

TORONTO CHRISTIAN COMMUNITY CHURCH
2025 ANNUAL GENERAL MEETING (AGM) – MINUTES
(1:30pm – 3:00pm on June 22th at 100 Acadia in Sanctuary)

Meeting Chairperson: Terence Lui

Secretary: John Mao¹

1. **Opening prayer and Welcome**

There were 597 voters including 592 advance poll voters out of the 831 active members participating. We met quorum at **71.2%** for the meeting.

Deacon Terence Lui, our ECB chairperson, officially opened the 2025 Annual General Meeting with welcoming remarks and outlining the Agenda for the Annual General Meeting.

2. **2024 Special General Meeting (12/8/2024) Minutes Approval**

Motion to approve December 8th 2024 Special General Meeting Minutes.

Motioned: Alex Lui

Seconded: Albert Leung

The voting result is 588 for votes out of 596 total votes. It is a 99% approval rating.

Motion accepted.

3. **2024 Audited Financial Statements Approval**

Motion to approve the 2024 Audited Financial Statements

Motioned: George Chui

Seconded: Nick Law

The voting result is 586 for votes out of 596 total votes. It is a 98.3% approval rating.

Motion accepted.

4. **2025 Financial Auditor Approval**

Motion to approve the appointment of Stephen PF Chui Professional Corporation as the financial auditor for 2025

Motioned: Steve Chow

Seconded: Timmy Cheng

The voting result is 588 for votes out of 597 total votes. It is a 98.5% approval rating.

Motion accepted.

5. **2025 Financial Updates**

Terence Lui introduced our church treasurer, Brian Fu to provide a summary of the TCCC 2025 Audited Financial Statement as outlined below:

TCCC revenue/cost observations

Revenue	Revenue (\$K)	2021	2022	2023	2024	Notes
	General Fund	1,991	2,033	1,983	2,273	Budgeted for \$2.2MM (\$73K surplus)
	Building Fund	658	437	436	594	\$224K in surplus used to reduce 105GC loan principal
	Repair & Reno (R&R)	-	36	43	50	R&R balance (2024 end) = \$267K
	Missions Fund	376	305	350	374	All Missions funds are transferred to ACEM
	Benevolence	97	77	78	65	Benevolence balance (2024 end) = \$188K

¹ John Mao was absent from the meeting. These minutes were prepared based on the meeting recording and related documents.

Costs	Costs (\$K)	2021	2022	2023	2024	Notes
	Salaries & Benefits	1,424	1,408	1,390	1,488	Cost↑: COLA, 3 PT→FT/Cost↓: unexpected departures
	Administration Expenses	114	135	117	120	
	Property/Facility Management	82*	193	230	244	*=Covid, increases due to inflation
	Program/Ministry Costs	60*	128	167	213	*=Covid, material increase in program cost in 2024

- General Fund: TCCC had a surplus of \$269K for 2024. This is due to \$73K in surplus donations, non-replacement of children's pastor and two retired pastors, unexpected Q3 staff departures and less funds transferred to pension fund
- Building Fund:
 - Surplus of \$224K collected was used to pay off loan principal in Jan 2025 resulting in ~\$900K remaining @ ~6%.
 - In 2025, 6.3% interest rate and limited payment structure should allow for \$100-125K in principal to be reduced
 - Will renegotiate with bank to increase loan payments at next renewal and will use all surplus building funds to reduce principal at pre-payment allowance dates

105 Gibson Centre revenue/cost observations

Revenue	Revenue (\$K)	2021	2022	2023	Notes
	Program Revenue	292	505	742	- Continues to materially increase YoY due to demand
	Gibson Operations Donations	475	337	352	
	Fundraising Revenue	15	28	40	
	Phase 2/3 Gibson Donations	122	434	300 *	*=From estate funds
	Tax Rebates	46	50	72	

Costs	Costs (\$K)	2021	2022	2023	Notes
	Salaries & Benefits	373	680*	679	*=Transferred 105GC staff costs to Gibson's payroll
	Administration Expenses	44	48	49	
	Property/Facility Management	199*	193	321	*=costs low due to Covid, increases due to inflation
	Program/Ministry Costs	115	161	232	No concerns as increased costs = more revenue

- 2024 Deficit down to \$21K (vs. 2023 deficit of \$124K)
- In general, costs are growing in-line with revenue increases. Additional headcount is needed to coordinate and run additional program effectively
- Phase 3 + Healthcare clinic should provide Gibson opportunities to continue growing revenue and community outreach

TCCC Donation vs Expenditures (as of 5/31/25)

		5/31/2024 Donations Received (all congregations)	5/31/2025 Donations Received (all congregations)	5/31/2025 Expenses Incurred	5/31/2025 Surplus / (Deficit)
Day-to-Day Operations	General	\$ 689,608	\$ 775,914	\$ 862,157	(-\$ 86,243)
	Building	\$ 201,667	\$ 119,999	\$ 325,095 * (*~\$260K is from 2024 surplus funds)	(-\$ 205,096)
	Missions	\$ 105,859	\$ 187,041	\$ 187,041	N/A
	Benevolence (2025 starting reserve = ~\$188,108)	\$ 20,982	\$ 18,498	\$ 42,189	(-\$ 23,691)
TOTAL		\$ 1,018,115	\$ 1,101,452	\$ 1,416,482	(-\$315,030)
Repair/Reno Reserve (2025 starting reserve = ~\$267,088)		\$ 12,190	\$ 1,477,904	\$ 299,976	1,177,928

Closing Remark provided by Church Treasurer:

- General Fund donations are trending well as compared to previous years
- Missions Fund is already at \$187K received YTD (2025 target=\$350K)²
- 105GC loan payments were purposely reduced for past 2 years to preserve cash in case of economic issues (resulting in less principal paid). Aiming to increase payments at next renewal so loan is paid off quicker. Please consider donating to the building fund if you don't have a preference.
- Thanks to the congregation in raising ~\$1.5MM for the R+R fund in 2025. This will allow us to repair the 100 Acadia building now while costs are lower. Once the 105GC loan has been paid off, all "building" funds will go into R+R going forward³
- The TCCC Finance Committee would like to extend a heartfelt appreciation to all TCCC congregants for their generosity.

Questions on the TCCC 2024 Financial Update:

- Steve Chow asked a question about the percentage increase in staffing costs from 2023 to 2024, and was it aligned with a cost-of-living adjustment.
 - Brian Fu explained that the general salary increases ranged from 3% to 4.5%, which reflects an effort to care for staff. However, the reported 1.48% overall cost increase appears lower due to staff turnover—such as multiple superintendent resignations and delays in rehiring—which temporarily reduced expenses.
- Timmy Cheng asked a question regarding how does the TCCC pension fund work, and how many people are enrolled in it?

² Brian mentioned in the meeting that he will need double-check to ensure the \$187k mission fund donation doesn't include the \$100k dedicated donation to Panama church.

³ Steve Chow reminded the meeting that TCCC is the actual lender of the 105GC loan.

- a. Brian Fu explained that the pension fund is not based on individual enrollment but operates as a collective pool of money. It is designed to provide a financial appreciation for staff who have served at least 10 years, recognizing their loyalty and long-term contribution. Eligible recipients can choose to receive the funds as a lump sum or in installments. The church contributes to the fund to ensure sufficient resources are available to support qualified individuals.
- 3. Steve Chow inquired about the status of the church loan and had conversations with Brian Fu, the church Treasurer. Alex Lui joined the conversation as well.
 - a. Brian informed that as of year-end, TCCC has approximately \$900,000 remaining on its building loan. The loan carries a 6% interest rate, which results in high interest costs. Due to a conservative cash-preservation strategy, the church currently makes monthly payments of \$11,000, which limits progress on reducing the principal.
 - b. Steve further asked the estimated total asset value of TCCC properties, and how does the current loan compare to that?
 - c. Brian answered, Steve confirmed that the combined appraised value of TCCC's properties at 105 Gibson and 100 Acadia is estimated to be at least \$10 million, based on audit financials. Steve stated that with a remaining loan balance of around \$900,000, the church's debt represents less than 10% of its total asset value. This is considered a very healthy financial position.
 - d. Steve and Brian further engaged to discuss the following:
 - e. Loan Repayment Philosophy:
 - i. Brian reaffirmed his conviction against excessive interest payments and expressed commitment to accelerate repayment of the church's remaining ~\$900,000 building loan (at a 6% interest rate).
 - ii. Steve acknowledged the downside of interest but questioned the urgency of repayment, suggesting that available surplus funds might be better directed toward staff compensation improvements or maintenance reserves.
 - f. Staff Salary Concerns:
 - i. Steve raised concerns that TCCC pastoral and staff compensation lags behind cost-of-living increases, citing inflation and current grocery prices as reference points.
 - ii. He proposed allocating a lump sum salary pool and capping staffing levels, allowing the Executive Church Board (ECB) to decide distribution.
 - iii. Brian clarified that staff salaries and benefits now consume approximately 73–75% of the general fund, a level he considers unsustainable. He emphasized that this ratio limits any room for across-the-board raises unless hiring is restrained.
 - g. Headcount Expansion and Sustainability:
 - i. Brian noted that the staff team grows by about two new positions per year, including a projected 2.5 headcount increase in the upcoming year (e.g., for Mandarin pastoral transition).
 - ii. He argued that unless hiring slows, salary increases will be constrained. He proposed maintaining a staff cost ceiling at 65% of the general fund, which is currently exceeded.
 - iii. Alex Lui noted that involving congregants as volunteers can avoid staff expansion and is biblically suitable for disciple growth, creating a win-win situation.
 - h. Use of Surplus and Capital Maintenance Reserve
 - i. Alex Lui recommended setting aside \$50K–\$75K annually toward a renovation and maintenance reserve fund to safeguard against unexpected infrastructure failures (e.g., elevators).

- ii. Brian responded that once the loan is paid off, approximately \$400K annually would be freed and redirected to R&R projects, effectively exceeding the proposed allocation.
- i. Governance Continuity and Treasurer Transition:
 - i. Alex reminded the group that financial decision-making ultimately lies with the ECB, not solely with the Treasurer. While he affirmed respect for Brian's diligence, he encouraged broader board accountability and open policy discussion.
 - ii. Brian concluded by affirming his intention to maintain prudent financial stewardship during the remainder of his term (two years). He welcomed new leadership with alternative approaches when his term ends and invited others to step into the Treasurer role if desired.
- 4. Steve Chow further reminded the Church Finance to review the general ledger every three months. Brian responded that he reviews the church finance every month.
- 5. Fred Kao clarified with Brian that the \$12,190 figure under 2024 R&R is the donation received amount, not the balance of the account. Fred also shared with the meeting that up to the last Sunday, the R&R fund raising campaign is only \$18,500 away from the \$1.8 million target.
- 6. Alex Lui inquired more clarity on the \$325,095 expenditures on building fund 2025. Brian mentioned he has directed to use the ~\$260k church-wide 2024 surplus to pay for the loan principal.
- 7. Timmy Cheng inquired if there were a dedicated session for finance Q&A and suggested to better use that session instead of discussing these in AGM.

6. Deacons/Directors Election (2026-27)

All the deacons and deaconess were introduced by Terence Lui and were recognized if they were present in the meeting.

To approve the deacons for the 2026-2027 term

Motion to approve the deacons/Directors for the 2026-2027 term

The voting results are listed below:

Eric Lee (李成恩) – Deacon & Director	570 for votes out of 597 total votes	96% approval
Motioned: Albert Leung	Seconded: Alex Lui	Motion accepted.
James Lee (李俊邦) – Deacon & Director	556 for votes out of 597 total votes	93% approval
Motioned: George Chui	Seconded: Albert Leung	Motion accepted.
Ken Ma (馬競慈) – Director	578 for votes out of 597 total votes	97% approval
Motioned: Rosemary Lam	Seconded: Steve Chow	Motion accepted.
Perry Lo (盧恩浩) – Deacon & Director	564 for votes out of 597 total votes	95% approval
Motioned: Timmy Cheng	Seconded: Fred Kao	Motion accepted.
Peter Chan (陳慶如) – Director	569 for votes out of 597 total votes	95% approval
Motioned: Steve Chow	Seconded: Albert Leung	Motion accepted.
Terence Lui (呂國琛) – Deacon & Director	561 for votes out of 597 total votes	94% approval
Motioned: Steve Chow	Seconded: Fred Kao	Motion accepted.

7. **2025-26 A+G Report – Annual Ministry Highlights – Acadia and 105GC** (Rev. Jonathan Chan)

- 1. 2025 averages - Worship Services and Sunday School

WORSHIP TOTAL 1302 % IN-PERSON 71.80	• Cantonese 8am • in-person 179 • livestream 140 • Cantonese 11:30am • in-person 331 • livestream 135 • Cantonese Arise • in-person 157 • CANTONESE • TOTAL 858 • % in-person 64.59 • Mandarin • in-person 120 • livestream 31 • Zoom 1 • MANDARIN • TOTAL 138 • % in-person 72.60	SUNDAY SCHOOL Cantonese 112 English 39 Mandarin 41 Children 87 TOTAL 221
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Rev. Jonathan Chan stated that on June 1st, 2025, the church's first joint worship of three congregations had 1008 in-person attendees.

2. 2024 / 2025 Baptisms

- a Cantonese 30 / 12
- b English 13 / 3
- c Mandarin 4 / 3

3. Missional Discipleship Progress

The Senior Pastor shared that *missional discipleship* is a key church-wide focus, aligned with TCCC's mission to grow "missional disciples of Jesus Christ." However, he acknowledged that the church is still in the experimental phase when it comes to defining clear measurement methods and implementation strategies across different congregations.

a. No One-Size-Fits-All Approach:

- Each congregation (English, Cantonese, Mandarin) is experimenting with different models to suit their community.
- There's ongoing exploration around what indicators (or “parameters”) effectively reflect growth as a missional disciple.

b. Pilot Programs and Assessment Tools:

- Cantonese Congregation:
 - Developed a 12-session Sunday school curriculum focused on missional discipleship.
 - Implementing a self-assessment tool to help members reflect on their spiritual growth and missional engagement.
- English Congregation:
 - Emphasizing small group integration as a discipleship platform.
- Mandarin Congregation:
 - Engaged in their own experimental processes, still evolving.

c. Leadership-Led Filtering Process:

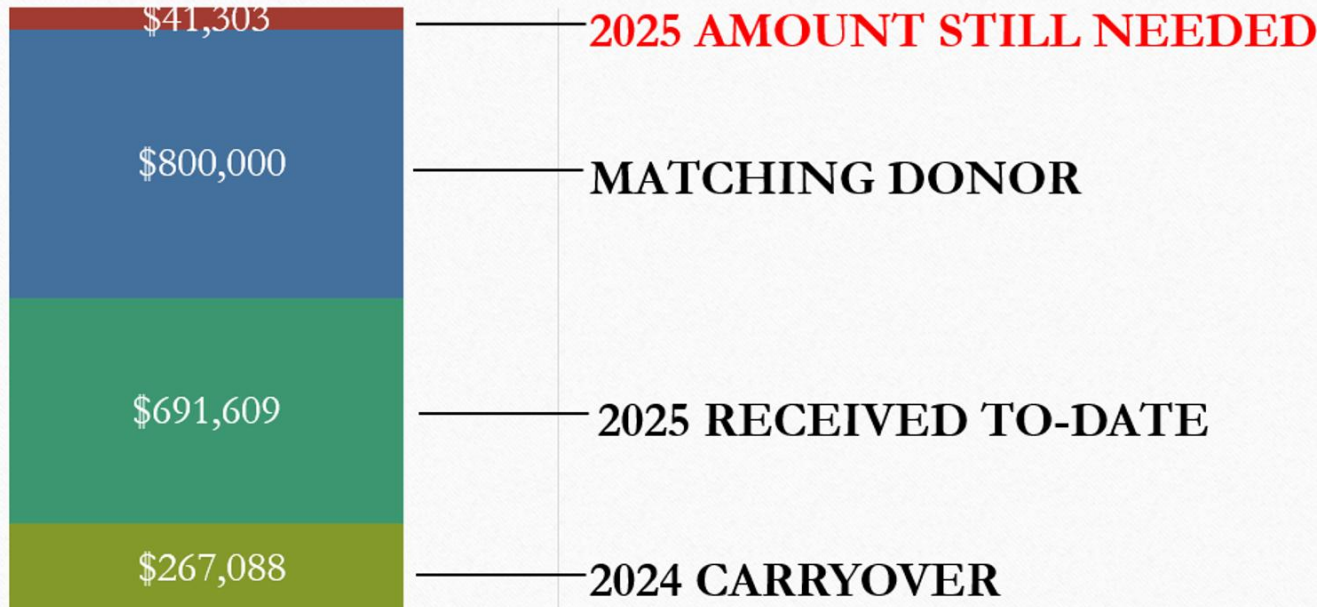
- A shared initiative involves pastors first piloting methods, followed by adaptation at the deacon, ministry leader, and small group levels—forming a cascading implementation structure.

The church is treating *missional discipleship* as an evolving process, involving iterative trial, assessment, and refinement. While there is no finalized measurement framework yet, leadership is committed to aligning education, assessment, and discipleship practices under this central spiritual goal.

4. R & R Fundraising Status:

R&R FUNDRAISING STATUS

(AS OF JUNE 2, 2025)



Rev. Jonathan confirmed that, as of June 15, 2025, the gap has been reduced to \$18k.

He encouraged the congregation to express gratitude for God's provision and to continue praying for the upcoming construction efforts later this year.

5. Update related to 105 Gibson Center
 - a Attendance increases by 10% Jan-May 2025, to around 11,000 person-times/month average.
 - b Healthy financial situation – operating income (Jan-Apr 2025) slightly above budget, & operating expenses slightly under. The support to the Walkathon (5/10) is highly appreciated.
 - c A in G – more engagement from all 3 congregations, especially Cantonese, and in more ministries, including a church booth at the Chinese book exchange event 4/26, attended by almost 1,000 people.
 - d G in A – more preaching, teaching & sharing opportunities, including a Sunday school class this term.
 - e Major events Jan-May 2025 – Muslim children program (2/14), Job Fair (2/26), seniors dental care workshop (3/8), very successful tax clinic (3/8-4/27), Chinese book exchange (4/26), bike gospel (5/17) etc.
 - f Regular outreach to different community groups (students, seniors, families, Muslims, refugees etc). Also starting a monthly column at Herald (號角).
 - g Significantly more grants approved – SALC (up to \$55K+\$15K annually), New Horizons (\$25K), Anti-Hate Security and Prevention (\$10K), Ontario Autism Program Workforce Capacity (\$400K over 2 years), Seniors Community (\$25K).
 - h Prayer items:
 - i Health & strength of the very lean staff team, and above all the heart to follow & serve God daily, when attendance & programs keep increasing.
 - ii Volunteer involvement has increased year over year, but still not enough to meet the ever-increasing demand. We need more volunteers from TCCC in particular, not just to meet the demand, but most importantly to witness Christ through building relationships, and learning how to follow Jesus in the process.

- iii Our financial needs when the economic outlook is so uncertain. More programs relevant to the highly diverse community, especially the needy.
 - i Senior Pastor's Vision for the Future of TCCC
 - i As TCCC enters its 51st year, the Senior Pastor reaffirmed a strong and evolving vision centered on missional discipleship, multi-ethnic integration, church unity, and global engagement. Four strategic focus areas were outlined:
 - ii Missional Discipleship as Core Priority
 - The highest leadership priority remains developing missional disciples—Christ-followers who live out their faith in the workplace, home, and broader society.
 - Emphasis is on equipping believers to be salt and light outside of church gatherings, reflecting the New Testament model of the Church in the world.
 - The church continues to pilot and refine discipleship pathways tailored to each congregation's context.
 - iii Multi-Ethnic Church Exploration
 - Recognizing the increasing number of non-Chinese individuals served through ministries like the food bank (supporting ~400 families weekly), TCCC is exploring a multi-ethnic model.
 - A task force commissioned by the ECB is researching how to welcome and disciple newcomers from diverse backgrounds.
 - While no fixed model has been adopted, the congregation is asked to pray for discernment as this vision matures.
 - iv One Church Identity
 - The Senior Pastor shared his desire for a "One Church" vision that goes beyond sharing facilities to cultivating deeper spiritual and operational unity among the language congregations.
 - He is engaging with leaders from various linguistic backgrounds to explore how this can be practically and biblically realized.
 - Transparency in this discernment process is emphasized, even as specific decisions are still pending.
 - v Becoming a World-Engaging Church
 - The pastor introduced the idea of a "World-Engaging Church", envisioning TCCC as a hub where every member feels empowered to participate in local and global impact.
 - TCCC's current activities—such as international short-term missions and community outreach—are seen as stepping stones toward this broader identity.
 - The church seeks to develop a structure and discipleship journey that will consistently equip members to engage and transform the world in response to the mission statement:
 - "To grow missional disciples of Jesus Christ, to have compassion and reconciliation, and to impact the world."

8. Q&A

- Timmy Cheng asked given that TCCC is a very busy church, do you feel it might be too busy? Should we consider doing fewer programs, focus more on stillness and quietness, or shift from self-catering activities to more outward-focused, missional ones aligned with the "world-engaging church" vision?
 - o Pastor Jonathan Chan acknowledged the concern about busyness, affirming that **spiritual burnout is real**. However, he emphasized that:

- o **Members are not expected to participate in every program.** Instead, they should discern their own calling and season in life, and contribute meaningfully in one or two areas as led by God.
 - o He encouraged members to **take pride in the breadth of the church's ministries**, seeing them as collective expressions of the body of Christ, even if not personally involved in all.
 - o He affirmed the importance of **stillness, reflection, and connection with God**, citing Jesus' call to abide in Him. Without this, ministry becomes self-driven and unsustainable.
 - o As an example, he shared that the **Cantonese congregation holds an annual "labyrinth" spiritual exercise**, which fosters inner reflection. He sees value in expanding such practices across congregations.
 - o In conclusion, while he does not advocate reducing overall programming, he supports cultivating a **culture of spiritual discernment, reflection, and rest**, alongside active service.
- Crystal Pang asked given that even TCCC's three Chinese-language congregations have limited integration, how would introducing multi-ethnic integration work? What models or ideas are being considered?
 - o Senior Pastor Jonathan Chan acknowledged the concern and clarified that **the multi-ethnic church vision is still in the early research and discernment stage**. He is currently exploring various models and is open to different possibilities:
 - o **People's Church** model: English worship remains central, while allowing small groups in other languages (e.g., Mandarin).
 - o **Cornerstone** model: Emphasizes interethnic small groups, mixing multiple ethnicities within each group, considered a more integrated approach.
 - o There is ongoing discussion about whether TCCC should pursue multi-ethnic integration internally or **consider planting a new church** for that purpose.
 - o Jonathan is consulting with other pastors, including one from the U.S. and those involved in the broader dialogue about the future of Chinese churches in North America. He invited members to share models, insights, or connections to support this visioning process, emphasizing that TCCC's future may intertwine with broader shifts in ethnic and cultural ministry models.

9. Membership Committee Report

Stanley Hung introduced the committee members and reported the voting results from section 6.

10. Closing Prayer Closing prayer was done by Pastor Jonathan Chan.

11. Next AGM Date

The next AGM is scheduled for June 14th, 2026 (tentative)

The meeting was adjourned at 3:05 p.m.

Terence Lui
Chairperson, TCCC Executive Church Board

John Mao
Secretary, TCCC Executive Church Board.