



## 2025: A Year of Governance Maturity

### Strengthening Financial Stewardship

One of the Board's most important responsibilities in 2025 was restoring and reinforcing confidence in MCC Toronto's financial governance.

We worked closely—without crossing into operations—to ensure that historic accounting policies & procedures were identified, addressed, and improved. Through the Finance Committee, we required clearer reporting, stronger internal controls, and improved audit readiness. We also challenged leadership to present alternative budget scenarios, including a realistic path toward a balanced operating budget.

At the same time, we celebrated tangible success. Despite external disruptions, the congregation and wider community responded generously, enabling MCC Toronto to exceed its year-end fundraising goal. This was not only a financial achievement, but a reaffirmation of trust. Our role as a Board was not to manage the books—but to ensure that the systems, expectations, and oversight were worthy of the mission entrusted to us.

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### Modernizing Governance & Reducing Risk

A defining governance achievement of 2025 was the modernization of MCC Toronto's governing framework.

The Board oversaw the development and adoption of updated nonprofit policies aligned with Canadian regulatory standards and best practices. Most significantly, we approved and enacted a revised set of Local General By-Laws in June 2025—an important milestone that reflects who MCC Toronto is today, not who we were decades ago.

These changes were not about bureaucracy. They were about clarity, accountability, and resilience—ensuring MCC Toronto is governed in a way that protects the church, its leaders, and its members for the long term.

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### **Supporting Leadership with Accountability and Care**

As a governance board, we are responsible not for managing staff, but for ensuring that leadership systems are healthy, fair, and values aligned.

In 2025, the Board supported the introduction of a 360-degree performance review framework, strengthening accountability while encouraging professional growth. We paid close attention to evaluation timelines, role clarity, and leadership development—always mindful of maintaining the proper boundary between governance and management.

Good governance is not adversarial. It is relational, principled, and grounded in trust. I believe the Board upheld that standard this year.

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### **Stewarding MCC Toronto's Human Rights Legacy**

MCC Toronto's human rights work is both historic and urgent. In 2025, the Board took seriously its responsibility to ensure that this work remains bold, credible, and sustainable.

We engaged in thoughtful oversight of the Paul Austin Human Rights Centre strategy—acknowledging its ambition while encouraging prioritization and alignment with organizational capacity. We also supported the exploration of high-impact initiatives that elevate MCC Toronto's public witness and national leadership.

Our role was not to direct programs, but to ensure that justice work is structurally supported, strategically focused, and adequately resourced.

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### **Transparency and Relationship with the Congregation**

Finally, the Board reaffirmed its accountability to the congregation itself. We supported Town Halls and open dialogue, encouraged accessible communication, and remained mindful that governance authority ultimately flows from the membership. The Board exists to serve—not to distance itself from—the community it stewards.

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## **Looking Ahead to 2026**

As we move into 2026, the Board's governance priorities are clear:

- Long-term financial sustainability, including multi-year planning and reserve strength
- Strategic stewardship of assets and capital, ensuring alignment with mission and capacity
- Governance support for the "25 Years of Affirming Love" campaign, honouring our past while protecting our future
- Board development and succession, ensuring strong leadership for the years ahead

We enter this next chapter not complacent—but confident. Confident because the foundations are stronger. Confident because governance is clearer. Confident because MCC Toronto continues to be both a spiritual home and a prophetic voice in a world that urgently needs both.

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## **Closing Reflection**

In 2025, the MCC Toronto Board of Directors did not seek visibility—but responsibility. We governed with care, asked hard questions in good faith, and remained anchored in the values that have always defined this church.

It is an honour to serve as Chair of this Board, and I am deeply thankful for my fellow Directors, our clergy and staff leadership, staff, volunteers and the congregation that continues to trust us with this sacred work.

With gratitude and resolve,

**James Richard Beattie**  
**Chair, Board of Directors**  
**Metropolitan Community Church of Toronto**