



Good Governance Task Team Report for UCE

June 2021

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Executive Summary

The Good Governance Task Team was established by the Interim Transition Team in February 2021, with the purpose of supporting strong governance by ensuring Unitarian Church of Edmonton (UCE) fulfills its fiduciary and ethical responsibilities through the support of strong and effective governance systems, policies and procedures that align with our principles and advance UCE's vision.

See Appendix A for a list of sources that informed this report

The task team, composed of Karen Mills, Sue Lynch and Louise Charach, reviewed resources from other jurisdictions, collected internal documents, incorporated congregational feedback and considered historical perspectives.

The Terms of Reference for the Task Team is in Appendix B.

Report Structure

This report is organized into eight major sections. Most sections contain four parts: an overview of the topic, good governance practices, the UCE current state and the task team's recommendations.

Building on a Strong Foundation

We were constantly reminded of the many strengths of UCE and its accomplishments and milestones. We are a compassionate, accepting, caring community with great pride in our excellent music and meaningful social justice activities. We have a strong foundation of shared stewardship and open communication in financial matters, collaborative decision making, working through conflict and encouraging lifelong curiosity and learning. These qualities prepare us well to embrace the future with energy.

Now is an opportune time to be undertaking this governance review and build on our solid foundation as we are about to embark on the next step in UCE's journey with a new minister.

Recommendations

This report is intended to guide UCE into the long term. UCE is governed by a shared ministry where authority flows among equals, guided by effective decision-making, conflict resolution, planning, delegating and evaluation. These concepts have guided our recommendations in the following areas:

Governance Roles

- Clarify roles and responsibilities for the board, minister, paid staff, volunteers and committees.
- Provide clear orientation and ongoing training as a regular process.
- Ensure UCE's vision and values are shared and communicated at every opportunity.
- Establish an annual self-assessment for the board.
- Consider using the tool of 360-degree feedback for minister evaluation.
- Facilitate communication across committees through strategies such as a Council of Chairs to meet semi-annually and share upcoming goals.
- Freely search and consult with other UU congregations to build on lessons they have learned.

What is Guiding our Hearts and Minds

- Create a strategic plan for the next 3-5 years as a priority, with focus on vision, mission and priorities.
- Complete operational plans based upon strategic goals.
- Complete individual performance plans with staff and committees based on strategic and operational goals.

Bylaws, Policies, Motions and Procedures

- Ensure appropriate written policies, structures and processes are in place, accessible, and regularly reviewed.
- Use consistent templates for documentation.

Committees, Task Teams and Advisory Groups

1. Make UCE's committee structure lean and strategic and complement it by the use of task teams and advisory groups.
2. Review all committee terms of reference and current congregational needs.
 - a. Each committee should have a clear and essential function that is aligned with appropriate board leadership roles and responsibilities.
3. Regularly evaluate committees/teams/groups to ensure they have a significant amount of ongoing and important work or are disbanded.
4. Encourage committees to seek members from external sources (e.g., friends, experts, interested parties) to expand expertise.
5. Take steps to ensure clear communication across committees/teams/groups through such strategies as biannual meetings of chairs/leads.
6. Create an oversight/accountability/reporting structure for all groups.
7. Consider approaching individual members to complete specialized tasks linked to their skills.
8. Use criteria included in this report when assigning work on future tasks.

Mobilizing Volunteers

- Support the current task team on volunteerism and develop a business case for presentation to the board for a part-time paid volunteer coordinator position which could devote the necessary time to focus on this area.
- Create a volunteer manual which outlines UCE history, mission, vision, volunteer policies and forms.

Working Together Successfully

- Regularly complete formal performance reviews with the minister and staff.
- Develop a Covenant of Right Relations to provide a helpful view of our relations with each other and to develop a culture where we can entertain diverse views, speak freely and feel heard.

Communication

- Use formal and informal chats between the board and congregation to enrich relationships and trust and increase the feeling of being fully informed of the activities of the church.
- Organize key documents in an accessible place to encourage familiarity with important decisions and enable all interested persons to access them.
- Create a policy manual with key documents and decisions to organize our bylaws, history, governance structure.
- Create and maintain a board manual (online and hard copy) and a member handbook.

Administration Practices

- Create a board manual with key documents to guide administration.
- Create a comprehensive records management policy.
- Align electronic and hard copy filing systems.

Next Steps

We see the next steps to implement the recommendations would be to form an implementation team who would collaborate with the board, minister and congregation to:

- prioritize recommended actions
- implement communication and roll out plans for all actions
- develop an evaluation plan to determine if governance measures are being implemented and working effectively

A Look at UCE's Governance Structure

What is Governance?

Governance is the way we, as a congregation, organize ourselves to make decisions for our church. The governance plan lays out who makes decisions, how the decisions are made, communicated and implemented, how participants can make their voices heard, and how we are accountable to one another and know if the governance is meeting our needs and wishes.

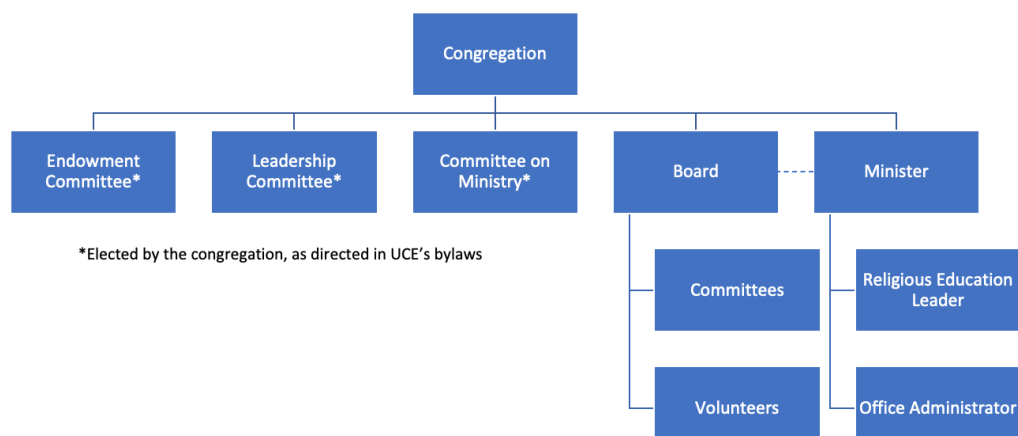
In well-governed congregations:

- Members and others enjoy opportunities to learn and grow and serve in an atmosphere of trust and creativity where structure, goals and purposes are clear
- Everyone can articulate the mission and vision, shares in evaluating results and undertakes responsible stewardship of resources
- Ministry leaders, paid and unpaid, create effective programs with the support of a structure that delegates authority and requires accountability

Hallmarks of good governance (in no particular order):

- accountable
- transparent
- responsive
- consensus oriented
- participatory
- inclusive
- follows the rule of law
- efficient
- ethical
- responsible
- mission-linked

UCE's current governance structure



Organization charts offer a summary of structures but can't reflect the dynamic nature of multifaceted relationships. Therefore, what follows is a bit more context around UCE's governance structure.

At UCE, the congregation is the ultimate authority, delegating day-to-day governance to the board and minister.

The congregation is responsible for electing the board that serves them, choosing the settled minister, approving the annual budget and participating in the setting of strategic priorities. Ideally, the congregation regularly engages in conversations on governance, ministry and planning. The board delegates work to staff, volunteers and committees. The board provides leadership and direction, in accordance with our bylaws.

We are a shared ministry where congregation, minister, board, staff and volunteers share responsibility for the health and viability of UCE. The minister reports to the congregation through the board.

The minister, board and Committee on Ministry will engage in a collaborative process to arrive at a specific understanding about the sharing of power and responsibilities, goals for the upcoming year based on UCE strategic priorities and a plan for reviewing and assessing the ministry of the congregation on an annual basis. Creative approaches could include tools such as 360-degree feedback review or congregational surveys.

The fiscal year runs from July 1 to June 30. The Annual General Meeting is held in May, where the congregation elects the board and congregational committee members and approves the church budget for the upcoming year. Members and friends provide financial support through pledge commitments.

UCE is a member of the Canadian Unitarian Council (CUC) to which we pay dues and which provides numerous services in return. We gain strength from being a member of a larger movement.

The CUC is associated with the Unitarian Universalist Association (UUA). The UUA oversees the professional credentialing and transitions for all UU ministers in North America.

Governance Roles

The Board of Trustees

- Ensures legal compliance and overall fiduciary responsibility for resources
- Provides oversight and monitoring of all aspects of UCE
- Sets strategic direction in partnership with the congregation
- Sanctions establishment of committees, work plans
- Has an executive team to support board operations (president, vice president, treasurer, secretary, past president)

Good Governance dictates:

- Board empowers paid staff, committees, teams and volunteers to work independently and accountably
- Promotes an open, creative atmosphere of trust

- Continually evaluates performance and outcomes and identifies training needs
- Responsibly stewards resources

The Minister:

- Primarily accountable to the congregation through the board
- Provides spiritual leadership
- Works in partnership with congregation, board, committees and staff in fulfilling mission and goals
- Supervises staff team and administration of business operations
- Provides pastoral counseling

Good Governance dictates:

- Good communication, and collaborative support to congregation, staff and volunteers
- Responsible steward of resources
- Hear issues and resolves them openly, guided by covenant of right relations
- Contributes to the viability and growth of the church

UCE Current State

- Congregants value the UCE community and UU principles.
- We have a wealth of experience and talent in our congregation.
- Many people have contributed significant volunteer time to UCE.
- There is a desire for congregants to feel fully informed and included in understanding needs, challenges, decision-making.
- There is confusion around authority and responsibility for tasks/roles and processes.
- There is little or no orientation or training for volunteer positions.
- There is no collective identity which guides UCE work.
- Systems of monitoring and evaluating tasks and performance are weak.
- Priorities are not always clear or aligned with our vision and strategic goals.
- There is a lack of integration between committees, the staff and the board

Recommendations

- Clarify roles and responsibilities for the board, minister, paid staff, volunteers and committees.
- Provide clear orientation and ongoing training as a regular process.
- Ensure UCE's vision and values are shared and communicated at every opportunity.
- Establish an annual self-assessment for the board.
- Consider using the tool of 360-degree feedback for minister evaluation.
- Facilitate communication across committees through strategies such as a Council of Chairs to meet semi-annually and share upcoming goals.

- Freely search and consult with other UU congregations to build on lessons they have learned.

B. What is Guiding our Hearts and Minds

Our Vision

The Unitarian Church of Edmonton is a congregation openly and honestly searching, learning, connecting, and serving.

Searching for spiritual meaning in our lives
Learning to understand ourselves and others
Connecting to build fair, just, and caring communities
Serving each other and our communities near and far

Principles of our Faith

Unitarian Universalists affirm the following principles:

- The inherent worth and dignity of every person
- Justice, equity and compassion in human relations
- Acceptance of one another and encouragement in spiritual growth in our congregations
- A free and responsible search for meaning
- The right of conscience and the use of the democratic process with our congregations and in society at large
- The goal of world community, with peace, liberty and justice for all
- Respect for the interdependent web of all existence, of which we are a part.

Purposes

As set out in UCE's bylaws, the purposes of the organization are:

- To bring together those people who support
- freedom of belief
- a free and responsible search for truth and meaning
- the inherent worth and dignity of every person regardless of age, race, colour, gender, sexual orientation, physical characteristics, mental or emotional health, ancestry, or place of origin
- caring for one another with trust, compassion, and mutual respect
- the democratic process in our congregation and in society at large
- To hold religious meetings, studying religious, moral and philosophical questions, promoting social welfare and social responsibility, and furthering the knowledge and interests of Unitarian Universalism.
- To provide a meeting place to discuss questions affecting the community in general and to provide a centre for various community activities.
- To provide opportunities for friendly and social activities, and to arrange musical, dramatic, and other cultural entertainments.
- To arrange for talks and discussion of religious, social, educational, political, and other subjects
- To establish and maintain a reference library and reading room.

- To carry on the Church's activities without the purpose of monetary gain for its members and to use any profits or gifts to fulfill these purposes.

Good Governance dictates:

- Clear mission, vision and purpose, easily recalled and advanced by members
- Strategic priorities, the foundation upon which church actions are built, have with SMART (specific, measurable, attainable, relevant and time-based) objectives

UCE Current State

- UCE does not have a shared vision or feeling of a "collective identity".
- Society in general and UCE specifically have changed, but UCE governance systems have not been reviewed and updated accordingly.
- Mission, vision and strategic plan (developed in 2016) need an update with thoughtful consultation as a priority.
- "Strategic planning is a process of organizational renewal in which an organization reviews its mission and values, scans the environment, assesses its needs, plans and executes necessary actions and measures the result of these on an ongoing cyclical basis." *From 2016 Strategic Plan*

Recommendations

- Create a strategic plan for the next 3-5 years as a priority, with focus on vision, mission and priorities.
- Complete operational plans based upon strategic goals.
- Complete individual performance plans with staff and committees based on strategic and operational goals.

These plans will drive the work of the congregation, board, staff and committees.

See Appendix C for responses from the congregation to ITT questions

C. Bylaws, Policies, Motions and Procedures

Bylaws tell the story of the congregation written in legal language. They help the congregation govern day-to-day functions such as membership, committee and board structure and calling of the minister. Bylaws exist to support the functioning of the congregation and amendments are brought forward at the AGM.

See Appendix D for current UCE bylaws.

Policies are a deliberate system of principles to guide decisions and achieve rational outcomes. A policy is a statement of intent and is implemented as a procedure or protocol. Policies can be viewed as guidelines which set parameters for decision making but leave room for flexibility.

Board motions record a decision or action to set a standard of practice.

Procedures, sometimes also termed guidelines, explain the "how", through step-by-step instructions for specific tasks.

See Appendix E for summary of current policies and board motions.

Good Governance dictates:

- All guiding documentation is clearly written, stored in a readily accessible place and available to all

UCE Current State

- Some UCE bylaws are not current, in some cases referring to committees which no longer exist. In some instances, we are not in compliance with the bylaws on specific points.
- A recent review indicates there are 11 policies, 16 motions falling under financial "policies" and 13 stand-alone board motions. Some new policies are needed to guide our actions, and some policies are no longer relevant.

Recommendations

- Ensure appropriate written policies, structures and processes are in place, accessible, and regularly reviewed.
- Use consistent templates for documentation.

D. Committees, Task Teams and Advisory Groups

Committees have been the driving force of our church and their energy gets our work done. A review of committees was identified by our congregation as an area which needed attention in response to the question about needed changes at UCE. As the board's focus and the congregation's strategic plan change, the number, size and purpose of committees may change as well.

See Appendix F for an inventory of tasks and activities.

At this time, we have congregationally elected committees, standing committees and task teams.

Congregational committees are identified in the bylaws. The committee has defined terms and members are elected by the congregation and report to the congregation at the AGM. A board member is assigned as liaison to each committee. The Committee on Ministry, Endowment and Leadership Committees are congregational committees.

Standing committees have specialized areas of concern that they monitor, report on and provide advice about on an ongoing basis. They are permanent/ongoing in nature and are appointed by the board. They do not duplicate staff functions. A board member is assigned as liaison to each committee. The Finance Committee is an example of a standing committee.

Task Teams are ad hoc, time limited, have a specific purpose and disband when the purpose is achieved. Task teams can emerge based on needs which may come from a request from the board or a particular congregational need. The bylaws review task team is an example of a task team.

Advisory groups research, investigate, and/or monitor an issue then provide informed advice and support to congregation and board in the form of technical expertise. Advisory groups may be composed of outside experts and subject specialists. They work to provide recommendations and then disband. An example would be if an engineer, a general contractor and an architect were asked to recommend a plan to redesign the entrance to the church.

Good Governance dictates:

- All groups have detailed terms of reference so all are clear on duties, authorities, reporting and limits and how they relate to the board
- Committees do not make policies but advise, recommend or carry out a task
- All groups report regularly to the congregation through the board with written reports and regular updates in the monthly newsletter
- All groups regularly communicate with each other to maximize opportunity for collaboration

UCE Current Situation

- UCE has many experienced committee leaders and members.
- We have generous (but busy) individuals who give of their time and talent to serve the UCE community.

- Many committees have become inactive.
- Fewer people have the energy or ability to commit to long-term volunteer projects.
- There is a lack of oversight/coordination for committee work.
- Meeting minutes are not routinely kept by committees, shared with the congregation or forwarded to administration for filing.

Recommendations

1. Make UCE's committee structure lean and strategic and complement it by the use of task teams and advisory groups.
2. Review all committee terms of reference and current congregational needs.
 - a. Each committee should have a clear and essential function that is aligned with appropriate board leadership roles and responsibilities.
3. Regularly evaluate committees/teams/groups to ensure they have a significant amount of ongoing and important work or are disbanded.
4. Encourage committees to seek members from external sources (e.g., friends, experts, interested parties) to expand expertise.
5. Take steps to ensure clear communication across committees/teams/groups through such strategies as biannual meetings of chairs/leads.
6. Create an oversight/accountability/reporting structure for all groups.
7. Consider approaching individual members to complete specialized tasks linked to their skills.
8. Use criteria included in this report when assigning work on future tasks.

E. Mobilizing Volunteers

[NOTE: The Interim Transition Team has created a task team to examine volunteering. They will be making further observations and recommendations.]

Our volunteers are the heart of UCE and carry out diverse tasks from property management to greeting newcomers. We need to encourage and support volunteers to serve in the many capacities UCE presents so we can increase our capacity and impact and their skill development, satisfaction and sense of belonging. Our congregants can offer skills and expertise matched to our needs and enhance the impact of our overall ministry.

A more effective way to recruit, engage, communicate with and recognize volunteers is needed at UCE. Figuring out how to organize and develop new and effective leadership and offer orientation and training is critical to success.

Good Governance dictates:

- Volunteers have clear written description of roles and responsibilities, so expectations are clear
- Volunteers have thorough orientation and regular training to enhance their roles

UCE Current State

- Volunteer experiences are mixed. Some have expressed reluctance to serve because there is a lack of clarity on mandate and expected outcomes, authority, reporting expectations, timeframes, etc. Some volunteers have also felt their efforts are not acknowledged.

Recommendation

- Support the current task team on volunteerism and develop a business case for presentation to the board for a part-time paid volunteer coordinator position which could devote the necessary time to focus on this area.
- Create a volunteer manual which outlines UCE history, mission, vision, volunteer policies and forms.

F. Working Together Successfully

Current, accurate and guiding documents are foundational to success, but how we treat each other and how we live our principles are paramount to a healthy UCE.

Our UCE minister and staff members require clarity around their authority, goals and how their performance will be evaluated. Clear job descriptions, annual goal setting and regular conversations with one's supervisor around performance are essential to ensure actions are mission-linked and integrated to congregational and board priorities.

Good Governance dictates:

- Clarity of roles, expectations, regular communication and ongoing support
- Kindness, compassion and mutual respect guide our relations with each other
- Processes to work through conflict in a constructive way

UCE Current State

- Annual goal setting and annual performance appraisals with staff has been inconsistent.
- Ministerial pay has been increased with no goal review.
- We encourage a wide variety of opinions, which means that differences of opinion and conflict do arise.

Recommendations

- Regularly complete formal performance reviews with the minister and staff.
- Develop a Covenant of Right Relations to provide a helpful view of our relations with each other and to develop a culture where we can entertain diverse views, speak freely and feel heard.

See Appendix G for sample Covenant of Right Relations

G. Communication

Communication at UCE consists of several elements including structured reporting between the board, committees and the congregation; informal internal communication among ourselves; newsletters; the website; social media and connections with our external community.

Good Governance dictates:

- Communication strategies are developed to meet communication needs through multiple channels in order for all to feel engaged in the work of the congregation and valued

UCE Current State

- We have an established website, newsletter, and presence on Facebook, YouTube, SoundCloud, and Twitter.
- Communication across committees, from staff to board and from board to congregation could improve.
- Our members have expressed a desire for regular, predictable communication from their board.
- It has been the experience of this task team that documents are not readily available or located in a single spot. This means documents which could guide thoughtful discussion and decisions are not used as resources as many do not know they exist.

Recommendations

- Use formal and informal chats between the board and congregation to enrich relationships and trust and increase the feeling of being fully informed of the activities of the church.
- Organize key documents in an accessible place to encourage familiarity with important decisions and enable all interested persons to access them.
- Create a board manual with key documents and decisions to organize our bylaws, history, governance structure.
- Create and maintain a board manual (online and hard copy) and a member handbook.

See Appendix H for an outline of draft board manual.

See Appendix I for an outline of a UCE member handbook - Understanding our Church.

H. Administration Practices

Administration provides the framework that enables the church to function effectively. Maintaining church records, personnel files, financial records, and board decisions are fundamental duties which influence our efficiency and effectiveness.

Up-to-date record keeping, clarity on file retention, and guidelines on confidential materials support our legal responsibility and more informal requirements as a fully functioning church. Well-kept records are especially important for a volunteer-based organization such as UCE where board members and committee leads change frequently.

Good Governance dictates:

- Guiding documents are organized, current and readily accessible with clear guidelines on the management and retention of records, all in compliance with legislation

UCE Current State

- Several administrative systems and practices have evolved over the years as volunteers and administrators have changed and have inherited systems and introduced their own ways to manage the work.

Recommendations

- Create a board manual with key documents to guide administration.
- Create a comprehensive records management policy.
- Align electronic and hard copy filing systems.

Where to From Here?

We Need You!

Each one of us plays a role in good governance.

This report is intended to guide UCE into the long term. It's an opportune time to examine our structures and the ways we work with each other, as we welcome a new minister. Our new minister will grow with us as we implement actions to firmly ground us and revitalize our vision for our beloved church. We need you to move hope into reality by participating fully in the implementation of these recommendations.

Here are the Good Governance task team's suggestions for getting started:

- Set up an Implementation Team, comprised of a combination of members from the Good Governance, Financial Best Practices and Volunteer task teams and other interested volunteers.
- This team will review the task team report recommendations and prioritize next steps with timelines for actions. They will develop a communication plan and an evaluation plan to determine if governance measures are being implemented and working effectively.
- Phase 1: Establish task teams for specific reviews, such as:
 - Bylaws
 - Policies
 - Finances and stewardship
 - Administration and Processes audit
 - Committees, task teams and volunteer structures
 - Terms of reference/job descriptions
 - Member handbook
 - Board manual

These teams would have clear terms of reference and start work in the fall. Teams would report at six months (March) to the Implementation Task Team and again at the AGM

- Phase 2: Revisit UCE's Strategic Plan and begin work on creating a Covenant of Right Relations.

And before any of this, let's have a celebration of welcome for our new minister and an acknowledgement of how special UCE is!

Appendix A - Sources that informed this report

General

- Resources recommended by Rev. Lee Anne Washington
- Liaison with Rev. Anne Barker on governance insight
- Interim Transition Team consultation responses led by Ruth Patrick
- Wouldn't it be Great Chalice Circle wish list, January 2021
- Conversations with congregation members and friends
- Assistance from Janet Polkovsky, church administrator
- Summary of policies and board motions compiled by Gloria Krenbrenk
- UCE Strategic Plan from 2016
- Liaison with ITT Best Practices Finance Task team
- Interim Ministerial Agreement
- Canadian Council of Christian Charities

Governance Best Practice Resources

- Good Governance for Non-Profits by Dr. Robert Andringa
- Forming a Committee on Ministry by David Pyle
- Imagine Canada Standards
- Governance and Ministry by Dan Hotchkiss
- Financial Best Practice with Governance highlights - Doug Eastwell
- Church Governance Matters by Les Stahlke
- BoardSource
- *Board Governance*-Community Literacy of Ontario
- Board Development for Non-Profit Boards- Government of Alberta
- Pastoral Performance Reviews: Canadian Research and Faith-Infused Best Practices

CUC and UUA resources and articles, including

- Fulfilling the Call
- Completing the Circle
- The Renewal Process for Ministers in Preliminary Fellowship (UUA)
- Assessing our Leadership, Unitarian Ministers Association
- Governance in Small Congregations, UUA.org

Review of Unitarian church websites, notably:

- Unitarian Universalist Church of Washington
- First Unitarian Church of Providence

- Unitarian Church of Calgary
- Westwood Unitarian Congregation, Edmonton
- The Unitarian Church of Montreal
- The First Unitarian Congregation of Ottawa
- The First Unitarian Congregation of Toronto

Appendix B - Good Governance Task Team Terms of Reference

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 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 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 Chair. Weekly meetings will be necessary as the task is launched.

Approved by ITT

Feb. 17, 2021

Appendix C - Responses to Congregational Questions

(Excerpted from UCE May 2021 newsletter)

Our Answers to Interim Transition Team's Additional Questions

What is Missing Here at UCE?



From the 63 comments received from the chat rooms it becomes very apparent we miss being together. There is a hunger for interpersonal contact, the direct feeling of support, and meaningful interaction between the generations. We miss the energy of in-person interactions and the physical space. The choir is needed.

Good adult programs, small groups, adult religious exploration, deep discussions, greater exploration of philosophical questions, more

heart-led spirituality vs cerebral based material emerges. Compassion in actual deed, meditation and activities for younger people are desired.

Some indicated the lack of a shared purpose, a need to understand key priorities and collective identity. An assessment of neighborhood needs was mentioned.

Zoom is appreciated and there is hope it will also be continued once we return to our building for regular use.

What Stands in the Way of UCE Becoming UCE?

A number of responses mentioned the lack of: a clear, shared vision or purpose; a lack of coordinated leadership; of shared priorities and broad participation. There was some mention of more training for volunteers and more follow up needed.

Concern regarding welcoming in theory but not attracting much diversity in terms of age, gender, cultural background or race. The following were also mentioned:

- The Youth have not been involved.
- Need more ways to engage members in conversations on meaningful topics.
- Lack of adult religious education.
- Complacency
- Too little community outreach.
- Committee structure review needed.

39 responses which clearly indicate a real concern to achieve a more vibrant community. There is uneasiness about burnout and yet an increased desire for a more total involvement of all in going forward.

What keeps You Here?

33 responses indicated a strong sense of community. Some express their comfort in sharing common values. Many indicated that which had attracted them initially keeps them here. Friendship with those who share the same values and provides support. Freedom to speak one's own belief and find acceptance. Authentic connections keep some here.

The choir plays a major role for many. The opportunity to work and build the kind of church to which one wants to belong. A safe place to unwind. For some the capability to shift pattern, i.e., from building to zoom services.

M. Ruth Patrick

Nurturing UCE's Tree of Life Answers

Question 1: What has the Unitarian Church of Edmonton meant to you?

Answers:

- I am exposed to different viewpoints, which spurs me to reconsider my own views.
- Friendships.
- I get fresh ideas, new understanding of older ideas.
- I and my parents have benefited so much from the community of people that are the UCE.
- Community connection.
- This is my fourth week here. I still well up with emotion when, at the start of service, I hear the phrase "we welcome you, the whole of you."
- Our Friday Walkers group both virtually and outside gatherings are important to many of us.
- A physical location that feels familiar and life-giving, a course of friendship and support, place where I can give back, a source of spiritual renewal.
- I am transformed by the members of our beloved community who surprise me every day with ideas and opportunities.
- A reaffirmation each time we meet, that there is so much goodness and caring in my world.
- I've been a member of this church for over 20 years, and I still well up with emotion when, at the start of service, I hear the phrase "we welcome you, the whole of you."
- This community gives me a sense of purpose, of family, and of belonging. It gives me an opportunity to be of service in a way that lives out my values.
- Comrades in arms on matters of social justice.

Question 2: What interests do you have; what talents might you share; what issues are close to your heart; what actions can you take to help us make a positive difference in the world?

Answers:

- I want to make [people] welcome in our spiritual family.
- I am a good reader and look forward to an opportunity to read at future services.
- A way to remember family tradition.
- I like to participate in the choir and appreciate the music of the services. Thanks to those who arranged for and joined in the zoom choir sing along last Thursday.
- I appreciate sharing the community and the wonderful ideas to move forward in my spiritual journey.
- After years of being quite involved in the 70s, I did not attend for many years, recently returning for specific Sundays. My interest has been stimulation of speakers, presentations and events that give me new ideas or something to look up or think about during the following week.
- I was reluctant to join Zoom services, but I am enjoying seeing the faces of my UCE friends again. We all continue in new ways to connect and serve. In particular, Raging Grannies (most are coincidentally Unitarians) persevere.
- treasure the opportunity to create a space for our Youth to connect with each other, with their own spirituality, and with the wider community - both within and outside of the church.
- Compassion and joy are what I find at UCE and what I hope I share in my other relationships.
- The Child Haven committee has met and is planning an event in June. A way to help the desperate situation in India!

Shared History at UCE



After our service on Sunday, April 25th, we moved decade by decade through the history of UCE. Led by Louise Charach and Ruth Patrick, heard the remembrances of several of our members and invited you to share your own in the Zoom chat box. These are the remembrances that were shared.

Remembrances from 50's, 60's, and 70's

- Children and Youth were very involved at UCE and in YRUU;
- Active singles group for which Ernie Korchinsky acted as the MC for many;
- Attending church school, helping with youth group, billeting draft dodgers;
- UU Action dinners -- yummy meals and hilarious actions;
- Spending considerable time planning and financing new congregation -- loans were made and paid back;
- Congregational activities like trail rides, ski trips, hosted by Inge Hess;
- The portable bar built by Morley Calenson;
- Stan Calder playing piano for New Year's parties; and
- Thanksgiving and Christmas dinners and entertainment.

Remembrances from the 1980s

- Unicircle programs for discussion and friendship which provided child care one morning a week;
- Teaching Haunting House for 5-7 year olds;
- Diversity conference held in our old church, celebrating GLBTQ+ people;
- Monthly meetings of the Prime Timers;
- Serving on board in the early 80s;
- Les Gue's work on issues related to Tolerance and Understanding;
- Active social justice committee; and
- Our Interim minister, Fern Stanley.

Remembrances from the 1990s

- Rev. Audrey returned from Bangor Theological Seminary, in Bangor, Maine, and became part of the pastoral Care team at UCE;
- Working on the design of the sanctuary;
- Refinishing our chairs --led by Stella, many worker bees reupholstered, stripped and refinished them;
- UCE held its first Blue Christmas service followed by a supper of soup, bread and pies -- it was attended by many people who were visitors for the first time, and some returned to attend Sunday services;
- Blaise and Bernie were very involved in organizing fundraising auctions with dinners;
- Raising money, key by key to buy our piano;
- Drudge work performed by many volunteers -- e.g., scraping the floor in a couple of bathrooms with scrapers and steel wool to get them clean enough to have the areas to build into decent bathrooms;
- Service auctions through the 1980s & 1990s — both fund-raisers and an entertaining evening;
- “No Talent” nights, plus wonderful singing talent such as Maria Jenkins, David Leonard, Jack Ratcliffe, and many others, some ongoing members of Chorealais;
- Strong youth group was strong that made the coffee each Sunday, and kept the proceeds to send a youth to the UN;
- Coralie & John return after a couple of decades to discover that UCE feels like home;

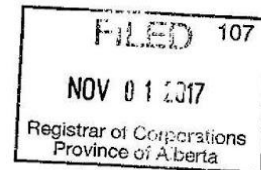
And, Lynn Wolff shared a heart-touching remembrance that illustrates how important and life changing being a part of the UCE community can be:

I came to UCE on January 6, 1985. It was the first service given by Rev. Michael O'Kelly, interim minister. His topic was “Beginnings and Endings”. I had just done many of each, having moved from Ontario and started a new job, knowing no one in Edmonton. So I wept through the entire service. At the end of the service, a long-time member, Dr. Ed Holmes, took me out to lunch to cheer me up. He did a good job and we married 5 years later, Rev. John Marsh officiating.



Appendix D - Current Bylaws

Bylaws of the Unitarian Church of Edmonton (Amended May 7, 2017)



1. Name

The name of our religious organization is the Unitarian Church of Edmonton

2. Definitions

<i>Board</i>	The Board of Trustees
<i>Canadian Unitarian Council</i>	The Canadian body for Unitarian and Universalist Churches in Canada, with headquarters in Toronto
<i>Church</i>	The Unitarian Church of Edmonton (UCE)
<i>Congregation</i>	All UCE members in good standing as defined in article 6
<i>Endowment Fund</i>	Money and other assets held in a segregated fund, and managed as described in Clause 12 of these bylaws
<i>Member</i>	A person aged 16 or over who has applied for membership and been accepted as a member of UCE
<i>Officers</i>	The president, vice-president, immediate past president, secretary, and treasurer
<i>Quorum</i>	At congregational meetings, 10% of members eligible to vote. At Board or committee meetings, a majority of the members
<i>Signing Officers</i>	Board members, or others, authorized by the Board to sign cheques and other legal documents
<i>Trustee</i>	Any elected or appointed board member
<i>Unitarian Universalist Association</i>	The Unitarian Universalist Association in North America, with headquarters in Boston, Massachusetts, USA

3. Purposes

The purposes of the organization are:

- (1) To bring together those people who support
 - (a) freedom of belief
 - (b) a free and responsible search for truth and meaning
 - (c) the inherent worth and dignity of every person regardless of age, race, colour,



gender, sexual orientation, physical characteristics, mental or emotional health, ancestry, or place of origin

(d) caring for one another with trust, compassion, and mutual respect

(e) the democratic process in our congregation and in society at large

- (2) To hold religious meetings, studying religious, moral and philosophical questions, promoting social welfare and social responsibility, and furthering the knowledge and interests of Unitarian Universalism.
- (3) To provide a meeting place to discuss questions affecting the community in general and to provide a centre for various community activities.
- (4) To provide opportunities for friendly and social activities, and to arrange musical, dramatic, and other cultural entertainments.
- (5) To arrange for talks and discussion of religious, social, educational, political, and other subjects
- (6) To establish and maintain a reference library and reading room.
- (7) To carry on the Church's activities without the purpose of monetary gain for its members and to use any profits or gifts to fulfill these purposes.

4. Powers and Responsibilities

The Church has the power and responsibility

- (1) To acquire by purchase, lease, or donation real estate and personal property; to sell, exchange, mortgage, rent, improve and develop these properties; and to construct, maintain, own, operate, manage and supply any type of housing, religious, commercial or charitable accommodation, so long as these activities fulfill the purposes of the Church (see Clause 7 for approval process).
- (2) To lease property to any individual, corporation, church, society, cooperative or association.
- (3) To provide financial assistance, grants, administrative aid, building accommodation, or any other form of assistance to non-profit community organizations, churches, charitable societies or other association, as long as the Board or congregation approves that assistance.
- (4) To borrow, raise or secure the payment of money in ways the congregation approves. Methods could include issuing bonds, debentures, guarantees, leases, mortgages, bills of exchange, promissory notes, or other negotiable or commercial instruments.
- (5) To hold, invest, or spend the funds and assets of the Church to fulfil its purposes.
- (6) To employ qualified staff without discriminating on the basis of age, race, colour, gender, sexual orientation, physical characteristics, ancestry or place of origin.

- (7) To pay salaries, staff benefits, rents, interest, maintenance, taxes, and other operating and administrative expenses.

5. Denominational Affiliation

The Church is a member of the Canadian Unitarian Council and is thereby affiliated with the International Council of Unitarians and Universalists; the Church maintains ties with and receives certain services from the Unitarian Universalist Association.

6. Membership

- (1) Membership in the Church is open to anyone at least 16 years of age who generally agrees with the Church's purposes and supports its programs.
- (2) To become a member, a prospective member must apply in writing to the Board. Prospective members from other Unitarian or Universalist Churches may give the Board a letter of transfer. All members' names are recorded in the Church register.
- (3) A member is entitled to:
 - a) vote at congregational meetings 60 days after being accepted as a member
 - b) inspect the books and records of the Church by giving one week's notice to the Board.
- (4) The Board may remove from the Church register the name of any member who:
 - a) has resigned from the Church, or
 - b) has had membership revoked by a congregational meeting
 - c) has failed to make a reasonable contribution for two or more years.
- (5) A membership may be revoked for just cause by a two-thirds majority vote by ballot taken at a hearing at a congregational meeting. The Board will notify the member of the meeting by confirmed message at least 15 days before the meeting. The notice will include the place, time, and date of the meeting, and the motion for revoking the membership. The member has the right to speak to the motion of the hearing and to vote on any motion put to the meeting.

7. Meetings

- (1) The Board shall call an annual congregational meeting to be held before the 15th day of May each year.
- (2) The Board may call other congregational meetings. The Board must call a congregational meeting if 10% of the members submit a written request for such a meeting.
- (3) By passing a unanimous resolution, the Board may call an emergency congregational meeting. The Board must believe that the emergency matter

requires quicker resolution than is possible in 7(5) below. The Board will take any reasonable measure to notify at least 50% of the members about such a meeting.

- (4) If a mail interruption occurs. The Board will notify members of a congregational meeting any reasonable manner such as e-mail, fax, or telephone.
- (5) Congregational meetings are called by the secretary or any other officer of the Church the Board names by:
 - a) posting a copy of the notice at the Church building,
 - b) mailing a copy of the notice to every member of the congregation at least 15 consecutive days before the meeting, and
 - c) reading the notice to the congregation on at least two Sundays before the date of the meeting.
- (6) A notice of a congregational meeting must state the date, time and place of the meeting, and the business to be transacted.
- (7) A quorum for a congregational meeting requires 10% of the members currently eligible to vote.
- (8) Except as noted in these bylaws, passing a motion at a congregational meeting requires a majority of members present and voting.
- (9) Any motion at a congregational meeting to enter into a contract of more than \$15,000, or to buy or sell real property, requires approval of two-thirds of the members present and voting.
- (10) The congregation must confirm any resolution of the Board which proposes a church policy on a public issue. This confirmation will require a two-thirds majority of those present and voting at a congregational meeting called for that purpose. Although the above is general policy, a Church committee may make a public statement in its own name on an issue if the issue:
 - a) is within the committee's terms of reference, and
 - b) has received support from a majority of the committee's members.
- (11) A decision to disburse any part of the principal of the endowment fund requires a vote of 90% of the members present and voting at a congregational meeting.
- (12) The Chair of the Leadership Committee will conduct a vote by secret ballot for those positions contested at a congregational meeting to elect an officer, a member of the Board or of the Leadership or Ministerial Relations committees.
- (13) No error or omission in giving notice of any congregational meeting invalidates the meeting.
- (14) The annual congregational meeting:
 - a) Receives, reviews, and makes decisions on the reports of the president, the secretary, the treasurer, the auditor, any other officer, the standing committees

and any ad hoc committees for the past year.

- b) Considers any controversial or sensitive motion for which 15 days notice has been given to the members.
 - c) Elects officers and the required trustees of the Board, the Leadership Committee and the Ministerial Relations Committee. As well as nominations presented by the Leadership Committee, members may nominate from the floor.
 - d) Adopts a budget for the coming year.
 - e) Appoints an auditor for the coming year
 - f) Discusses other business considered urgent or appropriate by a majority of members at that meeting.
- (15) Notwithstanding clause 9(8) the Board may appoint another member of the congregation to serve as presiding officer (chair) at a congregational meeting or meetings.

8. Procedure

All matters of practice and procedure at congregational and Board meetings will, unless otherwise provided for in the Bylaws, be governed by Robert's Rules of Order, 10th edition or later.

9. Board of Trustees

- (1) The Board of Trustees usually has 9 members, and may appoint up to 2 additional trustees. The terms and positions are as follows:

One year terms	Two year terms
President	Secretary
Vice-President	Treasurer
Immediate Past President	Four other trustees
Up to two appointed trustees (optional)	

- a) The treasurer and secretary are elected in alternate years. Two trustees are elected every year.
 - b) If the president is re-elected, a person other than the immediate past president is appointed for one year.
 - c) A member may serve a variety of positions, but only for six consecutive years, with the exception of the Immediate Past President, who may serve a seventh consecutive year in that non-elected position.
- (2) All members of the Board must be members of the Church.
- (3) The terms of office of those elected begin on the 15th day of June following their

election.

- (4) If an election for any office cannot be held immediately, the incumbent will continue in office until a congregational meeting is called to elect a successor.
- (5) The Board may appoint one or two additional trustees to serve until the next annual congregational meeting.
- (6) A majority of Board members constitutes a quorum.
- (7) If a Board vacancy occurs, the board may appoint a successor at the next board meeting. Any appointed successor will serve until an election at the next annual meeting.
- (8) The president will:
 - a) chair all meetings of the Board, and all congregational meetings. If the president is unable to perform his or her duties, the vice-president will take over the president's duties until the president returns to office or until a successor is appointed or elected.
 - b) may temporarily vacate the chair of a congregational meeting to take part in a discussion of a resolution or other such business before the meeting. The president shall return to the chair after the resolution or business has been concluded.
- (9) The vice-president will:
 - a) assume the duties and serve in the absence of the president.
 - b) if for any reason the office of the president is vacated, fill out the unexpired term of the president.
- (9.1) In the absence of the president and the vice-president, the Board members present at a Board meeting may appoint another member of the Board to chair the meeting.
- (10) The secretary will:
 - a) keep accurate minutes of all meetings of the Board and congregation.
 - b) be in charge of the correspondence of the Board.
 - c) have custody of the seal of the Church and when the seal is used, the secretary will ensure that the names of the required two signing officers are recorded in the minutes. When the secretary is absent, the Board will appoint a substitute.
 - d) be in charge of the Church register.
- (11) The treasurer will be responsible for:
 - a) providing statements of receipts and disbursements whenever requested by the Board
 - b) submitting the Church's annual audited financial statement to the annual congregational meeting.
 - c) chairing the Finance Committee

- d) chairing a committee to select a new bookkeeper when required
 - e) recruiting a head teller, and assisting in recruiting additional tellers as needed
 - f) recommending a budget to the Board, for presentation to the Annual General Meeting
 - g) recruiting an auditor
- (12) The bookkeeper and head teller will be bonded for amounts which the Board will determine.

10. Powers and duties of the Board

- (1) The Board is in charge of the property of the Church, the conduct of its business affairs, the control of its administration, and the general supervision of the programs and activities of the Church.
- (2) Except for the call of a minister, the Board will employ personnel to operate the Church.
- (3) The Board may:
 - a) appoint standing or ad hoc committees it considers necessary
 - b) define appropriate terms of reference and delegate powers to the committee, which is responsible to the Board.
 - c) appoint an officer or trustee as an ex-officio committee member
- (4) The Board may enter into contracts to lease any portion of the Church property. The Board may enter into any other contract if the cost does not exceed ~~(\$12,000)~~ \$15,000. However the Board may not buy or sell any real property unless authorized by a congregational meeting.
- (5) The Board may advise a minister on his or her general duties.
- (6) The Board will have no authority over the endowment fund, except as provided in these bylaws.
- (7) The Board will meet from time to time to deal with the affairs of the Church, usually monthly from September to June, at a time agreed to by the members of the Board.
- (8) A majority of the Board members constitute a quorum, unless otherwise resolved by the Board.
- (9) If a decision is required between scheduled meetings, the President may conduct a poll of all the Board members by telephone, by e-mail or by a combination of methods, and must keep a record of each person's response (in favour, opposed or abstain). The President must report the record of decision at the next meeting of the Board. Any matter decided by a poll must be ratified at the next regularly called meeting of the Board.
- (10) Provided all members of the Board have similar access to electronic technology,

a meeting of the Board may be conducted by teleconference, or other technical means, that provide for simultaneous aural communication among all participants.

11. Congregational Committees

- (1) The Leadership Committee consists of four members. Two members are elected at each annual meeting for a two-year term each. Each year, the committee will choose one of its members to chair.
 - a) The purpose of this committee is to identify, and facilitate the training, election and succession of, Church leaders.
 - (i) This committee is responsible for presenting to the next annual congregational meeting a list of eligible candidates willing to stand for election to vacancies on the Board of Trustees, the Leadership Committee, and the Ministerial Relations Committee.
 - (ii) A vacancy in the Leadership Committee may be filled by a Board appointment until the next annual congregational meeting.
 - b) A person may be elected for an additional two-year term, or terms. Whether elected, appointed or serving a combination of terms, no person may serve more than six consecutive years on the Leadership Committee.
- (2) The Ministerial Relations Committee acts as liaison between the Minister and the congregation and provides insight to the Minister regarding the life of the Church and how it is functioning. This committee consists of four members elected by the congregation.
 - a) A fifth member may be named by the Minister at any time within the Church year, and may serve a term of up to two years from the time he or she is appointed. This person may be re-appointed for an additional term or terms.
 - b) All elected members serve a two-year term each. Two members are elected at each annual congregational meeting.
 - c) A person may be elected for an additional two-year term, or terms.
 - d) A vacancy of an elected member of this committee may be filled by a Board appointment until the next annual congregational meeting.
 - e) Whether elected, appointed or serving a combination of terms, no person may serve more than six consecutive years on the Ministerial Relations Committee.
 - f) The committee will choose one of its members to chair.
 - g) 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.

- (3) The Board may develop additional Terms of Reference for the Leadership and Ministerial Relations committees to guide any advisory and support functions these committees may provide to the Board, and to guide any interactions the congregational committees may have with committees appointed by the Board.

12. Endowment Fund

- (1) The Church has an endowment fund for money and other assets donated or bequeathed to the Church.
- (2) Three endowment trustees, appointed by the Board, are responsible for **providing direction on the investment and management of the fund.**
- (3) Requirements for being an endowment trustee include:
 - a) Church membership
 - b) the legal capacity to manage one's own affairs, and
 - c) not being a Board member
- (4) The term of appointment for endowment trustees is three calendar years, with one trustee appointed each year. Any vacancy occurring during a term will be filled by a Board appointment for the unexpired portion of the term. Upon expiry of the three-year term, each endowment trustee will be eligible for appointment to a second three-year term.
 - a) No person may serve more than six consecutive years as a trustee for the endowment fund.
 - b) After a break in service of at least one full year, a person may be appointed for another term or terms.
- (5) The endowment trustees will prudently manage the assets of the endowment fund **and encourage its growth.** Only a congregational meeting, as set out in these bylaws, may authorize spending the fund principal, in whole or in part.
- (6) Each year, **in consultation with the Treasurer and any other persons identified by the Treasurer,** the endowment trustees will make available all or part of the year's income **from the fund** for Church operations **if the income is** required to reduce or eliminate any deficit. If not so required, the income is considered part of the Fund's principal **and must be re-invested.**
- (7) Annually, the endowment trustees will submit to the treasurer a report on the status of the fund.
- (8) The Board may develop additional Terms of Reference to guide any reporting, advisory and support functions the endowment trustees may provide to the

15. Remuneration

No member of the Board, or a committee, or an official representative of the Church may receive payment for their Church duties; however, such a person may be reimbursed for **reasonable** expenses incurred in performing approved duties.

16. Interpretation

This bylaw is governed by Alberta's *Interpretation Act* and *Religious Societies' Land Act*.

17. Dissolution

On dissolution of the Church, all of its property, real or personal will be transferred to the Canadian Unitarian Council for its general purposes. However, for property bequeathed or donated in trust with the condition that, on dissolution of the Church, such property should be conveyed elsewhere, the Church will honour the donor's wishes whenever practical.

18. Bylaw Amendments

The bylaws of the Church may be altered by a special resolution passed by 75% of the members present and voting at any congregational meeting. However, at least 21 days before the meeting, members must receive a notice about the amendment or revision.

History of UCE Bylaws (previously called Constitution and Bylaws)

Adopted 1988 03 26

Amended 1988 03 23

Amended 1989 05 24

Amended 1991 09 22

Amended 1994 05 12

Amended 2001 02 04

Amended 2001 04 29

Amended 2008 05 04

Amended 2013 05 05

Amended 2017 05 07

Appendix E - Summary of Current Policies and Board Motions

Comments

- Several items referred to as policy are not - they are board motions or procedure.
- All are formatted differently and not signed
- Many are out of date (refer to committees which do not exist, for example)
- No record of whether approved by board (except for conflict of interest)

A. Existing Policies

Social Justice Policy 1980 (outdated -refers to social responsibility committee)

Priority of acting staff and hiring committee policy 2007

Energy conservation May 2008

Lay chaplaincy policy 2009

Education of prospective ministers and intern ministers policy 2010

Lobby displays policy 2009

Tenant relations policy 2009

Sending emails to UCE Membership 2010

Sale of goods policy 2011

Sunday service announcements policy 2014

Pet policy 2016

Conflict of interest and confidentiality agreement 2020

B. Financial policies-include the following motions

1982-building repairs

1984-Minister contract to be drawn up by board for approval by C.P.C.and/or search committee and presented to congregation prior to signing.

1987-donations go to general revenue

1987-surplus funds designation

1987-fundraising ideas though ways and means

1989-Judy Allen Memorial Fund purpose and responsibilities

1988-Morton fund terms and responsibilities

1989-committees need board approval re: allocation of money

1992-proper money management re: receipts and disbursements

1992-not issue tax receipts for donations outside those to UCE

1992-No fundraising under auspices of UCE other than UCE purpose without approval

1995-Each UCE employee given the benefits to accrue forward to succeeding years.UCE does not recover the amount on a prorated monthly basis.

1997-board approves the accountability system proposed as policy

1997-Executive of the board and bookkeeper may sign amounts up to \$200/two of them for over \$200.

1997-The book store be operated to cover costs but not expected to generate revenue

1998-That the child care provided be included on the church's list of employers

C. Stand Alone Board motions

1980 -The UCE abhors use of public education facilities for teaching of sectarian religion

1985 - All annual reports be available to the congregation at least 7 days before the AGM

1986 - Nominations for the W.H. Alexander award will be submitted to the secretary of the board no later than the April board meeting with reasons attached and no names can be brought forward from previous years.

1987 - All past presidents of the church should be honoured by having their names inscribed on a scroll which will hang in the Keeping Room.

1987 - Motion to declare UCE Nuclear Weapons free zone

1989 - Motion with regard to Judy Allen memorial Fund-purpose and responsibility

1991 - Motions to revise bylaws referring to without regard to age, race, colour, sexual orientation, physical characteristics or place of origin.

1992 - Motion to revise bylaw to direct membership review as responsibility of membership committee

1994 - Motion to review bylaw so committee not precluded from making public statements

1994 - Motion to support more equitable means of provincial debt reduction and church members permitted to carry the green and gold banner in support of resolutions passed at congregational meeting

1998 - The BAGS committee be directed to sell church items that are determined to be surplus

1998 - Furniture purchased, gifts and requests be presented to the board for approval or delegation

2020 – COVID-related motions

Appendix F - Inventory of tasks and activities

Function	Task	Desired Frequency	Currently assigned to...
Sunday Services	Coordinate services	Weekly	Volunteer Sunday Services committee
	Choir	Weekly	Chorealis directors (honouraria)
	Hymn selection	Weekly	Minister/service leader
	Guest musician booking	As desired	Volunteers
	Ushing	Weekly	Volunteers
	Greeting	Weekly	Volunteers
	Coffee	Weekly	Volunteers
	Service leader	Weekly	Volunteers
	Slide creation	Weekly	Volunteers
	Recording	Weekly	Volunteers
	Posting recorded services	Weekly	Volunteers
	Children and Youth RE	Weekly	RE Leader (staff - currently vacant), paid youth advisor(s), volunteers, RE Committee and/or Parent Advisory Committee (neither functioning at present)
	Volunteer recruitment	Weekly	Jennifer Hinchcliffe, Church Services Committee, ad hoc
Finances	Treasurer	Weekly	Elected volunteer
	Bookkeeper/accountant	Monthly	Contractor
	Endowment fund oversight	Quarterly	Board appointed volunteers
	Audit	Annually	Congregation approved volunteer
	Finance Committee	Every 4-6 weeks	Volunteers
	Teller	Weekly	Volunteers

Function	Task	Desired Frequency	Currently assigned to...
Newcomers	Welcoming/orientation	Weekly	Membership committee (not functioning at present)
	Following up with newcomers	Weekly	Membership committee
	New member classes	Twice annually	Minister
Communication	Newsletter compilation and distribution	Monthly	Church Administrator, Volunteer contributors
	Social media	At least weekly	Communications Committee
	Website content	At least monthly	Communications Committee, Volunteer contributors
	Website design/upkeep	At least monthly	Alex and Janet Polkovsky
	Communication strategy development	Annually	Communications Committee
Other	Social justice projects	As desired	Volunteers/Social Justice Task Group
	Building upkeep	Weekly	Contract cleaners, Volunteers
	Grounds upkeep	As needed	Contractor (snow removal), Volunteers
	Pastoral care	Weekly	Minister, Volunteers
	Ceremonies (weddings, funerals, child dedications)	As needed	Minister, Lay Chaplain
	Library upkeep	Monthly	Volunteers
	Recruitment of board members and congregational committees	Annually	Leadership Committee
	Leadership development	At least quarterly	In Leadership Committee ToR, but not happening
	Adult RE	At least quarterly	Minister, Adult RE Committee (not functioning at present), Volunteers
	Recruiting and screening of lay chaplain candidates	At least annually	Lay Chaplaincy Committee (not functioning at present)
	Lay Chaplaincy Supervision	Monthly	Lay Chaplaincy Committee (not functioning at present), Minister
	Install incoming/celebrate outgoing chaplains	As needed	Lay Chaplaincy Committee (not functioning at present)

	Evaluate and provide feedback on ministry	Annually	Committee on Ministry, board, committees, congregants
	Oversee functioning of UCE	Monthly meetings	Board
Ad hoc tasks			
	Retired and semi-retired luncheon	Twice per year	Volunteers
	Blue Christmas post-service meal	Annually	Volunteers
	Aesthetics (artwork selection and placement, interior painting, furniture purchases or acceptance of donations)	As needed	Volunteers
	Fundraising projects	As needed	Volunteers
	Volunteer recognition	At least annually	Board, volunteers
	Congregation dinner	Annually	Volunteers
	Conduct search for settled minister	As needed	Search Committee (not yet formed)
	Conduct process to retain contract minister	As needed	Board, volunteers

Appendix G - Sample Covenant of Right Relations

From the First Unitarian Universalist Church of Winnipeg

As members we seek to make our church a safe place for everyone

We acknowledge that we are different from each other. We recognize that we are enriched by our diversity and that our differences will sometimes be a source of conflict. We acknowledge that we are all responsible for our own words and actions.

In this light, we covenant to:

- Nurture a safe and welcoming community
- Honour each other's inherent worth
- Assume good will on the part of each other
- Listen to each other with care
- Speak to and about each other with respect
- Be honest with each other
- Talk directly to each other even if differences exist
- Ask for help when conflict is too difficult to handle alone

Created and affirmed by congregation April 2013

Appendix H - Board Manual

Suggested Contents

- Bylaws
- Mission, Vision, Values
- Strategic Plan
- Financial records
- Legal documents, insurance, contracts
- Up-to-date registry list (membership)
- Board agendas and minutes
- Annual reports
- Committees and their mandates/terms of reference
- Staff job descriptions
- Policies
- Board motions and procedures
- Contact lists
- Forms and templates

Appendix I - UCE Member Handbook: Understanding Our Church

Suggested Table of Contents

- UU Principles
- Mission, Vision
- How we govern ourselves
- A window into our history
- Organizational chart
- Our staff
- Strategic Plan summary
- Volunteer opportunities
- Committees and their mandates
- How to get things done-key contacts
- Annual reports
- Becoming a member and what it means
- Traditions and special services (Soup Sundays, Pride Parade, Blue Christmas, Mitten Tree, Blessing of Pets, Flower communion, etc.)
- Links to UU organizations