CUC ANNUAL MEETING DELEGATES

Moved by Karen Bilida, **seconded** by Jennifer Hinchcliffe, that Karen Mills, Karen Bilida and Susan Ruttan attend the online CUC annual meeting as UCE delegates. **CARRIED**

APPOINTMENT OF UCE AUDITORS

Moved by Beth Jenkins, **seconded** by Sylvia Krogh, that auditors appointed for the upcoming year be Larry Charach, Karen Bilida, Gerard Hayduk and Stephen Greenhalgh. **CARRIED.**

ADJOURNMENT

Moved by Beth Jenkins, **seconded** by Yvonne Mireau, that the meeting be adjourned at 1:44 p.m. **CARRIED**


Gloria Krenbrenk, Secretary

Committee/Group Name: Building and Grounds

Purpose of Committee: To exercise oversight over the building, grounds and permanent tenant requirements of the Unitarian Church of Edmonton

Members: Mike Keast (Chair), Alan Boyle, David Hagel, Art Brier, Gaylord Madill, Scott Harrison

Major Actions of 2020-21

- Completed LED light change over, the wall sconces in the church are still CFL bulbs but will be changed as they burn out
- Regular Pest patrol duties
- Keeping the Parking lot clean and the grass trimmed
- Took the cardboard and paper recycling home to have it recycled
 - Thanks Gaylord
- Installed auto flushers on men's room urinals
- Had floors waxed
- Resolved Chair storage room shelving shortage
- Keeler hall exit door was fitted with new hardware and sweep to fix winter issues
- Upgraded alarm system
- Had sprinkler system repairs done to bring to code
- Painted and cleaned storage rooms
- Roof maintenance and repairs
 - Thanks John Turvey
- Initiated Process to have Fiber installed in building
- New door hinges on Main entry doors
- Dismantled and recycled all the old lighting that was removed from the building

Outcomes Achieved

- Ensured Tenants Had issues resolved in a timely fashion
- Kept UCE functioning and saved UCE money in the process

Planned Actions for 2020-21

- More cupboards in kitchen
- Replace thermostats in building
- Replace kitchen carts
- Replace a sink in open doors learning
- Replace main carpet in Church hall

Recommendations for Board Consideration (if any)

- The siding outside the Main doors is falling apart and can no longer be fixed. We need to develop a plan for replacement
- The windows around the Learning Centre Tenant space are degrading fast, a couple of frames are rotten. We will need to look at replacing these within the next little while

Other notes

- We try to reuse what we can where we can, but when we have to purchase items we look at the RESTORE and Architectural Clearing House before buying brand new.
- The volunteers spend a lot of time outside the church organizing and running around to find items needed

Submitted by: Mike Keast

Communications 2020/2021 AGM Report

Committee/Group Name: Communications

Purpose of Committee:

To raise the profile of the Unitarian Church of Edmonton (UCE) through communications which reflect our values and promote our vision. To this end, the committee provides support, advice and oversight for UCE's internal and external communications. Its specific objectives include ensuring that congregants and general public are well-informed of UCE activities, programs, and services, and helping to effectively communicate the values, and ideals of Unitarian Universalism (UU) to the entire world.

Members:

Karen Bilida (chair), Alex Polkovsky (website)

There are more people that have done many things to assist the roles of this committee.

A huge thank you to all the people that have volunteered to keep the zoom services running on Sundays and during the week!

Pauline Atwood has hosted the successful Tune Tuesday's all year!

Sunday Zoom Volunteers (Sept 1, 2020 – April 30, 2021):

Zoom Tech	Position Coverage	Zoom Tech	Position Coverage
Karen Bilida	42.6%	Sylvia Krogh	3.3%
Ruth Merriott	15.3%	Jan McMillan	1.6%
Andrew Mills	10.9%	Maria Jenkins	1.1%
Jeff Bisanz	7.7%	Gordon Ritchie	0.5%
Susan Ruttan	6.6%	Kat Hartshorne	0.5%
Gloria Krenbrenk	4.9%	Rhonda Jessen	0.5%
Lynne Turvey	3.8%	Yvonne Mireau	0.5%

ALL friends and members of UCE and all Unitarians &/or Universalists are important in educating and sharing with the entire world.

Please consider volunteering in the 2021/2022 church year – it is a great way to stay connected to our community.

Major Actions of 2020-21 / Outcomes Achieved

- ☺ Twitter Followers – 28 Day Summary ending April 5, 2021 Tweet impressions are up 27.6% to 4,951, Profile visits up 105.2% to 318. UCE has 516 followers (CUC 445 followers, Westwood 267 followers, First U of Toronto 229 followers).
- ☺ Instagram – 387 followers
- ☺ YouTube – 82 subscribers
- ☺ Increased Facebook viewership - Page (571 at April 5, 2021, 357 in 2019 to 491 followers as of April 6, 2020) and Group (392 members as at April 5, 2021 - 332 Members 2019 to 365 as of April 6, 2020)
 - Attracted new members and friends to UCE

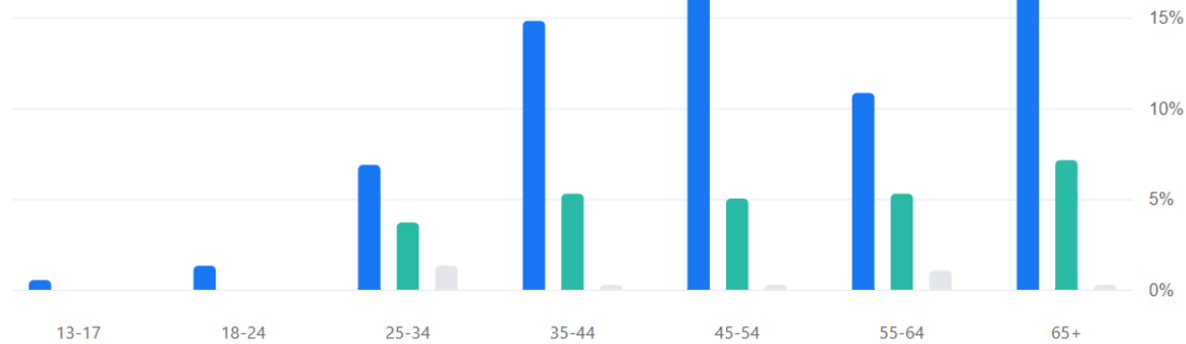
- Expanded our international presence

Edmonton Unitarians Facebook Group Demographics

Age and Gender ⓘ

Mar 8, 2021 - Apr 4, 2021

● 70% Female ● 26% Male ● 3% Custom



Top Countries

Canada	351
United States	21
Netherlands	6
Italy	2
Kenya	2
Germany	1
India	1
Burundi	1
South Africa	1
Sweden	1

Top Cities

Edmonton, AB, Canada	253
Calgary, AB, Canada	12
Saint Albert, AB, Canada	7
Victoria, BC, Canada	6
Fort Saskatchewan, AB, Canada	5
Nederhorst den Berg, Netherlands	4
Sherwood Park, AB, Canada	3
Grande Prairie, AB, Canada	3
Vancouver, BC, Canada	3
Winnipeg, MB, Canada	2

Major Actions of 2020-21 / Outcomes Achieved (con't)

- ⌚ Maintained the UCE Zoom Account and facilitated the online Sunday Services
- ⌚ Booked UCE Zoom meetings, coffee hours, Sunday services, etc
- ⌚ Created emails for distribution in regards to the very quickly changing circumstances around Covid-19 and the quickly changing technology that accompanied these events
- ⌚ Continued to train numerous friends and members of UCE, and the larger UU community, on Zoom
- ⌚ Hosted Zoom Coffee hours
- ⌚ Hosted recorded, edited Sunday Services
- ⌚ Trained people on how to host Zoom meetings
- ⌚ Edited and posted recordings of Sunday Services to YouTube and Sound Cloud
- ⌚ Updated policy(s) for UCE communication

- ⊖ Created podcasts of the Sunday Services
- ⊖ Research and creation of pictures/ memes/ videos/podcast of UCE interests and events for use in:
 - Facebook
 - YouTube
 - Twitter
 - UCE newsletter
 - Emails
 - Pinterest
 - Instagram
 - SoundCloud
- ⊖ Published and promoted many events at UCE and associated with UCE
- ⊖ Worked with and will continue to work with other not for profit organizations to cross promote
- ⊖ Continued to work on the updating of the UCE website
- ⊖ Merged Instagram/Twitter/Facebook/YouTube for more efficient posting
- ⊖ UCE.ca settled into its new hosting service

Planned Actions for 2021/22

- ⊖ Continue to be the most Accessible and Welcoming Congregation UCE can be with introducing Hybrid Services (combination of in person and online services)
 - From “UU Response to Covid Tech Group”:
 - “Rev Meghann Robern - For us it’s about accessibility and our commitment to it.”
 - “UUC Lakeland in Florida. Less than 100 members.
We have flourished and grown during the pandemic. We’ll be continuing hybrid services. We think this is the future. We are investing in tech and social media.

Planned Actions for 2021/22 (Con’t)

Want to reach younger people and families? Also, great option for those that are unable to attend services for various reasons.

Do hybrid and have options available.”

- “We have *members* who can’t attend. Some for distance, some for health. (It also pretty much terminates snow days...) and I think it may have made worship accessible for some who were formerly abandoned because they were housebound by age and illness, or mental health. So it’s really an accessibility issue, in my mind.

It has also turned out to be a low risk way for people to come visit...

In the past, we blew all that off. Now all know we can make it available — accessible. And since some of the people who helped shoulder the load to support worship are among those who can’t be in person, it would be incredibly awkward to “close the door” in their faces. So for us, it’s clear that yes, we *would* be cutting out part of the membership of the congregation.”

“One silver lining of the pandemic lockdowns is the realization that church attendance is no longer limited to the dimensions of our sanctuary, the number of parking spaces, or our geographical location. Pledging members and friends can be anywhere, and your collection plate is now much bigger! RE programs can be international! Events such as meetings, concerts, weddings, and memorials, can have world wide attendance. Rental events can generate revenue for streaming service.”

- ⊕ Offer training for UCE members in technical tasks – seeking volunteers!
- ⊕ Investigate most appropriate equipment for hybrid services
- ⊕ Increase congregational support
 - Items to publish
 - Social Media participation – likes/ shares/ invites / views / comments (commenting on the social media posts is the most helpful way to participate)
- ⊕ Increase the public’s knowledge of UU and UCE - More Congregational and Staff support is needed to widen the reach of the Social Media efforts
- ⊕ Further updating of Website
 - Needs staff / congregational /committee/ working groups support - specifically materials to publish
- ⊕ Increase the welcome and visual presence of the UCE building inside and out
- ⊕ Standardize email signatures
- ⊕ Standardize posters for UCE purposes

Planned Actions for 2021/22 (Con’t)

- ⊕ Increase cooperation with other not for profits to cross promote
- ⊕ Increase involvement with UCE youth group
- ⊕ Information posters throughout all rooms of UCE on UU and UCE
- ⊕ Increase use of candles@uce.ca for members and friends to send personal cares and connections for Sundays and newsletter
- ⊕ Further increase social media presence
 - A social media report has been received by an outside consultant. Further work based on the recommendations will be perused in the 2021/22 church year. (see report following)

Recommendations:

- ⊕ We need full participation by all staff, members, committees, and working groups of UCE to make communications effective. Send us what is newsworthy, topics to pursue, UCE/UU articles for newsletter, please keep us up to date with your actions, events, and thoughts.
- ⊕ If the congregation wants to grow, more Congregational and Staff support is needed to widen the reach of the Social Media efforts and share with the “outside” world” what a great community UCE is!

Even if you not have signed up for the various social media platforms you can still have a look as to what is happening.

Hope you love it, share with your friends and family, and please add comments to increase the mysterious Social Media algorithms that allow more people to learn about our fantastic community:

- ☹ Facebook Group - <https://www.facebook.com/groups/41659071349/>
- ☹ Facebook Page - <https://www.facebook.com/UnitarianChurch/>
- ☹ SoundCloud Podcast - <https://soundcloud.com/user-189401827>
- ☹ YouTube - <https://www.youtube.com/user/EdmUnitarian>
- ☹ Twitter - <https://twitter.com/UnitarianUCE>
- ☹ Instagram - <https://www.instagram.com/unitarianuce/>

Submitted by: Karen Bilida

A Social Media Strategy and Plan for the Unitarian Church of Edmonton (UCE)

Introduction

The purpose of this report is to provide the Unitarian Church of Edmonton (UCE) with a social media strategy and plan.

Based on my findings and report below, this will require a full church year to run before the UCE can really see the changes from this plan. Social media isn't something that will change overnight and will need time. Please keep this in mind as you read through and go forward with the strategy.

I originally believed that a social media coordinator could work and have posts scheduled for the month within a two-day time frame. After going through everything and talking to everyone I still think a majority of this can be done in this time frame. But a couple of extra hours half way through the month to make sure everything is running smoothly and to make any changes or updates to posts should be in place also.

A monthly email sent out by the coordinator to let everyone know what is working, what isn't, and to gather further information is worthwhile. With that said it will also depend on your social media coordinator and how they want to run things since everyone has different ways they do this.

Recommendation 1 –A Social Media Coordinator be contracted for 3 days per month (24 hours)

Recommendation 2 – The UCE Communications Committee or a designated Social Media Committee follow-up on the suggestions in this Report with an Action Plan for the Social Media Coordinator and the UCE staff such as defining target audience and goals

Recommendation 3 - The Church Administrator should check UCE social media posts daily and respond to any messages or comments on posts or assign the response to other staff or Board Member.

Recommendation 4 – UCE staff, the Interim Minister and Board President and Treasurer should provide content for social media on a regular basis with this Report as guidance on options and approaches

Roles and responsibilities for UCE Social Media Coordinator (Coordinator)

The UCE should have one main person designated Social Media Coordinator that works on your social media. They can take the information provided to them by UCE Staff and others designated to provide social media messaging for the month and turn it into posts using videos, high quality graphics, and words that will help get the messages across. This is a one-person role that is supported by the members of the board.

When it comes to posting the Coordinator will in consultation with the Board designate an app or site to use for scheduling posts. A lot of the apps and websites will also provide metrics which will be used for weekly/monthly reports to see what posts get more views and engagements. A couple well known sites are Hootsuite and Buffer, both these have a monthly cost. There is a site called Later.com which is free to use for one social media set (Instagram, Facebook, Pinterest, Twitter.) and is good for 30 posts per month. Or you can pay \$12.50/month to be listed as a small business and have 60 posts. This will just depend on your social media requirements.

UCE Social Media Strategy

When it comes to creating a social media strategy it is important to remember what steps need to be taken to get a successful overall result. Above all this will work around goals that you and your Coordinator set. I suggest monthly goals to make sure that you are keeping on target.

Goals

From my interviews it sounds like the goals for social media are pretty similar.

1. Have more engagement from members.
2. Have a consistent plan on what is to be posted every week/month.
3. Attract new members

These are the top 3 goals that everyone seems to have for the outcome. To break it down even more when building a strategy, we have a couple of questions we need to answer to help UCE reach its overall goals.

1. Who is the audience and which channels are best?

Since our goals include getting more engagement from previous members and to attract new members, an answer to this question is critical. When it comes to the different social media channels that work best for places of worship it generally depends on the demographics of UCE current members and who the UCE wants to attract.

Facebook and Instagram are going to be the top two channels you are going to want to focus on. Facebook reaches out to every generation where Instagram is more targeted to people in their 20's to 30's. With that said these channels do not need to be posted on every day. It's actually said that it is best to post 3 times a week on both channels. They can be the same days or different days that will be up to you. Time wise for posting is more based off of when your audience is accessing social media. They use to have certain days and times to post, but since algorithms have changed people see what is more relevant to what they like then when things are posted. Most posts have a lifespan of 24 to 72 hours before no one sees it unless they look on the page. So regardless of when you post it; it will be

seen eventually. My own rule of thumb for posting is between the hours of 9am to 1pm Monday to Friday. It's what has worked for me and my previous demographics in the past.

Twitter is also a good channel to have but the targeted demographic is predominately men and people over the age 50. Which for the current members is fine but unlikely to encourage new members.

2. What can be posted to help UCE achieve the goals?

Like any strategy with posts, you want to make sure you have consistent posts throughout the month and that they support and encourage your overall mission statement. We want to showcase to the community the current members and how the community can become a member of the UCE. Ways this can be achieved are:

- Making posts about good things happening in the community.
- Good quality graphics and quotes to draw people in
- Announcements, upcoming events, and showing what's all going on in the current congregation. (These posts are mostly for Facebook only and should be made sparingly, because if you have too many internal things it sends off an unwelcoming vibe to people who are new to 'our' community.)
- Doing short videos once a week or once every two weeks. In these videos you want to make sure they have an uplifting message and encourage people to check out more of what we support. Videos in the marketing world have made a big impact because people are more likely to stop and watch a video than stop and read about something. If you check out Westwood's page they have lots of videos that are being posted almost daily and seem fun so they draw people in.

In addition

- To add to videos, I believe having a video of the pastor saying good morning that gets posted every now and then is a good way to get interactions. Also, I believe that having a video of their monthly input that they put in the newsletter with the poem and uplifting words for the month would be a good one to share with everyone.
- Posts about the monthly Charity/ organization with follow up! Talking with everyone I noticed that the number one complaint is that no one is following up with what has happened. My suggestion is that you have 3 posts a month about the Charity/organization.
 - Post 1- What the charity/ organization is, what they do, what we are doing with it, and a goal we have set that will help them out*
 - Post 2- Update on what we've achieved so far
 - Post 3- What the final tally is for what we've done, and a huge thank you to everyone who helped out.

With this I think it is important that you ask the charity/organization to mention that the UCE is helping out, and let it be known that if it is collecting donations that they can drop it off at the UCE. By doing this it helps us get our name out there, and could possibly draw more people in.

Another thing we should consider posting once a month is information about the building. Why would we do this you may ask? By showing that people can rent a room in the church it helps get the church name out there, and inspire curiosity of what a service might be like to people who are stopping in for other things.

Overall, with all these you want to keep people informed about what's happening in the community, in the building and things that are in the current news. One thing you NEVER post about is politics, this is something pretty much everyone understands but I just want to make sure that I say it anyways. So many people have different views on the politics that it just causes fights in comments and that leads to an unwelcoming and disorganization to anyone new reading the page.

From doing some research about church social media I have found that these things work best for each channel.

Facebook

- * Announcements with photos and videos (As I said before something to be done sparingly)

- *Engaging graphics (Quotes, Scriptures, Questions)

Instagram

- *Photos of members during events

(I know this one might be harder since getting a single person to play photographer is hard, BUT if we were to have a single email address that anyone could send photos to of members at events it would help out. We live in a time where everyone regardless of age is taking photos. Having a designated place for people to send photos will help out in the end. We just have to be careful about getting permission from people before posting the photos on social media.)

- *Stories

- *Hashtags (Something that is extremely important with every post. Number one mistake made with hashtags is that people don't tag what city they are in.)

Twitter

- *Quotes and thoughts

- * Trending News (By talking about what's trending, you piggyback on algorithms and get more views while everyone is reading who is saying what about what's going on)

- *Community Retweets

Support for the Community and Small Business

I know above I have talked a lot about the community and I just want to clear up some things about it. I don't just mean the church community itself I mean more local things that are happening in the area. With Covid a big thing has been people using small business to help them stay open. Knowing the area around where the church is there is plenty of small business that we could support by mentioning them in a post and by doing this we are also getting our name out there; also, we get the small business name out there too. When talking to Rev. Lee Ann, she mentioned that in her state they have a local news page online where churches would post about services and social justice things that the church was doing and after a few months they got some new members. I personally could not find any pages like this in Edmonton but it could be something that we look more into.

Building the Church Community

With all of this said, the church community is important to and I love how we are doing the game nights, coffee hour after services or on certain days, or just giving times where people can talk online. I know before Covid was a thing there were also Pub nights where you could go get a drink and chat with people. All of these things are things I think we should keep doing. I know right now it seems hard because engagement is low but maybe part of the issue is how we advertise it. I personally can't say a lot on this topic as I only know a little bit from talking to everyone but it is something that should be looked at.

The TV Monitor at the Church Entrance

Another thing that was brought up a couple times while talking to people was the TV at the front. People had different views on its purpose. But overall, it is kind of seen as a place just to play the same information that is posted online. Which isn't a bad thing, it just needs to be done slightly differently. Different graphics used, maybe more photos of the actual members, this is a great place to place more church community things such as welcoming new members, recent things that have happened in the church, or things about the monthly charity/organization.

Website

Couple other things that were brought up, was the website being more user friendly and welcoming to new people. From my understanding Karen Bilida and her Communication Committee team are working on this so I have no real input.

Newsletters and Emails

Newsletters and Emails were also a thing that came up in every conversation. The conclusion of most was trying to find a way to make things more modern and get a higher opening rate. The thing with this is it's not actually a social media related issue, it is considered more of an online marketing thing so I don't really have much to say in this report about it. With that said because it has been brought up a few times and I've been asked for my advice for it. Here are some tips I learned about and may help.

- * Make sure the graphics are good quality and linked if they are retaining a certain topic
- * Make things short and to the point, many people skim through newsletters and don't read every word. If it's too long people lose interest.
- * Make sure the email being sent is from a name that is known.
- * Use the same style of text through the email, if you use different styles its distracting to the eye
- * Make sure the text stands out from the photos. You can use photos but they do need to be able to stand out by themselves.
- * Use red text and pictures sparingly. Having too much red in an email flags the spam blocker.

Based on the 2 different ways the UCE sends them out now, it looks a lot better to have it in the email instead of sending a PDF file. It also is a lot more to the point and less steps people have to take to read the actual newsletter.

Committee/Group Name: Committee On Ministry (COM)

Purpose of Committee: (DRAFT mandate) The mandate of the COM is to assess the work of the congregation and minister(s) and to review all aspects of ministry at UCE with the intent of improving effectiveness.

Members: Andrew Mills (chair), Lee Anne Washington, Audrey Brooks

Major Actions of 2020-21

- Action 1
 - Minister formed Committee on Ministry (COM) as part of the interim plan.
 - Committee met monthly starting October 2021
 - Unsuccessful in attempts to increase membership
- Action 2
 - Reviewed source information on COM to determine scope of committee
 - Prepared draft mandate to guide the committee
- Action 3
 - Began review of strategic plan actions to see if they have been effective
 - Completed review of first section
 - Preparation for the ministerial review of Lee Anne Washington

Outcomes Achieved

- COM was formed and scope defined
- First section of strategic plan reviewed

Planned Actions for 2020-21

- Complete ministerial review as required
- Discuss if COM should replace the Ministerial Relations Committee

Recommendations for Board Consideration (if any)

- none

Submitted by: Andrew Mills

Committee/Group Name: Chaplaincy Report

Purpose of Committee:

Members: Marilyn Gaa

Major Actions of 2020-21

I am grateful to the church for putting my name and contact information forward as a Lay Chaplain in the Newsletter and website. I have not performed any rites of passage (child naming, memorials or weddings) My yearly report to the CUC was accompanied by a donation cheque in lieu of the usual payment of fees per event. Provincial public health restrictions have been a limiting factor in plans for gatherings. I see the possibility of increased opportunities to serve in 2021 as Audrey Brooks has indicated a desire to gradually limit her role. I met with a couple in Sept. of 2020 but those plans have been indefinitely postponed due to COVID. In January of 2021 I met with a couple and there is a tentative plan for late May of 2021. I am still enthusiastic about the possibilities that Lay Chaplaincy offers to serve the community.

Submitted by: Marilyn Gaa

Committee/Group Name: Human Resources Committee

Purpose of Committee:

To foster and maintain positive board/staff relations

Members: Larry Charach, Lynn Wolff, Gerard Hayduk, Lynne Turvey; advisor- Michelle Van der Molen **Major Actions of 2020-21**

- ☐ Action 1
 - o Provided Advice to UCE Board on HR Matters
- ☐ Action 2
 - o Renegotiated and updated contracts as required
- ☐ Action 3
 - o Interface with acting Supervisors pending Interim Minister
 - o Appraisal of RE Director
 - o Prepared documents for transition of RE Director; Advice on replacement
- ☐ Action 4
 - o Contracted Chandra Smith to Prepare Report re: UCE's Social Media Requirements and Plan
- ☐ Actions 5 re Interim Minister
 - o Information and advise for Benefit package and payment in lieu of CCCC package
 - o Reconciled benefit package with Interim Minister and related financial reporting
 - o Reviewed legal advice re: moving to Canada
- ☐ Action 6
 - o Prepared Performance Management Policy, and,
 - o Performance Assessment Procedure and Template and RE Leader Form

Outcomes Achieved

- ☐ Contracts in place for 10 month term; Annual performance appraisal of RE
- ☐ Employee Manual and Performance Assessment template/forms

Planned Actions for 2021-22

- ☐ As determined by the Board, assist in transition to contract Minister
- ☐ Annual performance planning and appraisals of all permanent staff
- ☐ Provide advice to Board on staff requirements to accommodate changing circumstances

Recommendations for Board Consideration

- ☐ Prioritize filling RE Director position: Review requirements and the hours required for the RE Director to satisfactory perform the job requirements

Submitted by: Larry Charach, Chair **Committee/Group Name:** Human Resources Committee

Purpose of Committee:

To foster and maintain positive board/staff relations

Members: Larry Charach, Lynn Wolff, Gerard Hayduk, Lynne Turvey; advisor- Michelle Van der Molen **Major Actions of 2020-21**

- ☐ Action 1

- o Provided Advice to UCE Board on HR Matters
- ☐ Action 2
 - o Renegotiated and updated contracts as required
- ☐ Action 3
 - o Interface with acting Supervisors pending Interim Minister
 - o Appraisal of RE Director
 - o Prepared documents for transition of RE Director; Advice on replacement
- ☐ Action 4
 - o Contracted Chandra Smith to Prepare Report re: UCE's Social Media Requirements and Plan
- ☐ Actions 5 re Interim Minister
 - o Information and advise for Benefit package and payment in lieu of CCCC package
 - o Reconciled benefit package with Interim Minister and related financial reporting
 - o Reviewed legal advice re: moving to Canada
- ☐ Action 6
 - o Prepared Performance Management Policy, and,
 - o Performance Assessment Procedure and Template and RE Leader Form

Outcomes Achieved

- ☐ Contracts in place for 10 month term; Annual performance appraisal of RE
- ☐ Employee Manual and Performance Assessment template/forms

Planned Actions for 2021-22

- ☐ As determined by the Board, assist in transition to contract Minister
- ☐ Annual performance planning and appraisals of all permanent staff
- ☐ Provide advice to Board on staff requirements to accommodate changing

circumstances

Recommendations for Board Consideration

- ☐ Prioritize filling RE Director position: Review requirements and the hours required for the RE Director to satisfactorily perform the job requirements

Submitted by: Larry Charach, Chair

Committee/Group Name: Rentals Committee

Purpose of Committee: to monitor and give direction to staff regarding rental of our church space, and to deal with tenants in the commercial part of our building.

Members: Susan Ruttan (chair), Mike Keast, Larry Charach, Janet Polkovsky (ex officio).

Major Actions of 2020-21

- Action 1
 - Signed our AWWOA tenant to a new one-year lease.
- Action 2
 - Helped our warehouse tenant with rent issues relating to the pandemic.
- Action 3
 - Began talks with our Open Doors tenant about a new lease on July 1, and how to meet this tenant's needs.

Outcomes Achieved

- The lease signed this spring will bring us much needed revenue.
- Plans for Open Doors should keep them in our building when their lease expires July 1.
- Mike Keast is arranging for a high-speed fibre-optics Internet line to be put into our building, a key requirement of AWWOA.

Planned Actions for 2020-21

- Prepare for the return of casual renters in our church space.
- Plan a promotion campaign to look for new renters.

Recommendations for Board Consideration (if any)

- Be prepared for greater use of our church by non-profit renters, to help with our financial situation.

Submitted by: Susan Ruttan

Committee/Group Name: Treasurer/Finance Committee

Purpose of Committee: To manage the overall financial affairs of the church and to provide advice to the Board on investments. To prepare the annual budget. To oversee book-keeping, donations and bank deposits.

Members: Doug Eastwell (Chair), Ruth Merriott, Andrew Mills, Wendy Smith, Susan Ruttan

Major Actions of 2020-21

- Refine UCE accounting system to be more in line with standard accounting practices.
- Consolidate bank accounts in Servus Credit Union
- Review and update UCE property insurance policy
- Prepare 2021/2022 draft budget using input from stakeholders for Board review and Congregational approval
- Ensure that staff and creditors are paid in a timely manner
- May 2020-January 2021: analyzed possible financial impacts of pandemic on the approved Budget and monitored for the Treasurer to advise the Board.

Outcomes Achieved

- Property Insurance policy updated with resulting reduction in premiums
- Servus bank accounts consolidated to reduce fees
- Applications made for grants related to Covid reductions in income
- Staff and creditors successfully paid

Planned Actions for 2020-21

- Continue to refine the accounting system
- Continue to monitor the budget performance & financial activities of UCE
- Assist the new Treasurer in assuming the position for 2021/2022

Recommendations for Board Consideration (if any)

- Ensure that employment contracts for 2021/2022 are clearer.
- Consider refining the UCE committee structure. Perhaps move away from permanent committees in favor of more directed task group based on function and outcomes.

Respectfully Submitted by: D. Eastwell, BC, RET, MRICS on behalf of the Committee

Committee/Group Name: Audit Committee

Purpose of Committee:

A local church audit is an internal independent (from those responsible for the financial records) evaluation of the financial reports and records and the internal controls of the local church by a qualified person or persons for the purpose of reasonably verifying the reliability of financial reporting, determining whether assets are being safeguarded, and whether church policies and procedures are being followed.

Members: Larry Charach

Major Actions

- ☐ Completion of Audit and Report to the Board and AGM

Outcomes Achieved

- ☐ Reviewed Movement from the Bookkeeper to a professional accounting firm, Tindill & Company and concluded that the results of this move have been positive and at a reasonable cost. This was demonstrated in support and assistance in completing the forms required for Covid-related grants.

Planned Actions for 2020-21

- ☐ Annual Audit

Recommendations for Board Consideration

Note: The Interim Transition Team has established task teams to develop clear and appropriate governance structures appropriate for the UCE. A *Financial Best Practices Review Team* is flagging areas for improvement. This will complement this Audit Report.

1. Improve the Process and Forms for Expense Claims and for Information for Committee Chairs

Put in place an improved system and forms for expense claims and for Committee Chairs' expenditures.

There is significant room for improvement in the process for expense claims and verification. It appears that some invoices do not have signed approvals or by appropriate signing offices.

2. A Procedures and Policy Manual should be Developed and then Approved by the Board (repeat from previous Audits)

This should be a priority. The Church Administrator has begun creating a manual similar to Westwood's and the

Financial Best Practices Review Team will be assessing the UCE's needs. Documented processes for canvass record keeping and follow-up; handling cash revenue including collection of contributions during Services and a summary of long term leases should be a priority for inclusion

3. Develop training plan and transition plan for the Church Administrator to increase data entry to support book keeping functions

4. Reassess staff requirements for the Summer period and the new Church year (HR Committee)

Assess requirements and provide recommendations for these roles assuming a modified open Church in

September. This is particularly important for the RE Program. A review should assess the trend in participation in the RE Program and implications for growth in UCE membership.

Submitted by: Larry Charach, Auditor

Committee/Group Name: Canvass

Purpose of Committee: Prepare an annual estimate of donation income

Members: Andrew Mills, Ruth Merriott

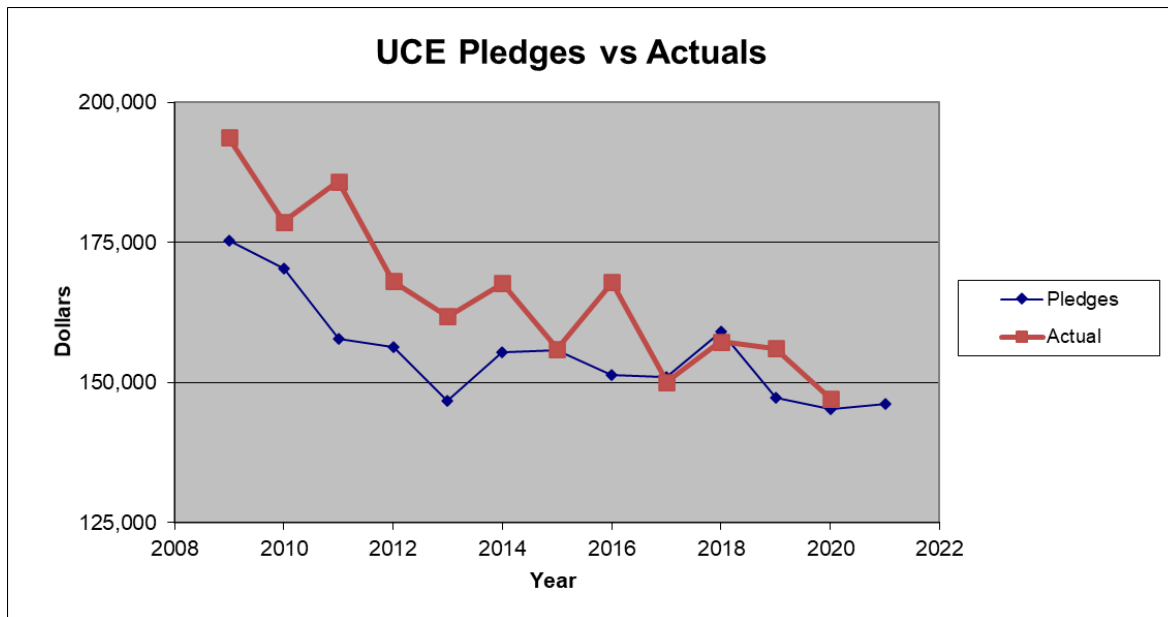
- Special thanks to Ruth Merriott for once again keeping track of pledges.

Major Actions of 2021 Canvass

- 2021 Canvass theme “Re-emergence”
- With the anticipation that we would return to in-person church in 2021 I chose the theme “Re-emergence” with images of butterflies emerging from their chrysalis. Most pledges were electronic this year, and we phoned regular donors that missed pledging.
 - Activities: newsletter articles (4), emails (2), canvass talks (4)
 - Ruth started sending acknowledgements for each pledge received this year
 - Wrote a summary of how canvass is done for the ITT finance review

Outcomes Achieved

- Pledges of \$146,218 which is very close to last year’s pledges
- **Suggested budget for 2021/2022 is \$147,000**



Planned Actions for 2021-22

- Pick new theme and start preparations for 2022 Canvass in December

Recommendations for Board Consideration

- Andrew agrees to continue as canvass chair

Submitted by: Andrew Mills

UCE 2021/2022 Budget

Revenue

Identified contributions		147,000
Unidentified contributions		8,000
Casual rentals		15,000
Lease rentals		90,000
Interest		300
Other Income		19,500
GST rebate	2,500	
Fundraising	12,000	
Donations	5,000	
Casino		39,000

Total Revenue = 318,800

Operating Expense

External Relations		15,390
CUC Annual Dues	14,500	
Delegate assistance	0	
Edmonton Interfaith Centre	400	
CCCC membership	490	
Staffing		151,090
Wages & Benefits	116,700	
Minister	73,000	
RE Director	17,200	
Administrator	20,640	
Administrator-summer	860	
RE Youth staff	5,000	
Minister Benefits & Expenses	15,700	
Staff Benefits	17,940	
Staff Expenses	750	
Office Administration		39,250
Professional fees	28,000	

Supplies	4,450	
TeleCommunications	6,800	
Operating Expense (Cont'd)		
Building		96,450
Maintenance & Repair	73,650	
Utilities	27,000	
Cleaning	30,600	
Furnaces	2,500	
Piano	600	
Parking area	9,500	
Entrances	1,500	
Landscaping	450	
Tenant property	1,500	
Insurance	9,100	Taxes 10,500
Furniture & Equipment	600	
General	600	
Security & Safety	2,600	
Programmes		12,800
Music	400	
Honoraria	750	
Volunteer appreciation	1,000	
Hybrid	7,500	
Committees	3,150	
Social Justice	500	
Communications/Marketing	1250	
Chaplaincy/Pastoral care	500	
RE Youth	300	
UCE Board	400	
Gen committees / Hospitality	200	

Total Operating Expense

= 314,980

Surplus/ (Deficit)

= 3,820

Capital Expense

Furniture & Equipment		4,100
Recycling center	1,000	
Kitchen cupboards	1,500	
Kitchen carts	1,600	
Building Improvements		44,000
Mechanical (Plumbing)	7,000	
Leasehold Improvements	12,000	
Video Equipment	25,000	

Total Capital Expense = 48,100

Grand Total Surplus/ (Deficit) = (44,280)