

CCMBC “Keeping our Promises” Update

May 13, 2021

Introduction

In response to the "Our Financial Story" analysis tabled in spring 2019, the EB committed itself to significant changes to prevent similar problems reoccurring and tabled a “Keeping our Promises” Report in June 2020. This current report offers an update to those "promises." The "promises" represented the best tactics known in 2019; some conditions have changed and so the EB as well as Legacy are continuing to develop additional ways to protect our resources, ensure they are well spent, and that the members have their appropriate voice in how our resources are spent.

Promises and Progress

Financial - FAC & Legacy Board

1. We will complete the sale of existing land and not purchase land for investment.

Legacy has two remaining “bare land” properties that remain listed for sale. Direct investment in real estate is not a permitted asset class according to our Investment Policy Statements.

2. We will continue to follow all required accounting and regulatory requirements.

All organizations remain in compliance with applicable corporate, securities and charitable regulations and received clean opinions of their respective 2020 audits

3. We will have Legacy & CCMBC Investments Ltd. policies to ensure that if we rely on investment revenue, it is sustainable.

Major financial policies and investment policy statements have been approved and implemented. A comprehensive Policies & Procedures manual has been drafted and is awaiting final legal commentary and Board approval.

4. Our goal is for Legacy and CCMBC Investments Ltd. to provide base level, sustainable funding for our national initiatives approved by the National Assembly, such as Multiply, the seminary and other conference ministries.

Investment policies, credit policy (formerly described as mortgage policy) are in place. The idea of an annuity type funding mechanism/restrictions for healthy sustainability etc. to follow after eliminating the amount due to Legacy (incurred during reorganization) and having established appropriate operating reserves for the two organizations (Legacy and CCMBC).

5. With Legacy in place, investments will be managed with an appropriate business mindset to provide more predictable funds for ministry.

Mortgage criteria and approval are covered under our new Credit Policy. Reserves Policies will be drafted by early summer. Delegation of Authority policy has been drafted and is awaiting board approval.

6. We commit to having sufficient cash reserves to minimally cover payroll for one quarter.

Legacy and CCMBC are discerning how best to concurrently eliminate the amount due to Legacy (incurred during reorganization) while establishing appropriate operating reserves for the two organizations. We anticipate having a plan and schedule outlined by early summer. The CUSP is central to formulating and executing this plan.

18. We will only implement and fund ministries that provinces / churches want based on the new one stream funding model.

While Legacy is committed to eventually making donations to support CCMBC ministries, it is developing a Donation Policy which will ensure that needed Reserves are in place for 6 months of operations, changes in market forces, and liquidity requirements for investors, that all before a donation is made to CCMBC ministries.

CCMBC is also working on a policy which will require it not to commit to ongoing funding based upon Legacy donations; core funding for its work will need to come from our Single-Stream funding.

Organization Culture and Posture - Moderator and Committee Chairs

7. We commit to building more helpful metrics to hold senior leadership accountable and MOUs to hold MB family entities accountable.

8. We will hold leaders accountable and monitor steps in fostering a culture of teamwork and partnership within our conference, with clearer metrics to build trust.

9. We recognize that we need to be more accountable to the churches in order to build trust. We have already worked on metrics related to finances and we do provide a monthly financial dashboard on our website.

The new CUSP includes development of metrics to monitor progress and effectiveness in its first phase; these remain to be developed.

MOUs with partners are in process and we anticipate they will be completed for our June 2022 National Assembly.

10. We will continue with the vision of better aligning our local, national, and global work.

22. We remain committed to working together with other denominations in kingdom work.

With the launch of the National Ministry Team and the CUSP project, we are already seeing good joint thinking and planning for our work both nationally and internationally. ICOMB has been added to the Multiply Board as well.

We continue to remain active members of Canadian Council of Anabaptist Leaders (provides advice to MCC Canada), the Evangelical Fellowship of Canada, CanAm (Cdn & USMB Leadership), ICOMB, and Mennonite World Conference.

11. We need to ensure our executive board and leadership teams have the capability to implement vision as well as the ability to manage.

12. We will foster a culture of healthy accountability and transparency, knowing that both are important gifts which we don't always give.

14. We will endeavor to create a culture where people feel heard.

15. We commit to changing our posture toward those who disagree with us and will strive to be humbler in engaging with them.

One of the four Strategic National Priorities is to develop Healthy Organizations. Such health includes clarity of expectations, equipped and accountable leaders, and monitoring outcomes. Over the coming years, we expect to have resources and training available to church, provincial, and agency boards and leaders to all become “healthier.”

One of the efforts we have made over the past year is to host several National Councils (Includes all Board members of provinces and agencies), as well as National Townhalls (open to any member of an MB Church) as well as a National Pastor’s Forum.

13. We will be more intentional about having more diversity and balance of gifts throughout our leadership structures.

Our Nominations Committee has the above criteria and goals in view when seeking new nominees. We also expect to invite nominations for boards and teams from delegates at the National Assembly, beginning in June 2021 – this should widen the pool of prospects for us.

16. We want to have a simple and clear structure that is driven by the provinces.

In addition to the provincial representation on the Executive Board and National Faith and Life Teams, our proposed new Bylaws create a National Ministry Team which includes senior executive leaders from all the Provinces – this group is tasked with proposing future joint plans and efforts. The new bylaws also have now strengthened provincial representation at the National Assemblies by inviting Board members from provinces to serve as delegates, not only members from individual churches.

Strategy - Elton DaSilva

17. We will continue to strive for new churches but will also work harder with both new and established churches to assess and equip in the areas of spiritual health and theology, leadership development, and mission.

19. We will seek to involve existing MB churches in the process of planting new MB churches, raising up new leaders, partnering in the actual plant and investing resources.

With the demerger of Multiply and C2C, provinces have added the church planting goal to their mandate. At the same time, Multiply has become a key contributor to the National Ministry Team and the development of the Collaborative Unified Strategic Plan which will be presented at the June 2021 National Assembly. Mission continues to be one of the four key priorities for our work together.

20. We will increase our bias toward releasing information, particularly key metrics and drivers in a simplified form.

21. We have asked Elton DaSilva to develop a communication plan to provide transparent and consistent two-way communication with our MB family by January 1, 2020.

A communication plan was adopted by the Executive Board in January 2020. The staff has also published monthly Financial Dashboards on the CCMBC website and in the MB Herald Digest through this year.