

# ANNUAL GENERAL MEETING 2026

*"Each of you should use whatever gift you have received to serve others, as faithful stewards of God's grace in its various forms."*

{1 PETER 4:10}

SUNDAY

22ND MARCH

7:00 AM



Meeting ID: 875 0223 3875  
Password: Worship

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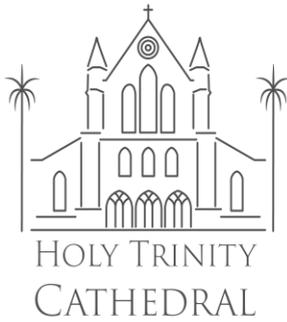
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## REPORTS NOT RECEIVED

SERVER’S GUILD

**MINUTES  
OF  
ANNUAL GENERAL  
MEETING  
HELD  
SUNDAY MARCH 30,  
2025**



**MINUTES OF  
ANNUAL GENERAL MEETING  
SUNDAY MARCH 30, 2025  
9:00 A.M.**

**1. Welcome and Opening Prayer**

Dean Tenia called the AGM to order at 9:05a.m. in compliance with Regulation 18 and she indicated that the gathering was also in compliance with the instructions of Jesus Christ as he always sought an account of the stewardship of his Disciples. Dean Tenia then opened the AGM in prayer and offered the proceedings to God.

**2. Corrections and Confirmation of Minutes of the Meeting of Saturday April 6, 2024**

The Minutes of the Meeting of April 6, 2024 was reviewed and the following amendments were required

- i. Under #5 Finance Report, first bullet point : Change “total income” to ‘net income’
- ii. Under Attendance List: Include Ms. Jennifer Clarke in the list of persons in attendance.

All members present were in approval of the amended minutes. The minutes was confirmed by Mr. Dexter Sealy and seconded by Mrs. Clare Bowen-O’Connor.

**3. Financial Highlights**

Dean Tenia expressed heartfelt thanks to Mrs. Melinda Guildford-Clifford for her faithful and steadfast stewardship as Treasurer. She then invited Mr. Alistair Dick, HTC’s new Treasurer, to share the Financial Report.

The following are the financial highlights presented by Mr. Dick:

- i. Income decreased from 3.3 million in 2023 to 2.5 million dollars in 2024.
- ii. The Church’s main income streams were the car park and stewardship and to a lesser extent, funerals. Income from the car park and stewardship **Have** decreased over the years and, while in the recent past there were contributions towards Restoration and the 200th year anniversary, these two sources of funds have also decreased.
- iii. There was an increase in expenditure due to increases in administrative expenses because of insurances and special events.
- iv. There was an overall net loss of approximately \$500 000 in 2024.
- v. Our assets comprise of property and receivables. There has been a decrease in fixed assets due to depreciation and an overall decrease in total assets.
- vi. The accounts receivable comprised the car park tenants and restoration funds. There has been some level of delinquency on the part of some carpark tenants
- vii. Total liabilities increased.
- viii. The church has no bank debt but has had a negative cash flow over the past two years.

## Questions/Comments from the congregation

- i. Mrs. Guildford-Clifford asked if there were any links to anyone at the Board of Inland Revenue to obtain VAT returns especially since VAT has been paid for the car park. She stated that returns are due and these resources can assist with our income.
- ii. Dean Tenia also added that one of the major expenses is our assessment of \$24,000 monthly and, while it has not been increased over the past three years, it is still a sizeable expense for the Church.
- iii. Ms. Theresa Hope asked for an approximate amount of money that each member should contribute to assist with operational costs. Dean Tenia responded that the sum was \$500 monthly from 500 persons/households. She also indicated that it takes approximately 2.5 -2.9 million dollars every year to facilitate the Cathedral's operations.
- iv. Mrs. Denise De Bique indicated that persons were giving funds for the restoration of the Cathedral and it is the same group of persons who will be asked to give that \$500 monthly. Dean Tenia responded by indicating that the restoration is not an additional expense since the money goes to the Diocese. The restoration funds held at the HTC are used for some minor restoration expenses at the HTC.
- v. Dean Tenia indicated that many persons claim the Cathedral as "their Church" but we may not have seen them in over 10 years. Most times we become aware of them when their families approach the Church to host their funerals. She suggested that special efforts must be made to contact such persons.

### **4. Operations Overview**

Mr. Stephen Jones, the Parish Administrator, provided an overview of the operations as follows:

- i. Mr. Jones acknowledged the work of Mrs. Natasha Hunte, Administrative Assistant, as well as the volunteers, Mrs. Edwina Leacock, Mrs. Gwendolyn Roberts, and Mrs. Berlonne Jones-Sealy.
- ii. There were some major changes in the past year as follows:
  - Hiring of a Parish Administrator, Mr. Stephen Jones
  - Hiring of Musical Director, Ms. Keisha Baisden
  - Hiring of Cleaner, Ms. Kathrina Joseph
  - Hiring of Jensis Security to provide security for the HTC
  - Mr. Trevor Jones, a longstanding Security Officer, retired. Mrs. Toppin-Lewis the Cleaner also left the organisation.
  - Given the hiring of the security firm, the officers employed by HTC were assisted in their transition and two of them were retained by Jensis.
  - Training and formation of staff have taken place.
- iii. There was some continued ill health among staff and, to better treat with this, the office is now closed to the public on Mondays for staff to better manage the operations.
- iv. The email [motherchurch@gmail.com](mailto:motherchurch@gmail.com) has not been active for the past year. An HTC hub has therefore been created to facilitate better communication.
- v. The digitization of the HTC Parish records has commenced and the process of safe keeping records will cost over \$2 million.
- vi. All registration forms have been updated and are available on the new website. This will reduce our Carbon footprint.
- vii. New policies have been drafted for example; Mr. Jones has implemented formal office days for Clergy to reduce overwork. Dean Tenia's office hours are Tuesdays and Thursdays from 10 a.m. – 12 noon.

Special appointments can be made by calling the Parish office. The office hours for the Assistant Curate are Mondays and Wednesdays from 10 a.m.-12 noon.

- viii. The office had a facelift by transitioning the conference room into a chapel for counselling and praying. The space is available to Parishioners.
- ix. All computers and printers have been upgraded
- x. Within the last 6 months the HTC has paid out by virtue of retrenchment close to \$175,000 to workers of the Oxford Street Home and to security personnel.
- xi. There has been an increase in the number of car park tenants in the last 6 months
- xii. Mr. Stephen Jones indicated that Parishioners must be mindful of parking in tenants' space when they visit HTC. Persons need to inform the office.
- xiii. Training is planned to take place in 2025-2026
- xiv. There has been marked improvement in administrative processes in the past 12 months

In conclusion, Mr. Stephen Jones requested that any negative challenges experienced on the compound be reported. He also thanked Reverend Gerald Hendrickson for his sterling service to the HTC.

### **Questions/Comments from the congregation**

Mrs. Elizabeth Samuel-Howe thanked Mr. Stephen Jones for his presentation. She indicated that upskilling of the Verger is necessary, but efforts must be made in getting an assistant for succession planning. She added that documenting the Verger's duties is also necessary to assist in guiding Verger operations.

Mr. Franklyn Edwards asked whether hiring an assistant Verger will put pressure on the payroll or will it be a volunteer position.

Mr. Stephen Jones responded that a volunteer Verger may be the solution in the interim, given the challenges with finances.

Dean Tenia indicated that the HTC should have two Vergers, a head and an assistant, but due to the current smaller space in which we are operating we have been managing with one Verger.

### **5. Parish Communications Update**

Mr. Stephen Jones then proceeded to provide an update on Parish Communications as follows:

- i. Resources have been invested in the development of the web site. The first phase has been completed. The domain is HTCtt.org. A brief presentation of the website was provided. Mr. Stephen Jones also indicated that there is a cost to maintain the website and purchase the necessary software. He asked members to visit the website.
- ii. Facebook data revealed that 75% of our online viewers are women, 29.4% who click and stay online are between the ages of 45-54. In addition, 79.9 % of visitors to HTC's Facebook page are from within Trinidad and Tobago, the second largest number of visitors is from the USA, then Canada and Guyana. Mr. Stephen Jones urged members to work together to improve the statistics.
- iii. HTC's CANVA programme has been updated. Mail chimp which is a platform to help to send out mail, and WI Pay Business have been purchased.

Mr. Stephen Jones thanked persons who maintain the Parish bulletin, the TrinVu Connect team and the Cyber Ushers. He expressed special thanks to Mr. Brennon Virgil who helped HTC to re-establish its online presence after a period of absence.

## **Questions/Comments from the congregation**

Dean Tenia reminded members that we need to acknowledge the Compline team and others for their stewardship and faithfulness. She also expressed thanks to Mr. Brennon Virgil, who edits our online programmes.

Mr. Edwards inquired whether there was any information on the HIV testing programme. He indicated that he has been trained and has tested 219 persons to date. Mr. Jones informed the congregation that the scheduled commencement date for the programme is during the Patronal week. One challenge being experienced is the assignment of a new mentor from the Ministry. Further, the clinic must be certified by the Government before a start can be made and funding is also needed for its support.

### **6. Special Events Update**

Mr. Jones highlighted the following special events which took place in 2024:

- i. The Anglican Church Men's Society (ACMS) Cooler Lime in February
- ii. Palm Sunday celebrations
- iii. Stall at the North West Family Day in April
- iv. Patronal feast and family day in May
- v. Pork, Pan and Parang in November
- vi. Trinity Junior School Bazaar in December. The car park was rented for this event to generate income for HTC.
- vii. ACMS Christmas dinner in December
- viii. Youth Ministry Christmas dinner in December

Mr. Jones also outlined events which have been planned for 2025 as follows:

- i. Mother's day tea and fashion show on May 11, 2025
- ii. Patronal festival and family day on June 15, 2025
- iii. Telethon in the month of August 2025
- iv. Pork, Pan and Parang on November 29, 2025

Mr. Jones informed persons that should they be planning any events on the compound, the requisite form which is available on the web site must be completed. This is particularly important given the pending restoration works.

## **Questions/Comments from the congregation**

Mrs. De Bique enquired about the availability of daily paid parking on the compound. Mr. Jones informed that this matter is currently under consideration and a final decision is pending.

### **7. Presentation by ACMS**

Mr. Edwards thanked persons for participating in the ACMS Cooler fundraising event. He then presented a donation of \$7,000.00 to Dean Tenia towards the restoration funds. He indicated that the event can now be considered a staple on HTC's events' calendar and that the tentative date for next year is January 16, 2026.

### **8. Strategic Plan**

Dean Tenia provided an update on HTC's Strategic Plan as follows:

- i. Church development

To support Church development efforts a Musical Director was hired. In addition, some improvements were made to the worship space. There have also been some cottage ministries and greater efforts were

being made to reach out to the elderly through the Homebound Ministry which is led by Reverend Cheryl Mottley.

Dean Tenia indicated that it was important that we remain connected to those who may not be able to be present physically with us.

ii. Leadership development

Dean Tenia reported that there was Leadership training for young persons and Industrial Relations training for leaders of the Parish during the reporting year.

iii. Youth

Dean Tenia informed the meeting that Youth month was quite successful, and she applauded the participation of the youth in the various ministries throughout the Parish.

## 9. Review of General Church Activities

**Dean Tenia then provided a review on the spiritual life of the Church activities as follows:**

- i. She indicated that it is important to support persons in their spiritual life since this is why they attend Church
- ii. The regular activities of the Church are ongoing, e.g. the Mother's Union, ACMS, and Youth and Young Adults. She reiterated the need to continue to support the youth and applauded the work of Ms. Damali Manning for holding the young persons together.
- iii. The Servers' Guild continues to struggle. Dean Tenia asked for persons to join this Ministry.
- iv. Eleven Lay Ministers were licensed and they continue to grow. Members were asked to join this Ministry
- v. Bible Class and Prayer Group continue on Mondays and Fridays respectively. Dean Tenia indicated that while there may be about 25 persons in the Bible Class in attendance but only about 5 persons attend during the current Lenten online activities
- vi. In 2024 there were 30 baptisms, 2 weddings and 16 funerals. The number of registered Parishioners dropped to 503 from 535 in 2023 as a result of death and relocation. Dean Tenia asked members to keep reaching out to others to encourage their participation in the life of the Church even though they may not be attending physically
- vii. The average Sunday attendance decreased to 139 in 2024 from 180 in 2023. Dean Tenia revealed that attendance was much higher during the pandemic. We therefore must attempt to re-engage our members to keep our community flourishing and in attendance.
- viii. Choir practice attendance, which is open to everyone, has been poor with as little as two or three persons present at times. Dean Tenia encouraged persons to be a bit more responsive to opportunities such as this to strengthen our worship and spirituality
- ix. Dean Tenia reminded members that attitude towards others is important. Some persons have indicated that they feel unsafe, that there is a lack of respect for reverence and the worship space and lack of responsiveness by members in groups to fulfil what is required. She further encouraged members to share any bad experiences in order to trigger an investigation and remedy the situation.
- x. Dean Tenia encouraged persons to inform the office of any plans to use space on the compound. The requisite forms should be completed and submitted. Failure to do this can cause conflict especially given that we now operate in a smaller space.
- xi. Dean Tenia addressed matters under building and lands as follows:
  - a. She thanked Mr. Dexter Sealy for his commitment and stewardship in this area. She informed members that restoration work is scheduled to begin on April 22, 2025. This means that significant access to part of the compound as well as some carpark spaces will be lost.
  - b. There is need for storage space somewhere since there are still items in the Cathedral building to be removed.

- c. Dean Tenia requested that anyone with a real estate connection volunteer to assist by providing guidance on how to generate income from the Oxford Street Home building.

## **10. Concluding Remarks**

Dean Tenia, in making her concluding remarks applauded the outreach team who continue to service persons with food hampers as well as mental health support. She made a call for persons to volunteer to make wellness calls to individuals who were not attending church, and to assist with sorting and packaging of hampers for distribution.

In addition, Dean Tenia provided the following information:

- i. Father Pollard was given additional responsibilities to visit our schools and they continue to strive. She made a request for persons to **give time** (volunteer) to Trinity Junior School in the area of remedial English and Mathematics.
- ii. Dean Tenia spoke at the Black Clergy Conference in the USA. She was also a participant in the Provincial activities and is part of the planning team for the session in November 2025 where a new Archbishop will be elected.
- iii. HTC was disconnected by the Trinidad and Tobago Electricity Commission two months prior, for non-payment as funds were used for other expenses.
- iv. Whilst HTC's monthly Assessment is a great expense it is important that it be paid to avoid losing some level of independence as a Parish.
- v. The \$7,500 monthly rent being paid for Dean Tenia's living accommodation can be saved but the Curates flat must be renovated for occupancy. The funds for renovation have been dipped into continuously and this delays the repairs.
- vi. Dean Tenia commended the Vestry for their commitment and to the faithful who continue to support. She also commended the 200<sup>th</sup> Anniversary committee which continues to work beyond the scheduled period. She reminded the meeting that the 200<sup>th</sup> Anniversary book was available for sale and that a layaway plan is available. Dr. Phaedra Pierre is the contact person.
- vii. Dean Tenia added that there was a vacancy on the Christian Education and Formation Committee. She also commended the new Sunday School team and asked for volunteers to join the team.

Dean Tenia encouraged members to hold everything heard at the AGM in their prayers and hearts. She asked that members take a vested interest in the things of the Church to support its operations and spiritual growth.

### **Questions/Comments from the congregation**

What is involved with assisting at Trinity Junior School?

Dean Tenia responded that the person needs to indicate their interest, and connections will be made with the school.

## **11. Closing**

Dean Tenia thanked members for their faithfulness and presence. The meeting ended with a prayer by Father Pollard at 12 noon. .

**ANNUAL GENERAL MEETING  
SUNDAY MARCH 30, 2025  
NAMES OF PERSONS IN ATTENDANCE  
(in person)**

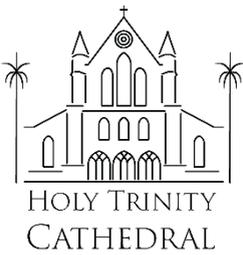
1	Dean Shelley Ann	Tenia
2	Rev Fr. David	Pollard
3	Keisha	Baisden
4	Clare	Bowen- O'Connor
5	Luanna	Burke
6	Sophia	Burke
7	George	Caruth
8	Colen	Charles
9	Beverly	Chase
10	Jael	Crichlow
11	Michela	Crichlow
12	Joseph	Clarke
13	Jennifer	Clarke
14	Nicholai	Clifford
15	Melinda	Clifford
16	Denise	De Bique
17	Allister	Dick
18	Franklyn	Edwards
19	Adrian	Gill
20	Elise	Grant
21	Gerald	Hendrickson
22	Theresa	Hope
23	Elizabeth	Samuel-Howe
24	Ayanna	James
25	Stephen	Jones
26	Corey	Joseph
27	Annette	Kellman
28	Edwina	Leacock
29	Damali	Manning
30	Caleb	Mark
31	Karen	Marks
32	Candice	Marks-Trotman
33	Brenda	Mc Clean-Taylor
34	Brent	Miller
35	Allison	Phillip
36	Gwendolyn	Roberts
37	Lyse	Sealy
38	Dexter	Sealy
39	Berlonne (Donna Lynne)	Sealy
40	Donnette	Shallow

41	Gloria	Stewart
42	Joan	Superville
43	Brendon	Taylor
44	Carlos	Taylor
45	Tevin	Titus
46	Catherine	Virgil
47	Shelah	Workman

4 persons were in attendance online.

# PARISH COMMITTEES REPORTS

# PARISH COMMUNICATIONS



# PARISH COMMUNICATIONS REPORT AND STRATEGIC VISION 2026/2028

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## EXECUTIVE SUMMARY

Communication is no longer merely a tool used by the Church; it has become one of the primary ways in which the Church lives, witnesses, and forms community. In the digital age, communication shapes culture, identity, and the way people encounter faith. The mission of the Church must therefore engage not only through preaching and sacrament but also through the digital spaces where people now gather, learn, and seek meaning.

The communications landscape has evolved dramatically in recent years. The rise of digital media has reshaped how people receive information, form community, and participate in worship. Effective evangelism today requires the Church to move beyond traditional models and embrace a holistic communication strategy that includes **oral, literate, and digital expressions of ministry**.

During the past year, the **Holy Trinity Cathedral Parish Communications Team** has continued to make meaningful progress in strengthening the Cathedral's digital presence, modernizing its communications platforms, and improving the quality of worship experiences for both in-person and online participants.

However, the coming **five-year Cathedral Restoration Period** presents both a challenge and an opportunity. With physical access to the Cathedral limited, the parish must rely even more heavily on **high-quality digital communication, streaming, and online engagement** to maintain parish identity and community connection.

This report therefore provides:

- A summary of progress made in **communications and digital engagement**
- An assessment of **current challenges and weaknesses**
- A **strategic reform framework** for 2026–2027
- Recommendations for a **lean, professional Communications Team**
- A proposal for the hiring of a **Digital Missioner**
- A **draft operational budget**
- Guidelines for **brand identity, governance, and reporting protocols**

The goal is to ensure that the **Holy Trinity Cathedral remains spiritually vibrant, technologically competent, and pastorally connected** throughout this period of restoration and renewal.

# OVERVIEW OF CURRENT COMMUNICATION PLATFORMS

## Parish Website

The Cathedral website (<https://htctt.org>) underwent its first phase of redevelopment through **Millennial Solutions**.

The platform now provides:

- A central hub for parish information
- Online access to parish bulletins
- Event promotion
- Basic digital outreach

While **Phase I** has been successfully launched, **Phase II** will require:

- Content expansion
- Integration with livestreams
- Ministry directories
- Online giving
- Digital parish archives
- Event registration systems

The website must become the **primary digital gateway to the Cathedral's mission and ministry**.

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## Social Media Presence

The Cathedral currently maintains the following platforms:

- **Facebook** – *Holy Trinity Cathedral T&T*
- **Instagram** – *@holytrinitycathedraltt*
- **YouTube** – *@holytrinitycathedralPOS*

These platforms are currently managed primarily by **Br. Stephen Jones**.

## Audience Engagement Snapshot

Recent analytics show:

- **75,367 total views**
- **20,185 engagements**
- **15,946 interactions**

Audience demographics reveal:

- **75% women | 25% men**
- Majority audience aged **35–65+**

- Primary audience located in **Trinidad and Tobago (74.9%)**
- Secondary diaspora engagement from **United States and Canada**

These metrics demonstrate that the Cathedral already possesses a **strong digital audience base** that can be expanded with improved strategy and content production.

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## **Parish Bulletin**

Significant improvements have been made in bulletin management.

Current system includes:

- Limited printing for clergy and liturgical ministers
- Digital distribution via **WhatsApp and the parish website**
- Redesigned formatting
- A collaborative editorial team

## **Editorial Team**

- The Dean
- Claire
- Ayanna
- Gwendolyn

The digital bulletin has reduced paper waste and improved accessibility.

Future upgrades may include:

- Weekly email distribution
  - Integrated event calendar
  - Automated mailing lists
- 

## **TRINVU CONNECT (AUDIO-VISUAL MINISTRY)**

The AV Ministry has undergone important upgrades during the past year.

## **Equipment Improvements**

A generous loan of **TT\$30,000** enabled the acquisition of:

- 1 Digital switcher board
- 4 professional microphones
- 2 new speakers

This upgrade significantly improved the **quality of sound and livestream production.**

## Technical Team

Active Members:

- Brennon Vergil
- Glen Charles
- Brendon Taylor
- Tevin Titus
- Berlonne Jones-Sealy
- Gwendolyn Roberts

Supporting Members:

- Patricia Carrabon-Smith
- Judith Clark (Cyber Ushers)
- Azai Sterling
- Lyse Sealy
- Natasha Hunte

Non-active members remain on record but require renewed engagement or replacement.

## Current Challenge

The ministry remains **heavily dependent on a small group of volunteers**, resulting in burnout and inconsistent quality of service.

Professional oversight is therefore increasingly necessary.

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## SOFTWARE AND DIGITAL SYSTEMS

The parish currently utilizes the following tools:

- **Canva Pro** – graphic design (paid for by Br. Stephen Jones)
- **Mailchimp** – email marketing (paid for by Br. Stephen Jones)
- **WiPay Business** – digital payments (paid for by Br. Stephen Jones)
- **Zoom** – online meetings
- **Streamyard** – livestream production

*Areas requiring improvement:*

- Standardized **login credential management**
  - YouTube playlist cataloguing
  - Digital archiving
  - Cybersecurity updates for office computers
  - Centralized data management
-

# STRENGTHS AND PROGRESS

Over the past year, the Communications Ministry has demonstrated:

## 1. Growing Digital Visibility

The Cathedral now maintains a **recognizable and active online presence**.

## 2. Improved Production Quality

Recent investments in AV equipment have improved worship experiences.

## 3. Digital Bulletin Distribution

More efficient communication and reduced waste.

## 4. Expanding Digital Audience

Analytics show strong engagement locally and among the diaspora.

## 5. Dedicated Volunteer Leadership

Despite limited resources, volunteers continue to demonstrate **commitment and resilience**.

# KEY WEAKNESSES

Several structural challenges remain.

## 1. Over-reliance on Volunteers

Current operations depend heavily on a small number of individuals.

## 2. Lack of Strategic Coordination

Communications efforts remain **reactive rather than strategic**.

## 3. Limited Technical Training

Few volunteers possess advanced media production skills.

## 4. Inconsistent Branding

The Cathedral currently lacks a **formal visual identity and brand standard**.

## 5. Aging Media Infrastructure

While improvements were made, additional upgrades remain necessary.

# STRATEGIC REFORM FOR 2026–2028

To ensure sustainability and excellence, the parish should transition toward a **small, professionalized communications structure**.

## Recommended Team Structure (Maximum 5 Persons)

1. **Digital Missioner (Full-Time)**  
Lead strategist responsible for all digital ministry.
2. **AV Director (Volunteer / Stipend)**  
Oversees livestream and worship production.
3. **Content & Social Media Coordinator**
4. **Graphic Design & Brand Manager**
5. **Administrative Communications Support**

This lean structure will ensure **clarity, accountability, and quality control**.

## **Recommendation:** *Hire a Digital Missioner*

The Cathedral should strongly consider hiring a **Full-Time Digital Missioner** responsible for:

- Digital evangelism
- Content production
- Social media management
- Website administration (*not development & maintenance*)
- Livestream strategy
- Training volunteers
- Managing brand identity

## Proposed Funding Strategy

To support the contract of Millennial Solutions, The Cathedral should **discontinue the radio ministry on Next 99.1 FM** and redirect those funds toward the salary of a Digital Missioner.

This shift reflects the reality that **digital platforms now reach far larger audiences than traditional radio programming**.

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## Digital Worship Expansion

The Cathedral should re-design its digital prayer offerings:

**Daily Online Offices:**

- Morning Prayer
- Noonday Prayer
- Vespers
- Compline

These can be broadcast through:

- YouTube
- Facebook
- Podcast platforms

This initiative would create a **Virtual Cathedral Chapel** accessible to parishioners and the diaspora.

## Brand Identity for the Cathedral

The Communications Ministry should serve as **guardian of the Cathedral's brand identity**.

Key components include:

- Official Cathedral logo standards
- Colour palette
- Typography
- Social media templates
- Official photography style
- Clergy and ministry communication guidelines

**A Holy Trinity Cathedral Brand Manual** should be produced when a new team is formed.

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## Training and Formation

Communications ministry must also be a **formation ministry**, not merely technical work. Training priorities include:

### Technical Skills

- Photography
- Videography
- Livestream production
- Audio engineering
- Graphic design
- Social media strategy

### Spiritual Formation

- Theology of communication
- Digital evangelism
- Ethics in media ministry

Annual Communications Retreat and Training Workshop should be established.

## DRAFT ANNUAL BUDGET

CATEGORY	ESTIMATED COST (TTD)
• Digital Missioner Salary @\$7,500.00 per month	\$90,000.00
• Equipment upgrades	\$25,000.00
• Software subscriptions	\$5,000.00
• Training & Formation	\$10,000.00
• Website Maintenance	\$30,000.00
• Merchandise & Branding	\$20,000.00
<b>SUB-TOTAL</b>	<b>\$180,000.00</b>

**Total Estimated Budget: \$180,000.00 per year**

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## Brand Merchandise

The Cathedral may introduce branded merchandise:

- (4) HTC Branded Table Cloths
- (2) Pull-up Banners (Retractable)
- (1) 24x8 Backdrop
- (1) Lectern Pennant
- Cathedral journals
- Digital Devotionals
- Seasonal and other branded T-shirts
- Tote Bags
- Prayer cards
- Stationary
- Pins

This supports **identity building and fundraising**.

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## COMMUNICATIONS GOVERNANCE PROTOCOL

The Communications Team should operate under clear policies.

## Authority

The Communications Ministry reports to:

- **The Dean and Vestry**

## Responsibilities

The ministry serves as the **official guardian of:**

- Cathedral branding
- Digital platforms
- Public communications
- Livestream production

## Protocols

### **All ministries must:**

- Submit media requests through the Communications Team
- Use official branding standards
- Coordinate event promotions through a central calendar
- Consult with the Communications Team before speaking publicly on matters of the Diocese of Cathedral.
- Consult and seek permission with the Communications Team before posting content in the public domain.
- Request support from the Communications Team before activating any public event or gathering on behalf of the Cathedral.

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## **OPPORTUNITIES DURING THE RESTORATION OF THE HOLY TRINITY CATHEDRAL**

*The restoration period provides a unique opportunity to:*

- Digitize parish archives
  - Build a global online congregation
  - Strengthen diaspora engagement
  - Create educational media content
  - develop a **Digital Cathedral Model**
-

# Conclusion

The Holy Trinity Cathedral stands at an important moment in its life.

While the past year has demonstrated commendable progress, the next phase requires **greater intentionality, professionalization, and strategic investment in communication ministry.**

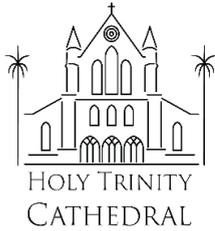
The restoration of the Cathedral building must be accompanied by the **renewal of the Cathedral's voice in the digital public square.**

With careful planning, faithful stewardship, and visionary leadership, the Cathedral can emerge from this period not only restored architecturally but **renewed as a leading digital and spiritual presence within the Anglican Diocese of Trinidad and Tobago and beyond.**

Submitted: **March 9<sup>th</sup>, 2026**

By: Br. Stephen Jones

**THE BUILDING,  
LANDS AND  
PROPERTY  
MANAGEMENT  
COMMITTEE**



## **REPORT OF THE BUILDING, LANDS AND PROPERTY MANAGEMENT COMMITTEE FOR 2025**

I am writing you a report on the activities of the Building, Lands and Property Management Committee (BL&PMC) for the period January to December 2025.

The Committee meets on the second Thursday of each month, using the Cathedral's Zoom Platform, and convenes the meeting for approximately two and a half hours.

Using the under-mentioned Terms of Reference as a guide, the BL&PMC managed the assets under our control:

1. To maintain responsibility for all matters concerning the parish land, buildings, the Deanery, fittings, fixtures, and grounds.
2. To ensure that adequate budget provision is made for repairs and maintenance of the Church's buildings and facilities, including electricity, plumbing, furnishings, security and similar matters.
3. To prepare the Inventory required by Regulation 22.3 of the Diocesan Regulations
4. Convene and guide a Deanery subcommittee:
  - a. To continue to focus on the rebuilding of the Deanery and the raising of funds for this purpose.
  - b. To familiarize themselves with the architectural plans for the building.
  - c. To examine whether any of the necessary Town and Country Planning and other approvals have been received and if not, to put things in place for such approvals to be requested and obtained.
5. To have oversight of and implement the following: -
  - a. repairs and maintenance (and the updating of a list of 3 years anticipated capital works requirements)
  - b. make recommendations to the Finance Committee (no later than 1<sup>st</sup> June each year) regarding capital works, repairs and maintenance costs for the ensuing financial year.
  - c. any licenses required; and matters of fire precautions and safety in conjunction with the OSHA Committee.
  - d. maintenance of office equipment.
  - e. cleaning of the grounds and oversight of caretaking.
  - f. in conjunction with the Rector take an active role in the engagement of caretakers
  - g. refurbishment and development of all church buildings on the compound.
  - h. maintain the audio and visual equipment in the church.
  - i. such new matters as may be delegated from time to time by the Vestry.

### **MEMBERSHIP:**

The Committee's composition is nine members; however, work, and other personal constraints, six persons were the average attendance at meetings.

### **'WORKS ACCOMPLISHED:**

1. Produced a budget for the year's maintenance of all buildings, equipment, the Holy Trinity Cathedral (HTC) compound and Oxford Street Home.
  - The budget also included phase one for digitizing our records.

2. Cleaning of the water tanks on the compound (two at the Cathedral and two behind the Office/Flats)
3. Changing Plumbing fixtures throughout the Flats (Upstairs and Downstairs), Office Kitchen, Cathedral Washrooms and Clinic area.
4. Cleaning of eleven air condition units throughout the year. One air conditioning unit was not repaired due to the unavailability of parts/financial constraints.
5. Painted the Clinic in preparation for its reopening.
6. Provided technical support to our schools throughout the year.
  - Rat infestation at Richmond Street Boys Anglican Primary school.
  - Repairs to ceiling and classrooms at Trinity Junior school.
7. Assisted the Cathedral Technical Committee with works associated with the refurbishment of the Cathedral.
8. Coordinating the care taking of the grounds both at HTC and Oxford Street Home.
9. Installation of twelve solar lights on the compound.
10. In the process of advancing the auto-cad drawings for the refurbishment of the Flats.
11. Coordinate the repainting of the car park spots with the assistance of AA Laquis Limited (for Tax Appeal Board).
12. Cleaned the storage area adjacent to the TTEC Sub Station on Queen's Street.
13. Cleaned the Rooms, Hallways, Kitchen and Dining area at Oxford Street Home.
14. Cleaned, serviced and stored two 5-ton Air Condition units from Cathedral's Lady Chapel area.

**THE CATHEDRAL CHURCH:**

Another year has passed, and the refurbishment of the Holy Trinity Cathedral has finally begun. The BL&PMC continues to assist the Diocesan Cathedral Technical Committee with all its plans to move the process forward. There were numerous earthquakes throughout the year (many at the 5.0 + on the Richter Scale at shallow depths), and we hold our breath that the roof does not implode (God begin our mentor/guide). The cracks on the walls continue to open wider as each earthquake passes by.

Another factor working its way through the roof is the termites. The longer the process takes, these creatures continue to have a field day on the roof. Together with the trees growing out from the pillars on the roof.

**THE DAMAGED CATHEDRAL FENCE:**

The insurance company continues to string out the process by not warranting the complete repair quotation of the wall. We recently received two new quotations for the repair of the Wall (at half the cost from the first quote).

The statute of limitation on this process is four years (and we are approaching year four in April 2026).

We continue to take advice from the lawyer, and if needs be taking the process to litigation.

We have noticed additional damage to other areas of the fence.

The challenge now is finding capable companies to quote on the welding of cast iron to repair same.

**ACKNOWLEDGEMENT:**

The BL&PMC wishes to express its thanks to our Cathedral Congregation and others for its support during the year.

On behalf of BL&PMC, we thank the Dean/Rector and Vestry for the opportunity to offer our time, efforts and talents in the service of our Cathedral.

Yours in Christ,

.....

Dexter Sealy  
 Chairman  
 BL&PMC.

# RESTORATION TECHNICAL COMMITTEE

## **PROJECT : RESTORATION OF THE HOLY TRINITY CATHEDRAL - 2025**

In 2025 the Technical Committee continued to oversee the preparation of the Cathedral for hand-over of the site to UDeCOTT and the Contractor.

While most areas in the Cathedral were secured and the artefacts removed and placed into storage in 2024, the final activity which was completed in 2025 was the protection of the reredos and the blocking up of the choir stall and the Bishop's Chair and the High Altar.

During 2025, time and effort was spent in finalising the boundaries of the site. The original site boundary proposed by UDeCOTT envisaged incorporating a large portion of the carpark to the eastern side. This would have meant a loss of some thirty (30) car park spots and the revenue attached thereto. Fortunately, the contractor agreed to use the grass area to the west of the Cathedral for storage and parking and for office accommodation. This left the car park spots intact except for ten (10) spots adjacent to the eastern wall of which seven (7) have been blocked since the bracing of that wall in 2019.

### **Hand-over of Site:**

On Wednesday October 01, 2025 the site was officially handed over, and relevant keys were provided to UDeCOTT. Mobilisation activities commenced immediately thereafter.

### **The Parties**

- The current restoration works are sponsored by the Government of Trinidad and Tobago. This contract is for \$20 million and only covers immediate structural repairs of all cracks, cleaning of external facades, timber restoration, replacement of the roofing system and restoration of the bell-tower. Another \$40 million is needed to complete the refurbishment and have a Cathedral that is fully functional.
- Project management oversight is undertaken by UDeCOTT as the implementing agency.
- UNICOM Limited has been engaged as the appointed Contractor responsible for the execution of the restoration works under the approved project framework.
- The Holy Trinity Cathedral is the owner and the End User.

### **Programme Status and Time Position**

The Contract Duration is eighteen (18) months with a contractual completion date of 3 May 2027. A preliminary programme has been submitted by the Contractor; however, this remains under review with UDeCOTT, pending completion of the condition survey. Accordingly, the accepted baseline programme remains provisional at this stage.

### **Progress to Date:**

Since handover, the Contractor has undertaken mobilisation and investigative works consistent with this early phase of a heritage restoration project.

Works completed and ongoing include:

- Establishment of some of the site facilities and mobilisation of some personnel.
- Installation of external and internal hoarding.
- Erection of scaffolding to facilitate façade access.
- Ongoing condition survey of the building fabric.
- Cleaning of external façades to expose underlying defects.
- Salvaging of existing bricks and stone for reuse in restoration works.

As at the end of 2025, mobilisation remained in its final stages, with investigative works continuing as part of the condition assessment process.

### **Historical Data Presentation**

In November, a technical meeting was convened at which the Contractor's Restoration Architect delivered a comprehensive presentation covering the historical evolution of the Cathedral, prior restoration works, original materials, and conservation methodologies. The findings were extensive and form a key baseline for the restoration strategy.

### **Preliminary Condition Survey Technical Findings**

The condition survey remains ongoing and is a critical activity. It includes crack mapping, material assessments, and structural investigations.

Preliminary investigations indicate:

- Cracking appears largely superficial, subject to confirmation.
- Some of the salvaged heritage materials are available for reuse.
- Embedded metal window frames show advanced deterioration and fall outside the current funded scope.

### **Procurement and Long-Lead Items**

Procurement planning is underway for specialist materials including slate roof tiles, timber trusses, and lime mortar. To date, none of these items have been ordered. Lead times are being assessed relative to programme sequencing.

**Health, Safety and Site Controls** : Health and safety protocols are in place. No incidents or lost-time injuries have been reported. The Contractor has submitted compliance documentation to UDeCOTT.

**Payment** : An advance payment of 2 million dollars to the Contractor has been processed.

**Upcoming activities** for early 2026 include

- completion of the condition assessment survey,
- submission of repair methodologies,
- programme finalisation,
- procurement scheduling,
- funding direction, and
- commencement of priority restoration works.

### **Scope Gap and Unfunded Works** :

Items identified outside the present contract scope include deteriorated window frames and potential concealed timber or roofing deterioration. These are urgent matters and will require to be acted upon simultaneous to the current works. Technical confirmation and immediate funding arrangements are needed. We need to raise funds urgently so we can start those works that are best done while the contractor is addressing the structural repairs.

**Stakeholder Coordination**: Engagement continues with Church representatives, Trustees, and stakeholders. Progress Meetings are held every two weeks.

# HUMAN RESOURCE COMMITTEE

# HUMAN RESOURCE COMMITTEE

## 2025 ANNUAL REPORT

APRIL 2025 – February 2026

### 1. Executive Summary

#### Overview

The Human Resource and Administrative Committee is a sub-committee of the Vestry; This Committee comprises of **five** (5) members of which **one** (1) must be on the Vestry;

The Committee is pleased to report on the Activities for 2025.

During the period there were **Eight** (8), meetings some of which were used to advance and finalise the HR Policy Manual as well as the development of the following HR policies.

The committee also supported the operations at the office with the development of Performance Appraisals for new positions as well as for new hires.

#### Objective

The overall objective of the Committee is to improve the administrative processes and procedures that supports the efficient and effective operations of the Cathedral. A key focal point of this committee is to provide guidance and support the functions of all Human Resources activities which impacts the operations at Holy Trinity Cathedral.

The committee also acts as a confidential and consultative body that supports the pastoral relationship of the Church and the initiatives of the Priest, Vestry and Staff of the Cathedral

- The Specific objectives include but not limited to:
  - Reviewing, monitoring and making recommendations to the Vestry related to HR Matters(Job Descriptions, Performance Appraisals);
  - Developing policies and procedures that relates to staffing, compensation, benefits, leaves and absenteeism, training and related issues of strategic importance which support the efficient and effective operation of the Cathedral;
  - Coordinating Training Programmes to support staff Development;
  -

### 2. Workforce Demographics

The period began in January 2025 with a total workforce of **sixteen** (16) employees, comprising of **twelve** (12) females and **four** (4) males in the following categories:

- Clergy- **2**
- Administrative - **2**
- Volunteers - **3**
- Musical Director – 1
- Verger – 1
- Cleaners – **6 (2 @ Cathedral and 4@ Schools)**
- Groundsman – **1**

It must be noted that during the period there was some staff adjustments as our Parish Administrator went on Special Leave to perform National Duties. Thus, to support the efficient operations of the office, the Clergy, Administrative Assistant as well as the Volunteer Staff committed to supporting some of the duties as well as, there was the hiring of a trainee.

Also note that as of January 2025 new security arrangements were put in place with the hiring of a Security Firm which reduced the compliment of the current employee personnel at the Cathedral. Our Verger also retired with effect from August 2025 and an Assistant Verger was hired.

### 3. 2025 Targets for the Committee

- a. Development/Roll Out of a Human Resource Policy Manual Handbook;
- b. Recruitment of Human Resource Personnel – Parish Administrator and Security Firm;
- c. Review of Monthly paid salaries and Performance Monitoring and Appraisal System;
- d. Development of Policies and Standard Operating Procedures to support the efficient and effective operations of the Cathedral;
- e. Develop A Training Needs Analysis and coordinate Training Programmers
- f. Performance Management Training – Performance Reviews, Talent Development and Succession Planning that would encourage career growth and performance improvement.
- g. Improve the Governance Structure by developing Terms of Reference (TORs) for use of the Cathedral spaces and the Operations of Committees;
- h. Develop a Monitoring and Evaluation Plan to ensure that Best Practices are adhered to; and

### 4. Major Successes

- a. Human Resource Policy Manual was developed;
- b. Security Firm was hired to successfully monitor and secure the Cathedral Spaces. Some security personnel were offered position in the new Firm.
- c. Development of a Policy for Leave and Absenteeism;
- d. Review and updated Performance Appraisals Forms; and
- e. Developed Contracts for Administrative Staff.

The program of works associated with our 2025 targets which were not achieved will be rolled over in 2026.

### 5. Learning & Development

#### • Training Programs:

- f. There was no formal training to staff for the period 2025
- g. The HR committee identified the need for training in **Performance Management and Succession Planning**; however, this was not executed during the period. Preparation is being made to have it done during the Church’s Calendar Year 2026.

### 6. Conclusion

The committee recognizes that there is an urgent need to roll out the HR Policy Manual to the Office Staff and other internal stakeholders (relevant personnel and committees).

As such our focus in the upcoming year will be as follows:

- Roll Out Policy Manual with Staff;
- Developing new policies to support the effective use of the Policy Manual; and
- Completion of a Training Needs Analysis.

We thank you for the opportunity to serve and look forward for continuous service to you “Our Beloved Community”.

  
Elizabeth Samuel-Howe

Chairman of Human Resource Committee

# OCCUPATIONAL SAFETY AND HEALTH



## **HOLY TRINITY CATHEDRAL OCCUPATIONAL SAFETY AND HEALTH (OSH) COMMITTEE ANNUAL REPORT – 2025**

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### **1. OBJECTIVE**

The Occupational Safety and Health (OSH) Committee of Holy Trinity Cathedral is responsible to the Dean and Vestry.

The Committee's primary objective is to ensure that all buildings, grounds, and environments under the Cathedral's jurisdiction remain safe, healthy, and protected for all clergy, staff, congregants, students, and visitors who utilize the facilities.

The Committee is committed to promoting safety awareness, compliance with applicable legislation, and fostering a culture of prevention and preparedness within the parish community.

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### **2. MEMBERSHIP**

The OSH Committee comprises the Chairman and four active members. The team works collaboratively with the Church Wardens, Ushers, and the Verger to ensure coordinated safety oversight during services, events, and special functions.

Committee Members – 2025

Carlos Taylor – Chairman

Dexter Sealy – Member

Donnett Shallow – Member

Stanley Drakes – Member

Keon Daniel – Member

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### **3. YEAR IN REVIEW – 2025**

Throughout 2025, the Holy Trinity Cathedral OSH Committee continued to serve both the Church and associated schools during major events such as Family Day, funerals, and other parish activities, ensuring safety oversight and risk monitoring.

The Committee participated as part of the Cathedral Assessment Team during an investigation into a rodent infestation at Richmond Street Boys School. The assessment involved on-site inspections alongside other Ministry representatives and OSH Chairpersons.

Following evaluation and recommendations, the school was subsequently closed for approximately two weeks to facilitate corrective action and sanitation measures.

Additionally, a visit was conducted to the adjoining Trinity Junior School to assess whether the infestation had spread. Preventative observations and recommendations were provided where necessary.

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#### 4. NWROSH DIRECTIVES AND PARISH RESPONSIBILITIES

The Committee was tasked with the following responsibilities:

- Strengthen safety signage and communication to ensure that all emergency exit signs, hazard warnings, and evacuation plans are clearly visible in schools, churches, rectories, and parish buildings.
- Insert OSH awareness information in the parish bulletin on the first Sunday of each month.
- Develop and conduct parish tabletop exercises addressing fire, earthquakes, building evacuation, bomb threats, and safe church procedures.
- Conduct drills and practical exercises where feasible.
- Obtain feedback from the congregation regarding safety awareness.
- Submit monthly and quarterly reports to NWROSH.
- Arrange training sessions for staff, including Fire Prevention and additional training from recognized institutions.
- Receive and implement OSH policy updates from the Diocesan OSH Team.

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#### 5. ACCOMPLISHMENTS – 2025

- Installation of safety signage within the parish and administrative office (with additional signage planned).
- Monthly inspections of first aid kits (where practicable).
- Monthly inspections of fire extinguishers across the compound (where practicable)
- Submission of parish monthly reports to NWROSH (where practicable).
- Two incident cases were reported and dealt with, first on June 30<sup>th</sup>, an asthmatic patient and second on August 7<sup>th</sup>, a slip and fall.

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#### 6. FUTURE PLANS – 2026

- Fully accomplish the task plan set out by NWROSH.
- Recruit younger members who demonstrate interest in safety and church service.
- Conduct practical safety sessions at different parishes within the region.
- Ensure OSH representation during inspections and risk assessments.
- Increase familiarity and compliance with the OSH Act and relevant safety legislation.

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Submitted by  
Carlos Taylor  
Chairman  
Holy Trinity Cathedral OSH Committee

**SOCIAL  
OUTREACH  
AND  
CARE TEAM**

# **Holy Trinity Cathedral Social Outreach and Care Team Report**

## **OVERVIEW**

The Social Outreach and Care Team continues to serve the community faithfully through the monthly distribution of food hampers and other forms of assistance. On average, 50 to 60 hampers are given out every month to individuals and families in need.

## **RISING DEMAND AND PROGRAM REVIEW**

There has been a noticeable increase in the number of people seeking assistance, reflecting growing economic and social challenges. Unfortunately, instances of complacency and dishonesty have also begun to surface. As a result, the team has taken steps to review and revise the program to ensure that resources are distributed fairly and reach those truly in need.

## **CHRISTMAS ASSISTANCE**

During the Christmas season, 10 families were specially assisted through the Guardian Neediest Cases Fund, each receiving a cheque to help ease their burdens during the holiday period.

In addition, the Mothers' Union, together with children and families from our school and outreach program, were provided with food hampers and other items of support, spreading cheer and hope during this special time.

## **ACKNOWLEDGMENTS**

We extend sincere thanks to all who continue to contribute to our outreach efforts — the congregation, the Guardian Neediest Cases Fund, and all other supporters. Your generosity, in whatever form it comes, enables us to continue touching lives and strengthening our community through care and compassion.

# PARISH GROUPS

**H.T.C  
ANGLICAN  
CHURCH  
MEN'S  
SOCIETY  
(A.C.M.S)**

# ANGLICAN CHURCH MEN'S SOCIETY

## ANNUAL REPORT 2025

### **ELECTION OF OFFICERS:**

There was an election of officers on Wednesday 6th May 2025. The following members that were elected to their executive positions are as follows:-

Chairman: Mr. Franklyn Edwards

Vice Chairman: Mr. Robert Prescod

Treasurer: Mr. Adrian Gill

Secretary: Mr. Brent Miller

### **MEMBERSHIP:**

Our branch currently has twelve members, from which four new members joined our group.

### **MONTHLY MEETINGS:**

Our meetings are held on the 2nd Wednesday of each month.

### **DIOCESAN A.C.M.S AGM RALLY:**

There was no rally due to some financial challenges in the Diocesan ACMS group.

### **ACMS COOLER FETE:**

This event took place on Friday 22nd February, 2025, at the Holy Trinity Cathedral Car Park on Abercromby Street side. The event was a success, from which \$6,000. was donated to the Cathedral Restoration Fund.

### **ST. OSWALD'S DAY:**

This annual event was held on Sunday 3rd August, 2025 at St. Oswald AC church, Caroni. Our society was fully represented.

### **A.C.M.S CHRISTMAS DINNER:**

This event was held on Friday 19th December, at the Cathedral Parish Hall. This event was enjoyed by all who attended, as we took time to reflect the true meaning of Christmas.

### **HOLY TRINITY CATHEDRAL FUNDRAISERS:**

Our group helped the Cathedral raise funds through the sale of drinks at the Cathedral Harvest. The profit made was donated to the Cathedral Restoration Fund.

### **DONATIONS:**

Our group made a donation to the Cathedral for the purchasing of refreshments to be served at the Holy Innocents' Day service.

### **MUSIC:**

We are looking at restarting the idea of performing a cantata every quarter, during the 8am mass, with emphasis on special occasions. Eg: Mothers' Day, Fathers' Day, Easter Sunday etc.

**EVENING PRAYER:**

We continue to conduct Evening Prayer before each monthly meeting, which continues to enhance our spirituality and understanding of service to God.

**AIMS AND OBJECTIVES FOR 2026**

**FUNDRAISERS:** Cooler Fete: Friday 6th February

Variety Sales – 29th March, 14th June and 13th September .

**Our Vision:**

- a. We will continue to find creative ways in attracting new members to join our branch.
- b. We will continue to attend to the needs of our sick brethren.
- c. To develop fund raising projects that will benefit our organization and our church as well.
- d. To continue to deepen our spiritual life by having Evening Prayer, which is the cornerstone of our faith.

Assist the Parish in building, creating and fostering unity amongst parishioners and visitors.

We will continue, with God's grace, to find ways of attracting more members in our parish, that would redound to the benefit of all.

Yours in Christ

*Peter Brent Miller*

Brent Miller

Secretary

Holy Trinity A.C.M.S

**H.T.C.  
MOTHER'S  
UNION**

## Mother's Union

There are 14 members which include 2 shut-ins and one potential member, awaiting installation.

Unfortunately, we have had some challenges during the year mainly due to health reasons and members having to care for their loved ones. We recognize the passing of the daughter of Ms. Irma Villafana and the husband of Gwendolyn Roberts and Mary Stewart. May they rest in peace.

A total of 6 meetings were held in the Garden of Peace mainly on the second Saturday of each month.

At our AGM on September 18th, 2025, elected members included  
Mrs. Gwenyth Brizan- Branch Leader,  
Ms. Venita Norgriff- Assistant Branch Leader,  
Ms. Merle Rock- Treasurer,  
Ms. Lorna Pile- Assistant Treasurer,  
Ms. Irma Villafana- Secretary (Temporary),  
Ms. Lyris Pierre- Links and Literature,  
Ms. Zelma Bernard-Young-Indoor Members Prayer Circle (IMPC).

Our group attended several North West Regional meetings and Diocesan events. Also activities within the branches including: 1. International Women's Day Rally on the 8th of March at Woodford Sq. P.O.S., 2. Lady Day, 3. St. Luke's Day, 4. Founders Day, 5. African Emancipation and coffee morning, 6. Independence day Branch, 7. Bingo and Tea party, and other events.

We supported the 16 days of activism against gender based violence against women and girls.

Quiet day was held at the Holy Trinity Cathedral Chapel on the 20th of September conducted by Rev. Beverly Hoyte.

Unfortunately, our branch was unable to have any fundraisers except for the sale of breakfast boxes on our corporate Sundays. The proceeds go towards the restoration of the Cathedral. We also assist in maintaining the upkeep of the Mothers Union children's home.

We continue to seek new members from age 18 to 80? We plan to host events which will be posted in the future. Also to invite guest speakers to inform and educate us on health and other issues. We are hoping to be more diligent in visiting the sick and shut-ins, especially those in nursing homes and hospitals, participate in social outreach, baptism, confirmation and holy innocence. We would also invite families to be part of our church community.

We thank God for His blessings in serving the ministry of the Mothers Union.

Respectfully,

*Gwenyth Brizan*

(Branch Leader)

**SUNDAY SCHOOL**

**AND**

**CONFIRMATION**

**MINISTRY**

## **Sunday School and Confirmation Ministry Report**

Christian formation remains a vital pillar in the life of the Church. Sunday School lays the foundation for faith, providing our children with the stories, values, and practices that shape their understanding of God's love. Confirmation formation deepens this journey, guiding young people toward mature commitment, identity, and responsibility within the Body of Christ. Together, these ministries nurture disciples, strengthen families, and sustain the future of our parish community.

### **Overview of Activities (2025–2026)**

Sunday School and Confirmation classes resumed in September 2025 with a dedicated team of five teachers. Their commitment and enthusiasm ensured a strong start to the new formation cycle.

Preparation for First Holy Communion was scheduled for Holy Innocents Day 2025. As part of the preparation, Ms. Michaela Crichlow taught the children a special liturgical dance. The candidates participated in a full-day teaching session on the meaning and significance of the Eucharist. This session was led by Dean Tenia, assisted by Rev. Pollard and Ayanna James. A total of 18 children received their First Holy Communion, and the service was both meaningful and memorable.

The Confirmation class also contributed significantly by performing a skit highlighting the importance of Holy Innocents Day. Their presentation showed creativity and a developing maturity in understanding the Church's teachings.

### **Reorganization of the Programme (2026)**

In 2026, the Sunday School programme was restructured to strengthen family engagement and improve consistency. On the 1st Sunday, students receive a worksheet based on the Gospel to complete with their families. The 2nd and 3rd Sundays are dedicated to Sunday School with teachers. On the 4th Sunday, Youth Sunday, students participate actively in the liturgy.

The Confirmation programme also adopted a blended approach in 2026. Candidates meet in person on the 2nd and 3rd Sundays, while classes on the 1st and 4th Saturdays are held online. There are currently 9 candidates preparing for Confirmation.

The past year has been one of growth, creativity, and renewed energy in our formation ministries. With the dedication of teachers, the enthusiasm of our young people, and the support of the parish community, we look forward with hope. May God continue to guide and strengthen our ministry as we nurture the next generation of faithful disciples.

**YOUTH AND  
YOUNG  
ADULT  
MINISTRY**

# The Cathedral Church of The Holy Trinity Youth and Young Adult Ministry Report 2025

The Youth and Young Adult Ministry is responsible for the spiritual and holistic development of the youth and young adults between the ages 13 to 35 present within the parish and wider community. This is done through biblical teachings, participation in parish activities and engaging in social outreach activities.

## AIMS AND OBJECTIVES

- To encourage young persons to have and develop a relationship with God.
- To engender a sense of belonging among the youth and young adults and parish community.
- To develop young persons with a sense of identity in the Anglican community.
- To encourage young persons to engage in activities of social outreach and community upliftment.

The Youth Ministry had approximately 35 active members throughout the year 2025, where youth month would have seen the most active young persons. There were 12 new members joining the Youth and Young Adult ministry this year.

The Youth council comprises 8 members including youth, young adults, adult nurturers and clergy. (Damali Manning, Brendon Taylor, Nicholai Clifford, Candice Marks-Trotman, Tishonne Francis, Donna Sealey, Keeley Reyes, Fr. Ferdinand Pollard.)

For the year 2025 most of the initiatives were geared towards nurturing a closer relationship with Christ and encouraging leadership skills in the young people of the parish. As such the planning and execution of services, activities and events were mostly done by the young people.

## ACTIVITIES FOR 2025

- **Agape service** Friday 18th April - The young people gathered to observe the Good Friday by hosting an agape service which included members from the Sunday school, Youth group and Dance group. The service included a skit, scripture reading, spoken word, song and dance all prepared and performed by the young people. The service was well received by those in attendance.
- **Youth Month:** the month of July was designated as Youth Month. The theme for this year was “Persevering in prayer: How do you see God in your lives?” During this month there were a few activities which were youth centered:
- **After School Chill Night:** The young people gathered for a brain cooler after the school year ended. There were Karaoke activities, movies, board games and eats and drinks.
- **Bible Study:** A series of Bible Study sessions were done which focused on the book of James and covered the theme for youth month. The sessions were conducted by Dean Tenia with a turn out of an average of 10 young persons each session. They commented on their interest in more fun bible study activities and even requested an additional session to complete the book of James.

## Games Night

This year's games night activity was more focused on bible themes and games in effort to build and develop more biblical awareness. This activity was held at the Holy Trinity Cathedral Flats. Approximately 30 youth and young adults attended. Those in attendance participated in bible trivia games and songs.

## Field Trip

The field trip for this year was to the Mud Volcano at Bunsee Trace, Penal. This activity was well turned out with approximately 30 persons in attendance. This trip and tour was facilitated by Mr. Nicholas King. Though there were physical challenges in getting to the mud volcano, the young people persevered and had an enjoyable experience. There was a sense of community and helpfulness seen among them throughout the journey.

## HTC Youth Service and Sports Day

A special Youth Service and Sports Day was held. There was a celebration of songs by the youth choir and readings by Jennaya James, Anthony Francis, Najma James and Malia Taylor Pierre-Louis. The sermon was delivered by our seminarian Ms Tishonne Francis. There was a liturgical dance done by the Holy Trinity dance group for the Offertory. Additionally, there were a few in attendance invited from other parishes. After the service there was the sporting and water activities which were facilitated by Mr. Nicholas King. The young people engaged in fellowship and ended the day with prize distributions and with prayer.

- **Fundraising-** The young people participated in fundraising events geared toward their youth month activities. There was a bake sale in March and a chow sale in May. These events had successful outcomes.
- **The HTC Dance group** continued to have participation in parish events and collaboration in regional events. The group continues to grow with there being two new members.
- **Youth meetings** were held throughout the year. The meetings focused on planning, wellness check in and youth discussions.
- **Participation in Parish Life** -Throughout the year there was an increased participation of youth and young adults in the Eucharistic services particularly on fourth Sundays of each month. Members would have engaged in delivering the sermon. The ministry contributed to hosting the Punch Board Stall for harvest.
- **Provincial Youth Weekend** was held in the month of October. The Youth and Young Adult ministry joined the virtual games night although the turn out was low for this activity; engaged in social outreach by feeding our neighbours which were the socially displaced in the Port of Spain community and youth sunday activities where Ms.

Nathania Peters delivered the sermon.

- **Holy Innocents Service** - The Youth and Young Adult ministry conducted the Jesse Tree Project social outreach activity and the celebration of the feast of Holy Innocents on Sunday 28th December 2025. The focus was to provide families in need with Christmas gifts for the young ones and hampers for their families as well. Young persons from our schools and the Mother's Union Children's Home were invited. The schools included St. Catherine's Girls, Trinity Junior School and Trinity Moka College. The confirmation class conducted the Holy Innocents service. There were other

donations of snacks and other items towards the bags and hampers. Approximately 65 children were catered for. The day included a service; the distribution of the gifts and hampers; blessing of the children and their gifts by Dean Tenia and Rev. Pollard; provision of Christmas snack bags and tokens to all young persons in attendance and ended with fun day entertainment activities such as a bouncy castle, popcorn, snow cone, and serenading by Los Sonidos Parang band.

- **Diocesan Youth Activities** - The young people continued to participate in Diocesan youth and young adult initiatives. The Growing in Grace Vocation Fair had 3 members attend where they learnt about various vocations in the Anglican church and diocese. The Walk For Peace took place in September with a few members attending.

### **Challenges**

There are a few challenges which the ministry have encountered such as adequate funding for activities, limited physical spaces to host activities/events, lack of human resource, and a small number of young persons involvement on the youth council. Additionally, support from the older members of the parish in attending activities such as the youth service has been low.

### **Future plans**

The HTC Youth Ministry will continue to encourage the holistic and spiritual development of youth and young adults. This ministry aims to focus more on mission and social outreach to create and develop Christlike culture for a larger impact on the young people of the parish and wider community. The group will aim to encourage more youth and young adults into the parish youth community.

Prepared by:

Dr. Damali Manning

**MUSIC  
MINISTRY  
ANNUAL  
REPORT**

# Music Ministry Annual Report

## Overview

The Music Ministry has focused over the past year on expanding potential and retaining membership.

## Musical Director/Services

The Musical Director continues to cover most services, particularly during the Holy Week and Advent/Christmas season. We have also established a system of recording and uploading music for weekday services. Ms. Gloria Stewart, The assistant organist plays for Saturday services and occasional Sunday 8am services. We have also had guest organists playing for Friday, Sunday and special services. (Micheal Matthew, Kevon Estrada (Holy Saviour), David Scott (Church of the Holy Trinity, Barbados)).

The decision has been taken by the Dean to revert to mixed styles of service music each week, excluding the Third Sunday, which is typically very traditional.

## Groups

The Folk Choir continues to meet for rehearsals and services. They lead all but 1 Sunday service each month, and lead vigils and special services.

The Worship Team leads service on 4th Sundays.

TAGS has become more integrated, accompanying 1-2 services per month.

The Musical Director, assisted by parishioners of St. Agnes, began working with a regional/diocesan choir that consisted of members of parish choirs, and met weekly in the Chapel. The group entered a national competition, but did not make it to the final round. Members are still in contact and meet to provide support at regional events.

## Schools

The Musical Director assisted with graduation preparation at all 3 primary schools, as well as carol service accompaniment for the same, with the addition of Bishop Anstey/Trinity College.

A mass choir was started that includes 74 students at St. Catherine's Girls, 24 at Trinity Junior School, and 18 at Christus Rex Boys.

The Musical Director now offers free lessons to toddlers and small children on the keyboard/music theory.

## Progress

Our goals included in the AGM report of March 2025 were: increasing choir membership, visibility and capacity of the Folk Choir, worship team skills, soloists, school collaboration, offering Music Therapy services, introducing new hymns/songs, and producing online content.

The targets met were increased collaboration with schools, introducing new music and producing online content.

## Concerns

- Finding ways to encourage choirs and groups to rehearse regularly
- assistance planning performances and gigs for school choirs

- clergy musical capacity

### **Goals to March 2027**

- Repertoire enhancement for choirs
- Capacity building of the Worship Team; integration of Sunday School Choir
- further integration of steelpan players/TAGS, providing support to TAGS
- increased visibility online
- increased guest performances at services
- capacity building of school choirs, including public performances
- development of the Cathedral music library, digital and physical
- completion of new editions: school hymn book; Lenten Caravan booklet, funeral booklet and wedding booklet

### **Diocesan/Regional**

- public diocesan workshops on psalm-chanting, selecting music and developing music ministry
- offering sessions and workshops to diocesan clergy
- building a musical library to be accessed by diocesan musicians, including audio recordings
- develop a regional/diocesan choir

Submitted by

*Keisha Baisden,*

MS, MT-BC, BM, DipABRSM  
Musical Director, Holy Trinity Cathedral

# FOLK CHOIR

## **THE HTC FOLK CHOIR**

### **ANNUAL REPORT FOR THE YEAR 2025**

During the year under review, the Choir continued to sing for the Sunday Eucharist Services and other Feast Day Services as needed.

Outside of the Cathedral, the Choir participated in the St. Agnes Anglican Church Harvest Service held on Sunday October 5, 2025.

For the end-of-year activities, the Choir visited the Hassna Home for the Aged in Maraval on December 19, 2025, to bring some Christmas cheer to the residents. The Home was also gifted with some food hampers.

Respectfully submitted

Tricia Stewart  
CHOIR DIRECTOR

# SANCTUARY GUILD

## **Sanctuary Guild Report**

During 2025, the Sanctuary Guild continued to support the Verger and Clergy as we prepared for services at Holy Trinity Cathedral.

In August, Ms. Nicole John joined the team as Assistant Verger. During the period of August, our Verger, Mrs. Brenda McLean-Taylor retired from her position. We take this opportunity to express our sincere gratitude to Brenda for her many years of dedicated service, commitment, and her continued support to the Cathedral.

Nicole resigned from her position in January 2026. The Holy Trinity Cathedral family would like to thank her for the time she served with us and for her continued support.

Although they have stepped away from their formal roles, both Mrs. Brenda McLean-Taylor and Ms. Nicole John continue to assist the Sanctuary Guild when needed, and we remain grateful for their willingness to serve.

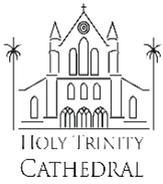
We would also like to warmly welcome Clare Bowen-O'Connor as a new member of the Sanctuary Guild.

I would like to take this opportunity to thank all members of the Sanctuary Guild. At present, we know that the workload has increased as we do not currently have a Verger, but everyone has truly stepped up to ensure that services continue smoothly. Your dedication, commitment, and willingness to serve are greatly appreciated.

Thank you all very much.

Respectfully submitted  
Berlonne Jones-Sealy  
People's Warden

# USHER'S GUILD



# The Cathedral Church of the Holy Trinity Usher's Guild

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## 1. INTRODUCTION

To God be the glory for His faithfulness throughout the year. The Ushers Guild remains committed to serving with humility, excellence, and dedication as we support the smooth flow of worship services and church activities.

Our role continues to focus on creating a welcoming, orderly, and reverent atmosphere for all members and visitors.

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## 2. MEMBERSHIP

- Total Active Ushers: Seven [7]

Joan Charles **Group Leader**

Meneitha Johnston

Lyris Pierre

Shelah Workman

Vilma Holder

Donna Sealy **Assistant**

Jennifer Francis **Assistant**

We are grateful for the dedication of each member and encourage continued growth and recruitment to strengthen the ministry.

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## 3. DUTIES AND RESPONSIBILITIES

Throughout the year, the Ushers Guild faithfully carried out the following responsibilities:

- Welcoming members and visitors
  - Assisting with seating arrangements
  - Maintaining order during services
  - Supporting special services and events
- 

## 4. MAJOR ACTIVITIES FOR THE YEAR

The Guild supported the church during:

- Regular Friday, Saturday & Sunday Services
- Special Services (e.g. Lent, Easter, Harvest, Christmas)
- Funerals

We thank all ushers who made themselves available during these occasions.

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## 5. CHALLENGES

Some challenges faced during the year included:

- Inconsistent attendance by some members
- Need for additional uniforms / supplies
- Communication gaps
- Need for more training

These matters are being addressed through better scheduling and improved communication.

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## 6. GOALS FOR THE COMING YEAR

- Recruit and train new ushers
  - Improve punctuality and attendance
  - Conduct quarterly training sessions
  - Strengthen teamwork and unity
  - Enhance welcoming procedures for parishioners and visitors
- 

## 7. APPRECIATION

We extend sincere thanks to:

- The Dean and Rector and church leadership
- All members of the Ushers Guild
- The congregation for their cooperation

Your continued support makes this ministry effective and impactful.

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## 8. CONCLUSION

The Ushers Guild remains committed to serving with excellence, love, and respect. We look forward to another year of faithful service in God's house.

Respectfully submitted,

*Mrs. Joan Charles*

Group Leader

# **PRAYER GROUP**

# REPORT ON THE HOLY TRINITY CATHEDRAL PRAYER GROUP FOR 2025

We give thanks to God for His continued blessings upon us all.

In 2025 our prayer meetings continued in the Virtual Chapel on Thursday afternoons at 5:00 pm. Persons offered prayers for the general and specific needs of individuals, the community and globally.

Prayer Meetings continued to incorporate Bible Study and the use of the Anglican Prayer Beads for different situations. The Prayer Group also observed the period of "Thy Kingdom Come" between Ascension and Pentecost with the worldwide Anglican Communion and other communities. During this time, we joined with others around the world in examining the verses in the Lord's Prayer and in praying for others to come to know Christ using the material from their online Journal, Novena and Online App. The Prayer Group continued commemorating the Church's Liturgical seasons, Feast days when they occurred on the meeting dates and deferred to the Mission Services of other Regions, when appropriate. Some members also participated in our Regional Mission Walk-about and services.

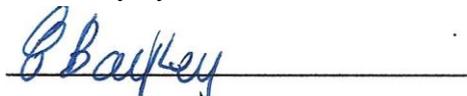
In September 2026, the Holy Trinity Cathedral Prayer Group hosted a Quiet Day at the Cathedral grounds entitled, "Soldiers of Christ". Twenty-five (25) participants attended. Firstly, the Reverend Beverly Hoyte reminded attendees that we are always experiencing battles in our lives, often surrounded by the enemy and so we must keep reflecting on the season we are in and should practice listening to what Jesus is saying to us. Reverend Hoyte used 2 Timothy 2:3-4 to remind attendees that as soldiers of Christ we must expect sacrifice as with soldiers in any other sphere of life — giving up things/people, enduring hardship for the cause of God. During times of reflection, participants selected the piece of God's armour (Ephesians 6:10—17) they felt most at ease using and to consider which ones they should incorporate more into their lives. Reverend Hoyte reminded participants that we need each other, should be there for, and ought to pray for each other. One person felt moved to share his testimony and felt comforted in doing so.

In 2025 the Prayer line continued during the distribution of Holy Communion at the 8:00 am service, so giving parishioners the opportunities to bring their prayer requests to Intercessors as they felt so moved.

Thanks to The Reverend Beverly Hoyte for leading our Quiet Day, to all who supported the Prayer Group in any way and to Mrs. Gwendolyn Roberts for leading Prayer Meetings at times during 2025.

We pray God's continued blessings on us all in 2026.

Erica Bayley



Leader of the Holy Trinity Cathedral Prayer Group

**TRINITY ALL  
GENERATIONS  
STEEL  
(TAGS)**



## Trinity All Generations Steel (TAGS) And School of the Arts Annual Report for 2025

### Annual Calendar

2025 started for TAGS on February 1, 2025 with a meeting of all those interested in continuing or starting the programme. Clear guidelines were laid out about expectations for participation, support and work and study habits before the distribution of registration forms. Classes resumed on March 8, 2025. It was decided that TAGS would streamline operations in several ways. The first way was to have only 2 committee-led social events for the year.

**Awards** for 2024 were distributed on July 20, 2025 at Port of Spain City Hall. Based on the good time that was had by all in 2024, the ceremony ended with a **Dinner**. Although we decided to recognize fewer awards, we maintained our 3 watchword awards (Devoted, Dedicated and Disciplined), Best New Recruit (Junior and Senior), Teacher of the Year (Jamaal Pierre-Roberts) and Student of the Year (Nigel Emmanuel), with Special Awards going to the group which represented TAGS at the Biennial Music Festival and the PanTrinbago Junior Music Festival in 2024 and to Melinda Guildford-Clifford, the long-standing past Chairperson of the Awards Committee. As usual, the formal parts were interspersed with performances from each practice group.

The second event was our end-of-year fundraiser – a hybrid between our Parang Pack Christmas Box sale and our traditional Brunch. It took the name of a **Pantastic Christmas Celebration** and was held on Saturday, November 22<sup>nd</sup> 2025. The usual scrumptious Christmas fare was supplemented with entertainment from TAGS TriTones and external Parang groups.

In addition, there were also 2 non-committee led events – a **Games and Movie evening** on April 26, 2025 at St. Agnes Anglican Church Hall and our **Anniversary Service** held at Bishop Anstey High School on October 25, 2026. Both were well attended and enjoyed by all.

### Certification

10 students were presented for ABRSM theory examinations in grades 1 and 2, 9 of whom achieved Distinctions (65 and above out of 75) and 1 achieved a Merit pass (60-64 out of 75).

### News

In July, we said farewell to Michael Kennedy, a past student who had migrated, but always kept in touch on fb. Jacqueline Western (our Mrs. Claus for our annual brunch) also transitioned.

On the flip side, we welcomed Tricia Richardson, Simeon Superville and Kristen Murrell to our teaching staff.

TAGS resumed playing in church in June 2025 – a solo, duet or trio on each occasion because of the space restrictions in the Chapel.

### Conclusion

We acknowledge and are thankful for those who have TAGS' best interests at heart and those who support through various and sundry means along the way. We are in the position now where alumni and past parents

are eager to enroll the next generation in the TAGS family – a testimony to the positive impact that TAGS has had over the years in their lives.

However, ongoing changes in the local social and music context are presenting serious challenges to TAGS operations. We cannot compete with the resources available to “big band” youth bands which are plentiful today. A few initiatives (like the creation of a Management Team and the introduction of a low registration fee) were implemented to try to address those challenges. Unfortunately, they have not had significant impact on our situation as yet. We continue to seek and explore options to regain the strong position which we have achieved in previous years and to relieve stresses and efficiently use the resources available to us. As such, we are uncertain about intakes for 2026 as we still pray for insights into the way forward.

Respectfully submitted,



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Phaedra Pierre  
Principal

**FRIENDS OF  
THE  
CATHEDRAL**

# REPORT OF THE FRIENDS OF THE HOLY TRINITY CATHEDRAL

**Period: January 2025 – December 2025**

During the reporting period, the Friends of the Holy Trinity Cathedral remained committed to our core mission of assisting individuals who wish to have the ashes of their loved ones interred in the Garden of Peace and/or memorial plaques placed on the Wall of Remembrance.

Our group is small, yet we met both formally and informally throughout the year. Demand for our services relating to the interment of ashes and memorial plaques may improve with increased public awareness and promotion of these offerings. There is no expiry date for ashes deposited or plaques placed on the Wall of Remembrance.

A significant development during the year has been the visible commencement of restoration works on the Holy Trinity Cathedral. The erection of scaffolding around the building has brought the project into full public view, providing a tangible sign of progress and renewed hope for the future of this historic landmark.

We have been advised that activities within the Cathedral may resume in approximately three years, subject to the continued progress of the restoration programme. This encouraging prospect has strengthened our resolve to remain supportive and engaged as the Cathedral moves toward reopening.

The Friends recognize that a continued cordial relationship between the Vestry and the Friends will enhance the effectiveness of our shared efforts in support of the Cathedral and its mission.

We also welcome into our group not only members of the Anglican faith but anyone who shares our common purpose of assisting in the restoration and preservation of the Holy Trinity Cathedral, as well as supporting its outreach programmes.

As the Cathedral prepares for its Annual General Meeting, the Friends of the Holy Trinity Cathedral—although not one of the autonomous groups required to report formally—extend our best wishes to the Vestry and the congregation. We trust that the plans ahead will be fruitful and that the Cathedral will continue to serve the wider community with strength and purpose.

In this time of renewal, the Friends reaffirm our commitment to unity, goodwill, and shared purpose. We trust that, through cooperation and mutual respect, the Holy Trinity Cathedral will once again stand as a beacon of faith, hope, and service to the community for generations to come.

**Sincerely,**

.....  
**Joseph Cipriani**  
Chairman