



Special Member's Meeting
Elder Board Chair's Report
April 11th, 2022

Dear Fellow Trinity Members,

We will be gathering on April 26th, 2022, for our Special Membership Meeting. The purpose of this meeting is to share what has transpired at Trinity since our last meeting in the fall. The Elder Board, the committees and staff have been managing a difficult season requiring us to pivot and make some difficult decisions. I cannot stress enough the gratitude I have towards all those who continue to be committed and help from an open heart.

The Elder Board duty is to represent membership and report on the progress of the work carried out. We realize that communication is a critical factor, and we can always improve the channels with the community. This is a goal moving forward.

Below you will find some updates for your perusal. The expectation is that you will have read the Special Membership Meeting package prior to joining us on April 26th, 2022. The EB Chair's report serves as a framework to support elements of what we will be presenting. We will not be reviewing this report at the meeting.

MEETING PROCESS

The Special Membership meeting and all other meetings moving forward will have an expected code of conduct supported by our by-laws and Roberts Rules of Order. We will be adhering to this process to respect the time allocated for the meeting and ensure we can cover the full agenda. The Elder Board roles and responsibilities are guided by Trinity's governance and policies, which we have had the opportunity to better understand in the last few months. We are rooted by the values of Trinity to uphold our promises to serve the community and represent membership. Therefore, please note that should something not be addressed in the meeting it could mean that it is not relevant to the items on the agenda, not the right forum to have such a discussion(s) or other. If anyone feels after any meeting, that they were not heard or could not share, please reach out so that we can address any questions, issues, or concerns. Our desire is to create open and transparent dialogues amongst our community.

FINANCES AND OPERATIONS

Finances: Through the years, Trinity has always enjoyed growth in financial giving. This year has been different. Ideally, we should have been quicker to react to this situation. That caused a deficit in our first 6 months of our financial year. It was also hard to plan the impact of the Capital Renewal on our general giving. The team has done a major adjustment to make sure that every month would generate surplus going forward. They also have already started working on the budget that will be discussed in May with members and approved in our June meeting. That is a significant improvement compared to previous years. We are feeling confident that even though the situation is very difficult, the Elder Board and the Leadership Team are working well together to navigate through this hard season.

Re-organization: The realities of Covid combined with our Capital renewal challenges and an overly optimistic outlook created a financial situation that needed to be addressed quickly. The largest expense of the budget is staff; therefore, it is natural that this area would be a priority to reduce. The Elder Board requested that the Senior Pastor and his Senior Leadership Team devise a plan to align expenses with current donations. They presented a plan and we went back and forth a few times until we felt we could attain a balanced budget moving forward. The Senior Pastor and the Senior Leadership Team decided who would be let go based on the needs of the organization. There can be many perceptions on how this process occurred, however rest assured this was the most challenging task they have ever had to do.

Layoffs: Letting go of people is never easy but it was a necessary requirement to have a balanced budget. These decisions are difficult, and our hope is that we will be able to rehire staff once we have passed this challenging season. The layoffs were done as follows:

- 17 were laid off and 13 were moved to SUBP (they can work 40% of whatever hours per week they used to work)
- Senior Pastor and Senior Leadership Team took a 5% cut in salary

The Senior Pastor has been informed that nobody is to be hired during this reorganization. There was someone that got hired on contract in one of the teams and this has been discussed.

Transitions: The reorganization is a difficult transition as well as the Senior Pastor's departure. Our season is filled with challenges, but I am proud to share that the staff and Elder Board have collaborated to ensure we maintain stability. The Elder Board (rotating members along with the Chair) meet with the Senior Pastor, Executive Pastor, and Director of Finance every Friday. A primary focus is finances along with operations. This has been positive and productive. With Wayne leaving in a short time this change is allowing an organic transition to occur so that when he does leave, we will be able to continue in a natural flow. This process will continue until the reorganization has stabilized and the new Senior Pastor has been named.

CAPITAL RENEWAL PROJECT

Even though we always had a desire to organize a meeting to update membership toward the beginning of February, there were still too many unknowns due to the complexity of the project. The insurance being a big part of this complexity. We included in our documents a summary of our focus group meetings we had in March. Also, a few considerations that led the current Elder Board to recommend a special resolution to allow us to get back in our auditorium. Even though this project has surely not gone the way we expected at the beginning, we are confident that God has something amazing in store for Trinity.

AUDIT

Further to our last membership meeting we agreed that we would undertake an audit which is aligned with our by-laws. We included an extra report to explain what we did and why we are recommending Grant Thornton to carry out the Trinity financial audit.

SUCCESSION SENIOR PASTOR

There will be a quick update from Mr. Tom Loewen, Chair of the committee at the meeting. We do want to take this opportunity to share that the feedback received from the round tables was excellent. This emphasized the importance of taking the time to hear from membership and our community. We want to thank all those who participated.

There was also a survey conducted and the results can be found on our web site in the Senior Pastor Search Committee section. The results reflected that all demographic groups are united in wanting the same strengths, characteristics, leadership qualities and teaching approach in our next Senior Pastor. This will be very helpful for the firm we hired and our Search Committee going forward.

Timelines and next steps will be shared at the meeting along with an opportunity for some Q&A.

Most of you know that the Elder Board approved a package for the Senior Pastor for his years of service. There is an agreement in place signed by both parties. The Elder Board along with the Senior Pastor got independent legal advice for this agreement. His package is aligned with the laws of British Columbia Labor Act for someone who has served as long as our Senior Pastor.

GOVERNANCE

Nominating Committee: The committee has been hard at work over the last couple of months and look forward to proposing the Elder Board Members slate in June at our annual general meeting. The Nominating Committee is working different options to make sure you get to know our candidates before the June meeting. More info will be shared by Mrs. Kristin Edstrom, Chair of the committee at our meeting.

System Audit and Governance Review: We are continuing our work with Rachel Renaud from RRImagine, a consultant, coach, and connector. She has over two decades of experience in the not for profit specializing in system audits, governance, and strategy. Please refer to Appendix A for her short BIO. The Elder Board felt it was time to review the governance, the processes, policies and more after many years. Her mandate has been ongoing over the last few months.

The objective of the system audit is to examine the health of the organizational structure, practices, procedures, and controls. This allows us to understand the level of its efficiencies and effectiveness to attain its goals, measure performance and ensure the organization remains aligned to its core values and carries out its mission as promised.

The approach for this system audit is to be inclusive by allowing numerous stakeholders to participate in the audit interviews. Several interviews have occurred with Elder Board, committee members, past and current staff, members, and partners. All the information shared is confidential and presented in a general format to respect anonymity. Numerous documents were provided to give context on the organizational structure, practices, and procedures.

The work includes observations around fundamental elements of an organization comprising but not limited to accountability, communication, trust, adherence to policies, procedures, and culture. The culmination of the observations and system audit and governance review are being compiled into a task list and timeline that will be executed over the next year or two.

Considering the reorganization and the arrival of the new Senior Pastor the timing of doing this audit is ideal from a learning and preparation lens. This undertaking can be uncomfortable however, it is good governance and should be done every few years. Her work will allow us to be well organized, set new goals and prepare for future growth. We will be sharing more with you in the coming months; membership can expect to be consulted on some proposed changes to the governance framework.

We look forward to seeing you at our meeting. Should you want to reach out prior to us gathering please send an email to elders@trinitykelowna.ca

If you have an interest in volunteering your time on a committee or other, please reach out with your interest at elders@trinitykelowna.ca

On behalf of the Elder Board, we thank you for your confidence and we pray for you, your families, and our community to stay safe and healthy.

With respect and grace,

Martin Tremblay, Chair
On Behalf of the Elder Board



APPENDIX A

Rachel H. Renaud Connector, Coach and Consultant working within the not-for-profit and business sectors. President of the Roasters Foundation for two decades. Collaborator and Governance Guru at Phil, a not-for profit national consulting and communications firm. Montreal born and raised, bilingual, studied Applied Human Sciences at Concordia University, she is dedicated to educating and empowering individuals, businesses and government agencies on the importance of charitable giving.

She advises in the not-for-profit sector at both the organizational and board levels. Over the years, she has served on several boards and committees dedicated to faith, health, education, social services and food security. Empowering and engaging them in change management, system audits, and governance processes - with a clear objective of improving people's lives, their community as well as influencing public policy.

She is an active member of several associations, including Philanthropic Foundations of Canada (PFC), the Association of Fundraising Professionals (AFP), the Non-profit Leadership Lab, the 7X7 Mastermind Sisterhood, the Institute of Corporate Directors (ICD) and the Kelowna Chamber of Commerce. Currently, Rachel is past chair of the St. Mary's Hospital Foundation, Toujours Ensemble and its Foundation, and was recently appointed Honorary President of Université de Montréal's Centre for Innovation in Nursing Education (CIFI). In addition, she sits on the Board of Directors of Philanthropic Foundations Canada (chair membership committee, working group member for policy and charitable Disbursement Quota - DQ), Depot Community Food Centre, St. Mary's Hospital Foundation (executive committee), Vice-President St. Mary's Board of Governors, past Chair of Willowstone Academy (past committee member of the Equity Task Force and FLC governance reboot). Her strengths include her leadership style, strategic thinking, public speaking and facilitation skills, as well as her creativity. Rachel is a true visionary.

She lives in Kelowna, British Columbia with her husband, son and their dog Oscar.