



Date: March 26 2010

From: Jennifer Dickson, Executive Director

To: All Canadian Unitarians

Re: Canadian Unitarian Council 2010-2011 Workplan

Over the past ten months, the Board of Trustees, staff and I have spoken and teleconferenced with, e-mailed and surveyed as many individual Canadian UUs and UU communities as possible. This broad consultation was to gain your quality input into the development of this – what we hope is a responsive, forward-thinking work plan.

Your National Board of Trustees met in Toronto in mid February. After full consideration, the Board directed and approved a significant draw against the unrestricted fund in both 2010 and 2011 and accepted this workplan. Your ongoing input and review as we implement its many parts will be key to determining whether it is producing the desired results.

Elements of the plan are described in the context of the 'Ends' adopted by the Board of Trustees. You'll see activities and directions under each End description.

I hope you will continue to engage and assist as together we now begin to deliver these services and programs. We will need your ongoing input regarding delivery priorities and ideas for engagement as well as potential candidates for the new positions described. As you consider the range of activities outlined in the plan, you will see subsets that are particularly tailored, suitable and valuable to your congregation, others that may be more appropriate for others.

We hope that you'll be proactive in accessing and using these programs and services. Then, with your experience with them, please provide your important ongoing feedback, so that future refinements will reflect practical experience directly from the communities we serve.

Thank you.

Warmly,

Jennifer Dickson
Executive Director



Date: March 26 2010

From: CUC Board of Trustees

To: All Canadian Unitarians

Re: Canadian Unitarian Council 2010-2011 Workplan

The Canadian Unitarian Council (“the CUC”) is nearing its 50th Anniversary. In organizational terms, we are coming to the end of our adolescence and faced with the daunting question, “What do we want to be when we grow up?”

In 2002, the CUC assumed responsibility for most aspects of service deliver formerly provided by the Unitarian Universalist Association (“UUA”). The transition plan (the “Regions and RNGs” plan) envisaged a 60% growth in membership (from 5,000 to 8,000 members of our congregations, within five years), with much of the service delivery being offered by volunteers, to be able to provide the requisite services at a sustainable cost.

By 2008 it was clear that our membership numbers were essentially static: not shrinking, like many religious institutions, but certainly not growing to the levels needed to sustain the budgeted spending. While the CUC does have some funds available to withstand occasional deficit budgets, those funds are limited. There is an inevitable need to live within our means (i.e. within a balanced budget).

After the first wave of eager volunteers, there was a reduced number of volunteers coming forward to fill service delivery positions. In addition, key staff positions have remained unfilled for some time.

Despite these seemingly negative conditions, we have heard from all corners of the country the call for a strong and vocal national organization serving Canadian UUs and their congregations. The national organization is seen as a vital part of being able to put our UU principles into action in our local communities as well as nationally and internationally.

Through face-to-face meetings, teleconferences and surveys, our members have told us what they want the CUC to be when it grows up. Based on that input, our Executive Director and her staff have developed an inspiring workplan. Priority activities in the workplan include:

- implementing the programs and services our members have told us they need while measuring success and dropping those things that do not support our goals;
- providing UU communities greater opportunities to network and work interdependently;
- creating a stronger, more co-ordinated UU voice on the national and international stage;
- finding additional sources of funding, including inspiring individual UUs to support the level of funding required to continue this mode of operation within a balanced budget; and
- implementing governance and decision-making structures and processes to enhance transparency and collaboration.

The financial reality is that our current annual revenues are insufficient to create the organization you have told us you want. Therefore, a short-term cash injection is required. These funds will come from the CUC's Unrestricted Fund, utilizing monies that were received from the UUA when the CUC took over responsibility for service delivery in 2002. Such an investment in the development of the CUC can, naturally, only be for a limited time. (Two to three years is envisaged.) After this period of development, we will be compelled to operate within a balanced budget – where our spending is confined to the operating revenue. However, the Board and staff's belief is that, at such time (2012-13), our members will have had an opportunity to experience enhanced levels of programs and services and possible external sources of funding will have been explored, and that, combined, these conditions will yield greater revenue than we currently have today.

The alternative scenario the Board and staff considered was to hold the status quo – to immediately limit programs and services within the current revenue constraints – without additional investment in development. Our conclusion – based on members' satisfaction (or lack thereof) of current level of services – is that the status quo solution is both undesirable and unviable: Further reducing national services would diminish the perceived value of the organization and would therefore jeopardize members' willingness to continue contributing to the Annual Program Fund.

There was intense discussion around the Board table regarding the decision to approve a draw on the Unrestricted Fund to support the development budget. In the final analysis, it provides a pragmatic opportunity to chart the course of the future development of the CUC, carefully planned and grounded in reasonable assumptions (i.e. not betting the farm that there will be exponential growth in membership within the next five years).

While the Board has great faith in this approach, it is not blind faith. An essential part of the governance process is having the appropriate monitoring in place to track the E.D. and staff's progress in meeting the stated goals ("Ends") of the organization. The Board has already begun development of these tracking mechanisms; the results will be available to the membership through the CUC website.

In closing, we invite you to "get inside" the workplan and budget documents. These are available on-line from the CUC website (cuc.ca). Please let us know how this work resonates with what you have been asking for, and if it paints the picture of a strong, viable CUC to lead the next generation of UUs into our second 50 years.

Feedback and discussion will be on-going: before, at and after the ACM in Victoria. Teleconference sessions are being scheduled to provide a venue for discussion with Board and staff.

Respectfully,

Board of Trustees

**CANADIAN UNITARIAN COUNCIL
STRATEGIC DIRECTIONS
AND
2010 - 2011 WORKPLAN**

Presented by Jennifer Dickson, Executive Director
February 2010

Accepted by Board of Trustees
March 2010

Table of Contents

Objectives of this Document	2
Section 1 - Overview.....	3
Who We Are & How We Govern Ourselves	3
Vision.....	3
Mission	4
Ends	4
Overall Ends Commitment.....	4
Current Staffing Model.....	6
Key Features of this Workplan	7
Section 2 - Plan Details	8
Section 3 - Resources.....	20
Financial Resources	20
Human Resources.....	20
Appendix I - Elements of the Carver Policy Governance System.....	22
Appendix II - Budget.....	23

Objectives of this Document

The purpose of this document is to summarize the activities planned by the Executive Director and Staff of the Canadian Unitarian Council for the period 2010-11. This plan reflects the needs and priorities articulated by Canadian UUs in the Executive Director's 2009 Survey and in numerous one-on-one and group meetings, e-mail discussions and conversations. The plan is organized in accordance with strategic directions articulated by the Board of Trustees of the Canadian Unitarian Council in the form of 'Ends', or collective goals of the organization, to fulfil the Vision and Mission articulated by the member congregations. A budget document accompanies this planning document.

It is understood that these plans will be under regular review and subject to modification as circumstances and resources dictate.

Section 1 - Overview

Who We Are & How We Govern Ourselves

Canadian UU congregations operate on the congregational model, which means that each congregation is self-governing. There is no national authority residing in a bishop or presbytery, which means that any national body of UUs in Canada has only so much authority as its member congregations collectively agree that it shall have.

The Canadian Unitarian Council (CUC) is comprised of a Council of member congregations which have chosen to participate in it together. The Council elects regional representatives to a Board of Trustees. The Board appoints an Executive Director (E.D.) who is the Chief Executive Officer of the organization. The Executive Director hires staff and recruits volunteers in order to undertake the tasks of the CUC.

In 1998 the CUC Board adopted the [Carver Policy Governance](#) method to help ensure that the collective goals of the member congregations are being met. Some of the key concepts of this method are described in Appendix I.

Vision

The Vision of the CUC, as endorsed by the Council at the 2002 Annual Conference & Meeting in Kelowna, BC is as follows:

The Canadian Unitarian Council is a strong, respected Canadian voice for a vibrant, liberal faith community, relevant to contemporary life in the twenty-first century. It takes a responsible role in the international community of Unitarians and Universalists and the interfaith community. It respects and affirms diversity both within and among its congregations and within the Canadian mosaic. It connects, nurtures and empowers Canadian Unitarians and Universalists and their congregations, and fosters the growth and outreach of the Unitarian Universalist movement in Canada, particularly in the areas of:

- Lifespan religious education;
- Effective professional and lay ministries and
- Active participation in national social issues.

Mission

The Mission Statement of the CUC, as endorsed by the Council at the 2002 Annual Conference & Meeting in Kelowna, BC is as follows:

The Canadian Unitarian Council is an organization of Unitarian and Unitarian Universalist member congregations and individual members acting to enhance, nurture and promote Unitarian and Unitarian Universalist religion in Canada. The CUC provides tangible support for religious exploration, spiritual growth and social responsibility. It represents our faith in the larger social and religious environments, which can be summarized as: Growing Vital Religious Communities in Canada.

Ends

The CUC Board has adopted the following set of 'Ends' as necessary and sufficient for the organization to achieve its stated Vision and Mission. Please note: the Board sees the items below as of equal importance; they are not in a priority order. The first three deal with support for congregations, the next two with congregations working together to create a national presence, and the final one makes explicit the assumption that our organization must achieve its goals in a fiscally responsible manner.

Overall Ends Commitment

The Canadian Unitarian Council (CUC) is a democratic body that exists so that current and emerging Unitarian, Universalist, Unitarian Universalist and Universalist Unitarian (UU) religious communities ("Canadian UU Communities") have the resources and recognition they need in order to thrive spiritually, socially and economically. This includes:

1. Resources for Religious Exploration & Spiritual Growth

Canadian UU communities are equipped for religious exploration and spiritual growth.

2. Resources for Social Responsibility

Canadian UU communities are equipped to benefit the wider communities in which they operate.

3. Resources for Community Sustainability

Canadian UU communities are equipped to be socially and economically sustainable, including the areas of leadership, multi-generational appeal, relevant life-stage ministries, health and safety, and legal compliance.

4. Interdependent Religious Communities

Canadian UU communities form interdependent webs of religious communities.

5. Working Together

Canadian UU communities undertake collective leadership on the Canadian and international stage so that the voice of the Canadian UU movement is heard.

6. Cost-Effective

All of the above are to be achieved in a cost-effective manner.

NOTE: As outlined in this workplan, the Canadian Unitarian Council endeavours to provide accurate and up-to-date information and summary interpretations about relevant laws and regulations; however this should not be relied upon as a substitute for professional advice. In any legal matters or issues concerning dealings with government or other parties, the CUC strongly recommends obtaining advice from an accountant, lawyer or other professional advisor, as applicable. The CUC assumes no liability for any actions or negligence of any congregation, member, or other third party.

Current Staffing Model

The national office is located at 344 Dupont Street, Suite 100, Toronto M5R 1V9.

As at February 1, 2010, the staffing consists of the following:

Jennifer Dickson	Executive Director	Chief Executive Officer of the CUC, responsible to Board of Trustees for all aspects of operations.
Linda Thomson	Director, Congregational Services Associate Executive Director	Provides CUC services - liaison, relationship building; support to congregations, the lay chaplaincy program, to congregational lay leaders, to ministers and to religious educators.
Philip Strapp	Director, Finance	Manages CUC finances, bookkeeping, contributes to policy making regarding financial aspects of the organization, engages in legal research, and supervises administrative staff.
Competition for position underway (March 2010)	Youth/Young Adult Programmer	Works collaboratively with youth leaders in Canada to support and enhance CUC activities and programming for our youth (14-20) and young adults (18-35).
Jorge Moreira	Special Projects Coordinator	Updates e-group and data base contact data; provides technical assistance to ACM program planning and onsite help.
Karen Claney	Office Administrator	Provides office administration, also assists Lay Chaplains and congregations working on refugee files.
Janet Vickers, Raquel Rivera, Robbie Brydon and others from time to time...	Contractors hired to accomplish specific assignments	Examples - help with social responsibility coordination, newsletter publishing, youth services, drafting/analysis/research....
Volunteers across Canada to implement services	Volunteers	Examples - consulting regarding congregational life, training, service delivery

Key Features of this Workplan

In addition to providing Canadian UUs with increased levels of programs, communications and other services, this plan is intended to result in:

1. Community capacity building
 - Equipping our communities with the tools they identify needing to achieve their stated goals; and
 - Strengthening the level of interaction and mutual support among our communities.
2. A flexible, interdependent network of UU communities
Supporting individuals to share ideas and dreams, inviting others to join them in achieving identified goals arising from a seed of shared passion.
3. A strong national voice, allowing effective and co-ordinated national initiatives;
4. Accountability for the respective responsibilities and commitments we have made in coming together to form this Canadian Unitarian Council, by formally measuring and communicating how we are doing in meeting our objectives. This accountability also includes detailed budgeting approved by the Board of Trustees, and periodic measurement of actual spending versus budgeted amounts.

Section 2 - Plan Details

The details of this plan were developed in response to needs and priorities expressed by members and leaders of Canadian Congregations. The planned activities in this plan are the result of the 2009 Executive Director's survey, many face-to-face meetings across the country, consultations with congregational leaders and evaluations from a variety of programs and services. While these planned directions and activities are those we anticipate in 2010 and 2011, we will, based on expressed needs and feedback from our congregations, make adjustments.

A vital next step, once this plan is generally accepted, is to confirm the respective priorities and resource commitments in consultation with those impacted.

Using the human resources of the Canadian Unitarian Council, which includes Trustees, staff and volunteers, will make implementation of this plan possible. Volunteer recruitment, development and recognition is critical to the success of this plan.

While the CUC develops programs based on current understanding of relevant research and insights into congregational life, we know that no two congregations are exactly alike. Therefore some resources may not be equally relevant in all circumstances. Members and leaders of congregations use and apply the available resources of the CUC as best suits them. Development of congregations and of Canadian Unitarianism and Universalism is largely dependent on engagement and commitment of our members.

<p>END #1 Resources for Religious Exploration & Spiritual Growth Canadian UU communities¹ are <u>equipped</u>² for religious exploration and spiritual growth.</p>	<p>INTERPRETATION 'Religious exploration and spiritual growth' means communal and individual spiritual journeys, worship and lifespan learning.</p>
<p>PLANNED DIRECTION</p> <p>CUC staff will offer services directly to individual congregations and through regional and national events, through referrals to local resources, and through support for congregational networking, as requested by our congregations and also proactively.</p> <p>PLANNED ACTIVITY</p> <p>Staff will address this both through direct services to congregations and through networking and communications to provide information about and facilitate access to responsive, identified, and available resources. Activities include:</p> <ul style="list-style-type: none"> • Developing opportunities for innovation in worship/celebration • Developing opportunities for intellectual & theological deepening • Networking and professional development for congregational music directors • Networking and professional development for directors of religious education • Regional conversations with Ministers and others to determine how to encourage strengthening and deepening of congregations • Regional Gatherings • Weaving our Worship workshops • Worship and RE resources databases <p>We support and make use of the expertise of and support professionals in our midst, including our ministers and religious educators. This may include providing support for professionals who are able to provide service and support for congregations other than those they serve.</p>	

¹ 'Canadian UU communities' in this work plan includes primarily the congregations that form our Council, as well as other UU communities (such as youth, ministers and other groups of passionate individuals who come together for common purpose).

² The term 'equipped' in this work plan means that:

- Communities are aware of and have access to resources they have identified they need;
- These resources have been identified and considered by staff, and are created and delivered by staff and/or others;
- The degree to which these resources are created and delivered by staff is determined by the financial and other resources put at the CUC's disposal by its members and Staff periodically evaluate the utility of these resources.

<p>END #2 Resources for Social Responsibility</p> <p>Canadian UU communities are equipped to benefit the wider communities in which they operate.</p>	<p>INTERPRETATION</p> <p>This means that communities have services and materials available so that they can develop programs and initiatives to meet needs found in their community and broader context.</p>
<p>PLANNED DIRECTION</p> <p>The Canadian Unitarian Council approach to Social Responsibility, at a national level, will be reimagined, so that our monitoring groups, board and staff will be better able to represent UU values. Canadian Unitarians are well known for passionate engagement in social issues, and many of us are eager to influence public policy. Many of our members want to be able to look to our Council of congregations for support and resources to help us achieve desired results.</p> <p>CUC will also help groups of passionate Unitarians come together and act around specific issues, not by adopting their goals at a national level, but by sharing information about their efforts through our communication and networking capacity and offering them access to resources.</p> <p>PLANNED ACTIVITY</p> <p>There will be an emphasis on communications and networking among and with congregations to share what's being done well now and connecting congregations with services and programs that meet local needs and priorities, including:</p> <ul style="list-style-type: none"> • Reviewing our resolution process and other systems to ensure we can respond in a timely fashion to fast changing issues; • Communicate the current Monitoring Group structure and resolutions process so that we are able to make it more efficient and accessible and • Workshops on helping individual congregations find their voice in the area of social responsibility. 	

<p>END #3 Resources for Community Sustainability</p> <p>Canadian UU communities are equipped to be socially and economically sustainable, including the areas of leadership, multi-generational appeal, relevant life-stage ministries, health and safety, and legal compliance.</p>	<p>INTERPRETATION</p> <p>This means that UU communities will be equipped for Economic and Social Sustainability, Legal Compliance, and Resources for Health & Safety as interpreted below.</p>
--	---

<p>END 3.1 Resources to Nurture Leadership</p> <p>Canadian UU Communities are equipped to nurture leadership within their communities.</p>	<p>INTERPRETATION</p> <p>'Nurture leadership within their communities' means that communities have the capacity to recruit, develop, train and support individuals to assume effective leadership positions.</p>
--	---

PLANNED DIRECTION

The intent over the term of this work plan is to provide communities with appropriate services to allow them to identify, develop and nurture their professional and volunteer leaders.

PLANNED ACTIVITY

- Communications and other programs in Congregational Transitions
- Canadian Unitarian Universalist Leadership (CUUL) School;
- Goldmine (Youth Leadership Program);
- Networking meetings scheduled at regional and national gatherings and through teleconferencing and
- Workshops and resources to enhance leadership capacity - such as volunteer development, networking Board Leadership, Effective Meeting Management.

<p>END #3.2 Resources for Economic Sustainability</p> <p>Canadian UU communities are equipped to attain and maintain financial health.</p>	<p>INTERPRETATION</p> <p>‘Resources for Economic Sustainability’ means - have resources that equip them to generate adequate revenue, responsibly manage expenditures and exhibit best practices in connection with all aspects of its operations, including insurance, tax law, government reporting, bookkeeping and accounting, policy governance, human resource management and information technology.</p>
<p>PLANNED DIRECTION</p> <p>Our commitment is to help communities become and stay informed regarding best practises in these areas of their organization and to develop and provide new supports and resources for congregational fiscal capacity building.</p> <p>PLANNED ACTIVITY</p> <ul style="list-style-type: none"> • Financial health programs such as ‘Dreams and Dollars’ and canvass management and canvasser training; • Information on best practices for congregational annual canvassing and other fundraising; • Fundraising programs such as Sharing our Faith; • Cooperation with UUMOC in the development of a “Northern Lights” chalice lighters program. <p>Using our new engagement, networking/communications capacity, communities will be equipped with the best up-to-date information on:</p> <ul style="list-style-type: none"> • Insurance, bookkeeping and accounting; • policy governance, human resource management and information technology. <p>Communities will be informed and encouraged to network with each other about fundraising programs.</p> <p>New supports and resources will be developed for congregational capacity building:</p> <ul style="list-style-type: none"> • Materials on planned giving at congregational level; • Continuing opportunity to invest congregational funds through the CUC’s investments program. <p>In addition, together we will explore the value and feasibility of providing national administrative processes and services, for example supporting membership, human resource administration, financial processes and training.</p>	

<p>END # 3.3 Resources for Social Sustainability</p> <p>Canadian UU communities are equipped to be socially sustainable.</p>	<p>INTERPRETATION</p> <p>A 'socially sustainable community' means one that exhibits healthy social interactions, manages conflict, and develops and models healthy patterns of behaviour.</p>
<p>PLANNED DIRECTION</p> <p>We will provide and create resources for our communities to develop and/or enhance healthy patterns of congregational and community life and help our congregations access other relevant community resources.</p> <p>PLANNED ACTIVITY</p> <p>We will continue to convene workshops and provide resources on various aspects of healthy congregational life, such as providing facilitators to help build healthy communities and conflict resolution and management. Resource materials include:</p> <ul style="list-style-type: none"> • Healthy Congregations; • Communications and other programs in categories of Caring Communities and Organizational Development; • Developing/sourcing Religious Educators curricula • Teleconference conversations about congregational support by size (small, mid & large) • Conflict Management and • Review Faith Formation 2020 material to determine which, if any, of the noted trends apply in a Canadian Context and consider how we might respond. 	

<p>END # 3.4 Resources for Multi-Generational Appeal & Relevant Life-stage Ministries</p> <p>Canadian UU communities are equipped to attract and sustain multi-generational participation, and nurture relevant life-stage ministries.</p>	<p>INTERPRETATION</p> <p>This means that UU communities are provided with programs and services they may use to attract and sustain multi-generational participation - services with multi-generational and relevant life-stage appeal.</p>
<p>PLANNED DIRECTION</p> <p>We are committed to the provision of multi-generational and relevant life-stage programs and services. At this time, recognizing changes in continental youth services through the UUA, we will give particular attention to our youth and young adults.</p> <p>PLANNED ACTIVITY</p> <ul style="list-style-type: none"> • Develop materials and resources for congregations to deliver multi-generational worship and programs; • Lifespan Learning Community programs • Demonstrate best practices at a national level through multi-generational sessions at ACM, promoting the lifespan learning communities designation ('twelve keys'), Renaissance programs, and youth advisor training programs; • Renaissance Module trainings • Staff National Youth/Young Adult Programmer position and • Provide support for excellence in youth programming and nurture youth leaders. For example, Goldmine, pilot 'Wise Elder's' program. 	

<p>END # 3.5 Resources for Legal Compliance</p> <p>Canadian UU communities are equipped to operate according to appropriate legal standards.</p>	<p>INTERPRETATION</p> <p>‘Operate according to appropriate legal standards’ means that Canadian UU communities are able to access information about relevant legislation.</p>
<p>PLANNED DIRECTION</p> <p>We will provide ready and easy access for congregations, to current information and resources regarding legal compliance.</p> <p>NOTE: The CUC endeavours to provide accurate and up-to-date information and summary interpretations about relevant laws and regulations; however this should not be relied upon as a substitute for professional advice. In any matters concerning dealings with government or other parties, the CUC strongly recommends obtaining advice from an accountant, lawyer or other professional advisor, as applicable. The CUC assumes no liability for any actions or negligence of any congregation, member, or other third party.</p> <p>PLANNED ACTIVITY</p> <ul style="list-style-type: none"> • CUC will gather and consolidate current information, guidance, and/or referral to resources; • Using our new national communications capacity, communities will be equipped with our best current knowledge on marriage, insurance, tax law, safe congregations, government reporting, bookkeeping and accounting and policy governance and • The staff will model best practices in its own legal compliance on behalf of the Council. 	

<p>END # 3.6 Resources for Health & Safety</p> <p>Canadian UU communities are equipped for building and sustaining the health and safety of all their members.</p>	<p>INTERPRETATION</p> <p>‘Building and sustaining the health and safety of all their members’ means that each community is aware of best practices for healthy and safe communities and has access to healthy communities programming as needed.</p>
<p>PLANNED DIRECTION</p> <p>We will stay apprised of current and relevant standards for safety and health and communicate these to all congregations. We will also implement and model these in all CUC activities as appropriate.</p> <p>NOTE: The CUC endeavours to provide accurate and up-to-date information and summary interpretations about relevant laws and regulations; however this should not be relied upon as a substitute for professional advice. In any matters concerning dealings with government or other parties, the CUC strongly recommends obtaining advice from a lawyer or other professional advisor, as applicable. The CUC assumes no liability for any actions or negligence of any congregation, member, or other third party.</p> <p>PLANNED ACTIVITY</p> <p>Consolidate and communicate best practices and legal obligations;</p> <p>Staff will continue to develop and adopt health and safety policies;</p> <p>We will collect best practices, and proactively share these with all congregations. These will include:</p> <ul style="list-style-type: none"> • Regional teleconferences on best practices for working with vulnerable populations; • Review CUC practices including standards for youth gatherings, children’s programming and others and • Provision of current best practices materials. 	

<p>END # 4 Interdependent Religious Communities</p> <p>Canadian UU communities are equipped to form interdependent webs of religious communities.</p>	<p>INTERPRETATION</p> <p>‘Form interdependent webs of religious communities’ means that UU communities are equipped with the resources required to communicate, co-operate with and support one another, and to share resources as they choose.</p>
<p>PLANNED DIRECTION</p> <p>CUC staff will foster networking and sharing of resources among Canadian UU communities, so that we are better able to express our values of mutual support and shared responsibility.</p> <p>CUC staff will act as a bridge and ‘cross-pollinator’ among and with communities, helping to share ideas, projects and resources and helping to put people in direct communication with each other .</p> <p>PLANNED ACTIVITY</p> <p>Sharing activities may include such items as:</p> <ul style="list-style-type: none"> • Forums promoting community connections (e.g., “Town Hall” conversations and gatherings); • Being intentional about the relationships among communities and being explicit in our commitments to each other (e.g., through covenants); • Fostering direct relationships among communities (not always through the CUC); • Reviewing and updating monitoring group and social responsibility resolution processes; • Facilitating the sharing of information and expertise between and among congregations and • Building networking groups across regions and nationally to support direct exchanges among presidents, treasurers, religious educations, music directors and others. 	

<p>END # 5 Working Together</p> <p>Canadian UU communities undertake collective leadership on the Canadian and international stage so that the voice of the Canadian UU movement is heard.</p>	<p>INTERPRETATION</p> <p>‘Undertake collective leadership’ means that UU communities have forums to determine and engage in national and international initiatives as a coherent group, and that national resources are committed in support of those initiatives.</p> <p>‘The voice of the Canadian UU movement is heard’ means that the CUC President and Executive Director voice our UU principles on social issues, and our declared positions as reflected in Council resolutions, and sees that these receive public attention.</p>
<p>PLANNED DIRECTION</p> <p>Our intent is to provide an enhanced ability to speak and act on current and relevant social responsibility matters – regional, national and international.</p> <p>CUC staff will provide information to congregations about international issues and international Unitarianism, with the goal of strengthening our participation on the international scene.</p> <p>PLANNED ACTIVITY</p> <p>CUC Board and staff will initiate and facilitate forums promoting community voice/action (e.g. ‘Town Hall’ conversations and gatherings).</p> <p>We will develop protocols for quicker, more effective responses and actions and use new communications tools to affect positive change. We will develop improved communications to and from congregations about resolutions and resource and facilitate conversations fostering more effective, broadly communicated actions.</p> <p>CUC staff will become more engaged in the CUC’s national and international commitments and contribute to policy development in Canada and around the world. We will strengthen our work with CUSJ, ICUU and UU-UNO and also to work closely with Canadian UUs and other faith-based organizations to strengthen the CUC voice regionally, nationally and internationally.</p> <ul style="list-style-type: none"> • Criteria will be developed for recognizing valid projects (i.e. agreed upon and supported): • Appropriate resolutions supporting and directing the CUC how/when to speak on these matters, to ensure that where appropriate opportunities exist, they are taken advantage of in a timely manner; • Enhance CUC’s individual member program that serves Canadian Individual members; • New communications capacity will contribute to CUC ability to share values and activities beyond our membership and • Look to the future: explore new service delivery formats, for new forms of ‘community’ in the 21st century. 	

<p>END #6 Cost</p> <p>All of the above to be achieved in a cost-effective manner.</p>	<p>INTERPRETATION</p> <p>‘Achieved in a cost-effective manner’ means the E.D. and staff make responsible and informed spending decisions in accordance with the Bylaws and Board policies.</p>
<p>PLANNED DIRECTION</p> <p>As in congregations, financial stewardship is highly important within the CUC. This includes: finding creative ways to optimize services, i.e. provide the most services with optimal cost; regularly reviewing actual costs and comparing to budgeted costs, to ensure responsible spending and improve the accuracy of future budgets; exploring and pursuing new sources of funding for programs and services and appropriately evaluating and managing risk.</p> <p>PLANNED ACTIVITY</p> <ul style="list-style-type: none"> • Review current services and determine their usage and utility. Evaluate under-used services to determine if they should be discontinued. Consider staff model, delivery mode, location, frequency, etc. and compare with alternatives; • Develop and implement a new schedule for reviewing: <ul style="list-style-type: none"> ○ delivery of services and programs; ○ compliance with regulations; ○ budgeted amounts versus actual amounts and ○ risks and insurance coverage. • Develop and implement a planned giving program and • Evaluate the possibility of a new major fundraising (‘endowment’) campaign. 	

Section 3 - Resources

The successful implementation of this workplan is contingent upon the availability of the required resources.

Financial Resources

The accompanying budget details the level of financial resources required to undertake the planned activities. This level of funding is higher than that currently received, and will be provided using a portion of the CUC unrestricted fund.

Human Resources

The staffing model required to implement this plan is as follows:

Position	Staff	Primary Responsibilities
Executive Director	Jennifer Dickson	Chief Executive Officer of the CUC, responsible to Board of Trustees for all aspects of operations.
Director, Congregational Services & Associate Executive Director	Linda Thomson	Provides CUC services - liaison, relationship building; support to congregations, lay chaplaincy and to religious educators.
Congregational Services Programmers	tbd (2 full time equivalents, permanent)	These staff will administer, support and co-ordinate CUC services delivery in the B.C., Western, Central and Eastern. Liaise with and among UU congregations in their regions, build positive relationships with congregational leaders. Identify concerns and help leaders determine where to get the help they need.
Communications and Networking Manager	tbd (Permanent)	Develop and implement communications strategy that strengthens networking, interaction, monitoring and support among, from and to UU communities, local, regional and national.
Funding Development Coordinator	tbd (Contract)	Responsible for sourcing and negotiating funds and drafting and implementing a broad strategy to contribute to annual budget requirements and CUC trust funds.

Position	Staff	Primary Responsibilities
Youth/Young Adult Programmer	Competition for position underway (March 2010)	Works collaboratively with youth leaders in Canada to support and enhance CUC activities and programming for our youth (14-20) and young adults (18-35).
Director, Finance	Philip Strapp	Manages CUC finances, bookkeeping, contributes to policy making regarding financial aspects of the organization, engages in legal research, and supervises administrative staff.
Special Projects Coordinator	Jorge Moreira	Updates e-group and data base contact data; provides technical assistance to ACM program planning and onsite help.
Office Administrator	Karen Claney	Provides office administration, also assists Lay Chaplains and congregations working on refugee files.
Contractors hired to accomplish specific assignments	Janet Vickers, Raquel Rivera, Robbie Brydon and others from time-to-time...	Examples - help with social responsibility coordination, newsletter publishing, youth services, drafting/analysis/research....
Volunteers (as part of the service delivery team)	Volunteers across Canada	Examples - consulting regarding congregational life, training, service delivery

Appendix I – Elements of the Carver Policy Governance System

The Carver model is a well regarded governance methodology in the not-for-profit and private sectors. Key elements of the Carver method include:

Owners	The key stakeholders in an organization. These are typically identified as “legal owners” (as specified in the CUC’s By-laws – i.e. our member congregations) and the “moral owners” who are impacted by the CUC’s activities, or are a key contributor to its success, such as our Youth, Ministers and others.
<u>Vision</u>	A statement describing the anticipated or imagined state of the environment in which the CUC operates, improved through the CUC’s efforts.
<u>Mission</u>	A statement describing the role the CUC sees itself playing in achieving the Vision.
<u>Ends (Goals)</u>	<p>A series of statements of explicit goals of the organization, which, taken together, fulfil our Mission and Vision.</p> <p>“Ends” describe the outcomes that the CUC’s owners want to create through their national organization. Ends provide direction in a form that enables the Board and the Executive Director to be held accountable.</p>
<u>Ends Interpretation</u>	The practical interpretation of the Ends by the Executive Director that is used as the basis for developing specific Action Plans.
<u>Action Plan</u>	Overall strategies and action items to meet the Ends (as interpreted by the Executive Director in the Ends Interpretation). This includes overall plans for the programs and services of the organization, together with an identification of the required resources (human, financial, etc.).
<u>Annual Plans & Budget</u>	Annual action plans, with accompanying budgets, describe what will be achieved in the year and at what cost.
<u>Monitoring</u>	The CUC Board monitors the degree to which the Executive Director and staff achieve the Ends. The monitoring schedule and reports are available to members on the CUC website.

Appendix II – Budget

Background: CUC Policies regarding the Unrestricted Fund

The CUC maintains a number of fund accounts, the majority of which are restricted in some way. Restricted funds include trust funds (held on behalf of others) and designated funds (for a specific purpose within the CUC's operations). The Unrestricted Fund represents the net accumulation of any surpluses from operations, investment revenue and losses, and includes the transitional amount given to the CUC when it took over most programs and services from the UUA in 2002. That transitional amount of \$1.1M was intended to provide investment revenue to assist in providing CUC member congregations with the services and programs they requested. The Unrestricted Fund, as the name implies, has no specific restrictions on how it is used; it is available for funding of general operations in accordance with direction from the CUC Board.

Until late 2009, the CUC policy was to apply the net amount of investment revenue to the budget of the following year. Although this preserved the "principal" amount of the Unrestricted Fund, it did not provide a predictable or stable basis for budgeting and planning.

Beginning nearly a year ago, the CUC's Treasurer, John ("Mich") Michell, canvassed the membership of the CUC for thoughts on what methodology we should use to make regular annual draws from the Unrestricted Fund to support our operational needs. (See 2009 Official Call to Meeting, and May 2009 InfoTopics for more information.)

After reviewing comments received and comparable policies from a number of different institutions, at the December 2009 Board Meeting, Mich recommended that the policy be changed from including the previous year's investment revenue in the budget to including a specific percentage of the Unrestricted Fund balance. This has the effect of providing a stable and predictable amount for long-term planning, and still ensures good financial stewardship, i.e. living within our means. (Some other organizations apply a 13-quarter moving average of investment income instead of a fixed percentage of the Unrestricted Fund, which is more complex to administer and increases the variability from year to year, so the fixed percentage method was recommended for the CUC.) If you have comments on this choice of policy, please submit them to mich@cuc.ca before April 15, 2010.

The percentage "draw" from the Unrestricted Fund was initially set at 7% pending further review of best practices and feedback from members. 7% of the Unrestricted Fund provides a reasonable amount of income allowance, comparable to long-term investment returns. We have about \$4M invested and the unrestricted fund is approximately \$2M, so 7% of the unrestricted fund is effectively a 3.5% rate of return. If you want to know more about the Unrestricted Fund policies and percentages other non-profit organizations use, please contact Mich at mich@cuc.ca.

This policy provides a regular annual draw of investment income from the Unrestricted Fund as part of normal operating revenue. From time to time, the Board may also approve additional draws from the Unrestricted Fund to develop new infrastructure and/or programs, and further develop the CUC as an organization. In the 2010/2011 budget, the Board has approved additional draws on the Unrestricted Fund which are, in effect, previously unused investment revenue to use for this purpose.

Canadian Unitarian Council

2010 Budget and Preliminary 2011 Budget

Item#	2009 Estimated ¹ (Unaudited)	2009 Variance % of Budget	2009 Budget	2010 Budget	% of Total Revenue	2011 Preliminary Budget	% of Total Revenue	
<u>Operating Budget</u>								
<u>Revenue</u>								
1.1	Annual Program Contributions	433,122	-5.0%	456,000	442,000	60.5%	450,000	58.6%
1.2	Emerging Group Contributions	1,500	-16.7%	1,800	1,540	0.2%	1,500	0.2%
1.3	Individual Members Contributions	172	-13.9%	200	200	0.0%	200	0.0%
1.4	Publication Revenue	6,414	-17.8%	7,800	4,550	0.6%	5,000	0.7%
1.5	Advertising Fees (Canadian Unitarian)	0	-100.0%	2,700	1,500	0.2%	1,500	0.2%
1.6	Friends of CUC Contributions	32,888	-34.2%	50,000	40,000	5.5%	40,000	5.2%
1.7	Other Fundraising				65,000	8.9%	100,000	13.0%
1.8	Program Cost Recoveries	24,058	150.6%	9,600	19,200	2.6%	20,000	2.6%
1.9	Transfer from Unrestricted Fund ² (Investment Income)				156,628	21.4%	150,000	19.5%
1.10	Total Operating Revenue	498,154	-5.7%	528,100	730,618	100.0%	768,200	100.0%
<u>Expenses</u>								
2.1	Congregational Resources	139,814	-45.9%	258,576	369,310	50.5%	435,800	56.7%
2.2	Youth & Young Adult Programs	60,418	-35.5%	93,632	117,657	16.1%	131,325	17.1%
2.3	Communication	51,986	-41.6%	88,971	120,244	16.5%	136,650	17.8%
2.4	Lay Chaplaincy	13,945	-24.1%	18,368	20,979	2.9%	25,895	3.4%
2.5	Social Responsibility	11,835	-39.1%	19,446	20,607	2.8%	26,790	3.5%
2.6	National	121,310	-22.5%	156,458	197,049	27.0%	216,250	28.2%
2.7	International/Interfaith	10,493	-17.0%	12,649	23,510	3.2%	27,290	3.6%
2.8	Total Operating Expenses	409,802	-36.8%	648,100	869,356	119.0%	1,000,000	130.2%
3.0	Annual Budget Surplus(Deficit)³	88,353	-173.6%	(120,000)	(138,738)	-19.0%	(231,800)	-30.2%

Notes:

1. 2009 allocations of Administrative/Office and Staff Team amounts (see pages 27 and 28) are estimated based on 2010 allocation proportions.
2. See page 23 for details about Unrestricted Fund policies.
3. Deficit will be funded from the unrestricted fund, which is approximately \$2.2M at December 31, 2009.

Canadian Unitarian Council

2010 Budget and Preliminary 2011 Budget

Item#	2009 Estimated ¹ (Unaudited)	2009 Variance % of Budget	2009 Budget	2010 Budget	% of Total Revenue	2011 Preliminary Budget	% of Total Revenue
<u>2.1 Congregational Resources</u>							
2.1.1	43,476	-66.6%	130,335	179,935	24.6%	180,000	23.4%
A.1	25,772	-2.7%	26,480	31,925	4.4%	35,800	4.7%
S.1	70,565	-30.7%	101,761	157,449	21.6%	220,000	28.6%
Total Congregational Resources	139,814	-45.9%	258,576	369,310	50.5%	435,800	56.7%
<u>2.2 Youth and Young Adult Programs</u>							
2.2.1	5,486	-76.9%	23,765	38,765	5.3%	40,000	5.2%
A.2	22,551	-2.7%	23,170	31,310	4.3%	31,325	4.1%
S.2	32,382	-30.7%	46,697	47,582	6.5%	60,000	7.8%
Total Youth and Young Adult Programs	60,418	-35.5%	93,632	117,657	16.1%	131,325	17.1%
<u>2.3 Communication</u>							
2.3.1	3,139	4.6%	3,000	4,000	0.5%	4,000	0.5%
2.3.2	8,882	-70.0%	29,600	30,200	4.1%	40,000	5.2%
2.3.3	3,600	0.0%	3,600	3,600	0.5%	700	0.1%
2.3.4	0	-100.0%	3,000	3,000	0.4%	3,000	0.4%
A.3	6,443	-2.7%	6,620	9,231	1.3%	8,950	1.2%
S.3	29,923	-30.7%	43,151	70,213	9.6%	80,000	10.4%
Total Communication	51,986	-41.6%	88,971	120,244	16.5%	136,650	17.8%
<u>2.4 Lay Chaplaincy</u>							
2.4.1	2,133	33.3%	1,600	4,500	0.6%	5,000	0.7%
A.4	644	-2.7%	662	723	0.1%	895	0.1%
S.4	11,168	-30.7%	16,106	15,756	2.2%	20,000	2.6%
Total Lay Chaplaincy	13,945	-24.1%	18,368	20,979	2.9%	25,895	3.4%

Canadian Unitarian Council

2010 Budget and Preliminary 2011 Budget

Item#	2009 Estimated ¹ (Unaudited)	2009 Variance % of Budget	2009 Budget	2010 Budget	% of Total Revenue	2011 Preliminary Budget	% of Total Revenue
<u>2.5 Social Responsibility</u>							
2.5.1 Social Responsibility	775	-80.8%	4,030	5,000	0.7%	5,000	0.7%
A.5 Administrative/Office	1,289	-2.7%	1,324	1,821	0.2%	1,790	0.2%
S.5 Staff Team	9,772	-30.7%	14,092	13,786	1.9%	20,000	2.6%
Total Social Responsibility	11,835	-39.1%	19,446	20,607	2.8%	26,790	3.5%
<u>2.6 National</u>							
2.6.1 Nominating Committee	0	-100.0%	300	300	0.0%	300	0.0%
2.6.2 Board: Meetings & Communications	37,568	-10.0%	41,720	45,000	6.2%	45,000	5.9%
2.6.3 Special Projects	3,919	96.0%	2,000	12,000	1.6%	2,000	0.3%
A.6 Administrative/Office	6,443	-2.7%	6,620	8,231	1.1%	8,950	1.2%
S.6 Staff Team	73,379	-30.7%	105,818	131,518	18.0%	160,000	20.8%
Total National	121,310	-22.5%	156,458	197,049	27.0%	216,250	28.2%
<u>2.7 International and Interfaith</u>							
2.7.1 Transfer to International Travel Fund	0		0	2,000	0.3%	2,000	0.3%
2.7.2 Affiliations (ICUU, IARF, CCCC, etc.)	4,715	-2.8%	4,850	5,230	0.7%	5,500	0.7%
2.7.3 International Activities	0		0	8,000	1.1%	8,000	1.0%
A.7 Administrative/Office	1,289	-2.7%	1,324	1,946	0.3%	1,790	0.2%
S.7 Staff Team	4,490	-30.7%	6,475	6,334	0.9%	10,000	1.3%
Total International and Interfaith	10,493	-17.0%	12,649	23,510	3.2%	27,290	3.6%

Canadian Unitarian Council

2010 Budget and Preliminary 2011 Budget

Item#	2009 Estimated ¹ (Unaudited)	2009 Variance % of Budget	2009 Budget	2010 Budget	% of Total Revenue	2011 Preliminary Budget	% of Total Revenue
<u>A. Administrative/Office</u>							
1	7,721	12.4%	6,870	5,744	0.8%	6,000	0.8%
2	6,637	-5.2%	7,000	7,000	1.0%	7,000	0.9%
3	0	-100.0%	300	2,500	0.3%	1,000	0.1%
4	0		0	5,000	0.7%	3,000	0.4%
5	9,576	-10.5%	10,700	9,600	1.3%	10,000	1.3%
6	3,568	-6.1%	3,800	4,125	0.6%	4,500	0.6%
7	21,706	-1.8%	22,100	29,900	4.1%	32,000	4.2%
8	9,530	3.2%	9,230	14,200	1.9%	15,000	2.0%
9	3,115	0.5%	3,100	4,100	0.6%	5,000	0.7%
10	2,579	-16.8%	3,100	3,019	0.4%	6,000	0.8%
11	64,431	-2.7%	66,200	85,188	11.7%	89,500	11.7%
Administrative/Office Allocations							
A.1	25,772	-2.7%	26,480	31,925	4.4%	35,800	4.7%
A.2	22,551	-2.7%	23,170	31,310	4.3%	31,325	4.1%
A.3	6,443	-2.7%	6,620	9,231	1.3%	8,950	1.2%
A.4	644	-2.7%	662	723	0.1%	895	0.1%
A.5	1,289	-2.7%	1,324	1,821	0.2%	1,790	0.2%
A.6	6,443	-2.7%	6,620	8,231	1.1%	8,950	1.2%
A.7	1,289	-2.7%	1,324	1,946	0.3%	1,790	0.2%
11	64,431	-2.7%	66,200	85,188	11.7%	89,500	11.7%

Canadian Unitarian Council

2010 Budget and Preliminary 2011 Budget

Item#	2009 Estimated ¹ (Unaudited)	2009 Variance % of Budget	2009 Budget	2010 Budget	% of Total Revenue	2011 Preliminary Budget	% of Total Revenue	
<u>S. Staff Team</u>								
1	E.D. Expenses	10,580	57.9%	6,700	14,920	2.0%	15,000	2.0%
2	Salaries, Benefits, Clerical Support	220,688	-31.9%	324,150	449,600	61.5%	590,000	76.8%
3	Staff Professional Development	411	-87.4%	3,250	4,200	0.6%	5,000	0.7%
4	Total Staff Team Expenses	231,679	-30.7%	334,100	468,720	64.2%	610,000	79.4%
Staff Team Allocations								
S.1	Congregational Resources	70,565	-30.7%	101,761	157,449	21.6%	220,000	28.6%
S.2	Youth & Young Adult Programs	32,382	-30.7%	46,697	47,582	6.5%	60,000	7.8%
S.3	Communication	29,923	-30.7%	43,151	70,213	9.6%	80,000	10.4%
S.4	Lay Chaplaincy	11,168	-30.7%	16,106	15,756	2.2%	20,000	2.6%
S.5	Social Responsibility	9,772	-30.7%	14,092	13,786	1.9%	20,000	2.6%
S.6	National	73,379	-30.7%	105,818	131,518	18.0%	160,000	20.8%
S.7	International/Interfaith	4,490	-30.7%	6,475	6,334	0.9%	10,000	1.3%
S.8	Annual Conference & Meeting (Not Budgeted)				26,082	3.6%	40,000	5.2%
4	Total Staff Team Expenses	231,679	-30.7%	334,100	468,720	64.2%	610,000	79.4%