



Annual General Meeting

Sunday June 4, 2023

2 – 3 PM ET

Zoom

Members Package

Agenda

Minutes from 2022 AGM

Financial Statements

Nominations for 2023 Board

2022-2025 Strategic Plan

2023 Work Plan

Members Package

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AGENDA

1. Meeting Called to Order 2:00 pm
Humanist Canada President, **Martin Frith**
 - a. Confirmation of Quorum, Names and submitted proxies (5% of membership)
 - b. Assignment of Meeting Chairperson & Minute Taker **[Motion 1a & 1b]**
 - c. Explanation for the voting for motions.
2. Approval of Agenda **[Motion 2]**
3. Approval of Minutes from 2022 AGM **[Motion 3]**
4. President's Report - **Martin Frith**
5. Recognition of Ruth Henrich
6. Introduction of Bettianne Hedges as Executive Director
7. Financial Reports
 - i. Presentation of Financial Statements, Jack Adams CPA
 - ii. Motion for acceptance of the 2022 Financial Report **[Motion 4]**
 - iii. Appointment of independent reviewer for the fiscal year 2022 **[Motion 5]**
8. Ceremonies and Officiants Committee Ontario (COCO) Report – **Ruth Henrich**
9. Humanities Program Report – **Anna Popovitch**
10. Social Media Committee – **Anna Popovitch**
11. National Chaplaincy Report – **Nic Bruzzone**
12. Nominations & Elections **[Motion 6]**
13. Other Business
 - i. Governance Update
 - ii. Items of discussion from the membership
14. Motion to Adjourn 2022 AGM – **[Motion 7]**

3:00 pm – 3:50 pm Town Hall Meeting

3:50 pm – 4:00 pm Closing Remarks

May 1, 2022, Humanist Canada AGM

The meeting was called to order at 2:05 pm. We had a confirmation of quorum. We need 5% of the membership to be in attendance. The current membership is 742; 5% of that is 37 members. On the call we have 43 participants plus 23 proxies, which brings a total of 66 attendees; therefore, we have a quorum for the 2022 Annual General Meeting.

Motion to appoint Martin Frith, President of Humanist Canada as the Meeting Chair of the 2022 AGM: Ric Glowienka. Seconded by Devin Mahnke. Motion carried.

Motion to appoint Jag Parmar, Humanist Canada's Administrator as the Meeting Minute Taker: Ric Glowienka. Seconded by Jim McDonald. Motion carried.

Motion to approve the 2022 AGM agenda as present: Sassan Sanei. Seconded by Christina Ninham. Motion carried.

Motion to approve the minutes from the 2021 AGM: Ric Glowienka. Seconded by Robert Lewis. Motion carried.

President's Report Presented by Martin Frith

Martin Frith presented highlights of 2021. He opened with appreciation to the Board, who volunteered their time, effort, and energy. Board members named: Kathleen Johnson from Alberta, Donna Harris from also from Manitoba, Ruth Henrich from Ontario, Sassan Sanei from in Ontario, Ric Glowienka also from Ontario, and Sonia Mallet from Nova Scotia. They all share a passion for Humanism and a vision for HC (Humanist Canada).

Martin Frith spoke about some major highlights. First was the launching of Humanist Canada's Chaplaincy Program. This was a historic moment in Canadian Humanist history. We accredited four founding Chaplains: Marty Shoemaker, who is a chaplain at UBC (University of British Columbia), Mary Beaty, who is a Chaplain at the University of Toronto, Srishti Hukku, who is a Chaplain at University of Ottawa, and Martin Frith, who is a Chaplain for the Humanist Canada Organization. We have accredited two more Chaplains since launching the Chaplaincy training and we will have our first Chaplain at the Canadian Armed Forces, which is a huge milestone for Humanist Canada and Humanism in Canada.

Another big initiative undertaken was the HC governance structure. Our last update of the bylaws was 2014; we realized that they needed to be revised so that we can strengthen our governance structure. We recognized the needs of the organization, such as now having staff, we should have policies that support our staff, and have conflict of interest policies for the Board.

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We are also in the process of revising our bylaws. We hoped for them to be ready by the AGM, but we are still working on them. We plan to have a special meeting on this and give members an opportunity to provide their input.

Another big focus is growing our membership and increasing our fundraising efforts. Martin Frith thanked Christopher Blake, who is also an Officiant for his support in this process.

Financial Report presented by Ruth Henrich and Thomas Kriens from Kriens-Larose, LLP Chartered Professional Accountants

Ruth Henrich and Thomas Kriens from Kriens-Larose presented the financial report. Kriens Larose is a Toronto accounting firm that has been in existence for over two decades now. They work with small businesses, not-for-profit organisations, and individuals. Humanist Canada has been working with Kriens Larose on year-end financial reports for the past five years, since 2018. Ruth Henrich can attest to the excellent work that they do.

Thomas Kriens presented the Compilation Engagement Report, which states that that they have gone through all the “numbers” at the end of the year. This is not a formal audit, so no audited opinion is provided. The report simply states that Kriens-Larose has done an annual review.

Then Kriens-Larose presented the Statement of Financial Position or the Balance Sheet of the organization. Overall, in the assets, there was a decrease from \$85, 000 to \$61, 000 due to a loss in the year. Moneys were used to fund the organization.

The accounts payable decreased from \$8,300 to \$6, 000. The difference between the assets and liabilities are the net assets, which is the equity of the organization, where the report shows \$55 066. This is divided between restricted assets and unrestricted assets, where restricted assets are \$16, 771, and the unrestricted assets are \$38, 295. There was an increase by about \$8, 000 in the restricted assets as there were contributions made to that fund. Followed by a presentation of the Statement of Changes to Net Assets, which shows highlights of the Balance Sheet.

Then there was the presentation of the Statement of Operations, which shows revenues and expenses. Revenues have increased from about \$112, 000 to \$118,000 in 2021. There was an overall loss of \$21, 969.

Lastly, was the statement: Basis of Accounting. This is to ensure that the accounting has been done based on the new accounting standards.

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Questions about the Financial Report from Attendees:

Robert Hamilton: Based on the Compilation Engagement Report, can it be verified that the information received is accurate?

Thomas Kriens answered that an organization can provide a balance sheet and bank statements, to do the financial statements, which is not an audit, but a compilation of figures provided.

Member (Craig): Would we be able raise the membership fee to \$200 per person to cover the deficit.

Ruth Henrich responded that making our membership affordable is utmost priority. Our membership would drop if it weren't affordable. We should be focusing on fundraising.

Christina Ninham: Is the increased advertising expense helping our membership?

Ruth responded: Without being able to draw a direct co-relation, the advertising expense very likely did help with our membership along with many other factors like our programming.

Galen Thurber: Internet expenses have gone up by \$10,000, specifically, the website. Why is this?

Ruth responded: We developed the single-sign-on and membership portal and paying the webmaster to do this work.

Motion to accept the 2021 Financial Reports as prepared by Kriens-Larose Chartered Professional Accounts: Ruth Henrich. Seconded by Bob Carter
Motion carried.

Motion to appoint our independent reviewer of the fiscal year 2022, which would be Kriens-Larose: Ruth Henrich. Seconded by Kat Dimou. Motion carried.

Ceremonies and Officiant Committee (COCO) report presented by Ruth Henrich

We did an overhaul of the Officiant Training and now have a robust training program. We've had our first cohort from this new training program. A huge appreciation to our Officiants who contributed and assisted with the redevelopment. Officiants held a virtual conference in 2021, with the theme, Inclusion. Our main speaker was Sandeep Newar, from Pride Canada. 43 Officiants attended. Sandeep Newar spoke about the language we use and how to express acceptance, and how to become advocates. For 2022, we will continue to finesse our Officiant Program.

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We have trained eleven Officiants in 2022 and seventeen more will be coming up in the Fall, which will be our largest cohort ever. A special appreciation to our Officiants who are our interviewers, reviewers, trainers, and mentors.

Question from Kathleen Johnson: When is the next Officiant Training?

Ruth Henrich responded: When is the next training is Sept. 12th.

Humanities Program Report by Anna Popovitch

In 2021, we continue to offer our webinar series, which is third or fourth Sunday of every month. We covered topics like the One-School System, Medically- Assisted Dying, Technology and Future Jobs, Tips and Building Communities, Black History, Current Events in India. We also did an introduction to our new Chaplaincy Program. Our attendance is steady with 50-150 registrants and lots of positive feedback and always looking for suggestions. We have launched courses: Critical Thinking I and II with Dr. Christopher DiCarlo; we offered a workshop on What is Woke and Wokeness by Ashok Panikkar, based in Washington DC. To continue to develop our Humanities Program, we documented some of the best practises in Public Humanities programs and we also did two surveys to get feedback on our HC programming. Finally, we have also incorporated a research component to our work. We now have position statements on Prayer in Government Proceedings and on Reproductive Justice. Both are on the website. We have started preliminary research on Basic Income in Canada and did a member's survey on this topic. This became an especially important topic during the Covid pandemic.

Chapter and Affiliate Report by Ric Glowienka

Ric Glowienka opened with a huge appreciation to all Atheists, Secular, Critical Thinking organizations across Canada, especially during Covid and keeping everyone engaged. We are working out some governance and legal issues and should be announcing some great initiatives for our members in 2022. A shout out to BAHA (Blue Water Humanist Association) who will be going ahead with an in-person conference this year in Sarnia. Humanist Canada is a proud sponsor of this event.

Essay Committee Report by Robert Hamilton

We strive to engage young people in Humanism in Canada and abroad. In 2021 we launched our Essay Contest on social media.

In the Junior Category (Age 17 And Under), the winners were:

- **Orion Wiersma**, age 17, Barrie, ON

"The Ethics of DNA Banks: How Widespread Access to DNA Poses a Threat to Anonymity "

- **Alador Bereketab**, age 17, Ottawa, ON

"The Role of Suffering in Life"

In the Senior Category (Age 18 to 25), the winners were:

- **Rida Zaidi**, age 25, Kanata, ON

"In Cold Blood: How Pakistan's Notorious Blasphemy Laws Repress Citizens"

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Right to Freedom of Expression”

- **Neha Katote**, age 21, Halifax, NS

“Exploring how the Commercialization of Breast Cancer is a Result of Commodifying Feminism and Femininity ”

- **Vibhuti Arya**, age 22, Winnipeg, MB

“An Evidence-based Philosophical Approach to the Bioethics of Medical Assistance in Dying.”

- **Gerard Corr**, age 20, Abbotsford, BC

“The Conservative Party of Canada Needs to Reform ”

We will have our next essay contest deadline on Oct. 16th.

Social Media Report by Anna Popovitch

We had a good social media year with the fabulous work of Karina Chu, who is our Social Media Coordinator. We reactivated all our social media accounts. By May 2021 we had 538 followers on our new Instagram account: 203 followers on Twitter, and over four thousand followers on Facebook. We realized that this is a critical tool in increasing our visibility.

Strategic Partnerships Report by Ric Glowienka

We have a continuing conversation with the Civic and Religious Liberties Association in Montreal. We provide the non-religious perspective in their work. We stay in close contact with Centre for Inquiry Canada. Their series on the Cost of Religion in Canada is fabulous. SCS (Secular Connexion Séculière) have been instrumental in helping us with our petitions. The major highlight was that we had our first Humanlight Celebration on Dec. 23, 2021, which is a Humanist holiday, and going forward, we hope to have this event annually. The holiday celebrates secular human values of reason, compassion, humanity, and hope. We emphasize humanity and light pointing to the light of human reason. We look forward to having the event again at the end of 2022.

Chaplaincy Report by Martin Frith on behalf of Nic Bruzzone, Chair of the Committee.

The major highlight is that Nov. 10th, 2021, Humanist Canada signed a Memorandum of Understanding with the Canadian Armed Forces and with the Interfaith Committee on Canadian Multifaith Chaplaincy. This document will be in-force for the next two years and subject to renewal. It is Humanist Canada’s mechanism for being able to appoint Humanists to the Canadian Military Chaplaincy. This was a huge undertaking, and it does not exist anywhere else in Canada. It was Nic Bruzzone and Srishti Hukku who proposed this to the Board, so a huge appreciation to them. All information about this program is on our website.

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Morgentaler Report by Ruth Henrich

There was very little activity in 2021 due to Covid, as all training had halted. But activity is now picking up in 2022. In our alliance with OCAC (Ontario Coalition of Abortion Centers), we are going to be getting the scholarship back out there for training in surgical abortions. One exciting thing is that OCAC, National Abortion Federation and Humanist Canada are looking at putting together an alliance of the three organizations to not only provide greater access and more information for physicians looking to train, but to look at other ways for women to have greater access to reproductive health – everything from medical and surgical abortions, birth control and other reproductive health matters. We hope to report more activity in 2022.

Other Business reported by Martin Frith

Bylaw Update: Those are currently at the lawyers, but we hope to circulate them to our members in a couple of months to get feedback and then have a zoom call to pass the bylaws. The new bylaws will give us provisions to have more required professionals on the Board, such as pro bono legal services, CA/CPA designation, and other very specific skillsets, which our current bylaws do not accommodate.

Governance Update: We initially had contract positions, but now we have staff, so we need a governance structure to support this.

Nominations and Elections Update: This will happen once our bylaws are done, likely in a couple of months.

Announcement of our new Part-Time Executive Director

Ruth Henrich will leave the Board to be our new Part-Time Executive Director to put us in a position with policies and procedures in place to have a Full Time Executive Director in the future. We realized that we cannot continue to sustain the organization with just volunteer energy alone. We have over 54 volunteers who have given their energy to the organization.

Motion to adjourn the 2022 Annual General Meeting at 3:02 pm: Sassan Sanei. Seconded by Christina Ninham. Motion carried. 2022 Annual General Meeting adjourned.

THE HUMANIST ASSOCIATION OF CANADA
FINANCIAL INFORMATION
DECEMBER 31, 2022
UNAUDITED

THE HUMANIST ASSOCIATION OF CANADA
FINANCIAL INFORMATION
DECEMBER 31, 2022

UNAUDITED

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COMPILATION ENGAGEMENT REPORT

To Members of The Humanist Association of Canada

On the basis of information provided by management, we have compiled the statement of financial position of The Humanist Association of Canada as at December 31, 2022, and the statement of changes in net assets and statement of operations for the year then ended, and Note 1, which describes the basis of accounting applied in the preparation of the compiled financial information, and note 2.

Management is responsible for the accompanying financial information, including the accuracy and completeness of the underlying information used to compile it and the selection of the basis of accounting.

We performed this engagement in accordance with Canadian Standard on Related Services (CSRS) 4200, *Compilation Engagements*, which requires us to comply with relevant ethical requirements. Our responsibility to assist management in the preparation of the financial information.

We did not perform an audit engagement or a review engagement, nor were we required to perform procedures to verify the accuracy or completeness of the information provided by management. Accordingly, we do not express an audit opinion or a review conclusion, or provide any form of assurance on the financial information.

Readers are cautioned that these statements may not be appropriate for their purposes.

KRIENS~LAROSE, LLP

KRIENS~LAROSE, LLP

**Chartered Professional Accountants
Licensed Public Accountants**

Toronto, Ontario
April 25, 2023


THE HUMANIST ASSOCIATION OF CANADA
STATEMENT OF FINANCIAL POSITION
AS AT DECEMBER 31, 2022
UNAUDITED

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	2022 \$	2021 \$
ASSETS		
CURRENT		
Cash	51,687	26,609
HST receivable	5,123	3,215
Accounts receivable	5,000	-
Investments	5,000	30,000
Prepaid expenses	1,197	1,234
	68,007	61,058
LIABILITIES		
CURRENT		
Accounts payable	16,017	5,407
Government remittance payable	205	585
	16,222	5,992
NET ASSETS		
UNRESTRICTED NET ASSETS	27,790	38,295
RESTRICTED NET ASSETS	23,995	16,771
	51,785	55,066
	68,007	61,058

APPROVED ON BEHALF OF THE BOARD:

 , President, Martin Frith

 , Treasurer, Jack Adams

THE HUMANIST ASSOCIATION OF CANADA
STATEMENT OF CHANGES IN NET ASSETS
 FOR THE YEAR ENDED DECEMBER 31, 2022
 UNAUDITED

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	Unrestricted Net Assets \$	Restricted Net Assets \$	2022 Total \$	2021 Total \$
Balance, beginning of year	38,295	16,771	55,066	77,035
(Deficiency) excess of revenues over expenses for the year	(10,505)	7,224	(3,281)	(21,969)
Balance, end of year	27,790	23,995	51,785	55,066

THE HUMANIST ASSOCIATION OF CANADA
STATEMENT OF OPERATIONS
 FOR THE YEAR ENDED DECEMBER 31, 2022
 UNAUDITED

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	2022	2021
	\$	\$
REVENUES		
Officiant fees	45,808	27,235
Donations	44,056	20,915
Memberships	31,590	29,140
Grant	26,021	25,044
Interest and other	814	1,451
Restricted donations	120	8,150
Program fees	-	6,600
	148,409	118,535
EXPENSES		
Wages	56,714	49,257
Advertising	20,812	17,251
Internet	20,054	15,004
Professional fees	14,404	12,275
Administration	8,799	2,478
Conference	8,192	1,688
Website	3,761	10,182
Bank charges	2,556	2,642
Program	2,107	3,542
Office	2,029	6,725
Telephone	1,869	5,839
Officiant	1,821	3,337
Fundraising campaigns	1,819	-
Affiliation	1,751	1,000
Insurance	1,634	1,647
Events	1,316	1,674
Board	1,080	304
Occupancy	862	686
Dues and subscriptions	110	958
Technology	-	192
Essay contest	-	3,823
	151,690	140,504
(DEFICIENCY) OF REVENUES OVER EXPENSES FOR THE YEAR	(3,281)	(21,969)

1. PURPOSE OF THE ASSOCIATION

Humanist Canada promotes education and awareness of Humanism. The Association is a resource for secular groups and causes across Canada. The Association supports the advancement of scientific, academic, medical and human rights efforts

2. BASIS OF ACCOUNTING

The basis of accounting to be applied in the preparation of the financial information is on the historical cost basis, reflecting cash transactions with the addition of:

- Accounts receivable less an allowance for doubtful accounts.
- Accounts payable.

Board Nominations for 2023



Jack Adams is a champion of Humanist Canada's movement towards a governance model for the Board. He joined the Board in September of 2022 bringing his wealth of financial knowledge. He graduated from the University of Saskatchewan qualifying as a Chartered Professional Accountant in 1985 in Saskatchewan and Alberta. He now has his own practice in Saskatoon. Jack has been involved as a volunteer both at the local, provincial and national level in sporting, theatre, investment and business associations.



Lee Burton has embodied a humanist worldview since she formed her first conscious connection with the land while backpacking in the Canadian Rockies in her early 20s. Lee has spent over 15 years advocating for social justice and equity through various roles in the non-profit sector. In her current role as Director, of Philanthropic Services with MakeWay, she works with some of the most progressive philanthropists in the country to advance community-led change, in pursuit of justice and equanimity. As a queer-identifying woman, Lee leverages her privilege to invite as many voices forward and hold space for thoughtful and productive dialogue on some of the most pressing issues facing people and the planet.



BRYAN CAUSARANO is an Officiant and long-term member of Humanist Canada. He is motivated by the desire to grow our membership, deepen connections with increased programming and raise the public profile of our organization.



Maureen Bulbrook is a mother, an Auntie, a sister, a daughter and a Haudenosaunee Ago:nhgweh who has dedicated her life to creating change for children. Maureen graduated from Windsor Law in 1999 and was called to the bar in 2001. She is Cayuga, and her family is from the Six Nations of the Grand River. Maureen has extensive legal experience in child welfare law. In her legal career, she has been in-house counsel of a few Societies, most recently, Ogwadeni:deo where she was also an acting Co-Director before taking on the position as the Indigenous Counsel for the Office of the Children's Lawyer. In this position, she has been supervising the OCL Indigenous child files, providing her Indigenous views and perspectives, assisting in the decolonizing of people's mindsets, and creating awareness of Indigenous perspectives, lives and on-going realities.



Alex Howard is an Accredited Family Mediator, Divorce Coach and Conflict Resolution Specialist and Humanist Canada Officiant.

She has attended the University of British Columbia, Humber College and York University, and opened her practice with the goal of using a facilitative approach to supporting clients through the often cathartic and always empowering process of Alternative Dispute Resolution.

Alex has the pleasure of marrying Ontarian's and supporting them with premarital classes and communication support to set them up for a successful marriage, not just a wedding.

Her mediation practice informs the way she works with and cares for her marriage clients.

Alex lives in Toronto with her husband and two children.

Strategic Priorities 2022-2025

The 2022-2025 Strategic Priorities are the roadmap to guide Humanist Canada over the next 24 months to reflect the changing needs of the organization.

Developed to empower our board, inspire our members, volunteers, staff and Affiliates, the plan builds on the progress made to date in delivering expanded member services and increased programming to Humanist Canada members and the wider community.

The plan is premised on the fact future growth cannot be managed without increased fundraising, paid professional staff and a board focused on good governance.



Goal

A desired result
that we want to
achieve



2022 statement

How we'll know we
have achieved our
goals



How we plan to do it

A specific
measurable action
to attain a goal

Strategic Priorities

2022-2025



Goal 1	Goal 2	Goal 3	Goal 4	Goal 5	Goal 6
Develop a sustaining Fundraising Program	Enhance governance structures to reflect the changing needs of the organization.	Increase the diversity of programing offered by the Humanities Program.	Develop a comprehensive member services plan to increase opportunities for member engagement.	Grow our national Humanist Community.	Enhance Humanist Canada's Humanism in Action Initiatives
By the end of 2025...	By the end of 2025...	By the end of 2025...	By the end of 2025...	By the end of 2025...	By the end of 2025...
<p>Increase our monthly donors from 8 to 100.</p> <p>Increase our annual fundraising to support a balanced budget and an Executive Director Position.</p> <p>Establish a professionally run, multi-year fundraising/capital campaign strategy.</p> <p>Establish a planned giving program for bequests, stock donations, insurance, etc.</p> <p>Establish an annual campaign calendar</p>	<p>We will have new governance documents /manual for the Board.</p> <p>Revised HC bylaws to reflect our changing structure.</p> <p>Establish Employee Manual for new and existing staff and contractors.</p> <p>Establish a Policy & Procedure Manual for all organization practices.</p> <p>Transition Board from an operational focus to a Governance Focus.</p>	<p>HC will provide a wider range of programs in addition to our Webinar Series.</p> <p>HC will increase the attendance of programs and grow new audiences.</p>	<p>Our membership will surpass 1000 members.</p> <p>Our membership will be more diverse and more representative across the country.</p> <p>We will establish some standardized process to engage and retain new and existing members.</p>	<p>HC will have fully rolled out our Affiliate program including Chapter agreements and clear benefits for all current and future Affiliates,</p> <p>HC will have Chapter Guidelines included in our revised bylaws as recommended by our legal counsel.</p> <p>Grow our Chapter Program nationally.</p>	<p>The Officiant Program will have a net increase of Officiants.</p> <p>The National Chaplaincy Program will accredit the first Humanist Chaplain serving in the CAF and recruit additional candidates.</p> <p>HC will become more engaged in key campaigns.</p> <ul style="list-style-type: none"> One School System Morgentaler Scholarship September 30th National Day for Truth & Reconciliation <p>HC will embrace a DEI (Diversity, Equity and Inclusion) lens in all of our activities.</p>
How we plan to do it	How we plan to do it	How we plan to do it	How we plan to do it	How we plan to do it	How we plan to do it
<p>Develop the case and story for Humanist Canada fundraising.</p> <p>Inform and educate HC membership of financial needs on a regular basis through newsletters, appeals and Town Halls.</p> <p>Increase our annual fundraising to \$30,000 in Yr 1.</p> <p>Establish a fundraising/capital campaign committee with external professionals.</p> <p>Utilizing fundraising software such as Charity Can</p> <p>Identify potential donors and begin cultivating donor relationship</p> <p>Complete two fundraising campaigns in year 1.</p>	<p>Hire Governance Consultants to assess and advise HC on appropriate Charitable Governance.</p> <p>Establish a Bylaw committee to review current by-laws and propose revised by-laws.</p> <p>Develop a process for by-law consultation with Board and members.</p> <p>All current and new committees will have a Terms of Reference (TOR)</p>	<p>Increase the number and diversity of programs offered.</p> <p>Establish new content areas such as arts and author series, book club, etc, to appeal to a more extensive range of members.</p> <p>Increase volunteer leadership to fulfill the increase programming.</p> <p>Establish a Humanities Program Advisory Committee to assist the program director in shaping the programming.</p>	<p>Segment our member database to provide more focused engagement for new members and other member groups</p> <p>Better utilize our system workflows for engaging members.</p> <p>Establish member on-boarding and exit procedures to improve our member retention rate.</p> <p>Join a "membership" organization to help HC develop informed best practices for growing and retaining our membership.</p> <p>Improve member services delivery through the analysis of member survey data.</p>	<p>Review and finalize Affiliate Agreements and have current Affiliate's sign agreements.</p> <p>Reach out to lapsed Affiliates to sign and promote to new Affiliates.</p> <p>Identify opportunities for growing the Affiliate Program.</p>	<p>HC will deliver two Officiant trainings in 2022.</p> <p>The National Chaplaincy Program will launch its first training in 2022.</p> <p>The Officiant Program will recruit candidates in under-served areas in Ontario.</p> <p>Board will establish committees to oversee key campaigns.</p> <p>HC will formalize a DEI Committee with TOR to guide a DEI culture within the Organization.</p>

Humanist Canada – Strategic Work Plan for 2023/2024

Strategic Goal #1: Develop a sustaining Fundraising Program.

Objective: what to achieve in 2023	Accountability	Measure of Success
1. Establish a Standing Fundraising Committee.	Treasurer	Committee in place with a Chair by end of April 2023 and Terms of Reference approved by May 29, 2023. Committee meets at a minimum 4 time over the course of the year. A Plan Giving initiative is developed.
2. Execute two Fundraising Campaigns – one regarding monthly donor increase and the second for the annual campaign.	Treasurer	Increase monthly donors to 30. Raise \$20,000 through annual campaign.

Strategic Goal #2: Enhance governance structures to reflect the changing needs of the organization.

Objective: what to achieve in 2023	Accountability	Measure of Success
1. Revised by-laws approved by the Membership.	President	By-laws approved by Membership at a June 4, 2023 AGM.
2. Board Committee Structure and an Organizational Structure in place.	President & Committee Chairs	Committee structure is in place with Terms of References for each Committee by September 30, 2023. Organizational structure in place and communicated to stakeholders by September 30, 2023.
3. Establish an anti-harassment policy.	President and Board Member - Donna Harris	Policy approved by the Board at the April 2023 Board Meeting.

Strategic Goal #3: Increase the diversity of programming offered by the Humanities Program.

Objective: what to achieve in 2023	Accountability	Measure of Success
1. Launch podcasts; deliver an on-line course on intersectionality; develop a vision for youth engagement/programming.	Program Director	Podcasts launched summer/fall of 2023; course on intersectionality launched in September of 2023; the vision developed in the Fall 2023.
2. Humanity Program Advisory Committee in place.	Program Director	Committee in place with Terms of References approved by April 2023.

Strategic Goal #4: Develop a comprehensive member services plan to increase opportunities for member engagement.

Objective: what to achieve in 2023	Accountability	Measure of Success
1. Standardize a plan and develop standardized processes to engage and retain members.	Board Member – Donna Harris with support from Program Director	Develop standardized On-boarding process including a survey to Members to be administered by September 30, 2023. Engagement and Retention Plan developed by end of October 2023.
2. Analyze current renewal process and determine why a percentage of the membership do not renew.	Board Member – Donna Harris with support from President	Reducing the churn rate by 50% at year end.

Strategic Goal #5: Grow our National Humanist Community

Objective: what to achieve in 2023	Accountability	Measure of Success
1. Establish functioning Local Chapter networks.	President, Program Director plus consider recruiting Board Member interested in this aspect of work	Have a functioning Community Platform by July 30, 2023. Process in place for establishing the Local Chapters by July 30, 2023. Five local Groups by year end.

Strategic Goal #6: Enhance Humanist Canada's Humanism in Action Initiatives.

Objective: what to achieve in 2023	Accountability	Measure of Success
1. Establishing a DE&I policy.	Board Member – Donna Harris	The Policy is in place and approved by September 30, 2023.
2. To Raise Humanist Canada's Relevance and profile to the general public.	Program Director	Collect date in Ontario for BCHA's initiative on End of Prayer campaign.