

# MCC ONTARIO

## YEAR-END DASHBOARD REPORT

### Overall Summary

Over this past fiscal year, MCC has steadily kept a course that is returning us to pre-pandemic levels of activity. For the first time since the launch of this strategic plan, Thrift shops operated without pandemic-related restrictions and held public gatherings to celebrate MCC Thrift's 50<sup>th</sup> anniversary. As the borders continued to open, sponsorship groups welcomed long-awaited newcomers to Canada. Despite economic uncertainty, donors remained faithful and gave generously. A return to in-person events found our committed constituency eager to attend. We are grateful.

While we have regained a margin of predictability in our activities, the creativity and agility we honed during the pandemic continue to be essential in our work. Our challenge continues: to remain effective and relevant within a rapidly evolving world that leaves many on the margins. This report is a testament to our commitment to showing God's love for all as we pursue relief, development and peace in the name of Christ.

### Practising Self-Compassion through Faith and Art

*MCC Restorative Justice Program Associate Carol O'Neil began connecting with Mary\* when she was incarcerated at Grand Valley Institution for Women. When Mary was released, she wanted to continue to learn coping skills, so Carol started meeting with Mary weekly and working on self-compassion through faith and art.*

*Mary was doing quite well. She started a job as a cashier at a local store and was connecting with her community. Mary worked for about three weeks when someone recognized her in the lineup and started yelling "This store hires criminals." Devastated, Mary walked away from the cash register. Her manager approached and asked her to leave.*

*Mary immediately reached out to Carol. They discussed the tools and skills she had learned and which ones to use now. Mary shared that one of the art pieces she studied was particularly impactful. It was a picture of Jesus sitting in the desert, gently holding a scorpion in his hands. Mary said, "This picture comforts me and gives me the feeling of Jesus holding me in his hands."*

*"Mary's incredible ability to combine her newly learned skills and tools combined with her faith and use them to move forward inspires and encourages me," said Carol.*

*Mary had learned to sew while incarcerated and has since found a position as a seamstress. She loves this new job and continues to use her newly-found coping skills to move forward with resiliency and strength.*

*\*name changed to protect identity*

# Linked Index

- MCC Ontario Strategic Plan – Year-End Report – User Guide ..... 3
- Dashboard Assessment ..... 4
- MCC Ontario Year-End Dashboard Report – Learnings, Analysis, Opportunities and Risks ..... 5
- Strategic Direction 1 ..... 6
- Strategic Direction 1B ..... 7
- Strategic Direction 2 ..... 8
- Strategic Direction 3 ..... 9
- Strategic Direction 3B ..... 10
- Strategic Direction 4 ..... 11
- Strategic Direction 5 ..... 12
- Strategic Direction 6 ..... 13
- Appendix 1: 2023 Biannual Becoming Peacemakers Survey ..... i
- Appendix 2: Key Performance Indicator Details ..... iii
- Appendix 3: MCC Ontario Strategic Directions 2020-2025 ..... xi
- Appendix 4: MCC Vision, Mission and Purpose ..... xiii
- Appendix 5: About MCC Ontario ..... xiv
- Appendix 6: MCC Canada and MCC Ontario’s Working Relationship ..... xvii
- Appendix 7: Financial Highlights ..... xviii

# MCC Ontario Strategic Plan – Year-End Dashboard Report – User Guide

Welcome to Year 3 of MCC Ontario’s Strategic Plan Year-End Dashboard Report! The user guide below is intended to help inform your use of the information on the following pages.

**Purpose:** The purpose of this report is to document and track MCC Ontario’s progress toward implementing its five-year 2020-2025 Strategic Plan. Referring to the Strategic Plan (Appendix 3) is important as it lays out the various operational priorities and key performance indicators that the organization committed itself to in its planning process. The purpose of MCC Ontario’s Strategic Plan is to identify strategic directions over five years that will equip us to advance our mission. This plan is reviewed annually to ensure that it remains strategic given changing circumstances.

**Commitment to Learning and Adjusting:** The Strategic Plan and Dashboard are tools to help MCC Ontario leadership articulate, track and document where it wants to go and how it plans to get there. As we go through the five years of the plan, we will learn about what is working and what is not, and we will need to adjust along the way. The intention for the data and information is to help us make meaning of the information coming forward and assess what we are learning and whether our approaches, strategies and priorities need to be adjusted. We expect that this document will encourage questions, discernment, dialogue and reflection – at various levels of the organization.

**Timelines:** Our reporting cycle is aligned with our fiscal year: April 1 to March 31. This report is completed twice a year. In the fall, the Mid-Year Dashboard Report is compiled in a tentative manner to assess initial progress against directions, operational priorities and KPIs. In April and May of each year, a more comprehensive year-end report is gathered, including all KPI data and high-level analysis.

**Dashboard Assessment Page:** On page 5 there is a high-level snapshot assessment of the organization’s progress in implementing its Strategic Directions. This assessment includes information on the key performance indicator (KPI) and a rating on progress to date.




The four-point rating scale is defined as:

1	Currently off track to meet operational priorities and plans laid out; likely adjustments needed
2	Needs attention and adjustments
3	On track given plans and expectations
4	Exceeding expectations, and adjustments may be needed

Comments and rationale for how an area has been rated can be found in the details of the related strategic direction page.

**Staff and Volunteer Capacity Building:** Throughout MCC Ontario’s Strategic Plan, there is reference to building staff and volunteer capacity to help the organization meet its strategic directions. A biannual survey will be conducted of staff and volunteers to track progress in these various areas. A summary of this year’s survey findings can be found on page 13.

# Dashboard Assessment

		Ratings			
Five Year Strategic Directions		Year 3 KPI Progress			
		YR 1	YR 2	YR 3	
	1: Increase the capacity of the church and other partners as they support and equip people with vulnerabilities, especially people who have been uprooted and displaced.	To increase the capacity of churches and other partners to support and equip people with vulnerabilities, 95 engagement/education activities were implemented.	3	3.5	4
	1 B: Increase the capacity of MCC Ontario staff and volunteers to support people with vulnerabilities, especially those uprooted and displaced people in Ontario.	To better support people with vulnerabilities and who have been displaced, 63% of staff and 2% of volunteers were trained. 20% of all people served were vulnerable.	2	3	3
	2: Increase responsive engagement across the full-range of Anabaptist churches and beyond, with an increased focus on audience-based communications, fundraising and recruitment efforts with a new generation.	To increase connections with younger potential donors, five initiatives were developed and implemented. 66% of churches increased their engagement scores.	3	3	3
	3: Increase peacebuilding as a key component in all our relief and development work and expand our efforts for justice and peace.	To address systemic barriers to peace and justice, 124 collaborative peacebuilding activities were implemented and attended by 2,524 participants.	3	3	3.5
	3 B: Increase the capacity of MCC Ontario staff and volunteers to foster social inclusion, belonging and community.	To manage the training demand over five years, we expect these metrics to vary and we know additional focus on training volunteers is a next step.	2	3	3
	4: Design and assess MCC's program and operations in light of our commitment to care for God's creation and accompany marginalized communities harmed by climate change.	To manage this work that is outside our expertise, we have shifted and will be aligning more with MCC Canada's climate change efforts.	1	1	2
	5: Expand the reach and impact of Thrift Shops to increase revenue raised and promote the mission of MCC.	To implement a marketing strategy, additional FTE was secured; adjusting shop layouts increased revenue potential; all shops reached revenue milestones.	1	2	3.5
	6: Ensure the long-term sustainability of MCC Ontario as we work within and seek to strengthen the broader MCC mission and structure.	To recognize how and when collaboration across MCC-entities can maximize our shared outcomes, updated Covenants have been signed by the Canadian system and binational entities.	2	3	3

\*Rating: 1 = off track 2 = needs attention 3 = on track 4 = exceeding expectations

# MCC Ontario Year-End Dashboard Report – Learning and Analysis

## Year 3

Over the past fiscal year, we have moved into the other side of the pandemic, out of crisis response to finding our way in a new normal that hasn't come to be quite yet. The pandemic was a huge disrupter, upending our ability to plan or predict outcomes and impact. We entered year three of our strategic plan still confident in its ability to provide direction even as we continued to adapt to changing circumstances. As we reflect on the strong outcomes of this year, MCC Ontario has recovered, regained stability, reconnected. At the same time, we need to ensure we are able to continue to deliver impact and meet our mission as the consequences of the pandemic continue to disrupt our world. This uncertainty and flux appear to be part of our new normal for the anticipatable future. The section below outlines areas we need to prioritize as informed by our learning and analysis of the results from the past three years.

### **As our constituency members face challenges of their own in this post-pandemic world, MCCO needs to revisit the status quo to bring intentionality, mutuality and creativity to these relationships.**

- Our governing church conferences are in a tumultuous and fragile state on their continued journey to find their way and relevance, particularly for youth and young adults. Despite some mixed signals in our analysis, they still seem to want to partner with us. We need to be strategic about what we bring to them to avoid the “firehose approach” that overwhelms and discourages action.
- Continuing to maintain MCC's historic role of bringing together Anabaptist churches with a wide variety of theological and doctrinal beliefs to work together on common priorities is becoming more challenging. Operationally, we need to look for synergies and strengthen those opportunities for collective action. However, it also brings into question whether our governing structure as an MCC system to “hitch ourselves to the church,” as affirmed in the New Wineskins agreement, will need to be revisited.
- This has significant impact on MCC Ontario's ability to attract board members who have the skill set and diversity that the organization affirms.

### **We need to ensure we are equipped and ready to evolve in order to remain strong and able to meet our mission.**

- With increased collaboration across departments, our strength and efficiency are maximized. Opportunities to work outside of our silos increase new opportunities for synergy.

- Investment in our culture and values is foundational, such as through diversity, equity and inclusion training, core competencies, etc.
- Strategic investment to reach our outcomes breeds results and strengthens the impact of our work. However, this growth creates greater organizational complexity which in turn requires maintenance.
- With the needs around us changing, we need to reconsider whether our targets are the right ones.
- We continue to seek consensus across the system with various approaches toward fundraising appeals.

### **Opportunities and risks as we move forward:**

- This report reflects equal parts strong outcomes and high risk. While there are deep roots, deep history, deep strength and great outcomes, the context that we work within is very fragile. Agility is required to shift within it. These shifts raise questions for the board, the system and operational management to wrestle with.
- Our aging population and more retirees may bring both risk and opportunity in terms of volunteerism, staff, donors and program needs.
- The adaptation and agility required of the organization in the last few years also provides an opportunity to reimagine what we do and to develop creative collaborations, synergies and efficiencies.



## Strategic Direction 1

Increase the capacity of the church and other partners as they support and equip people with vulnerabilities, especially those uprooted and displaced.

Key Performance Indicator	Year 1	Year 2	Year 3
<b>Capacity-building training and events organized by MCC for churches and other partners</b>	88	103	95
Churches/organizations welcoming newcomers	129 groups	136 groups	171 groups
Individuals participating in educational activities related to root causes of migration, displacement and factors leading to vulnerability	557 participants; 13 activities	1,068 participants; 19 activities	1,289 participants; 22 activities
Humanitarian responses for vulnerable populations in Ontario and globally	5 (2 global; 3 domestic)	10 (8 global; 2 domestic)	14 (12 global; 2 domestic)
<b>OVERALL KPI RATING*</b>	3	3.5	4

### Activity Overview:

- Mandatory training was introduced for groups interested in named sponsorship of refugees to equip them to complete an expression of interest (EOI) which assesses the capacity of the sponsors and the eligibility of the refugee case for sponsorship.
- An array of educational activities was offered by programs to help supporters learn about migration and resettlement, walking with people in poverty, reintegration after incarceration and material resources.
- **Humanitarian Responses** – Global: 3,775 relief kits, 4,328 comforters, 7,200 hygiene kits, 3,520 school kits, 1,050 dignity kits, 17,952 tubes of toothpaste, 120 sewing kits, 6 teacher kits; Indigenous Neighbours Truth and Reconciliation: 201 comforters

### Analysis, Learning and Unexpected Results:

- The demand for named refugee sponsorship through MCC Ontario exceeded the federally-allocated spaces by 380% (570/150). Most applicants for sponsorship now constitute non-church groups, many from other faith backgrounds. This is both an opportunity and a challenge, as we do our best to balance the desire to make sponsorship accessible with the reality that there are far more requests than available spaces.
- Food affordability is a massive issue that is continuing to worsen. Despite these historic challenges, Indigenous Nations and organizations continue to grow their related efforts. This is an opportunity for MCC

Ontario to re-evaluate and explore how to most effectively partner with groups to support Indigenous food sovereignty.

- The high cost of food as well as the ongoing challenges with getting the meat canner across the border has encouraged MCC Ontario to plan for a stationary [meat canner](#) at MCC's Heritage Drive location in New Hamburg.
- Over the past three years, material resource internal financial tracking has shifted significantly. Reporting is more accurate as all supplies collected are also processed in the same fiscal year.
- Inclusion and equity are shared priorities for the health, education and social service sectors and MCC. By incorporating these priorities into educational activities, service providers working with Low German people were motivated to attend and learn.
- This year there were no requests for crisis response in Northern Ontario. Fewer disasters are welcome; however, going forward we need to reach out and assess whether there were missed opportunities.

### Changes to Future Plans:

- We are intentionally connecting with Indigenous communities to re-establish relationships after staff transitions.
- Synergies are being explored to foster quality settlement and integration of refugee and Low German newcomers.

*"Working together, sharing resources helps us reach so much further than everyone reinventing the wheel."  
– Participant at Low German Conference*



## Strategic Direction 1B

Increase the capacity of MCC Ontario staff and volunteers to support people with vulnerabilities, especially those uprooted and displaced in Ontario.

Key Performance Indicator	Year 1	Year 2	Year 3
<b>Staff and volunteers trained to support people with vulnerabilities</b>	Staff: (33) 23% Volunteers: (55) 5%	Staff: (91) 72% Volunteers: (55) 4%	<b>Staff: (89/142) 63%</b> <b>Volunteers: (28/1717) 2%</b>
People with vulnerabilities (PV) supported through programs and percentage of total people served who are vulnerable	771 (29%) (PV) Total: 2,701	770 (20%) (PV) Total: 3,932	<b>925 (20%) (PV)</b> <b>Total: 4,738</b>
<b>OVERALL KPI RATING</b>	<b>2</b>	<b>3</b>	<b>3</b>

### Activity Overview:

- This was the second full day of learning for all staff related to Canada’s Truth and Reconciliation Day. Resources were also shared with all volunteers. 19 program staff and 11 volunteers participated in trauma-informed training.
- A [Thrift Orientation video](#) was developed for volunteers that highlights the work and impact of MCC and its programming while also covering volunteer-shop commitment, communication and culture.
- Circle of Friends introduced “Our Circle Story” as a way for participants, volunteers and staff to reflect together on the reciprocal impact of the one-year Circle experience.
- Circles of Support and Accountability (CoSA) implemented a new needs and strengths assessment tool which helps staff know how to effectively support participants in their reintegration journey.

### Analysis, Learning and Unexpected Results:

- Overall, the number of people with vulnerabilities supported through programs is stable – except for the number of refugee arrivals, given that borders are open. 164 more newcomers were supported in their first year of sponsorship compared to the previous year.
- We continue to identify how to strategically increase the capacity of volunteers to support people with vulnerabilities.
- Circle of Friends completed a transportation survey with participants to determine how to best

support participants with getting to programs post lockdowns.

- We learned that keeping logistics simple encourages participation. Participants stated that 50 Kent is known and easily accessible which eliminates concerns about mobility limitations and learning bus routes.
- Across the province there is an ever-increasing concern about chronic homelessness and housing support – especially for people with high acuity. Circle of Friends programming is working to be attentive to people with high acuity and to continue to be relevant to the Region of Waterloo’s priorities.
- Staff continue to learn about the complexities and power dynamics involved in providing access to clean drinking water in First Nations. There is a disconnect between the bureaucracy of policy solutions and the spirituality of tradition and ceremony centred on water. However, our supporters and partners continue to engage with us to find solutions.
- The number of younger Indigenous artisans continues to increase. Continued conversation is needed to identify how to engage younger artisans in the [Niska](#) program.

### Changes to Future Plans:

- Continue to look for ways to reduce the burden on Migration and Resettlement program staff who have to turn away so many people who desperately want to sponsor family members and have few options

*“I have gained an appreciation for a population that I had previously misunderstood.”*  
– CoSA Volunteer



## Strategic Direction 2

Increase responsive engagement across the full range of Anabaptist churches and beyond, with an increased focus on audience-based communications, fundraising and recruitment efforts with a new generation.

Key Performance Indicator	Year 1	Year 2	Year 3
# of initiatives developed and implemented that increase connections with younger potential donors	Data unavailable	4	5
% of churches with an increase in engagement <sup>1</sup> score	Baseline data collected	49%	66%
# of new volunteers under 30 years old	23 (ages 14-17) 49 (ages 18-30)	137 (ages 14-17) 101 (ages 18-30)	<b>215 (ages 14-17)</b> <b>81 (ages 18-30)</b>
# of current volunteers under 30 years old	48 (ages 14-17) 256 (18-30)	171 (14-17) 249 (18-30)	<b>96 (14-17)</b> <b>70 (18-30)</b>
% of current staff under 30 years old	15%	15%	14%
# of new and total supporting <sup>2</sup> churches	4 new; 113 total	16 new; 142 total	<b>0 new; 218 total</b>
# of congregations engaged from each Anabaptist conference	Baseline data collected	106 total (refer to Appendix 1)	<b>200 total</b>
# of engaged congregations outside of Anabaptist conferences (and beyond)		36	<b>111</b>
<b>OVERALL KPI RATING*</b>	<b>3</b>	<b>3</b>	<b>3</b>

### Activity Overview:

- MCC Canada's launch of downloadable church resources has improved responding and tracking requests.
- The next level of church engagement is being pursued, focusing on relationship building with church leaders and recognizing areas of partnership.
- Conrad Grebel University College invited MCC Ontario to guest lecture on Story-telling and Advocacy to Master of Peace and Conflict Studies students. Two Map the System research projects were developed as students identified what contributes to the pipeline to prison.
- Youth engagement activities (MCC-themed scavenger hunt, Kid Zone) for the New Hamburg Relief Sale were developed in partnership with Mennonite Church Eastern Canada, Hidden Acres Mennonite Camp and Silver Lake Mennonite Camps.
- The Committee*, a bimonthly newsletter focused on Youth and Young Adults (YYA) readership, was developed and distributed.
- MCC Ontario gave leadership to a student seminar on climate action at the Rooted in Right Relationship with Each Other and Creation Conference, hosted by the [Peace & Justice Office](#) in Ottawa.

- An invite to represent the [SALT](#) program at ConnectCity's first Young Adults Fall Conference was extended to MCCO.

### Analysis, Learning and Unexpected Results:

- Even with 100 less-engaged churches, overall engagement increased by 3%. The Niagara region continues to overrepresent in this area with five of the top ten churches.
- The importance of relationship and trust-building with likeminded YYA organizations continues to be proven.
- Staff and funding capacity to support YYA engagement across departments remains a challenge and impacts outcomes.
- Several gaps and barriers exist in [Summerbridge's](#) strategic purpose, administrative process and alumni retention. Resolution is complicated given MCC Canada management and MCC Ontario's division of roles.

### Changes to Future Plans:

- A high school engagement initiative that spans all departments will be piloted in the coming year.

<sup>1</sup> An engaged congregation is defined as being a donor, involved in Material Resources, hosting an event or speaker and/or being a refugee sponsor.

<sup>2</sup> A supporting church is an engaged church that is also Anabaptist.





## Strategic Direction 3

Increase peacebuilding as a key component in all of our relief and development work and expand our efforts for justice and peace.

Key Performance Indicator	Year 1	Year 2	Year 3
<b>External peacebuilding and restorative justice activities and participants</b>	<b>41 activities 1,384 participants</b>	<b>106 activities 2,094 participants</b>	<b>128 activities 2,524 participants</b>
Staff and volunteers trained on peace and restorative justice	Staff – (93) 65% Volunteers – (44) 4%	Staff – (41) 30% Volunteers – (84) 6%	Staff – (41/142) 29% Volunteers – (20/1,717) 1%
Staff and volunteers trained on anti-racism	Staff – (22) 15% Volunteers – (1) 0.7%	Staff – (14) 10% Volunteers – 0%	Staff – (111/132) 83% Volunteers – 0%
Program participants with vulnerabilities trained on peace and restorative justice	6	6	6
<b>OVERALL KPI RATING*</b>	<b>3</b>	<b>3</b>	<b>3.5</b>

### Activity Overview:

- 128 external peacebuilding and restorative justice activities included 55 nonviolent peacebuilding training sessions, 30 educational activities related to justice for Indigenous peoples and 44 advocacy activities.
- Collaborative effort internally and externally to develop a comprehensive racial justice advocacy plan focused on the overrepresentation of Indigenous women and other racial minorities in Canada's prisons.
- 68% of staff participated in "Seeing Race through the Eyes of Faith" training. The goal was to establish a biblical basis to engage in racial understanding and discussions.
- Crucial Conversations and Training Active Bystanders training was provided to staff who had not yet participated in these training opportunities.

### Analysis, Learning and Unexpected Results:

- MCC Ontario continues to try to live into Truth and Reconciliation Commission (TRC) [Call to Action 60](#) with integrity as we learn to respect Indigenous spirituality at MCC events.
- There is a shift in more youth-focused organizations and schools wanting to use Training Active Bystanders (TAB) curriculum. This provides an opportunity to re-evaluate MCC's strategy to expand efforts for peace and justice.

The movement toward Living Wage by The Region of

Waterloo, 15 years after they were first approached, reminds us that advocacy movements take time, consistency and many small-step engagements that help create a broader political climate ready for change. We continue to strategically partner with others to amplify advocacy and change efforts.

- When People's Action Group (PAG) members are empowered to help build and maintain positive relationships with the many service providers, the Region of Waterloo and the various players on all levels of government, the PAG's advocacy and system change efforts seem to be more effective.
- So far, internal training for staff and volunteers on the theology of peace and restorative justice has not been provided. **Peaceful Practices** and **Embracing Beloved Community** are curriculums to consider.

### Changes to Future Plans:

- To increase impact, we plan to collaborate more on restorative justice and justice for Indigenous peoples across MCC provincial programs and along with MCC Canada's Peace and Justice Office.
- MCC Ontario hosts a wide array of peace and justice activities; however, it's challenging to identify the impact of these sessions. A new shared Education and Engagement position was created to help supporters move more intentionally from listening to action.
- We need to develop a clearer annual training plan for all areas of the organization, improving access to training through technology along with a stronger system and capacity for implementing and tracking mandatory staff and volunteer training.

*"I was able to reflect on what students and staff may be feeling when they see racism or discrimination happening. Being able to identify the reason why we don't report is the first step in working toward actions that will help us become active bystanders."*

– TAB Participant from Niagara Local Immigration Partnership



## Strategic Direction 3B

Increase the capacity of MCC Ontario staff and volunteers to foster social inclusion, belonging and community.

Key Performance Indicator	Year 1	Year 2	Year 3
People with vulnerabilities who participated in social inclusion activities	356	311	443
Staff and volunteers trained on ways to foster social inclusion, belonging and community	0	Staff – (25) 18% Volunteers – (265) 18%	Staff – 0 Volunteers – (193/1,717) 11%
<b>OVERALL KPI RATING</b>	<b>2</b>	<b>3</b>	<b>3</b>

### Activity Overview:

- Raw Carrot Soup Sales expanded to all MCC Thrift Shops in Ontario, increasing the long-term sustainability of providing supportive employment for people with disabilities.
- Formal training of staff and volunteers on ways to foster social inclusion, belonging and community has not occurred, except for the required Accessibility for Ontarians with Disabilities (AODA) for new volunteers; however, there appears to be increased intentional conversations and mentoring in this area.

### Analysis, Learning and Unexpected Results:

- As MCC Ontario increases intentionally engaging more diverse participants – young people, people with mobility challenges, people who bring lived experience of global colonialism and other complex perspectives and challenges – in educational activities, we need to make sure that we take good care of participants but also learn from them about how to do our work in a deeply-inclusive way.
- This past year there has been increased intentionality in fostering and acknowledging the importance of reciprocity. Circle of Friends participants valued the opportunity to volunteer and give back through a relief kit packing event.

Raw Carrot participant staff were supported to provide community and connection for one another as is the case in most positive work settings. Intentionally creating opportunities for reciprocity is a priority.

- Social and financial power differences exist in circles between volunteers and participants. Staff play a critical role in facilitating conversations with volunteers about these power dynamics, especially how they play out around celebrations and gift-giving. Volunteers are directed toward homemade gifts or simple celebrations that can be easily engaged in by the participant and reciprocated.
- Encouraging and supporting people reintegrating into community after incarceration who initiate projects and activities that foster inclusion and belonging creates capacity and is life-giving for all involved. It becomes their project and their group. [The Restorative Power of Creativity Video](#) is an example.

### Changes to Future Plans:

- Bringing the social inclusion model tested in programs to other departments
- Continuing to work with partners to find the best way to sustain the goals of CoSA

*“Reciprocity is important . . . not an outpouring or overload of generosity when others can’t give back.”*  
– Circle of Friends Volunteer



## Strategic Direction 4

Design and assess MCC's program and operations in light of our commitment to care for God's creation and accompany marginalized communities harmed by climate change.

Key Performance Indicator	Year 1	Year 2	Year 3
% of capital projects over \$100,000 evaluated using one of MCC's sustainability checklists	n/a	n/a	100%
# of climate change awareness initiatives	Data unavailable	Data unavailable	12
# of responses to First Nations related to climate change	0	0	0
# of operational initiatives that reduce and/or offset MCC's carbon footprint	0	0	0
% of project plans assessed for fit with sustainability operating principle and care for God's creation (assessed biannually)	100%		Assessment scheduled for summer 2023
<b>OVERALL KPI RATING</b>	<b>1</b>	<b>1</b>	<b>2</b>

### Activity Overview:

- Climate change awareness initiatives included in-person presentations and workshops and key meetings with MCC Ontario's key leadership teams (MCC Ontario's Board of Directors, Senior Leadership Team and Cross-Departmental Leadership Team).
- Preparatory work took place in anticipation of the launch of MCC's multi-year [Climate Action for Peace](#) campaign in the next fiscal year.
- We were not approached by a First Nations group to respond to a climate-related need. Focus remains to deepen relationships with Indigenous partners and collaborate as opportunities arise.

### Analysis, Learning and Unexpected Results:

- Depending on the scope and constraints of projects, the current sustainability checklist may have limited applicability.
- Our ability to track new initiatives to reduce our carbon footprint is difficult given that our starting point in 2020 was already quite high. What size of impact should an initiative have to be counted?

- There is a wide range of engagement, knowledge, interest and belief within our supporting churches regarding climate change. Communities are comprised of congregants who range from full investment in climate action activities to those who deny climate change and its impact.
- Healthy and trusting relationships are essential when listening to and collaborating with Indigenous partners. The investment of time to pursue strong relationship is difficult to track in a way that demonstrates progress within our KPIs and metrics. It would be of value to integrate specific mechanisms for capturing and highlighting relationship-building work as an essential part of creation care work.
- While we deepen our advocacy efforts during the Climate Action for Peace Campaign, we remain committed to operational change and responding to requests from First Nations.

### Changes to Future Plans:

- As the Climate Action for Peace Campaign is pursued over the next several years, we must be strategically mindful to present it with nuance as we invite MCC Ontario supporters to engage in opportunities.



## Strategic Direction 5:

Expand the reach and impact of Thrift Shops to increase revenue raised and promote the mission of MCC.

Key Performance Indicator	Year 1	Year 2	Year 3
<b>Annual revenue target met</b>	No*	No*	<b>Achieved</b>
# of external opportunities for community connections	Data unavailable*	Data unavailable*	<b>2</b>
Social media engagement			<b>Instagram reach: +433.2%</b> <b>Facebook: -22%</b>
Unique website visits			<b>43,000</b>
Customer counts (transactions)			<b>531,406</b>
% of staff trained through internal Thrift Professional Development days and external training sessions		Supervisors: 96% Total team: 76%	<b>Supervisors: 97%</b> <b>Total team: 77%</b>
Customer satisfaction and awareness of MCC measured and tracked over time		Satisfaction - 8/10 Awareness - 75%	<b>Satisfaction - 9/10</b> <b>Awareness - 40.8%**</b>
Total # of active volunteers and total # of hours	Volunteers - 830 Hours - 81,939	Volunteers - 1,246 Hours - 120,889	<b>Volunteers - 1,564</b> <b>Hours - 171, 871</b>
<b>OVERALL KPI RATING</b>	<b>1</b>	<b>2</b>	<b>3.5</b>

\*KPI-related activities were limited due to pandemic restrictions.

\*\* Due to a survey error, the measurement of customer awareness of MCC is unreliable.

### Activity Overview:

- MCC Thrift celebrated 50 years in 2022. Across Ontario, we hosted four gatherings.
- Exemplary reengagement with customers and donors following years of pandemic restrictions resulted in revenue milestones.
- Production and retail layouts were modified to maximize selling capacity; strategic attention on key categories resulted in increased sales.
- Shops continue to support external community organizations in supplying books to correctional facilities and low-cost goods for people transitioning from shelters.
- A social media specialist was hired and has successfully increased engagement with our posts; each post falls under one of six core pillars: Shop, Donate, Volunteer, Creation Care, Educate, Engage. A TikTok account has been launched.
- Restructuring of staff within the Thrift department support team refined and strengthened the leadership structure. This will aid in strategic decision-making and deepen the impact of Thrift over time.

### Analysis, Learning and Unexpected Results:

- Social media engagement is dependent on each platform's own marketing strategy and user algorithms.
- Developing department coordinators as leaders within their area of focus has increased their understanding of production values and their relation to sales outcomes.
- Volunteers are an essential part of the workforce. Paid staff provided 54 FTE, and volunteers provided 88 FTE.
- Significant investment in our owned buildings improves working conditions, accessibility and overall health and safety, ensuring long-term sustainability to our older properties. Revenue gains can be made in current locations before acquiring larger spaces.
- As floor space and subsequent sales increase, the quantity of donations needed to maintain this high level of sell-through is falling short in some markets.

### Changes to Future Plans:

- New donation strategies and/or conservative targets may be necessary to achieve sales targets in larger shops.



## Strategic Direction 6

Ensure the long-term sustainability of MCCO as we work with and seek to strengthen the broader MCC mission and structure.

Key Performance Indicator	Year 1	Year 2	Year 3
Sustainability score from assessment*			pending
Annual dashboard and year-end report developed and shared with stakeholders	Yes	Yes	Yes
<b>OVERALL KPI RATING</b>	<b>2</b>	<b>3</b>	<b>3</b>

\*Annual sustainability assessment comprised of average from ratings (completed by senior leadership staff using a four-point rating as per dashboard plus qualitative analysis and recommendations) of fundraising metrics and report, Thrift Shops metrics and report, Workforce metrics and report (includes staff and volunteer statistics as well as leadership and management trends/needs), risk assessment and mitigation, financial reserves and financial sustainability and biannual analysis of MCCO program alignment with strategic plan, operating principles, community needs and constituency support.

### Activity Overview:

- The national and binational covenants that outline how MCC entities agree to work together were signed by board chairs in March 2023.
- Annual tracking of impact, outcomes and indicators of all departments (Donations, Thrift, Program and Operations) continues. The first sustainability assessment was completed.
- The level of operational reserves increased from low to within the targeted range.
- A quarterly financial dashboard was developed to enable the Board to provide well-informed oversight.
- Realignment of DR portfolios with operational priorities and staff giftedness, along with two strategic hires, helped considerably to strengthen the team and contribute to strong outcomes.
- Utilization of social media in recruitment efforts has yielded great return for minimal investment – with an increase in the number of candidates per posting in the last quarter of the year.
- Integration of MCC Ontario's IT with the MCC-system to strengthen digital security is in process.
- Thrift Shops pursued opportunities to build the benefits and connection points with their local communities: safe space for volunteers, local charitable giving, gifts-in-kind, etc.
- Organization-wide, for every four paid staff, we have three volunteers; a younger age demographic of volunteers has emerged in Program areas that offer opportunities to work online.

- Security with Compassion, a cross-departmental effort to address safety issues on MCC properties, was developed.
- Biannual analysis of Program alignment with the strategic plan is scheduled for the summer.

### Analysis, Learning and Unexpected Results:

- The success of our fundraising efforts because of the generosity of our donors requires continual assessment and evaluation to ensure that there is an alignment between the infrastructure needs and capacity of the fundraising team.
- Recognizing the level of system-wide risk held during the pandemic, consideration is being made to increase the range of MCC Ontario's financial reserves.
- Consistent with broader trends, volunteerism is changing over time as generations age. It is a false assumption that a 1:1 replacement ratio exists, and fundamental changes to our practices will be required to remain relevant.
- Recognizing the role and impact that MCC Ontario provides across the MCC system, it is critical to evaluate our outcomes to inform investment that maximizes impact and strategically strengthens organizational sustainability.

### Changes to Future Plans:

- Better understanding of MCC Ontario's current workforce ecosystem is required for informed decision-making and planning, such as intersection of staff and volunteers, onboarding process and expectations, staff wellness and culture, etc.

## Appendix 1:




### 2023 Biannual Becoming Peacemakers Survey



**Introduction:** Throughout the 2020-2025 MCC Ontario Strategic Plan, there are operational priorities and key performance indicators related to staff and volunteer capacity to achieve the strategic directions. The Biannual Survey will track the collective progress in developing staff and volunteer capacity.

**Methodology:** In February 2023, 134 staff received an online survey link. 1,263 active volunteers received the survey by email or mail.

	Staff		Volunteers	
	February 2021	February 2023	February 2021	February 2023
<b>Response Rate</b>	60% (84/140)	84% (113/134)	25% (465/1,858)	34% (428/1,268)
<b>Completion Rate</b>	99%	98%	75%	64%

		Staff		Volunteers	
		2021	2023	2021	2023
<b>Strategic Direction 1B: Supporting Vulnerable People</b>					
 Capacity, confidence and understanding of issues connected to vulnerable, uprooted and displaced people	Strongly equipped	37%	28%	13%	15%
	Somewhat equipped	43%	55%	46%	46%
	Not at all equipped	6%	4%	6%	5%
	Not relevant to my role with MCC Ontario	13%	13%	35%	34%
<b>Strategic Direction 3: Peacebuilding</b>					
 Confidence to have conversations when stakes are high, opinions vary, and emotions run strong	Extremely confident	13%	6%	11%	9%
	Very confident	30%	36%	30%	28%
	Somewhat confident	35%	44%	35%	50%
	Not so confident	18%	9%	18%	11%
	Not at all confident	2%	5%	2%	2%
Equipped to respond to racism when they witness or encounter it	Strongly equipped	20%	26%	19%	18%
	Somewhat equipped	67%	65%	58%	57%
	Not at all equipped	11%	6%	10%	11%
	Not relevant to my role with MCC Ontario	1%	3%	13%	14%
<b>Strategic Direction 3B: Foster Social Inclusion</b>					
 Equipped to foster social inclusion and community belonging in their work with MCC Ontario	Strongly equipped	28%	32%	17%	18%
	Somewhat equipped	67%	63%	52%	61%
	Not at all equipped	2%	3%	9%	5%
	Not relevant to my role with MCC Ontario	2%	3%	22%	16%

### Analysis of Survey Process:

- We continue to learn how to best conduct a survey with all staff and volunteers. Each person brings diverse experience to their role. For some people, they have believed and practised being a peacemaker for decades; for others, they are new to thinking about what it means to apply peacemaking in their roles with MCC.
- Volunteers were interested in participating in the survey, but the survey's complexity significantly impacted the completion rate.
- Not all staff and volunteers have participated in the same learning opportunities, and so survey results are mixed.
- It's challenging to identify terminology that is clearly understood by everyone completing the survey. The purpose of the survey was also not clear to all.
- Clarification is needed on what skills all staff and volunteers are expected to have to safely and effectively intervene and be peacemakers in their roles with MCC.

### Analysis of Survey Results:

- MCC staff and volunteers want to make a positive difference. They don't need to be sold on the need to do so – motivation isn't an issue.
- Staff and volunteers **acknowledge** that there are issues present.
- Most staff and volunteers have an **awareness** of what those issues are and how they present.

*“The more I learn the less equipped I feel.”*  
– Survey participant

- There are **attitude** changes toward extent, degree of issues, and need to respond.
- Some are strongly equipped to take **action** to resolve issues or step in when needed; others would like to be more equipped to respond. Others believe responding is not relevant or applicable to their role with MCC.
- There has been the most change in acknowledgement, awareness and attitudes. Change in actions seemed to be the weakest area and possibly the area in which most hoped to have been better equipped.
- For some, nothing has changed. Either they are very experienced and skilled, or they did not have opportunity to participate in any learning opportunities provided by MCC.
- Effecting change in knowledge, beliefs and attitudes is straightforward, but it is much more challenging to effect behavioural change.
- Some experienced the training content of (TAB, Race Through the Eyes of Faith) to be just right; others desired stronger content.
- There was a slight shift in the **relevance of peacemaking** to our roles with MCC Ontario; however, still more than 20% of staff and 40% of volunteers believe peacemaking is not relevant to their roles.

### Next Steps:

- Review of survey results and recommendations by Senior Leadership Team and Cross Departmental Leadership
- Development of action plan

## Appendix 2: Key Performance Indicator Details

Strategic Direction 1: Increase the capacity of the church and other partners as they support and equip people with vulnerabilities, especially those uprooted and displaced.			
Key Performance Indicator	Year 1	Year 2	Year 3
Capacity-building training and events organized by MCC for churches and other partners	<ul style="list-style-type: none"> <li>11 monthly check-ins with Sponsorship Groups</li> <li>Seven post-arrival training sessions for Sponsorship Groups – preparing for month 13, financial webinar</li> <li>70 pre-arrival trainings for Sponsorship Groups (orientation onboarding, expression of interest support calls, paperwork support calls)</li> </ul>	<ul style="list-style-type: none"> <li>12 monthly check-ins with Sponsorship Groups</li> <li>12 pre-arrival training sessions for BVOR Sponsorship Groups (settlement orientation, finance orientation)</li> <li>79 pre-arrival training sessions for Named Sponsorship Groups (onboarding orientation, settlement orientation, finance orientation)</li> <li>One Training Active Bystanders training session for seven trainers</li> </ul>	<ul style="list-style-type: none"> <li><b>12</b> monthly check-ins with Sponsorship Groups</li> <li><b>Six</b> pre-arrival training sessions for BVOR Sponsorship Groups (settlement orientation [3], finance orientation [3])</li> <li><b>73</b> pre-arrival training sessions for Named Sponsorship Groups (Named Calls [23], EOI mandatory training sessions [5], sponsorship orientation [6], settlement orientation [20], finance orientation [19])</li> <li><b>Four</b> Training Active Bystanders training sessions for 54 trainers and instructors</li> </ul>
Churches and partners engaged with MCC projects with displaced people and people with vulnerabilities  <u>Subset:</u> # of churches/organizations welcoming newcomers	<ul style="list-style-type: none"> <li>129 Sponsorship Groups including (BVOR and NAMED) submitted applications for refugee sponsorship and/or supported newcomers within the first year of the settlement process in Ontario:               <ul style="list-style-type: none"> <li>27 – Mennonite and BIC groups</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>136 Sponsorship Groups including (BVOR and NAMED) submitted applications for refugee sponsorship and/or supported newcomers within the first year of the settlement process in Ontario:               <ul style="list-style-type: none"> <li>23 – Mennonite and BIC groups</li> <li>18 – Other Christian faith-based groups</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>171 Sponsorship Groups including (BVOR and NAMED) submitted applications for refugee sponsorship and/or supported newcomers within the first year of the settlement process in Ontario:               <ul style="list-style-type: none"> <li>37 (22%) - Mennonite and BIC groups</li> <li>14 (0.8%) – Other Christian faith-based groups</li> </ul> </li> </ul>



	<ul style="list-style-type: none"> <li>○ 25 – Other Christian faith-based groups</li> <li>○ One – Other non-Christian faith-based groups</li> <li>○ 76 – Non-faith-based groups – 76/129 (59%)</li> <li>• Nine organizations collaborated on initiatives to support Low German settlement in Ontario</li> <li>• Three Networking Committees worked to support Low German settlement in Ontario</li> <li>• Three organizations received financial grants from MCC to support refugee claimants and Low German newcomers.</li> </ul>	<ul style="list-style-type: none"> <li>○ 0 – Other non-Christian faith-based groups</li> <li>○ 95 – Non-faith-based groups – 95/136 (70%)</li> <li>• <u>CDR Report</u>: 142 Supporting Churches including 104 Anabaptist affiliated (Mennonite and BIC Congregations); 22% (24/104) Mennonite and BIC Congregations are involved with refugee sponsorship.</li> <li>• 14 organizations collaborated on initiatives to support Low German settlement in Ontario.</li> <li>• Three Networking Committees worked to support Low German settlement.</li> <li>• Three organizations received financial grants from MCC to support refugee claimants and Low German newcomers.</li> <li>• Five Indigenous communities received MCC material resources and/or emergency food to support people impacted by the pandemic.</li> </ul>	<ul style="list-style-type: none"> <li>• 0 – Other non-Christian faith-based groups</li> <li>• 120 (70%) – Community-based groups</li> <li>• <u>CDR Report</u>: 218 Supporting Churches including 135 Anabaptist affiliated (Mennonite &amp; BIC Congregations); 27% (37/135) Mennonite and BIC Congregations are involved with refugee sponsorship.</li> <li>• 36 organizations collaborated on initiatives to support Low German settlement in Ontario.</li> <li>• Three organizations received \$23,000 in financial grants from MCC to support refugee claimants and Low German newcomers.</li> <li>• 13 Indigenous communities received gardening kits and/or greenhouses to support Indigenous food sovereignty.</li> </ul>
<p>Individuals participating in educational activities related to root causes of migration, displacement and factors leading to vulnerability (MCC Canada)</p>	<ul style="list-style-type: none"> <li>• 248 individuals benefitted from the “Supporting Low German-Speaking Communities during COVID-19” webinar.</li> <li>• 40 individuals attended the virtual World Refugee Day Celebration.</li> <li>• 203 individuals attended the Named Refugee Sponsorship Orientation.</li> </ul>	<ul style="list-style-type: none"> <li>• 345 people attended “Gathering Around COVID” webinar hosted for people supporting Low German settlement in Ontario.</li> <li>• 409 individuals attended two virtual World Refugee Day Celebrations.</li> <li>• 138 people attended five speaking engagements about the root causes of migration at churches and at Conrad Grebel.</li> </ul>	<ul style="list-style-type: none"> <li>• 397 people participated in three educational activities related to Low German migration and engagement.</li> <li>• 358 people attended 11 educational activities on migration and resettlement.</li> <li>• 224 people participated in three educational activities related to walking with people in poverty.</li> </ul>

	<ul style="list-style-type: none"> <li>• 25 Religion and Peacebuilding undergraduate students from Conrad Grebel University College learned about migration and displacement.</li> <li>• 25 individuals participated in eight online discussions about homelessness during the COVID-19 pandemic.</li> <li>• 16 youth and young adults participated in Material Resources education activities.<sup>3</sup></li> </ul>	<ul style="list-style-type: none"> <li>• 176 individuals attended five Named Sponsorship Orientation Sessions, four Expressions of Interest Support Calls and two Sponsorship Finance Calls.</li> </ul>	<ul style="list-style-type: none"> <li>• 182 people participated in four educational activities related to reintegration after incarceration.</li> <li>• 128 people participated in Great Winter Warm Up at 65 Heritage Drive.</li> </ul>
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**Strategic Direction 1B:**  
Increase the capacity of MCC Ontario staff and volunteers to support people with vulnerabilities, especially those uprooted and displaced in Ontario.

Key Performance Indicator	Year 1	Year 2	Year 3
Staff and volunteers trained to support people with vulnerabilities	<ul style="list-style-type: none"> <li>• Undercurrents Webinar (all volunteers)</li> <li>• Jingle Dress Screening (all staff and volunteers)</li> <li>• Stories of Migration and Displacement and Conflict Analysis (program staff)</li> </ul>	<ul style="list-style-type: none"> <li>• Cultural Intelligence (Program Staff)</li> <li>• Indigenous Neighbours Program Overview (Thrift Staff)</li> <li>• National Truth and Reconciliation Day (All Staff)</li> <li>• CoSA 101 (CoSA Volunteers)</li> <li>• Circle of Friends Connection and Training (CoF Volunteers) (4x)</li> <li>• Suicide Awareness (CoSA Volunteers)</li> <li>• Material Resources – Educational Training (MR Group Volunteers)</li> </ul>	<ul style="list-style-type: none"> <li>• Circle of Friends Connection and Training (CoF Volunteers) (3x)</li> <li>• CoSA Volunteer Orientation (4x)</li> <li>• Suicide Awareness (Program Volunteers)</li> <li>• Trauma-informed Training (Program Staff and Volunteers)</li> <li>• Blanket Exercises (CDL)</li> <li>• Getting Our Boat in Order (SLT)</li> <li>• National Truth and Reconciliation Day (All Staff)</li> </ul>

<sup>3</sup> For 2021-2022 MR education activities are tracked as volunteer trainings

<p>People with vulnerabilities supported through programs and percentage of total people and people with vulnerabilities served</p>	<ul style="list-style-type: none"> <li>• Six individuals with disabilities and barriers to traditional employment</li> <li>• 25 Indigenous artisans</li> <li>• 42 individuals with the lived experience of homelessness</li> <li>• 115 individuals with a criminal history</li> <li>• 215 individuals forced to flee from their home as refugees welcomed to Canada</li> <li>• 368 individuals forced to flee from their home as refugees still waiting to come to Canada</li> </ul>	<ul style="list-style-type: none"> <li>• Six individuals with disabilities and barriers to traditional employment</li> <li>• 15 Indigenous artisans</li> <li>• 48 individuals with the lived experience of homelessness</li> <li>• 126 individuals with a criminal history</li> <li>• 141 individuals forced to flee from their home as refugees welcomed to Canada</li> <li>• 430 individuals forced to flee from their home as refugees still waiting to come to Canada</li> <li>• Six individuals participated in Reclaiming Beauty, a project aimed at building more inclusive and supportive communities through relationships, creativity and compassion</li> </ul>	<ul style="list-style-type: none"> <li>• Seven individuals with disabilities and barriers to traditional employment</li> <li>• 26 Indigenous artisans</li> <li>• 40 individuals with the lived experience of homelessness</li> <li>• 102 individuals with a criminal history</li> <li>• Four individuals participating in Guiding Good Choices</li> <li>• 305 individuals forced to flee from their home as refugees welcomed to Canada</li> <li>• 432 individuals forced to flee from their homes as refugees still waiting to come to Canada</li> <li>• Nine individuals participated in Reclaiming Beauty, not including CoF participants</li> </ul>
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**Strategic Direction 2:**  
 Increase responsive engagement across the full range of Anabaptist churches and beyond, with an increased focus on audience-based communications, fundraising and recruitment efforts with a new generation.

Key Performance Indicator	Year 1	Year 2	Year 3
<p># of congregations engaged from each Anabaptist conference</p>	<ul style="list-style-type: none"> <li>• Baseline data collected</li> </ul>	<ul style="list-style-type: none"> <li>• 66 Mennonite Church Eastern Canada (MCEC)</li> <li>• 14 Mennonite Brethren (MB)</li> <li>• 13 Plain Groups</li> <li>• 10 Be In Christ (BIC)</li> <li>• Two Evangelical Mennonite Conference (EMC)</li> <li>• One Evangelical Mennonite Mission Conference (EMMC)</li> </ul>	<ul style="list-style-type: none"> <li>• 91 Mennonite Church Eastern Canada (MCEC)</li> <li>• 28 Mennonite Brethren (MB)</li> <li>• 19 Plain Groups</li> <li>• 52 Be In Christ (BIC)</li> <li>• Seven Evangelical Mennonite Conference (EMC)</li> <li>• Three Evangelical Mennonite Mission Conference (EMMC)</li> </ul>

<b>Strategic Direction 3:</b> Increase peacebuilding as a key component in all of our relief and development work and expand our efforts for justice and peace.			
<b>Key Performance Indicator</b>	<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>
<p><b>External peacebuilding and restorative justice activities and participants</b></p> <p><u>Subsets:</u></p> <ul style="list-style-type: none"> <li>○ # of nonviolent peacebuilding training sessions; # of participants</li> <li>○ # of educational events related to justice for Indigenous peoples; # of participants</li> <li>○ # of advocacy activities informed by the lived experience of participants with vulnerabilities</li> </ul>	<ul style="list-style-type: none"> <li>• 659 people engaged in 11 activities related to justice for Indigenous Peoples, including webinars, a virtual learning tour, virtual tours of Woodland Cultural Centre’s Mohawk Indian Residential School and the screening of Jingle Dress-First Dance.</li> <li>• 58 leaders trained to mobilize peacebuilding activities in their organizations and communities.</li> <li>• 142 individuals participated in nine Training Active Bystanders (TAB) training sessions facilitated by MCCO TAB trainers.</li> <li>• 525 individuals engaged in nine restorative justice and peacebuilding activities, including Peace Conference, Book Clubs and The Meeting House Peacemakers training.</li> <li>• Two letter campaigns advocated for paid sick leave and a just recovery plan for the vulnerable members of society.</li> <li>• 380 Living Wage employers were recognized through a</li> </ul>	<ul style="list-style-type: none"> <li>• 1,095 people engaged in 19 activities related to justice for Indigenous Peoples, including speaking engagements, events, learning tour and Niska workshop.</li> <li>• 14 Indigenous communities received gardening kits and/or greenhouses to support Indigenous food sovereignty.</li> <li>• 41 leaders graduated from the Peace Skills Certificate Program.</li> <li>• 266 individuals participated in 18 Training Active Bystanders (TAB) training sessions facilitated by MCCO TAB Trainers.</li> <li>• 677 individuals engaged in seven peacebuilding training sessions, including Peace Conference, Peaceful at Heart Book Clubs and Human Resources Professional Association.</li> <li>• 15 People’s Action Group members continued to advocate for affordable housing.</li> </ul> <p>Number of participants not tracked for the following peacebuilding activities:</p> <ul style="list-style-type: none"> <li>• 48 advocacy activities in response to community-led priorities including meetings with</li> </ul>	<ul style="list-style-type: none"> <li>• 1,610 people participated in 30 activities related to justice for Indigenous Peoples, including speaking engagements, events, learning tour and Niska workshops.</li> <li>• 665 individuals participated in 41 Training Active Bystanders (TAB) training sessions facilitated by MCCO TAB Trainers.</li> <li>• 249 individuals engaged in 13 peacebuilding training sessions, including Peaceful at Heart Book Clubs.</li> </ul> <p>Number of participants not tracked for the following peacebuilding activities:</p> <ul style="list-style-type: none"> <li>• 40 political and constituency advocacy engagement activities, including meetings with government policymakers, collaborations working toward policy change, letter-writing, radio interviews, presentation to Standing Committee on Finance and Economic Affairs, Peace and Justice Newsletter Article</li> <li>• 13 PAG members were consulted on four policy issues – Pocket Card Redesign Consultation, Focus Group on</li> </ul>

	<ul style="list-style-type: none"> <li>partnership with Ontario Living Wage Network.</li> <li>People's Action Group continues to advocate for affordable housing.</li> </ul>	<ul style="list-style-type: none"> <li>government policymakers, collaborations working toward policy change, letter-writing, blogs, editorials, water booklet, presentations, grant for Ontario Living Wage</li> </ul>	<ul style="list-style-type: none"> <li>Health Services in Supportive Housing, Fair and Compassionate Response to Safety and Security Challenges at 50 Kent, Regional interim housing solutions.</li> </ul>
Staff and Volunteers trained on peace and restorative justice	<ul style="list-style-type: none"> <li>Training Active Bystanders (Staff and Volunteers)</li> <li>Weaving the Fabric of Peace into all of our work (Program Staff and Volunteers)</li> </ul>	<ul style="list-style-type: none"> <li>Introduction to Restorative Justice (Program Staff)</li> <li>Training Active Bystanders (Staff and Volunteers)</li> <li>CoSA Boundaries (CoSA Volunteers)</li> </ul>	<ul style="list-style-type: none"> <li>Training Active Bystanders (Staff and Volunteers)</li> <li>Crucial Conversations (Staff)</li> </ul>
Staff and Volunteers trained on anti-racism	<ul style="list-style-type: none"> <li>Responding to Racism (Program Staff)</li> <li>Treaty, Reserve and Residential Schools (Program Staff)</li> <li>Trauma-informed Approaches (Interested Staff and Volunteers)</li> </ul>	<ul style="list-style-type: none"> <li>Anti-Islamophobia Training (Program Staff)</li> </ul>	<ul style="list-style-type: none"> <li>Seeing Race Through the Eyes of Faith (All Staff)</li> <li>Creating a Land Acknowledgement (Program Staff)</li> </ul>
Program participants with vulnerabilities trained on peace and restorative justice	<ul style="list-style-type: none"> <li>Six Circle of Friends participants participated in Culture of Peace (10 sessions)</li> </ul>	<ul style="list-style-type: none"> <li>Six Circle of Friends participants participated in Culture of Peace (eight sessions)</li> </ul>	<ul style="list-style-type: none"> <li>Six Circle of Friends participants participated in Culture of Peace (three sessions)</li> </ul>
<b>Strategic Direction 3B:</b>			
Increase peacebuilding as a key component in all of our relief and development work and expand our efforts for justice and peace.			
<b>Key Performance Indicator</b>	<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>
People with vulnerabilities who participated in social inclusion activities	<ul style="list-style-type: none"> <li>47 participants were supported through 647 CoSA and Circle of Friends Circle meetings involving 73</li> </ul>	<ul style="list-style-type: none"> <li><b>311 out of 770 participants with vulnerabilities; 459 refugees waiting to come to Canada</b></li> </ul>	<ul style="list-style-type: none"> <li><b>443 out of 925 participants with vulnerabilities; 482 refugees waiting to come to Canada</b></li> </ul>





	<p>volunteers (1503 volunteer hours).</p> <ul style="list-style-type: none"> <li>• 14 individuals were supported to maintain community connectedness through Circle of Friends events: eight Healing Journeys Sessions; nine Monthly Virtual Gatherings; 10 Culture of Peace monthly meetings; eight Culture of Peace Peacemaker Hangouts (35).</li> <li>• 44 individuals living with the stigma of a criminal history participated in 54 social inclusion activities, including Dismas Fellowship, Bible Studies, Trivia Nights, Movie Club, Photo and Video Club.</li> <li>• 57 individuals were supported with faith community reintegration during the pandemic.</li> <li>• 215 newcomers adjusted to life in Canada with the support of 57 Sponsorship Groups.</li> <li>• Six individuals with disabilities and barriers to traditional employment each earned \$2,322 of supplemental income working at the Raw Carrot Soup Enterprise.</li> </ul>	<ul style="list-style-type: none"> <li>• 59 participants were supported through 880 CoSA and Circle of Friends meetings involving 86 volunteers (1,878.52 hours). <b><u>Circle of Friends:</u></b> <ul style="list-style-type: none"> <li>○ 168 Circle Meetings</li> <li>○ 14 participants</li> <li>○ 26 volunteers</li> <li>○ 348.22 volunteer hours</li> </ul> </li> <li>• <b><u>CoSA:</u></b> <ul style="list-style-type: none"> <li>○ 712 circle meetings</li> <li>○ 45 core members</li> <li>○ 60 volunteers</li> <li>○ 1530.3 volunteer hours</li> </ul> </li> <li>• 20 individuals were supported to maintain community connectedness through Circle of Friends activities: 24 Healing Journeys Sessions; nine monthly gatherings.</li> <li>• 45 individuals living with the stigma of a criminal history participated in 40 social inclusion activities, including Dismas Fellowship, Bible Studies, Trivia Nights, Movie Club, Photo and Video Club and CROW.</li> <li>• 61 individuals were supported with faith community reintegration.</li> <li>• 141 newcomers adjusted to life in Canada with the support of 41 Sponsorship Groups.</li> <li>• Six individuals with disabilities and barriers to traditional employment each earned \$3,607 of supplemental income working</li> </ul>	<ul style="list-style-type: none"> <li>• 71 participants were supported through 802 Circle meetings involving 95 volunteers (1,542.10 hours). <b><u>Circle of Friends:</u></b> <ul style="list-style-type: none"> <li>○ 342 Circle Meetings</li> <li>○ 17 participants</li> <li>○ 30 volunteers</li> <li>○ 635.10 volunteer hours</li> </ul> </li> <li>• <b><u>CoSA:</u></b> <ul style="list-style-type: none"> <li>○ 460 Circle Meetings</li> <li>○ 54 core members</li> <li>○ 64 volunteers</li> <li>○ 902.01 volunteer hours</li> </ul> </li> <li>• 28 individuals were supported to maintain community connectedness through Circle of Friends activities: 24 Healing Journeys Sessions; 10 monthly gatherings.</li> <li>• 58 individuals living with the stigma of a criminal history participated in 75 social inclusion activities, including Dismas Fellowship, Bible Studies, Trivia Nights, Movie Club, Photo and Video Club and CROW.</li> <li>• 15 individuals were supported with faith community reintegration.</li> <li>• 305 newcomers adjusted to life in Canada with the support of 113 Sponsorship Groups.</li> <li>• Seven individuals with disabilities and barriers to</li> </ul>
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		<p>at the Raw Carrot Soup Enterprise.</p> <ul style="list-style-type: none"> <li>• Six individuals participated in six Reclaiming Beauty sessions.</li> </ul>	<p>traditional employment each earned on average \$3,858 of supplemental income working at the Raw Carrot Soup Enterprise.</p> <ul style="list-style-type: none"> <li>• 16 individuals participated in 28 Reclaiming Beauty sessions.</li> </ul>
<p>Staff and volunteers trained on ways to foster social inclusion, belonging and community</p>	<ul style="list-style-type: none"> <li>• n/a</li> </ul>	<ul style="list-style-type: none"> <li>• Inclusion Nexus – Design Phase Report (Program Staff)</li> <li>• Stories of Transformation and Inclusion (Program Staff and Volunteers)</li> <li>• Talking Circle (Program Staff)</li> <li>• AODA (Volunteers)</li> <li>• Circle of Friends Orientation Training (CoF Volunteers)</li> </ul>	<ul style="list-style-type: none"> <li>• AODA (Volunteers) (1x)</li> <li>• Circle of Friends Orientation Training (CoF Volunteers) (7x)</li> </ul>





**Appendix 3:**

**MCC Ontario Strategic Directions 2020-2025**

The purpose of MCCO’s Strategic Plan is to identify strategic directions over five years that will equip us to advance our mission.

Strategic Direction 1	Ontario Operational High-level Priorities	Ontario Key Performance Indicators	Ontario KPI Dashboard
 <p>Increase the capacity of the church and other partners as they support and equip people with vulnerabilities*, especially people who have been uprooted and displaced.</p>	<ul style="list-style-type: none"> <li>Foster an array of opportunities within MCC (both in Ontario and globally) to engage churches, supporters and partners on priority needs for people with vulnerabilities, uprooted and displaced.</li> <li>Train, educate, connect and resource churches, supporters and partners from our knowledge and skill base (including trauma-informed and decolonizing approaches) so that they can meaningfully engage.</li> <li>Ensure quality support for newcomers through the resettlement and integration process</li> </ul>	<ul style="list-style-type: none"> <li># of educational activities related to root causes of migration, displacement and factors leading to vulnerability; # of participants (<i>Note: the focus is on the individual participant</i>)</li> <li># of capacity building training and events organized by MCC for churches and other partners (<i>Note: the focus is on church/organization/group</i>)</li> <li># of churches/organizations welcoming newcomers</li> <li># of humanitarian responses for populations with vulnerabilities in Ontario and globally</li> </ul>	<ul style="list-style-type: none"> <li># of capacity building training and events organized by MCC for churches and other partners</li> </ul> <p><b>Target Recommendation</b></p> <ul style="list-style-type: none"> <li>Church and partner capacity increased by similar number of trainings each year to new audiences</li> </ul>
 <p>Increase the capacity of MCCO staff and volunteers to support people with vulnerabilities*, especially those uprooted and displaced in Ontario.</p>	<ul style="list-style-type: none"> <li>Develop the capacity of Ontario programs and Thrift to safely and compassionately support people with vulnerabilities, especially those uprooted and displaced in Ontario.</li> <li>Develop the capacity of staff and volunteers to support people with vulnerabilities safely and compassionately, especially those uprooted and displaced in Ontario.</li> </ul>	<ul style="list-style-type: none"> <li># of people with vulnerabilities supported through programs and percentage of the total people served that are vulnerable</li> <li>% of staff and volunteers trained per year</li> <li>% of staff and volunteers equipped to support people with vulnerabilities (bi-annual survey)</li> </ul>	<ul style="list-style-type: none"> <li>% of staff and volunteers equipped to support people with vulnerabilities (bi-annual survey)</li> </ul> <p><b>Target Recommendation</b></p> <ul style="list-style-type: none"> <li>Increase over time</li> </ul>
 <p>Increase responsive engagement across the full range of Anabaptist churches and beyond, with an increased focus on audience-based communications, fundraising and recruitment efforts with a new generation.</p>	<ul style="list-style-type: none"> <li>Identify and implement specific strategies to increase connection with and engagement of younger audiences, including volunteers, staff and donors.</li> <li>Identify and implement specific strategies to increase connection with and engagement of both existing churches (Anabaptist and beyond), and new churches</li> </ul>	<ul style="list-style-type: none"> <li># of new volunteers under 30 years old (ages 14-17 &amp; ages 18-30)</li> <li># of current volunteers under 30 years old (ages 14-17 &amp; ages 18-30)</li> <li># of current staff under 30 years old</li> <li># of initiatives developed and implemented that increase connections with younger potential donors</li> <li># of new supporting churches</li> <li>% of engaged congregations from each conference</li> <li># of total supporting churches</li> <li>% of churches with higher engagement scores</li> <li># of engaged congregations outside of Anabaptist conferences (“and beyond”)</li> </ul>	<ul style="list-style-type: none"> <li># of initiatives developed and implemented that increase connections with younger potential donors</li> <li>% of churches with higher engagement scores</li> </ul> <p><b>Target Recommendation</b></p> <ul style="list-style-type: none"> <li>Increase over time</li> </ul>
 <p>Increase peacebuilding as a key component in all of our relief and development work and expand our efforts for justice and peace.</p>	<ul style="list-style-type: none"> <li>Collaborate (internal and external) to address systemic barriers to peace and justice (prevention and advocacy)</li> <li>Intentionally include and create anti-racism strategies in all our efforts</li> <li>Continue to respond to the need for justice for Indigenous peoples, including the <a href="#">Truth and Reconciliation Commission Calls to Action</a></li> <li>Implement peace and restorative justice programming, training and initiatives</li> <li>Implement internal training for staff and volunteers re theology of peace and restorative justice</li> </ul>	<ul style="list-style-type: none"> <li># of external peacebuilding and restorative justice activities; # of participants                             <ul style="list-style-type: none"> <li>Subsets:                                     <ul style="list-style-type: none"> <li># of advocacy activities informed by the lived experience of vulnerable participants</li> <li># of educational events related to justice for Indigenous peoples; # of participants</li> </ul> </li> </ul> </li> <li>% of staff and volunteers trained on peace and restorative justice</li> <li>% of staff and volunteers trained on anti-racism</li> <li>% of staff and volunteers with confidence to have conversations when stakes are high, opinions vary, and emotions run strong (bi-annual survey)</li> <li>% of staff and volunteers equipped to respond to racism when they witness or encounter it (bi-annual survey)</li> <li># of vulnerable program participants trained on peace and restorative justice</li> </ul>	<ul style="list-style-type: none"> <li># of external peacebuilding and restorative justice activities; # of participants</li> </ul> <p><b>Target Recommendation</b></p> <ul style="list-style-type: none"> <li>Increase over time</li> </ul>



Strategic Direction 3B	Ontario Operational High-level Priorities	Ontario Key Performance Indicators	Ontario KPI Dashboard
 <p>Increase the capacity of MCCO staff and volunteers to foster social inclusion, belonging and community.</p>	<ul style="list-style-type: none"> <li>Intentionally explore inclusion and belonging best practices and theory of change</li> <li>Train staff and volunteers on the competencies and values required to strengthen social inclusion capacity</li> <li>Develop programs and Thrift to enhance social inclusion, belonging and community</li> </ul>	<ul style="list-style-type: none"> <li>% of staff &amp; volunteers trained on ways to foster social inclusion, belonging and community</li> <li>% of staff and volunteers who indicate (through self-reporting) being better equipped to foster social inclusion and community belonging in their work with MCC Ontario</li> <li># of people with vulnerabilities who participate in social inclusion activities.</li> </ul>	<ul style="list-style-type: none"> <li>% of staff and volunteers who indicate (through self-reporting) being better equipped to foster social inclusion and community belonging in their work with MCC Ontario</li> </ul> <p><b>Target Recommendation</b></p> <ul style="list-style-type: none"> <li>Increases over time</li> </ul>
 <p>Design and assess MCC's program and operations in light of our commitment to care for God's creation and accompany marginalized communities harmed by climate change.</p>	<ul style="list-style-type: none"> <li>Use MCC's environmental assessment guidelines for all new projects and initiatives (capital projects over \$100,000 and/or projects that have a project or business plan)</li> <li>Increase awareness of the impact of on vulnerable populations (First Nations, refugees)</li> <li>Commitment to the continuation of existing program and operational efforts to reduce MCCO's carbon footprint</li> <li>As part of biannual fit and alignment review of programs, assess fit for sustainability (operating principle) and care for God's creation.</li> </ul>	<ul style="list-style-type: none"> <li># of climate change awareness initiatives</li> <li># of responses to First Nations related to climate change</li> <li>% of capital projects over \$100,000 evaluated using one of MCC's sustainability checklists</li> <li># of operational initiatives that reduce and or offset MCC's carbon footprint</li> <li>% of project plans assessed for fit with sustainability operating principle and care for God's creation (assessed biannually)</li> </ul>	<ul style="list-style-type: none"> <li>% of capital projects over \$100,000 evaluated using one of MCC's sustainability checklists</li> </ul> <p><b>Target Recommendation</b></p> <ul style="list-style-type: none"> <li>100% of capital projects over \$100,000</li> </ul>
 <p>Expand the reach and impact of Thrift Shops to increase revenue raised and promote the mission of MCC.</p>	<ul style="list-style-type: none"> <li>Continue to explore initiatives to increase revenue</li> <li>Develop and implement a strategy to promote MCC and encourage further engagement with potential and existing shoppers, donors and volunteers</li> <li>Build competencies of staff who supervise to be effective and accountable in their roles</li> <li>Implement a customer-centric focus with customer satisfaction tracked over time</li> <li>Develop a strategy to attract, recruit, train, support and retain volunteers in thrift</li> </ul>	<ul style="list-style-type: none"> <li>Annual revenue target</li> <li># of external opportunities for community connections</li> <li>Metrics using social media engagement; unique website visits and customer counts in shop</li> <li>% of staff trained through internal Thrift Professional Development days &amp; external trainings</li> <li>Customer satisfaction and awareness of MCC measured annually and tracked over time (customer surveys)</li> <li>Total # of active volunteers and total # of hours</li> </ul>	<ul style="list-style-type: none"> <li>Annual revenue target met</li> </ul> <p><b>Target Recommendation</b></p> <ul style="list-style-type: none"> <li>Meet the annual target and increase over time</li> </ul>
 <p>Ensure the long-term sustainability of MCCO as we work within and seek to strengthen the broader MCC mission and structure.</p>	<ul style="list-style-type: none"> <li>Foster effective governance, leadership and management (find tool that measures this as part of sustainability assessment)</li> <li>Develop and implement a strategic and comprehensive fundraising strategy</li> <li>Assess alignment with and impact of MCC's strategic plan in light of community needs, changing realities and constituency support</li> <li>Identify the additional benefits of Thrift beyond profit and prioritize these benefits to ensure shop sustainability</li> <li>Assess and define sustainability and capacity limits and targets for the organization</li> <li>Continue risk assessment process and further develop emergency and crisis management protocols (including digital security)</li> <li>Develop and implement a workforce plan (staff and volunteer) that meets current and future needs of MCCO incorporating best practices</li> </ul>	<ul style="list-style-type: none"> <li>Annual Dashboard and Year-end Report developed and shared with stakeholders</li> <li>Annual sustainability assessment comprised of average from ratings (completed by leadership staff using 4-point rating as per dashboard plus qualitative analysis and recommendations) as listed below: <ul style="list-style-type: none"> <li>Annual rating and qualitative analysis of fundraising metrics and report</li> <li>Annual rating and qualitative analysis of Thrift Shops metrics and report (with clarity on Thrift benefits and purpose)</li> <li>Annual rating and qualitative analysis of Workforce metrics report (includes staff and volunteer statistics as well as leadership and management trends/needs)</li> <li>Biannual rating and qualitative analysis of fit and alignment assessment of MCCO programs with strategic plan, operating principles, community needs and constituency support</li> <li>Annual rating of risk assessment and mitigation plan</li> <li>Annual rating and qualitative analysis of financial reserves and financial stability</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Sustainability score from assessment</li> </ul> <p><b>Target Recommendation</b></p> <ul style="list-style-type: none"> <li>Sustainability score above 3 consistently over time</li> </ul>

\*An individual or population is vulnerable because their circumstances are part of a larger system that does not provide fair and equal access to meet their social, physical, and economic needs. MCC Ontario focuses on working with people who have a lived experienced of homelessness or living in poverty; have a recent refugee background or are marginalized newcomers to Canada; live without access to basic human rights; or are leaving prison or jail to re-enter the community. We recognize the resilience and strengths of populations with vulnerabilities.

## **Appendix 4: MCC's Vision and Mission**

MCC, a worldwide ministry of Anabaptist churches, shares God's love and compassion for all in the name of Christ by responding to basic human needs and working for peace and justice. MCC envisions communities worldwide in right relationship with God, one another and creation. For further information about MCC's vision, mission, history and leadership please visit [mcc.org/about/vision](https://mcc.org/about/vision).

In addition to supporting projects around the globe. MCC Ontario serves communities across the province. We journey with those impacted by crime, poverty and homelessness. We walk toward reconciliation with Indigenous Neighbours and alongside newcomers building a new life. For further information, visit our [website](#).

## Appendix 5: About MCC Ontario

MCC Ontario responds to poverty by walking alongside marginalized people with compassion and caring. We help provide meaningful employment and promote sustainable livelihoods. Through our advocacy work, we create awareness and inspire action.

### Program Areas

#### Indigenous Neighbours

The Indigenous Neighbours program facilitates reconciliation through relationship, art and advocacy. We help share culture as we support Indigenous artists. We address systemic poverty issues by responding to disasters, advocating for justice and promoting sustainable livelihoods

- **Food sovereignty:** The cost and availability of food is a serious issue for Indigenous neighbors in Northern Ontario. Rooted firmly in our relationship to the land, we are participating with nine First Nation communities across Northern Ontario to raise funds to transport community gardening kits to support Indigenous food sovereignty.
- **Niska Artisans:** Niska Artisans supports Indigenous artisans by purchasing their work, hosting workshops and sales and creating space to gather. This fair trade program seeks to educate about unique cultures in Ontario's far north and to preserve a way of life that's being lost.
- **Reconciliation:** MCC Ontario listens to the voices of Indigenous people and seeks to walk in friendship and solidarity. We provide opportunities to learn about the harmful impacts of colonization and residential schools. We help equip churches to engage in reconciliation and peacebuilding.
- **Clean Water:** Many First Nations communities struggle to access clean and safe drinking water. Across Ontario, the Indigenous Neighbours program advocates for clean, safe drinking water and raises awareness through webinars and other initiatives.

#### Material Resources

From disaster relief supplies sent to fly-in Indigenous communities to kits and comforters sent to people displaced in countries such as Syria, MCC Ontario connects our communities with those in need worldwide.

- **Stationary Meat Canner:** MCC Ontario's new stationary meat canner will can over 90,000 pounds of meat in the first year - that's almost double the output of past years - feeding thousands more hungry people each year! With your help, we plan to grow from there.
- **Kits and Comforters:** When you make and send kits and comforters to people in the midst of conflict, disaster or poverty, you provide a tangible reminder that their needs matter.

## Migration and Resettlement

Across Ontario, we support groups such as churches and municipalities that welcome newcomers through Canada's private sponsorship of refugees program. We liaise with service providers to deliver culturally sensitive services to Low German-speaking Mennonites.

- **Supporting refugees:** Around the world, people become refugees when they are forced to flee their homes because of conflict or violence. Learn how you can bring newcomers to Canada through the Private Sponsorship of Refugees Program.
- **Blended Visa Office Referred program:** The Blended Visa Office Referred program is a program where the Canadian government contributes to the financial support of newcomers. Under this model, newcomers receive six months of income support through the Canadian government and the sponsoring groups cover the remaining six months.
- **Supporting Low German-speaking newcomers:** MCC has long standing relationships with Low German-speaking Mennonites across North and South America. In Ontario, we provide support to Low German newcomers through capacity building, networking and advocacy and partnering with other groups working with Low German newcomers.

## Restorative Justice

We support formerly incarcerated individuals in their reintegration journey using creativity, peer mentoring and building resilience and train individuals and groups to interrupt harm-doing and to promote sustainable, peaceful solutions to conflict.

- **Circles of Support and Accountability:** Teams of volunteers and staff meet with men and women with histories of sexual offending to hold them accountable for their actions and support them as they reintegrate into community after release from prison. The result is fewer victims of violent and sexual crimes.
- **Faith and community reintegration initiatives:** MCC Ontario supports the return to community of previously incarcerated women, helping them to positively reintegrate and improve their lives and relationships through peer mentoring and skill development.
- **Restorative justice and peacebuilding:** The Restorative Justice program in Ontario offers a variety of creative training opportunities for churches and community groups to help tear down stereotypes and teach peacebuilding and active intervention skills.

## Walking with People in Poverty

In Ontario, we respond to poverty by walking alongside marginalized people with compassion and caring. We help provide meaningful employment, promote sustainable livelihoods and create awareness through advocacy.

- **Circle of Friends:** Circle of Friends supports individuals and families around Kitchener-Waterloo who are transitioning from homelessness and shelter living back into the community. Small groups meet each week, creating a network of support for those in transition.
- **Raw Carrot Soup Enterprise:** Through the sale of delicious, handcrafted gourmet soup, the Raw Carrot Soup Enterprise creates meaningful employment for amazingly talented individuals who face barriers to employment due to social exclusion.

- **Advocacy:** We advocate for policies that contribute to peace and justice in Ontario. We work directly with people impacted by poverty and injustice to find ways that government policies and programs can be improved to help ensure everyone can live a life of dignity.
- **People's Action Group:** PAG members are experts in the homelessness experience and provide opinions and share knowledge to guide the ongoing work of the housing stability system in the Waterloo Region. PAG includes people who have a lived experience of homelessness and have accessed supports available in the Waterloo Region housing stability system.

Go to [mcc.org/Ontario](https://mcc.org/Ontario) to learn more about MCC Ontario's local program activities and to read stories of impact and learning.

## **Appendix 6:**

### **The working relationship between MCC Canada and MCC Ontario**

Working together in relief, development and peace in the name of Christ

Mennonite Central Committee (MCC) is the shared identity of all MCCs in Canada (MCC British Columbia, MCC Alberta, MCC Saskatchewan, MCC Manitoba and MCC Ontario) and the United States but is not a single entity.

Each MCC in its location is the face of the whole MCC and acts to balance the best interests of the whole system with its own local, fiduciary responsibilities. All MCCs, provincial and national share a common identity, a spirit of unity, and a single ministry of "service in the name of Christ." The provincial MCCs and MCC Canada work together in mutual respect, collaboration, and partnership for the good of MCC.

All the MCCs in Canada are independent, incorporated entities with separate boards. Each MCC has legal and fiduciary responsibilities and must comply with laws in its jurisdiction.

In Ontario, MCC Ontario carries primary responsibility for managing fundraising activities for international and provincial programs with Ontario supporters, and manages Ontario Thrift Shops and constituency relationships in Ontario.

The MCCs in Canada aim to share income in a way that balances a high commitment to international programs and operations, sound management of provincial/national programs and operations, and upholds the Canadian commitments in the MCC Canada and MCC U.S. covenant, including any financial benchmarks. A detailed formula for income sharing by the Canadian MCCs is created by unanimous agreement by the Canadian Executive Directors and reviewed by them not less than every three years.

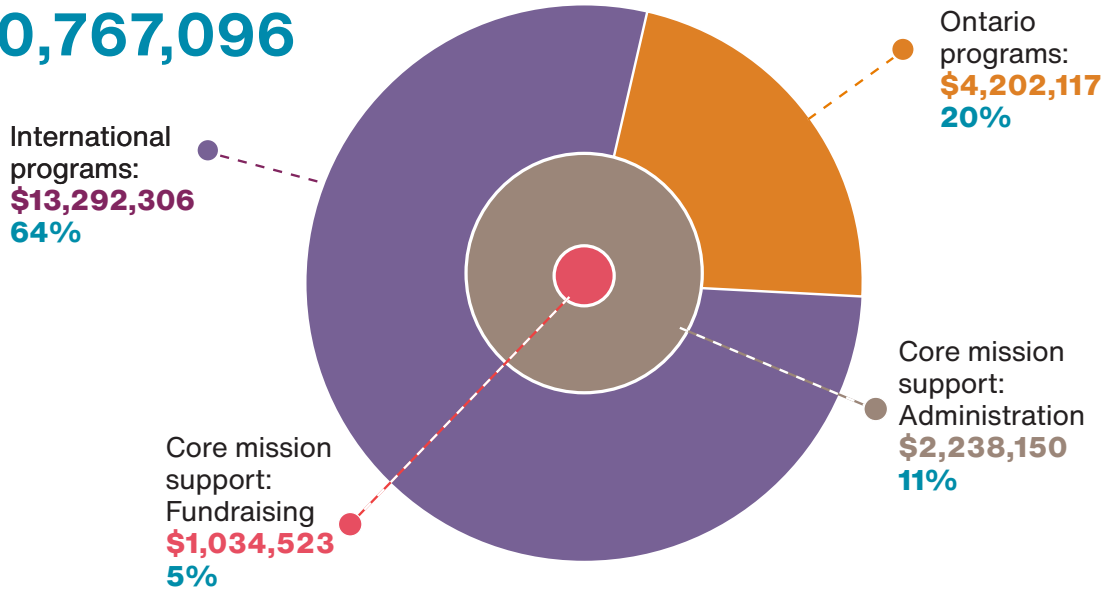
## Appendix 7:

# Financial highlights

The financial information on this page represents the operations of MCC Ontario for the year ending March 31, 2023 and has been prepared from the audited financial statements. Complete audited financial statements are available upon request or at [MCCO.ca/annual-report](https://www.mcco.ca/annual-report).

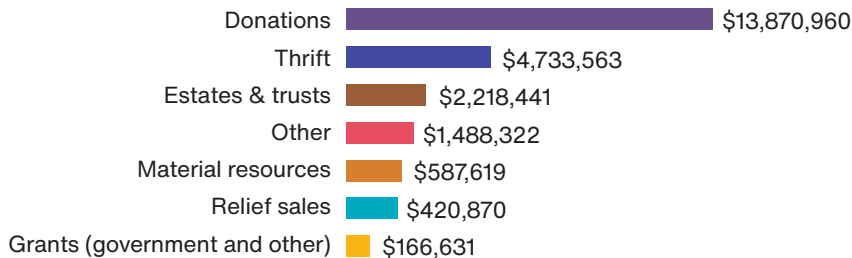
### MCC ONTARIO DOLLARS AT WORK:

## \$20,767,096



### MCC ONTARIO FUNDING SOURCES:

## \$23,486,406



### MCC ONTARIO PROGRAM DOLLARS AT WORK:

## \$4,202,117

