

APPENDICES

Appendix A

Unitarian Church of Edmonton Good Governance Task Team Terms of Reference

Purpose of the Task Team

The purpose of the Good Governance task team is to support strong governance by ensuring the board fulfils its fiduciary and ethical responsibilities through the support of strong and effective governance systems, policies and procedures that advance our vision and principles.

Committee Roles and Functions

- The Good Governance Task Team will review foundations and structures of UCE from governance, administration, human resources, programming point of view and will provide a comprehensive report to ITT, board and congregation with recommendations.
- A focus of this review will look at how actions are chosen, structured, regulated and held accountable.

Membership and Structure

- The Good Governance Task Team consists of at least three members: An Interim Transition Team member, a board member and a representative from the congregation.
- Liaise with the Interim Minister as needed.
- Other assistance will be sought from members, staff, and others with expertise as needed.
- The task team meetings shall be chaired by the ITT representative.

Accountability and Reporting Relationship

- This task group reports verbally to the Interim Transition Team at regularly scheduled meetings.
- A written update on activities will be provided to the ITT upon request.

Key Responsibilities

- Identify key governance components, structures and core documents required for good governance, adherence to governing laws and strong organizational performance.
- Review UCE Strategic plan from 2016 to harvest congregational work to date.
- Review UCE current governance process, board and committee structures, policies, legal documents, bylaws, record maintenance, roles and responsibilities, job descriptions, monitoring of performance.

- Review reporting structures, human relations and supervision practices, exercise of authority, annual performance goals and performance appraisals and compensation policies.
- Assess board, committee and UCE success at articulating UCE mission and vision, principles and strategies to achieve a successful future.
- Identify gaps and actions needed to move to our ideal system where priorities align with achievement of mission, vision principles and church goals.

Timeframe:

The Task Group will remain active until disbanded by the ITT, to whom it reports.

Deliverables:

- An update from this task group will be presented at the May AGM.
- A final report will be completed by September, 2021.
- A communication plan will accompany the report to ensure full engagement of UCE.

Meetings:

Meetings will be held as needed and as called by the Chair. Weekly meetings will be necessary as the task is launched.

Approved by ITT

Feb. 17, 2021

Appendix B

Unitarian Church of Edmonton Financial Best Practices Task Team Terms of Reference

Purpose of the Task Team

The purpose of the Financial Best Practices Task Team (FBPTT) is to support sound fiscal management by ensuring that the board fulfils its fiduciary and ethical responsibilities through the support of strong and effective financial systems, policies and procedures that advance UCE's vision and principles.

Committee Roles and Functions

The FBPTT will:

- Review the foundations and framework of UCE's financial planning, monitoring and controls system from the perspective of consistency, clarity, safety and accountability.
- Undertake the review with the aid of best practices research relevant to church and other non-profit organizations.
- Provide a comprehensive report to the Interim Transition Team, Board of Directors and congregation with recommendations.

Membership and Structure

The FBTT will:

- Consist of at least three members: an Interim Transition Team member, a representative from the congregation, and either a board member or second member of the congregation.
- Liaise with the Interim Minister as needed.
- Seek additional assistance from members, staff and others with expertise as needed.
- The task team meetings shall be chaired by the ITT representative.

Accountability and Reporting Relationship

The FBPTT will:

- Report verbally to the Interim Transition Team at regularly scheduled meetings.
- Prepare a written update to the Interim Transition Team on activities upon request.

Key Responsibilities

The FBPTT will:

- Identify key organizational components, structures and core documents required for sound fiscal management, adherence to governing laws and stewardship of resources and assets.
- Review current processes for budget preparation, monitoring and control; expenditure authorizations; cash handling; payroll administration; recordkeeping; reporting requirements; and availability of written policies and procedures pertaining to these processes.
- Review roles and responsibilities of the Board of Directors, Treasurer and committees (Finance and Audit), as well as of the church administrator and accountant, in terms of clear and effective lines of communication, authority, and delegation of financial, accounting and clerical responsibilities.
- Assess effectiveness of methods used to communicate UCE's financial picture to the congregation.
- Identify any gaps and actions needed to improve management of financial processes, while maintaining alignment with UCE's mission, vision, principles and goals.

Timeframe:

The Financial Best Practices Task Team will remain active until disbanded by the Interim Transition Team, to whom it reports.

Deliverables:

- An update from this task team will be presented at the May Annual Congregational Meeting.
- A final report will be completed by September 2021.
- A communication plan will accompany the report to ensure full engagement of UCE.

Meetings:

Meetings will be held as needed and as called by the Chair. Weekly meetings will be necessary as the project is launched.

Approved by ITT
Feb. 17, 2021

Appendix C

Unitarian Church of Edmonton UCE Volunteer Best Practices Task Team Terms of Reference

Purpose of the Task Team

The purpose of the VBPTT task team is to ensure that practices involving volunteers at UCE are in line with Unitarian principles and values while ensuring that policies and procedures that support our volunteers are clear and effective, and reflect best practices in non-profit volunteer management.

Team Roles and Function

The VBPTT will review the current structures, and practices of UCE's volunteer management and recruitment as to clarity, supports, policy, and accountability. Using best practices research, we will provide recommendations to the ITT, Board, and congregation for a comprehensive approach to volunteer/ congregational ministry practices specific to UCE.

Membership and Structure

The Volunteer task team will consist of at least 3 members: an ITT member who will chair the team meetings, a representative from the congregation, and a board member, liaising with Interim minister as needed. Other assistance will be sought as needed from members and others with expertise and experience in this area.

Accountability and Reporting

This task team reports verbally to the ITT at regular meetings, and will give written updates upon request.

Key Responsibilities

- review current UCE volunteer practices, and overall attitudes toward volunteering. Identify any gaps relevant to changing church needs and recruitment limitations.
- use relevant work from 2016 Strategic Plan as to committee structure and tasks, and vision statement.
- research best practices of recruiting and managing volunteers/lay ministry as relevant to church and non-profit organizations.
- recommend practices which focus on clear, mutual expectations between congregant volunteers and leaders, with strong support and communications, and a practice of right relations, in a report to ITT, board and congregation.

Timeframe

This task group will remain active until disbanded by the ITT.

Deliverables

An update was provided at the May 2021 AGM. A final report will be submitted once the work is completed, by the end of 2021. Brief updates will be given at regular intervals in the newsletter to ensure the congregation is well informed.

Meetings

Meetings will be held as needed and called by the chair every two to three weeks.

April 14, 2021. Yvonne Mireau VBPTT chair.

Appendix D

Unitarian Church of Edmonton The Committee on Ministry Terms of Reference

The Committee On Ministry (COM) is appointed by the board in consultation with the minister and reports directly to the board. 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. The COM does not implement or direct change; its role is to assess and recommend potential improvements. The committee consists of 3 to 4 members of the congregation and the minister.

- The internal proceedings of this committee are confidential.
- All members serve a two-year term each.
- A person may be appointed for an additional two-year term, or terms.
- No congregant may serve more than 6 consecutive years on the committee.
- The committee will choose one of its members to chair.
- The committee reports to the Church at least once each year, through a written report. published prior to and considered at the Annual Congregational Meeting.

Approved by COM
01.17.2021

Appendix E

UCE Caring Connections Proposal Adopted by Board at May 2021 Meeting

MISSION

To provide the practical aspect of pastoral care for UCE members, friends and staff.

To encourage greater connection among UCE members, friends and staff.

To encourage volunteership.

SCOPE

Caring Connections is open to members, friends and staff of UCE only.

The Dispatcher and/or Minister will determine whether a request falls within the scope of the Offerings.

We cannot provide assistance for distressed persons and mental health issues. However, we will maintain a list of resources for referral purposes.

We cannot provide long term assistance but can provide referral sources for same.

OFFERINGS

1. Card Crew

Volunteers to mail cards for birthdays, special anniversaries, condolence (including

pets), hospitalization, illness or injury at home, confinement.

The card may be circulated for signing at Sunday service, or signed by the volunteer on behalf of UCE.

Information to be collected via Candles of Care and Concern and via members who notify the Dispatcher and/or Minister.

The Card Crew may begin operation once the Caring Connections initiative is approved by the board.

2. Transporters

Volunteers to provide rides and/or accompany to an appointment, to church, to assist with shopping, or to deliver nourishment from another volunteer.

If assisting a requester with mobility issues, must have an appropriate vehicle and be able to assist as required.

To begin operation once the COVID lockdown is ended.

3. Nourishers

Volunteers to provide an occasional soup or meal. If required for several days, schedule several volunteers. May be delivered by a Transporter.

Dispatcher to confirm special dietary needs.

To begin operation once the COVID lockdown is ended.

4. Visitors

Visit as a friend in hospital, long term care facility, senior residence or at home if someone is confined by illness or injury.

We may have short training seminars for those interested in improving their visiting skills.

Not for palliative care - reserved for the Minister or those with special training.

To begin operation once the COVID lockdown is ended.

5. Handihelps

Perform simple repairs or provide advice regarding home, garden, auto or technology.

To begin operation once the COVID lockdown is ended. Phone/online advice may begin following board approval.

6. Special Offers

Unique offerings or unique requests.

To begin operation once the COVID lockdown is ended, unless assistance can be offered by phone or online.

POSSIBLE FUTURE OFFERINGS

The following items will be kept in mind as possible offerings in the future, however each is problematic in some way, and it is preferable to keep things simple for the initial roll-out.

7. Men With Trucks

Assist with an emergency move, trip to the dump, or ferrying used purchases. Concern - possible injury to volunteers.

8. Mental Health Connections

Assist in connecting distressed persons with available resources.

Depression and anxiety can paralyze an individual making it impossible to take that first step. Concern - higher level knowledge and training required.

9. Occasional Babysitting

Concern - a more solid relationship is preferable to sending in a stranger. Police Clearance required.

10. Surrogate Grandparents

Concern - how to establish a positive relationship with an unknown person. Concern - how to deal with a failed relationship. Police clearance required.

RISK MANAGEMENT

At this time, we are not requiring police clearances. Should we add occasional babysitting or any assistance involving children, the volunteer will be required to provide a police clearance.

Those who have been a member of UCE for at least one year may volunteer offerings.

FUNDING

The only likely expenses foreseen at this time are for cards and stamps for the card crew. All other offerings are at the expense of the volunteers.

ORGANIZATION

The Dispatcher maintains a confidential list of volunteers for the various offerings. When a request comes in, the Dispatcher sends out a message to all those who have volunteered for that offering, reviews responses and assigns a volunteer. The Dispatcher then contacts the requester with the offer of the volunteer, confirms the consent of the requester, and connects the two. The requester does not have the option of requesting a specific volunteer.

The Minister is copied on all communications.

The Dispatcher keeps records of the number of requests filled and/or not filled by type for report at the AGM.

The Dispatcher maintains confidentiality. Volunteers and requesters must sign the Conflict of Interest / Confidentiality form. Information may be shared with third parties only upon mutual agreement between the volunteer and the requester.

Gloria Krenbrenk is willing to act as Dispatcher and will recruit a backup to fill in as needed.

Appendix F

Interim Ministry Agreement Rev. Lee Anne Washington Position Defining and Authority Granting Provisions

1. GOALS, RESPONSIBILITIES, AND RELATIONSHIPS

1.1 Intention

The intention of this Agreement is to set forth the responsibilities and obligations of the Interim Minister to the Congregation and of the Congregation to the Minister as we strive to dwell together in peace, to seek truth in love, to serve one another and the larger community, and to prepare the Congregation for its next ministry. It is recognized that no matter how carefully this Agreement is written and observed, the relationship between the Congregation and the Interim Minister must be grounded on both sides in open communication, mutual trust, good faith, and an open and agreed-upon process. In most situations, the Congregation will act through its Governing Board (referred to as the "Board").

1.2 Shared Leadership

1.2.1 The Interim Minister and the Congregation share responsibility for the leadership and ministry of the Congregation. The relationship of the Interim Minister and the Congregation will be in accordance with the Guidelines for the Conduct of Ministry of the Unitarian Universalist Ministers Association (see <https://uuma.site-ym.com/?guidelines>).

1.2.2 Consistent with our understanding of the covenant that binds us in an evolving living tradition, the Congregation looks to its Interim Minister to provide spiritual leadership, historical and theological grounding and perspective, assistance in setting and leadership in implementing its mission, guidance in navigating through the work of the interim period, oversight of the Congregation's programs, leadership and supervision of the staff team, and administration of its business operations in collaborative partnership with the Board, Congregational committees/teams, and staff.

1.2.3 Consistent with our understanding of the covenant that binds us in an evolving living tradition, the interim Minister looks to the Congregation to live out its mission and vision, demonstrate effective leadership, enthusiastically engage in the work of the interim period, be open to change, broaden the meaning of community, and communicate issues or concerns that may arise in a forthright and respectful manner through established communication channels.

1.2.4 The Board, on behalf of the Congregation, commits to remaining in covenant with the Interim Minister and holding members of the Board as well as the Congregation to behavior that is respectful of the Interim Minister and of the office, and that is consistent with our shared values and Principles as Unitarian Universalists.

1.2.5 Scope of Work: The Board commits to working with the Interim Minister to fully engage in the work of the interim period including:

1.2.5.1 Heritage: Reviewing how the Congregation has been shaped and formed; encouraging and hearing all of the stories about the Congregation's past, as the foundation upon which the present rests; and embracing the rich variety that makes up the Congregation.

1.2.5.2 Leadership: Reviewing the membership needs and its ways of organizing and developing new and effective leadership; providing opportunity for individuals and the Congregational organization to examine the types of leadership needed for new leaders to emerge, and for seasoned leaders to recommit or to refocus their gifts.

1.2.5.3 Mission: Defining and redefining sense of purpose and direction; clarifying the faith community's identity and core values; working to develop, update, and revitalize mission and vision statements, and reviewing strategic and tactical plans including stewardship and the financial health of the congregation.

1.2.5.4 Connections: Discovering and revitalizing all the associations, interfaith, and community relationships a congregation builds outside of itself; and re-assessing old links and considering new ones.

1.2.5.5 Future: Developing congregational and pastoral profiles that position the congregation for its next ministry, including a healthy and honest assessment of the other focus points so that the congregation can turn its energy toward proactive decision making for the future.

1.3 Monitoring and Nurturing the Health of the Ministry-Transitions Team: in consultation with the interim Minister, the Board shall appoint a Transitions Team of congregational members who are well-known, respected, and not members or spouses/partners of the current Board. The Transitions Team will help facilitate the work that the Congregation will undertake during this interim period.

1.4 Start-Up: As soon as feasible, the Minister, the Board, the Transitions Team, and other appropriate congregational leaders and staff will set aside time to explore the history, culture, and norms of the Congregation, discuss the sharing of power, authority, and responsibilities, finalize reasonable goals for this period of ministry, and begin planning for the periodic review and renewal of the ministry of the Congregation.

1.5 Anti-Racism, Anti-Oppression and Multicultural Awareness: The Congregation and the Interim Minister are committed to understanding the ways systems of oppression within and beyond our Congregation are perpetuated and agree to collaborate on the development of a joint process of reflection and growth to ensure progress. This includes, but is not limited to, the ways in which the characteristics of dominant cultures live in our practices, systems procedures, and our very lives.

1.6 Ongoing Dialogue: When issues, concerns, and conflicts arise, the Board and Interim Minister commit to addressing the issues at hand, recognizing that conflict is an inherent part of making choices within a diverse faith community. Congregational Leaders will make space to thoughtfully consider how differences in identity, experience, or power might be a factor in any conflict. The Board and Interim Minister will be guided by our Unitarian Universalist Principles and will hold themselves accountable to our shared values. To help create a path forward, the Board or Interim Minister may seek an outside facilitator from the CUC or other mutually agreeable organization.

1.7 Committee on Ministry: In recognition that the Interim Minister is in preliminary fellowship with the Unitarian Universalist Ministers Association and requires an annual review by the Congregation's Board and a Committee on Ministry in order to progress to final fellowship, the Congregation will establish a Committee on Ministry, appointed by the Interim Minister in consultation with the Board, to meet monthly with the Interim Minister to advise her and to prepare an evaluation. The Board also agrees to prepare a written evaluation.

2. RESPONSIBILITIES

2.1 Services to the Board and Leadership Groups

2.1.1 Board: The Interim Minister will be an *ex officio* member, without vote, of the Board. The Interim Minister is expected to bring to the attention of the Board matters significantly affecting the life, operation, and mission of the Congregation.

2.1.2 Committees/Teams: The Interim Minister will be an *ex officio* member, without vote, of all committees, task forces, or teams except a Ministerial Search Committee. The Ministerial Search Committee will confer with the Interim Minister on the work of the interim period as it will influence the next called ministry, but neither the Committee nor the Interim Minister will discuss specific prospective candidates for the called ministry. The Interim Minister will confer, as needed, with each committee on how best to work together to serve the Mission of the Congregation. Attendance by the Interim Minister at committee meetings is welcome, but not routinely expected.

2.1.3 Financial Records: The Interim Minister will have access to all financial records including pledges and pledge payments.

2.2 Pulpit and Worship Services

2.2.1 It is a basic premise of this Congregation that the pulpit is free. The Interim Minister is expected to express personal and faith values, views, and commitments, consistent with our understanding of the covenant that binds us in an evolving living tradition without fear or favor.

2.2.2 The Interim Minister has responsibility and authority over all worship services including rites of passage whether or not the interim Minister is involved in planning or leading a given service. All services, including weddings and memorial services, conducted by outside officiants must be pre-approved by the Interim Minister.

2.2.3 The Interim Minister will lead or co-lead worship between 30 and 35 Sundays each year, typically three Sundays per month between September and June, as well as major religious holidays observed by the Congregation. The Interim Minister will be off and relieved of all responsibilities on at least one Sunday per month, including Sundays while on vacation and study leave. In support of the health and growth of the Congregation and the Interim Minister, the Board recognizes the importance of the Interim Minister being relieved of all responsibilities for up to four Sundays to participate in denominational activities including the UUA General Assembly or CUC General Meeting & Conference; collegial gatherings of ministers and other religious

professionals including identity-based gatherings, or VUA/UUMA committees. The Interim Minister will communicate the dates of Sundays away in advance to the Board.

2.3 Other Ministerial Services

2.3.1 The Interim Minister will conduct rites of passage, including weddings, child dedications, and memorial services as well as provide pastoral care services, including crisis intervention and visitation of the homebound, sick, dying, and bereaved, both directly and in conjunction with the Congregation's pastoral care volunteers. The Interim Minister will maintain awareness of personal limitations and boundaries and will refer members for professional counseling and other specialized services as appropriate. The interim Minister will provide such ministerial services and counseling to members of the Congregation without fee or honorarium.

2.3.2 The Interim Minister may charge a fee when rites of passage, pastoral care services, and other ministerial services are provided to non-members of the Congregation.

2.3.3 The Minister may charge a fee or solicit a free-will offering when providing classes, workshops, retreats, or other similar events that are designed to reach out beyond the Congregation to people not affiliated with it. Such events will likely be, though may be held in public places. At all such events members and friends of the Congregation will be invited to participate, unless such event is designed for a particular profession (like ministers) or private group of people (like Alcoholics Anonymous). At no time will members or friends of the Congregation be charged for the Minister's participation in or provision of such events.

2.4 Community Activities: The Interim Minister may serve in the community beyond the Congregation and will inform the Congregation of such action through periodic reports.

2.4.1 Social media: The Interim Minister will participate with UCE's existing social media channels to help raise awareness of the church in the wider community.

2.5 Relationship to Congregational Staff

2.5.1 Interim Minister's Role: The Interim Minister is Head-of-Staff and therefore supervises the Religious Education Leader and the Office Administrator, Issues involving benefits and decision to hire and discharge may be done in conjunction with the Board and/or Human Resources Committee.

2.5.2 Relationship to Other Professionals on Staff: The Interim Minister, in collaboration with Congregational leaders, has primary responsibility for overseeing the implementation of the vision and mission of the Congregation. In recognition of the work done by Congregational staff, the Interim Minister will enter into a covenant with the other professionals on staff. Such covenant will delineate the roles and responsibilities of each as well as the means to resolve disagreements should they occur. The Interim Minister, as staff lead, will foster a collaborative environment among staff and will take care that changing roles and relations of the shared professional leadership are reviewed, discussed and re negotiated with clarity, respect, and honesty in the spirit of the UUMA Guidelines.