

MCC ONTARIO

YEAR-END DASHBOARD REPORT

Overall Summary

As we arrive at the end of this strategic plan, the impact MCC Ontario has made in meeting the needs of our communities and those we serve and supporting the global work of MCC is a result of the commitment and excellence of staff and volunteers and is made possible by the generosity of supporters and customers. We continue to pilot and test new ideas, integrating our work in innovative ways for deeper impact. We affirm that our peacebuilding work, rooted in our faith foundation, is our unique identity and role to play.

We are grateful for the continued engagement and support of many volunteers, donors, partners, shoppers and supporters and welcome the connections with others who are discovering us for the first time, finding alignment in our mission and the values that undergird our work. Together, we can make a difference in our communities.

Safe and Welcome

The rising costs of living, the urgent lack of affordable housing, the influx of hard street drugs and the resulting strain on marginalized folks have led to unique challenges for retail spaces in downtown neighbourhoods like MCC Thrift on Kent in Kitchener. As incidences of theft and altercations increased, MCC decided that simply hiring a security guard was not the appropriate response.

“My official job title is Community Safety and Outreach Associate,” says Stephen Soucie. “It is a role that is trying to marry MCC’s values in terms of community building, relationship building and restorative justice with the realities of running a retail business.” Unlike many public retail spaces such as malls or big box stores, where street-involved people might be asked to leave, Thrift on Kent is a place where folks can escape that feeling of exclusion.

“A lot of street-involved people feel a sense of community here,” reflects Stephen who is on a first-name basis with many of the marginalized folk who come through the doors. “MCC wants to ensure they feel welcome in a way that is safe for everyone—other customers, staff and volunteers.”

MCC Thrift on Kent retail associate Eun Kyoung Park affirms the increased feeling of safety with Stephen’s presence and gives credit for his “soft and friendly” approach: “He tries to understand them rather than controlling them with power.”

One incident that exemplifies this is when Stephen saw a man walk off with a jacket without paying for it. Stephen caught up with him near the exit and calmly explained that he would need to pay for the jacket, but if the cost was a challenge, they could work something out. Stephen acknowledged to the man that it can be difficult to ask for help or admit they can’t afford an item, but Stephen was also firm that theft wasn’t the answer. Together they went back to the cash register where the customer paid a reduced amount for the jacket.

The role has been such a resounding success that other MCC thrift shops in Ontario are planning to incorporate a similar position to ensure the safety and belonging of everyone who enters their doors.

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

Welcome to Year 5 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 2) is important as it lays out the various operational priorities and key performance indicators (KPI) 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 went through the five years of the plan, we learned about what was working and what was not, and we needed 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 3 there is a high-level snapshot assessment of the organization's progress in implementing its Strategic Directions. This assessment includes information on the KPIs 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; adjustments are likely 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 is conducted of staff and volunteers to track progress in these various areas. The results of the final survey can be reviewed in Appendix 1.

Dashboard Assessment

			Ratings				
	Five Year Strategic Directions	Year 5 KPI Progress	YR 1	YR 2	YR 3	YR 4	YR 5
	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.	67 engagement/education activities were implemented.	3	3.5	4	4	4
	1B: Increase the capacity of MCC Ontario staff and volunteers to support people with vulnerabilities, especially those uprooted and displaced people in Ontario.	84% of staff and 2% of volunteers were trained. 16% of all people supported were vulnerable.	2	3	3	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.	As record-keeping was amalgamated into a single database this year, gaps in our data to evaluate impact were highlighted. As a result, the KPI has not been calculated.	3	3	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.	94 collaborative peacebuilding activities were implemented and attended by 1,840 participants.	3	3	3.5	3	3
	3B: Increase the capacity of MCC Ontario staff and volunteers to foster social inclusion, belonging and community.	454 people with vulnerabilities participated in social inclusion activities.	2	3	3	3	3.5
	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 remain aligned with MCC Canada's climate change efforts. Opportunities for energy savings, repurposing and reusing continue to be followed.	1	1	2	3	3
	5: Expand the reach and impact of thrift shops to increase revenue raised and promote the mission of MCC.	Investments in staff development, marketing, operations and deepened community connections increased the thrift network's impact.	1	2	3.5	3.5	4
	6: Ensure the long-term sustainability of MCC Ontario as we work within and seek to strengthen the broader MCC mission and structure.	MCC Ontario's sustainability has been further strengthened this year by a sound financial position, the development of a new strategic plan, improved processes and tools and deep staff capability.	2	3	3	3	3.5

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

Year-End Report Summary

The purpose of this report is to track MCC Ontario's progress in year five of its 2020–2025 strategic plan.

Strategic Highlights and Ratings:

1. **Support for Vulnerable and Displaced People (Churches and Partners)** Rating: Exceeding Expectations (4)
 - 67 educational events and 3,338 participants
 - 219 groups supported newcomers; refugee arrivals dropped by 37%
 - New online tools streamlined refugee sponsorship training
2. **Staff and Volunteer Capacity** Rating: On Track (3)
 - 84% of staff trained vs. only 2% of volunteers
 - Programs supported over 6,100 people (16% considered vulnerable)
 - CoSA program ended due to lack of funding
3. **Engagement Across Churches and Youth** Rating: On Track (3)
 - Increased church participation and volunteer engagement through various initiatives that focused on audience-based communications, fundraising and recruitment
 - Five new initiatives focused on younger audiences
 - New programs like Faith in Action were launched
4. **Peacebuilding and Justice** Rating: On Track (3)
 - 94 peacebuilding events, 1,840 participants
 - New DEI committee launched; 65% staff completed Active Bystander training
5. **Social Inclusion and Belonging** Rating: Above Expectations (3.5)
 - 454 individuals with vulnerabilities involved in inclusion activities
 - Significant AODA training progress: 91% volunteer completion
 - Events like Niska Noel Fashion Show and Raw Carrot participation were highlighted
6. **Climate Commitment** Rating: On Track (3)
 - 27 climate initiatives; integration with MCC Canada's work
 - Focus on Indigenous communities' climate needs
 - Hosted Climate Jazz summit; school orchard project expanded
7. **Thrift Shop Growth** Rating: Exceeds Expectations (4)
 - Record engagement: 216,005 volunteer hours
 - Revenue targets met, strong social media and customer satisfaction
 - MCC Picks Up service generated over \$70K in first year
8. **Organizational Sustainability** Rating: On Track (3.5)
 - New 2025–2030 Strategic Plan developed
 - Campaigns, new accounting system and donor strategy enhancements implemented
 - Staff development, compensation framework and risk reporting improved

Key Themes and Learnings:

- **Digital transformation** and **staff development** have improved training reach and quality.
- **Volunteer engagement** remains a growth opportunity, especially outside thrift settings.
- **Peace, justice and DEI efforts** are expanding but need clearer impact metrics.
- **Thrift operations** are a major strength, generating revenue and community engagement.
- **Pandemic impact** was a significant disruption, but resilience and creativity of staff and volunteers ensured continued program efforts.
- **Future planning** is possible from insights gleaned over the past five years to inform the new strategic plan; focus on mobilizing and equipping people, building awareness among younger demographics and maintaining agility in planning.

Despite significant unanticipated challenges in our world and work, in general MCC Ontario has met our 2020–2025 strategic direction (SD) targets and operational high-level priorities.

- The pandemic was a huge disrupter to our efforts across the organization during this strategic plan cycle. However, the resilience and creative strength of our staff and volunteers during this time helped ensure program and other organizational efforts could continue to meet needs and engage customers and supporters.
- Our outcomes affirm MCC's peace-building, bridgebuilding, social inclusion and Circle model expertise as critical and unique contributions in this time of growing loneliness, isolation, polarization, mental health and addiction challenges, and economic disparity.
- Adjusting the operational high-level priorities for Thrift throughout the 2020–2025 strategic plan to make them more strategic and appropriate had very positive outcomes on sustainability, growth and forwardings.
- Interest in the work of MCC remained strong, and support from donors grew over this time despite the pandemic and other donor trends.
- Uniquely naming the importance of MCC Ontario's sustainability and measuring what this means has given us a solid foundation from which to plan for the next five years and function in an increasingly-complex environment.

Our learnings over the course of the last five years have informed MCC Ontario's new strategic plan in consequential ways.

- Trends tell us that significant shifts are coming in terms of donors, volunteers, geopolitical stability, community needs, etc. Developing programming to meet future needs means making strategic choices now.
- Mobilizing and equipping people is both our unique contribution and the key to accomplishing our mission. We must bring strategy, creativity and consistency to this task in new ways.
- We need to build awareness and credibility amongst our current audiences and beyond, with special attention to younger demographics in order to realize the valuable contributions (particularly in peacebuilding) that MCC Ontario has to offer locally and globally.
- There is an ongoing need for agility and adaptability in our planning as uncertainty and flux are part of our new normal.
- Work done on providing clarity and scope to the mission of Thrift is a strong foundation for future growth over the course of the next strategic plan.
- Moving to more impact measurement will give us better data to guide decision making.



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		YR 1	YR 2	YR 3	YR 4	YR 5
Capacity-building training and events organized by MCC for churches and other partners		88	103	95	115	67
Churches/organizations welcoming newcomers		129 groups	136 groups	171 groups	153 groups	219 groups
Individuals participating in educational activities related to root causes of migration, displacement and factors leading to vulnerability	Participants	557	1,068	1,289	2,255	3,338
	Activities	13	19	22	43	73
Humanitarian responses for vulnerable populations in Ontario and globally	Total	5	10	14	14	14
	Global	2	8	12	12	12
	Domestic	3	2	2	2	2
OVERALL KPI RATING		3	3.5	4	4	4
TARGET RECOMMENDATION		Church and partner capacity increase by similar number of trainings each year to new audiences.				

Activity Overview:

- Two courses were developed in an online learning platform to train 263 sponsorship groups interested in submitting an Expression of Interest to sponsor refugees in 2025.
- In May, 110 participants attended the regional Low German Conference in Leamington: Beyond Stigma: Advancing Mental Health Awareness in the Low German Community. A series of three webinars on Navigating Mental Health Issues with the Low German Population was also well received with 70 service providers attending on average per session.
- A staff refugee sponsorship initiative was launched through the [Blended Visa Office-Referral](#) (BVOR) program. On June 13, 2024, several MCC staff eagerly welcomed the [Salazar](#) family to Canada! Originally from Venezuela, the family lived as refugees in Ecuador until they were resettled. After waiting eight months, Anderson and Kellimar (parents) are attending ESL classes. Their sons are attending school and enjoy making friends, playing sports and trying new foods like butter tarts.
- 2,021 people participated in 50 engagement events and activities related to Material Resources. 680 people attended the [grand opening](#) of the MCC Meat Cannery. This stationary facility is designed to double the production of its mobile predecessor, growing from 45,000 pounds of meat annually to an impressive 90,000 pounds.
- Seeds, gardening tools, a greenhouse and financial grants were shared with 9 partners, including Bearskin Lake First Nation, Timmins Anti-Hunger Coalition and Crow Shield Lodge to provide emergency food and/or support communities to grow their own food.

- Global and domestic humanitarian responses are listed in Appendix 1.

Analysis, Learning and Unexpected Results:

- The number of capacity-building training events was significantly reduced due to the shift to using Gnowbe. The software reduces administrative processes while ensuring consistent quality training is accessible to learners at their convenience.
- Consistent with last year, on Month 12 Check-In with sponsorship groups, 74% reported feeling fully equipped for the responsibilities of sponsorship.
- The interest in supporting people uprooted and displaced far exceeds the federal government's allocated spaces to MCC for refugee sponsorship. The names of 750 refugees were submitted to MCC Ontario for only 100 spaces allocated for sponsorship by Immigration, Refugees and Citizenship Canada (IRCC) in 2025.
- There appears to be significant growth in the number of churches or community groups welcoming newcomers; however, groups are waiting longer for newcomers to arrive after submitting applications and so are engaged longer. From January to March 2025, the number of refugee arrivals dropped by 37% compared to the previous year.
- Educational activity participants grew significantly this past year due to significant interest in Meat Cannery engagement events and activities. There is great interest in the new cannery and MCC's ability to provide vital food to more families.
- Across the years there has been significant growth in church and community engagement.



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		YR 1	YR 2	YR 3	YR 4	YR 5
Staff and volunteers trained to support people with vulnerabilities	Staff	23%	72%	63%	64%	84%
	Volunteers	5%	4%	2%	1%	2%
People with vulnerabilities (PV) supported through programs and percentage of total people served who are vulnerable	PV	29%	20%	20%	23%	16%
	Total	2,701	3,932	4,738	3,897	6,131
OVERALL KPI RATING		2	3	3	3	3
TARGET RECOMMENDATION		The percentage of staff and volunteers trained will increase over time.				

Activity Overview:

- 113 staff attended MCC Ontario's Truth and Reconciliation Learning Day focused on the [Mohawk Institute's](#) survivor journeys. A feature film was followed by Q&A with Survivors and small group conversation circles.
- 125 staff attended the newly-developed *Safeguarding* training. This was provided virtually and across multiple sessions to allow for easy participation. *Security with Compassion* training was also completed with select staff.
- 39 new program volunteers completed orientation to support people with vulnerabilities involved in programs.
- The Community Safety and Outreach Associate hosted a series of coffee chats with thrift shop volunteers to discuss peacebuilding and develop a deeper understanding of his role.
- 39 participants were supported through 257 Circle meetings involving 58 volunteers (513 hours).
- Eight [Raw Carrot](#) employees worked 1,256 hours with the support of 9 volunteers (418 hours).
- 349 newcomers were supported by 91 sponsorship groups during their first year of settlement in Canada. 432 individuals forced to flee from their homes are waiting to have their sponsorship applications processed to come to Canada.

Analysis, Learning and Unexpected Results:

- Since 2021, MCC Ontario has closed offices and thrift shops for the annual Truth and Reconciliation Learning Day to deepen our

understanding of the history, past and current experiences of Indigenous Peoples in Canada and to reflect on our role toward reconciliation. The 2024 learning day was held in-person for the first time with Residential School Survivors also attending. The impact of mutual presence for learning was significant. Based on feedback from staff, going forward, Truth and Reconciliation Learning Day will be more experiential and have a broader focus while celebrating Indigenous culture.

- Despite ongoing efforts by MCC Ontario and [CoSA Canada](#) to secure long-term funding for the Circles of Support and Accountability (CoSA) program and reintegration initiatives, sustainable funding from federal and provincial governments was not achieved. CoSA is now officially closed, marking a significant change in the community context related to restorative justice initiatives. Many participants acknowledge their progress since leaving corrections but express sadness over the end of CoSA and the limited options for future support. Additionally, many volunteers have expressed sadness, concern and a desire to continue providing support. Some have gone on to volunteer with CoSA Canada since the closure.

Changes to Future Plans:

- Safeguarding will become part of mandatory onboarding training so that all new staff are equipped with this.
- An updated version of *Security with Compassion* is being created for Thrift staff.



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		YR 1	YR 2	YR 3	YR 4	YR 5
Initiatives developed and implemented that increase connections with younger potential donors		Data unavailable	4	5	5	5
Churches with an increase in engagement ¹ score		Baseline data collected	49%	66%	2%	Data unavailable
New volunteers under 30 years old	Ages 14–17	23	137	215	152	193
	Ages 18–30	49	101	81	133	105
Current volunteers under 30 years old	Ages 14–17	48	171	96	91	112
	Ages 18–30	256	249	70	85	80
Current staff under 30 years old		15%	15%	14%	17%	13%
New and total supporting ² churches	New	4	16	0	13	0
	Total	113	142	218	249	141
Congregations engaged from Anabaptist conferences		Baseline data collected	106	200	187	109
Engaged congregations outside of Anabaptist conferences (and beyond)			36	111	62	32
OVERALL KPI RATING		3	3	3	3	3
TARGET RECOMMENDATION	The number of initiatives and church engagement scores will increase over time.					

Activity Overview:

- *Faith in Action*, a high school certificate program focused on participation in peacebuilding activities, was launched at Rockway Mennonite Collegiate in September. Participation contributed to community service hours required to graduate.
- The maximum number of young adults participated in the [Summerbridge](#) program.
- Updates were made to the Circle of Friends position description to align with volunteer recruitment best practices to attract candidates wanting to pair their skill set and personal motivation to the opportunity.
- MCC Ontario participated in opportunities with other church and parachurch organizations that align with MCC's values and vision to build meaningful collaboration and movement toward shared goals.
- Regular communication with churches continued to be a priority, ensuring they are kept engaged and informed about the impact of their support.
- 51 speaking engagements across the organization offered deeper engagement with churches. Churches were offered new ways to fulfill their missions through stronger connections with MCC and learning from staff expertise.

- *MCC Memo*, a dedicated newsletter for conservative churches in Ontario, was launched with the goal of strengthening our engagement and connection with this constituency group.
- Five recruitment events at three universities were attended to recruit volunteers and SALT participants.

Analysis, Learning and Unexpected Results:

- Greater success is experienced at university volunteer fairs when young adult staff attend to represent MCC Ontario and their shop or program needs.
- Young adults continue to seek opportunities to volunteer/engage their faith but MCC does not have a menu of short-term or ongoing volunteer options beyond Thrift.
- Continued monitoring of our stakeholder partnerships while remaining adaptable helps inform effective engagement strategies moving forward.
- Our record-keeping for church engagement was amalgamated into a single database, setting us up well for future tracking. This transition highlighted gaps and assumptions in how we record our data to measure impact, and it affects how we calculated and interpreted our engagement score.

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

² A supporting church is an engaged church.



Strategic Direction 3

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

Key Performance Indicator		YR 1	YR 2	YR 3	YR 4	YR 5
External peacebuilding and restorative justice activities and participants	Activities	41	106	128	81	94
	Participants	1,384	2,094	2,524	737	1,840
Staff and volunteers trained on peace and restorative justice	Staff	65%	30%	29%	36%	17%
	Volunteers	4%	6%	1%	1.7%	0.32%
Staff and volunteers trained on anti-racism	Staff	15%	10%	83%	15%	0
	Volunteers	0.7%	0	0	0	0
Program participants with vulnerabilities trained on peace and restorative justice		6	6	6	0	0
OVERALL KPI RATING		3	3	3.5	3	3
TARGET RECOMMENDATION		The number of activities and participants will increase over time.				

Activity Overview:

- On July 6, 2024 more than 160 people from a variety of denominations and organizations gathered at [Six Nations Polytechnic](#) in Ohsweken, Ontario to participate in the Strawberry Thanksgiving Communion event to consider a tangible step forward in repairing harm to Indigenous Peoples and communities. From this event, two communities of practice developed: one focused on the Hearts Exchanged in-depth learning series and the other on equipping congregations for dialogue on tangible financial repair. 35 learners from 14 churches participated in six to eight monthly sessions with many identifying concrete and collective next steps for their churches on the journey of truth and reconciliation.
- In partnership with MCC SK and the Waterloo Region District School Board, MCC Ontario facilitated [Active Bystander Training](#) (TAB) for 483 individuals, including 203 youth.
- 19 students from Rockway Mennonite Collegiate completed 4 core activities with an MCC facilitator (Intro to Peacebuilding, TAB training, Forced to Flee, Climate Action for Peace) to sharpen community peacebuilding skills.
- 26 advocacy initiatives were pursued to influence federal and provincial policies including rental replacement bylaws, better rent control, protecting Canada Disability Benefits and [The First Nations Clean Water Act](#).
- Internally, [Peaceful Practices](#) training was pursued by staff teams throughout the year.
- A new Diversity, Equity and Inclusion (DEI) committee, comprised of 10 members from across MCC Ontario, has been established.

Various affinity groups, led by DEI team members, have been created and are seeing gradual increases in participation. These DEI staff affinity groups will continue to gather and provide recommendations to the DEI team to foster a more inclusive workplace.

- The need for introductory staff training on DEI was raised. A student from Conestoga College worked with the HR Team to create training to be implemented in the next fiscal year.

Analysis, Learning and Unexpected Results:

- Identifying the collective impact of our peacebuilding and restorative activities is challenging. As we move into the next strategic plan, we plan to increase our focus on ongoing learning, networking and equipping communities of practice, key organizers of ecumenical or collaborative working groups to amplify peacebuilding and strengthen local impact.
- 65% of staff have completed mandatory Training Active Bystanders (TAB). Clearer communication about this requirement for new staff is required. We will also ensure TAB training is prescheduled on the staff training calendar. The Peaceful Practices curriculum will continue to be used as opportunities become available to intentionally create an organizational culture of peacebuilding.
- There is an ongoing challenge in measuring impacts. Additional focus is needed on learning and networking in the future.



Strategic Direction 3B

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

Key Performance Indicator		YR 1	YR 2	YR 3	YR 4	YR 5
People with vulnerabilities who participated in social inclusion activities		356	311	443	361	454
Staff and volunteers trained on ways to foster social inclusion, belonging and community	Staff	0	18% (25)	0	22% (33)	19% (29)
	Volunteers	0	18% (265)	11%	20% (366)	53% (1,016)
OVERALL KPI RATING		2	3	3	3	3.5
TARGET RECOMMENDATION		Participation increases over time.				

Activity Overview:

- Over 382 individuals connected with the Community Safety and Outreach Associate at MCC Thrift on Kent. Between January 1 and March 31, 2025, 92% were initiated interactions by MCC before a situation escalates, with only 8% of interactions requiring de-escalation. With a focus on initiating interaction, a two-hour workshop on pre-escalation interaction strategies has been drafted and an unconscious bias training for staff and volunteers was developed. These were completed in collaboration with an external consultant.
- 91 sponsorship groups opened their arms to welcome 349 newcomers from 17 countries. 49% of newcomer families reported steady employment by the end of the first year in Canada, compared to 66% last year. Steady employment is a significant milestone in helping families transition and settle into the community.
- Hosted in Timmins, [Niska Noel](#) was a huge success. The first annual Niska Noel Fashion Show featured incredible creativity, culture and beauty as designs were showcased on the runway by Indigenous models. Inspired by Northern nature, outfits featured the Northern Lights, connections to family and history, Every Child Matters, and the comfort found on Kookum's (Grandma's) couch. The purchase of Niska products from talented Indigenous artisans increased by 32% from last year, providing supplemental income to 23 artisans.
- Every Saturday in summer 2024,, Raw Carrot staff attended the Wellesley Farmers Market to connect with the community. Selling soup at

markets helps the staff build new skills and confidence by sharing their stories and meeting people who enjoy their soup. This year marked the tenth anniversary for Raw Carrot.

- 1,016 volunteers and 18 new staff completed mandatory *Accessibility for Ontarians with Disabilities Act (AODA)* training this past year. 11 staff participated in a pilot of *Disability Inclusion Basics*, an additional training program focused on recognizing and providing appropriate support for a range of disabilities. It was well received and will be rolled out more broadly in the next fiscal year.

Analysis, Learning and Unexpected Results:

- The goal was to have all volunteers trained in the AODA by January 1, 2025. Significant progress was made toward achieving this goal, with 91% of active volunteers now trained in AODA. During in-person AODA trainings, it was surprising to learn that some volunteers did not know they could ask for accommodation or they did not know the process to ask.
- MCC Thrift on Kent staff and volunteers have continued to adopt the approach of the Community Safety and Outreach Associate. Eun Kyoung, MCC Ontario staff, shared a story of someone paying for their items and then saying, "Thanks for giving me another chance. I'm not going to steal from here anymore." Several volunteers have expressed appreciation for this role and said they feel safer because of it. Other volunteers have expressed appreciation for helping them to reduce their fear of people experiencing homelessness and being more compassionate.



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	YR 1	YR 2	YR 3	YR 4	YR 5
Capital projects over \$100,000 evaluated using one of MCC's sustainability checklists	n/a	n/a	100%	100%	100%
Climate change awareness initiatives	Data unavailable	Data unavailable	12	25	27
Responses to First Nations related to climate change	0	0	0	1	0
Operational initiatives that reduce and/or offset MCC's carbon footprint	0	0	0	1	0
Project plans assessed for fit with sustainability operating principle and care for God's creation (assessed biannually)	100%			100%	
OVERALL KPI RATING	1	1	2	3	3
TARGET RECOMMENDATION	100% of projects are evaluated.				

Activity Overview:

- In collaboration with the Finance and Indigenous Neighbours teams, policy guidelines were drafted for the creation of the Indigenous Community Relief Fund. The goal of this initiative is to help MCC Ontario respond quickly and systematically to requests for relief from Indigenous communities facing acute crises related to flooding and forest fires, both of which have been exacerbated by the climate crisis.
- During construction of MCC Ontario's stationary meat cannery, intentional decisions were made to select products that reduce waste and minimize energy consumption. The greatest investment was in [Trusscore](#) products because of their progressive approach to sustainability.
- [Climate Action for Peace](#) content continued to be shared with staff through internal communication channels. An advocacy postcard campaign was conducted through our thrift shops and churches to further support the campaign.
- Vurayayi Pugini, Area Director for Southern, Central Africa and Nigeria, visited Ontario in fall 2024. He presented to churches and supporters about MCC's climate change adaptation efforts in the regions where he works.
- Our Shared Future, an experiential activity at Rockway Mennonite Collegiate, offered students an opportunity to invest funds granted by MCC for climate action initiatives. Introducing a pear orchard on the school's property has been a

springboard to adopting a school-wide, 10-year plan to address climate change, local food insecurity and traditional food preserve skills.

- Climate Jazz*, a conference attended by Anabaptist climate leaders across North America, was hosted at MCC Ontario's Kitchener office. It was a seminal moment for leaders to network, learn and be inspired for future collaboration.

Analysis, Learning and Unexpected Results:

- There is a growing awareness within MCC and our supporters that climate justice and Indigenous justice are intricately intertwined. MCC Ontario's work on the ground must recognize this complex reality as we continue to turn listening into action with Indigenous partners across Ontario. Indigenous communities face disproportionate impacts of the growing climate crisis.
- Climate Action for Peace engagement is most impactful when learning is directly linked with simple and concrete actions. MCC's "Be a better climate neighbour" postcard campaign is an example of this—simple, low barrier and direct advocacy.
- Rockway Mennonite Collegiate students and staff amplifying MCC's initial \$800 grant was a beautiful example of seeds being planted in fertile soil. This speaks to the value of concentrating efforts on those ready to act, not those who need convincing.



Strategic Direction 5

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

Key Performance Indicator		YR 1	YR 2	YR 3	YR 4	YR 5
Annual revenue target met		No	No	Achieved	No	Achieved
External opportunities for community connections		Data unavailable	Data unavailable	2	1	32
Social media engagement	Instagram			433%	64%	475%
	Facebook			-22%	743%	228%
Unique website visits				43,000	48,500	47,875
Customer counts (transactions)			370,161	531,406	570,989	625,071
Staff trained through internal Thrift professional development days and external training sessions			76%	77%	98%	86%
Customer satisfaction and awareness of MCC measured and tracked over time	Satisfaction		8/10	9/10	9.7/10	9.8/10
	Awareness		75%	41%**	67%	75%
Total number of active volunteers and total number of hours	Volunteers	830	1,246	1,564	1,617	1,901
	Hours	81,939	120,889	171,871	171,893	216,005
OVERALL KPI RATING		1	2	3.5	3.5	4
TARGET RECOMMENDATION		Meet the annual target and increase over time.				

Activity Overview:

- New mission and vision statements for *MCC Thrift* marked a significant alignment with local shops and MCC's broader impacts. They provide a clear, inspiring direction for the future of the Thrift network across Canada.
- The hours given by volunteers equals 110 full-time employees. The shops' management teams are operating with a focus on change management, independent thinking, problem-solving and communication.
- A national initiative created a new volunteer strategy for MCC Thrift that addresses recruiting new volunteers and engaging and equipping existing volunteers.
- Locations like Elmira, Stouffville and Leamington were previously underperforming in social media engagement but have since shown growth in reach and engagement through targeted ads.
- The Customer Satisfaction Survey results indicate a noticeable increase in awareness of the connection between MCC and Thrift Shops, with over 75% of respondents identifying MCC, Mennonite or related terms. This increase can likely be attributed to ongoing efforts to share the MCC story through the shops and social media channels.
- Due to the success of MCC Picks Up, the service was expanded beyond the original pilot to include more hours, permanence and expansion of services. It is estimated that revenue generated

from goods collected in the first year was over \$70,000.

- Our management teams across the province have been actively participating in monthly manager equipping training sessions building their managerial skills. Many of the management roles have been filled through succession planning internally, and these sessions assist us in continuing to invest in our staff.

Analysis, Learning and Unexpected Results:

- Efficiencies, best practices and continued interest in thrifting trends have attributed to our growth over 2020–2025 with disruption due to the pandemic.
- Due to marketing efforts and economic uncertainty, customers increased by over 54,000.
- Instagram has shown steady growth, while Facebook performance fluctuates. Content needs to be created that is specific to the audience. While website data has shown a slight decline, this isn't a concern as the focus has been on promoting the Google Business Profile instead of the website. This shift in strategy is aimed at driving more direct engagement through localized and accessible channels.
- The KPI reporting on community connections reflects individual shop connections. Previously, data reflected network connections such as relationship with Ontario correctional facilities.



Strategic Direction 6

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

Key Performance Indicator	YR 1	YR 2	YR 3	YR 4	YR 5
Sustainability score from assessment*			3	3	
Annual Dashboard Year-End Report developed and shared with stakeholders	Yes	Yes	Yes	Yes	Yes
OVERALL KPI RATING	2	3	3	3	3.5
TARGET RECOMMENDATION	Maintain a consistent sustainability score of 3 or above.				

Activity Overview:

- At the 2024 Annual General Meeting, membership voted to open MCC Ontario's Articles of Incorporation for legal compliance and updates to better reflect the current size and complexity of MCC Ontario.
- The board voted in favour of full rights for student directors, including voting privileges.
- A sophisticated strategic planning process resulted in the board-approved, 2025–2030 Strategic Plan. The plan informed budgeting and decision-making for the 2025–26 fiscal year. MCC Ontario's plan will dovetail with the system-wide MCC strategic plan.
- As two strategic plans that work in tandem launched in April 2025, clear understandings of network collaboration and decision-making were developed by a working group of executive directors. This has been reviewed with applicable MCC Ontario staff.
- Implementation of MCC's compensation framework has been completed. This includes aligning processes and schedules across core services and staff management.
- A customized staff learning and development strategy for MCC Ontario has been developed. Implementation is underway.
- With the support of a communications consultant, a campaign plan was developed to raise additional money and awareness of our Ontario programs: Hope Starts at Home: Local Action, Global Impact. The campaign launched in February with an experiential-learning event hosted in Kitchener. Participants offered enthusiastic feedback. Further implementation of the campaign will continue.
- Investment of resources and time continue to strengthen major donor work, building a strong foundation for years to come.
- Financial accounting and reporting changes have increased processing efficiency, reporting transparency and data consistency. Guidelines have been developed to spend down the operational reserves to strengthen local

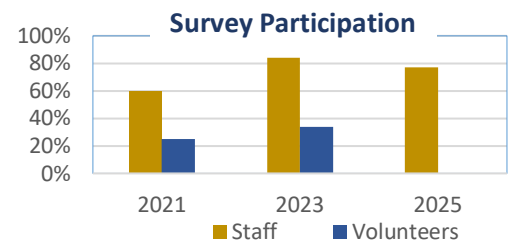
programs. The ability to receive gifts of securities through the MCC Ontario Qtrade account was reinitiated.

- A variety of new accounting software options was researched by the finance network. The chosen product, Sparkrock, went live on April 1, 2025.
- New Thrift Forwarding Guidelines* (MCCs in Canada) and *Operating Reserve Fund Policy* (MCC Ontario) were created and approved.
- The multi-year IT integration project with MCC Canada and U.S. is complete.
- A new format for annual risk reporting was developed for the board. The intersection of provincial and system risk management is complex and presents mitigation challenges for entities.
- MCC Ontario's landing page in Omnia, MCC's intranet platform, was developed and customized to meet the need for consistent information access and exchange across the organization. Early feedback across all areas of the organization has affirmed its potential for positive influence on work efficiency and culture.

Analysis, Learning and Unexpected Results:

- In response to a staff departure at MCC Canada, our Thrift Director was recruited to assume the duties of Interim Facilitator of the Thrift Management Network, in addition to her current portfolio, until August 31, 2025.
- International giving is trending downwards in Ontario and across the country. Monitoring and mitigation continue.
- The Canada Post strike during our peak giving season had impact on our Christmas appeal mailing and resulting donations to that appeal.
- The ripple effects of numerous initiatives and process adaptations challenged change management and resiliency for staff.

A goal in the 2020–2025 MCC Ontario Strategic Plan has been for all staff and volunteers to apply peacemaking skills as we support people with vulnerabilities, especially those uprooted and displaced; and foster social inclusion and community belonging in our shops, programs and offices. To monitor and track this, a three-part series of surveys was distributed to staff and volunteers.

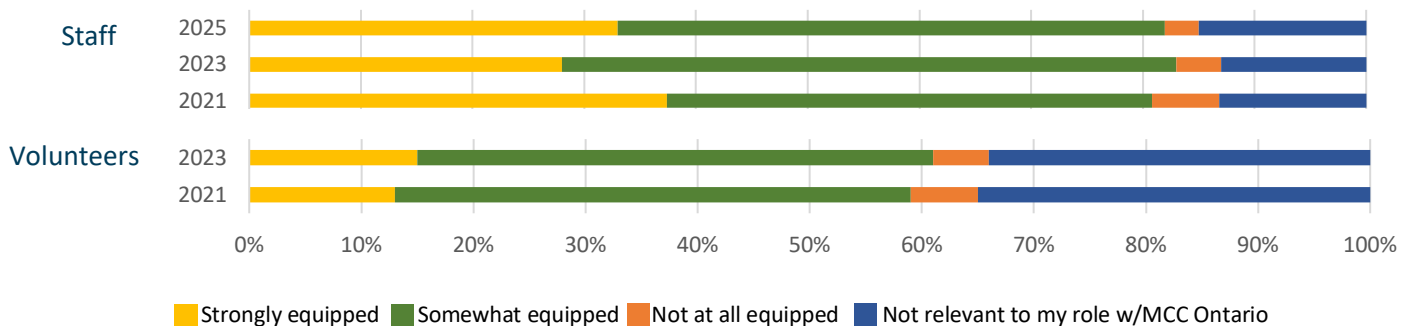


The 2021 survey established a baseline for understanding and applying these skills, guiding training for the next two years. The 2023 survey assessed training effectiveness and highlighted areas needing more support, leading to further improvements. The final 2025 survey will measure progress and identify areas for future growth. Notably, the survey was not distributed to volunteers based on the recommendations from 2023 that it was not relevant to volunteers.

Survey Results and Analysis



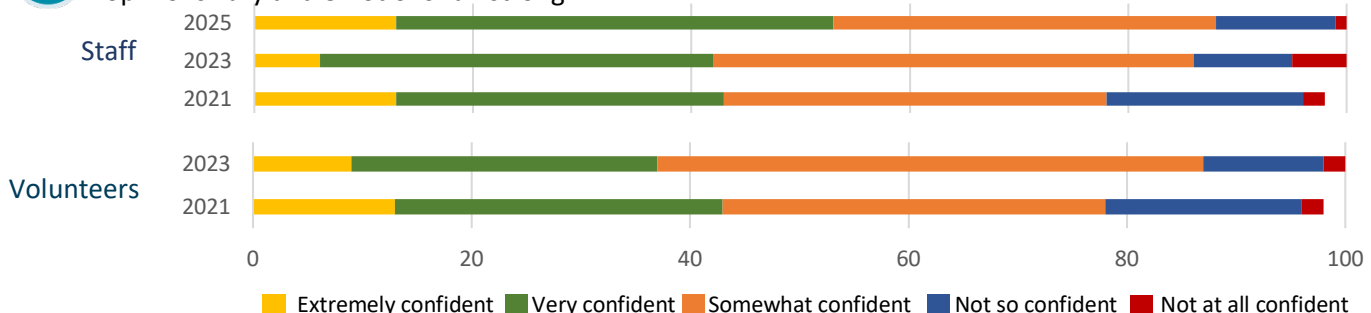
Strategic Direction 1B: Supporting Vulnerable People through capacity, confidence and understanding of issues connected to vulnerable, uprooted and displaced people



Continuous training and development have led to a deeper awareness of the challenges faced by people with vulnerabilities, fostering a more compassionate and intentional approach to support. Despite these advancements, there remains room for improvement, particularly in ensuring all staff feel their roles are relevant to supporting vulnerable individuals. Comments from staff highlight the need for more direct engagement and clearer policies on how to assist local individuals, such as the homeless. Additionally, there is a recognized need for better referral systems and resources to aid vulnerable people effectively. Overall, MCC Ontario's commitment to continuous learning, inclusive decision-making and advocacy is crucial in addressing systemic injustices and providing meaningful support to those in need.



Strategic Direction 3: Peacebuilding through confidence to have conversations when stakes are high, opinions vary and emotions run strong



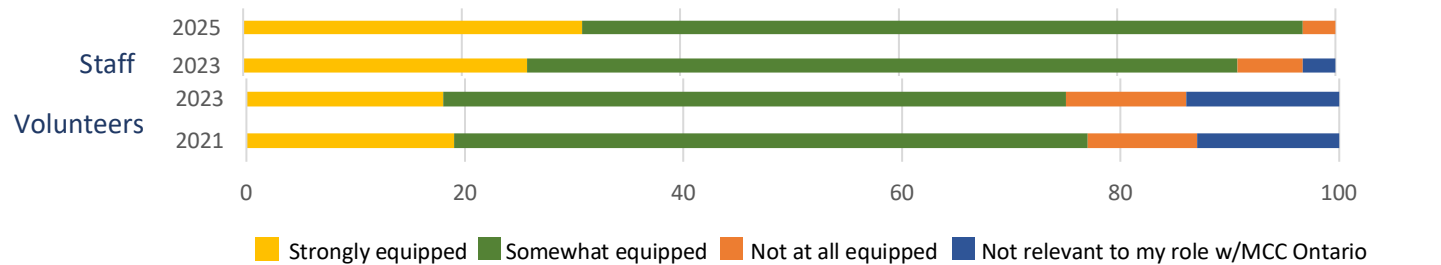
While staff generally feel empowered to speak up about inappropriate conduct and are increasingly confident in managing high-stakes conversations, challenges remain.

Concerns about management accountability, power dynamics and the lack of follow-up on complaints could undermine staff confidence in these processes.

To foster a more open, inclusive environment, MCC should focus on enhancing transparency in addressing concerns, improving the accessibility of reporting mechanisms and ensuring that leadership is held accountable. Strengthening relationships between staff and management, alongside continued training, will also help to bridge these gaps and empower staff to engage in constructive conversations, even when stakes are high.



Strategic Direction 3: Peacebuilding through being equipped to respond to racism when they witness or encounter it



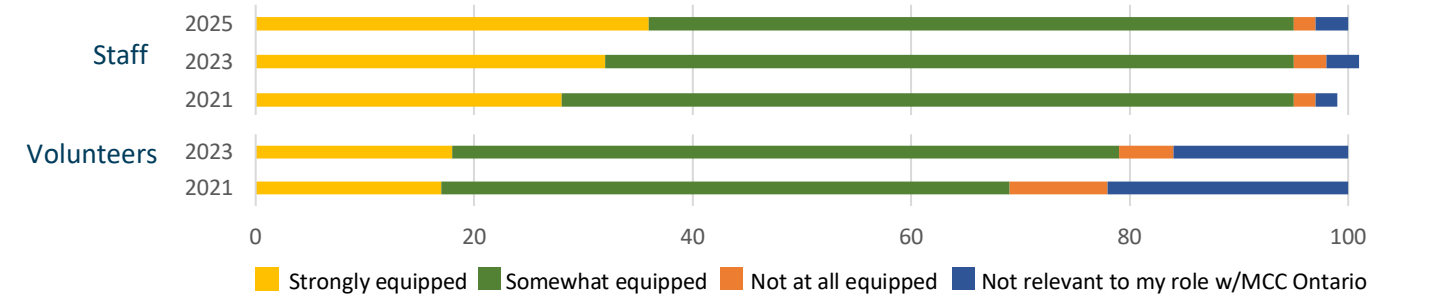
Significant progress was made in equipping staff to identify and respond to racism. The percentage of staff who feel strongly equipped to respond to racism has increased from 20% in 2021 to 31% in 2025, indicating a positive trend in confidence and preparedness. However, there is still a need for more comprehensive training on systemic racism and practical applications to further build confidence and understanding.

Staff comments highlight the importance of empathy, continuous learning and effective communication in navigating complex situations related to racism.

Additionally, the desire for diverse representation and systemic understanding underscores the need for inclusive practices and the recognition of marginalized voices.



Strategic Direction 3B: Foster Social Inclusion through being equipped to foster social inclusion and community belonging in their work with MCC Ontario



There is a clear trend of growing awareness and acceptance of diverse backgrounds, along with a recognition of the power of partnerships in driving community change.

Many understand the importance of social inclusion and belonging—especially in volunteer settings. But implementing social inclusion remains a challenge.

While progress is being made in fostering social inclusion and community belonging, more structured efforts are needed to address persistent challenges. Strengthening cultural competence, ensuring all voices are heard and implementing formal strategies can enhance inclusivity efforts.

Continued education, experience-based learning and collaboration will be crucial in refining approaches and creating truly inclusive and equitable spaces. Balancing financial realities with social goals remains a key challenge that requires thoughtful planning and action.

Summary of Overall Learning

Peacemaking is a continuous and evolving process that requires patience, active engagement and daily practice. It is not about avoiding conflict but addressing it with the right tools, fostering a mindset shift that embraces empathy, curiosity and shared values.

Increased training and development efforts are needed. While MCC Ontario has expanded training opportunities, including Crucial Conversations, Peaceful Practices, Training Active Bystanders and reinforcing peacemaking as a core organizational value, some employees feel the training remains more theoretical than practical. There is a need for more experiential learning.

A cultural shift is required. While there is an organizational shift toward peacemaking, deeper attitude changes are still required. There is a growing recognition that peacemaking is about listening and learning rather than assuming expertise. Accountability is improving, but unresolved conflicts and concerns about transparency persist.

Commitments to reconciliation and systemic change are evident. MCC Ontario is increasingly integrating peace and reconciliation efforts into its mission, particularly through Truth and Reconciliation initiatives and community-led peacebuilding. There is a stronger focus on addressing systemic injustices and fostering collaboration and mutual respect. However, concerns about ideological balance and inclusion remain areas for further reflection and growth.

In conclusion, MCC Ontario has made significant strides in embedding peacemaking into its culture with expanded training, a stronger emphasis on reconciliation and a commitment to systemic change.

However, challenges remain in fully integrating these principles into daily practice, ensuring transparency and fostering experiential learning.

Moving forward, MCC Ontario must balance training with action, strengthen accountability and create more opportunities for participatory engagement to sustain a culture of peace and inclusion.

Appendix 2: 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
 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.	- 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. - 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. - Ensure quality support for newcomers through the resettlement and integration process	# 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>) # of capacity building training and events organized by MCC for churches and other partners (<i>Note: the focus is on church/organization/group</i>) # of churches/organizations welcoming newcomers # of humanitarian responses for populations with vulnerabilities in Ontario and globally	# of capacity building training and events organized by MCC for churches and other partners
			Target Recommendation
			Church and partner capacity increased by similar number of trainings each year to new audiences
Strategic Direction 1B	Ontario Operational High-level Priorities	Ontario Key Performance Indicators	Ontario KPI Dashboard
 Increase the capacity of MCCO staff and volunteers to support people with vulnerabilities*, especially those uprooted and displaced in Ontario.	- Develop the capacity of Ontario programs and Thrift to safely and compassionately support people with vulnerabilities, especially those uprooted and displaced in Ontario. - Develop the capacity of staff and volunteers to support people with vulnerabilities safely and compassionately, especially those uprooted and displaced in Ontario.	# of people with vulnerabilities supported through programs and percentage of the total people served that are vulnerable % of staff and volunteers trained per year % of staff and volunteers equipped to support people with vulnerabilities (bi-annual survey)	% of staff and volunteers equipped to support people with vulnerabilities (bi-annual survey)
			Target Recommendation
			Increase over time
Strategic Direction 2	Ontario Operational High-level Priorities	Ontario Key Performance Indicators	Ontario KPI Dashboard
 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.	- Identify and implement specific strategies to increase connection with and engagement of younger audiences, including volunteers, staff and donors. - Identify and implement specific strategies to increase connection with and engagement of both existing churches (Anabaptist and beyond), and new churches	# of new volunteers under 30 years old (ages 14-17 & ages 18-30) # of current volunteers under 30 years old (ages 14-17 & ages 18-30) # of current staff under 30 years old # of initiatives developed and implemented that increase connections with younger potential donors # of new supporting churches % of engaged congregations from each conference # of total supporting churches % of churches with higher engagement scores # of engaged congregations outside of Anabaptist conferences (“and beyond”)	# of initiatives developed and implemented that increase connections with younger potential donors % of churches with higher engagement scores
			Target Recommendation
			Increase over time
Strategic Direction 3	Ontario Operational High-level Priorities	Ontario Key Performance Indicators	Ontario KPI Dashboard
 Increase peacebuilding as a key component in all of our relief and development work and expand our efforts for justice and peace.	- Collaborate (internal and external) to address systemic barriers to peace and justice (prevention and advocacy) - Intentionally include and create anti-racism strategies in all our efforts - Continue to respond to the need for justice for Indigenous peoples, including the Truth and Reconciliation Commission Calls to Action - Implement peace and restorative justice programming, training and initiatives - Implement internal training for staff and volunteers re theology of peace and restorative justice	# of external peacebuilding and restorative justice activities; # of participants <i>Subsets:</i> # of advocacy activities informed by the lived experience of vulnerable participants # of educational events related to justice for Indigenous peoples; # of participants % of staff and volunteers trained on peace and restorative justice % of staff and volunteers trained on anti-racism % of staff and volunteers with confidence to have conversations when stakes are high, opinions vary, and emotions run strong (bi-annual survey) % of staff and volunteers equipped to respond to racism when they witness or encounter it (bi-annual survey) # of vulnerable program participants trained on peace and restorative justice	# of external peacebuilding and restorative justice activities; # of participants
			Target Recommendation
			Increase over time

Strategic Direction 3B	Ontario Operational High-level Priorities	Ontario Key Performance Indicators	Ontario KPI Dashboard
 Increase the capacity of MCCO staff and volunteers to foster social inclusion, belonging and community.	- Intentionally explore inclusion and belonging best practices and theory of change - Train staff and volunteers on the competencies and values required to strengthen social inclusion capacity - Develop programs and Thrift to enhance social inclusion, belonging and community	% of staff & volunteers trained on ways to foster social inclusion, belonging and community % 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 # of people with vulnerabilities who participate in social inclusion activities.	Target Recommendation
			Increases over time
Strategic Direction 4	Ontario Operational High-level Priorities	Ontario Key Performance Indicators	Ontario KPI Dashboard
 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.	- 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) - Increase awareness of the impact of on vulnerable populations (First Nations, refugees) - Commitment to the continuation of existing program and operational efforts to reduce MCCO's carbon footprint - As part of biannual fit and alignment review of programs, assess fit for sustainability (operating principle) and care for God's creation.	# of climate change awareness initiatives # of responses to First Nations related to climate change % of capital projects over \$100,000 evaluated using one of MCC's sustainability checklists # of operational initiatives that reduce and or offset MCC's carbon footprint % of project plans assessed for fit with sustainability operating principle and care for God's creation (assessed biannually)	Target Recommendation
			100% of capital projects over \$100,000
Strategic Direction 5	Ontario Operational High-level Priorities	Ontario Key Performance Indicators	Ontario KPI Dashboard
 Expand the reach and impact of Thrift Shops to increase revenue raised and promote the mission of MCC.	- Continue to explore initiatives to increase revenue - Develop and implement a strategy to promote MCC and encourage further engagement with potential and existing shoppers, donors and volunteers - Build competencies of staff who supervise to be effective and accountable in their roles - Implement a customer-centric focus with customer satisfaction tracked over time - Develop a strategy to attract, recruit, train, support and retain volunteers in thrift	- Annual revenue target # of external opportunities for community connections - Metrics using social media engagement; unique website visits and customer counts in shop % of staff trained through internal Thrift Professional Development days & external trainings - Customer satisfaction and awareness of MCC measured annually and tracked over time (customer surveys) - Total # of active volunteers and total # of hours	Target Recommendation
			Meet the annual target and increase over time
Strategic Direction 6	Ontario Operational High-level Priorities	Ontario Key Performance Indicators	Ontario KPI Dashboard
 Ensure the long-term sustainability of MCCO as we work within and seek to strengthen the broader MCC mission and structure.	- Foster effective governance, leadership and management (find tool that measures this as part of sustainability assessment) - Develop and implement a strategic and comprehensive fundraising strategy - Assess alignment with and impact of MCC's strategic plan in light of community needs, changing realities and constituency support - Identify the additional benefits of Thrift beyond profit and prioritize these benefits to ensure shop sustainability - Assess and define sustainability and capacity limits and targets for the organization - Continue risk assessment process and further develop emergency and crisis management protocols (including digital security) - Develop and implement a workforce plan (staff and volunteer) that meets current and future needs of MCCO incorporating best practices	- Annual Dashboard and Year-end Report developed and shared with stakeholders - 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: - Annual rating and qualitative analysis of fundraising metrics and report - Annual rating and qualitative analysis of Thrift Shops metrics and report (with clarity on Thrift benefits and purpose) - Annual rating and qualitative analysis of Workforce metrics report (includes staff and volunteer statistics as well as leadership and management trends/needs) - Biannual rating and qualitative analysis of fit and alignment assessment of MCCO programs with strategic plan, operating principles, community needs and constituency support - Annual rating of risk assessment and mitigation plan - Annual rating and qualitative analysis of financial reserves and financial stability	Target Recommendation
			Sustainability score above 3 consistently over time

*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 3: Key Performance Indicator Details

Key Performance Indicator	April 2020 to March 2021	April 2021 to March 2022	April 2022 to March 2023	April 2023 to March 2024	April 2024 to March 2025
Capacity-building training and events organized by MCC for churches and other partners	11 monthly check-ins with sponsorship groups 7 post-arrival trainings for sponsorship groups—preparing for month 13, financial webinar 70 pre-arrival trainings for sponsorship groups (orientation onboarding, expression of interest support calls, paperwork support calls)	12 monthly check-ins with sponsorship groups 12 pre-arrival trainings for BVOR sponsorship groups (settlement orientation, finance orientation) 79 pre-arrival trainings for named sponsorship groups (onboarding orientation, settlement orientation, finance orientation) 1 Training Active Bystanders training for 7 trainers	12 monthly check-ins with sponsorship groups 6 pre-arrival trainings for BVOR sponsorship groups (settlement orientation (3), finance orientation (3)) 73 pre-arrival trainings for named sponsorship groups (named calls (23), EOI mandatory trainings (5), sponsorship orientation (6), settlement orientation (20), finance orientation (19)) 4 Training Active Bystanders trainings for 54 trainers and instructors	112 pre-arrival trainings for sponsorship groups: sponsorship orientation named (6), EOI mandatory training (5), pre-arrival finance orientation (52), pre-arrival settlement orientation (49) 1 Training Active Bystanders training for 12 trainers 2 Doing Good Better workshops for 70 people	65 pre-arrival trainings for sponsorship groups: sponsorship orientation named (1), EOI mandatory training (1), pre-arrival finance orientation (37), pre-arrival settlement orientation (26) 2 Training Active Bystanders trainings for 33 trainers 0 Doing Good Better workshops <u>Note:</u> Sponsorship orientation named and EOI mandatory trainings were offered through Gnowbe to 283 people
Churches and partners engaged with MCC projects with vulnerable and displaced people <u>Subset:</u> Number of churches/organizations welcoming newcomers	129 sponsorship groups including BVOR and named submitted applications for refugee sponsorship and/or supported newcomers with the first year of the settlement process in Ontario. 27 – Mennonite and BIC groups 25 – Other Christian faith-based groups	136 sponsorship groups including BVOR and named submitted applications for refugee sponsorship and/or supported newcomers with the first year of the settlement process in Ontario. 23 – Mennonite and BIC groups	171 sponsorship groups including BVOR and named submitted applications for refugee sponsorship and/or supported newcomers with the first year of the settlement process in Ontario. 37 (22%) – Mennonite and BIC groups	153 sponsorship groups including BVOR and named submitted applications for refugee sponsorship and/or supported newcomers with the first year of the settlement process in Ontario. 35 (23%) – church groups	219 sponsorship groups including BVOR and named submitted applications for refugee sponsorship and/or supported newcomers with the first year of the settlement process in Ontario. 36 (17%) – church groups

Key Performance Indicator	April 2020 to March 2021	April 2021 to March 2022	April 2022 to March 2023	April 2023 to March 2024	April 2024 to March 2025
	○ 1 – Other non-Christian faith-based groups ○ 76 – Non-faith-based groups - 76/129 (59%) • 9 organizations collaborated on initiatives to support Low German settlement in Ontario. • 3 networking committees worked to support Low German settlement in Ontario. • 3 organizations received financial grants from MCC to support refugee claimants and Low German newcomers.	○ 18 – Other Christian faith-based groups ○ 0 – Other non-Christian faith-based groups ○ 95 – Non-faith-based groups – 95/136 (70%) • <u>CDR Report:</u> 142 supporting churches including 104 Anabaptist-affiliated (Mennonite and BIC congregations); 22% (24/104) Mennonite and BIC congregations were involved with refugee sponsorship. • 14 organizations collaborated on initiatives to support Low German settlement in Ontario. • 3 networking committees worked to support Low German settlement. • 3 organizations received financial grants from MCC to support refugee claimants and Low German newcomers. • 5 Indigenous communities received MCC material resources and/or emergency food to support people impacted by the pandemic.	○ 14 (0.8%) – Other Christian faith-based groups ○ 0 – Other non-Christian faith-based groups ○ 120 (70%) – Community-based groups • <u>CDR Report:</u> 218 supporting churches including 135 Anabaptist-affiliated (Mennonite and BIC congregations); 27% (37/135) Mennonite and BIC congregations were involved with refugee sponsorship. • 36 organizations collaborated on initiatives to support Low German settlement in Ontario. • 3 organizations received \$23,000 in financial grants from MCC to support refugee claimants and Low German newcomers. • 13 Indigenous communities received gardening kits and/or greenhouses to support	○ 2 (1%) coalitions ○ 25 (16%) community groups ○ 91 (59%) individuals • 31 organizations collaborated on initiatives to support Low German settlement in Ontario. • 3 organizations received \$23,000 in financial grants from MCC to support refugee claimants and Low German newcomers. • 12 Indigenous communities received gardening kits and/or greenhouses to support Indigenous food sovereignty. (Total Value: \$19,801) • 1 Indigenous community received 30 water wagons to help transport water and other resources.	○ 182 (83%) community groups • 28 organizations collaborated on initiatives to support Low German settlement in Ontario. • 3 organizations received \$15,000 in financial grants from MCC to support refugee claimants and Low German newcomers. • 9 partners received gardening bundles, greenhouses, individual gardening kits, meechum-a-wat bundles or financial grants to support Indigenous food sovereignty. (Total Value: \$17,855)

Key Performance Indicator	April 2020 to March 2021	April 2021 to March 2022	April 2022 to March 2023	April 2023 to March 2024	April 2024 to March 2025
			Indigenous food sovereignty.		
Individuals participating in educational activities related to root causes of migration, displacement and factors leading to vulnerability (MCC Canada)	248 individuals benefitted from the Supporting Low German-Speaking Communities during COVID-19 webinar. 40 individuals attended the virtual World Refugee Day Celebration. 203 individuals attended the Named Refugee Sponsorship Orientation. 25 Religion and Peacebuilding undergraduate students from Conrad Grebel University College learned about migration and displacement. 25 individuals participated in 8 online discussions about homelessness during the COVID-19 pandemic. 16 youth and young adults participated in Material Resources education activities.³	345 people attended Gathering Around COVID webinar hosted for people supporting Low German settlement in Ontario. 409 individuals attended 2 virtual World Refugee Day Celebrations. 138 people attended 5 speaking engagements about the root causes of migration at churches and Conrad Grebel University College. 176 individuals attended 5 Named Sponsorship Orientation Sessions, 4 Expressions of Interest Support Calls and 2 Sponsorship Finance Calls.	397 people participated in 3 educational activities related to Low German migration and engagement. 358 people attended 11 educational activities on migration and resettlement. 224 people participated in 3 educational activities related to walking with people in poverty. 182 people participated in 4 educational activities related to reintegration after incarceration. 128 people participated in Great Winter Warm Up at 65 Heritage Drive.	541 people participated in 6 educational activities related to Low German migration and engagement. 358 people attended 12 educational activities on migration and resettlement. 465 people participated in 7 educational activities related to walking with people in poverty. 136 people participated in 4 educational activities related to reintegration after incarceration. 755 people participated in 14 Material Resources engagement events. TOTAL: 2,255 people; 43 activities	612 people participated in 8 educational activities related to Low German migration and engagement. 530 people attended 12 educational activities on migration and resettlement. 90 people participated in 2 educational activities related to walking with people in poverty. 2,021 people participated in 50 Material Resources engagement events and activities. 85 people participated in Hope Starts at Home. TOTAL: 3,338 people; 73 activities
Staff and volunteers trained to support people with vulnerabilities	<i>Undercurrents</i> webinar (all volunteers) - Jingle Dress screening (all staff and volunteers)	- Cultural Intelligence (program staff) - Indigenous Neighbours Program Overview (Thrift staff)	Circle of Friends Connection and Training (CoF volunteers) (3x)	- Circle of Friends Connection and Training (CoF volunteers) (2x) - CoSA Volunteer Orientation (1x)	- CoSA Volunteer Orientation (1x) – 4 - Niska Volunteer Orientation (1x) – 1

³ For 2021–2022 MR education activities are tracked as volunteer trainings

Key Performance Indicator	April 2020 to March 2021	April 2021 to March 2022	April 2022 to March 2023	April 2023 to March 2024	April 2024 to March 2025
	Stories of Migration and Displacement and Conflict Analysis (program staff)	- National Truth and Reconciliation Day (all staff) - CoSA 101 (CoSA volunteers) - Circle of Friends Connection and Training (CoF volunteers) (4x) - Suicide Awareness (CoSA volunteers) - Material Resources – Educational Training (MR group volunteers)	- CoSA Volunteer Orientation (4x) - Suicide Awareness (program volunteers) - Trauma-Informed Training (program staff and volunteers) - Blanket Exercises (CDL) - Getting Our Boat in Order (SLT) - National Truth and Reconciliation Day (all staff)	- Niska Volunteer Orientation (2x) - Suicide Awareness (program volunteers and staff) - Mental Health First Aid (staff) - Trauma Awareness (staff) - Trauma-Informed Organization (staff) - Safeguarding (staff) - Security with Compassion (staff) - National Truth and Reconciliation Day (staff and volunteers)	- Material Resources Volunteer Orientation (29x) – 29 - Raw Carrot Volunteer Orientation (4X) – 5 - National Truth and Reconciliation Day (staff and volunteers)
Vulnerable people supported through programs	6 individuals with disabilities and barriers to traditional employment 25 Indigenous artisans 42 individuals with the lived experience of homelessness 115 individuals with a criminal history 215 individuals forced to flee from their home as refugees welcomed to Canada 368 individuals forced to flee from their homes as refugees still	6 individuals with disabilities and barriers to traditional employment 15 Indigenous artisans 48 individuals with the lived experience of homelessness 126 individuals with a criminal history 141 individuals forced to flee from their home as refugees welcomed to Canada 430 individuals forced to flee from their homes as refugees	7 individuals with disabilities and barriers to traditional employment 26 Indigenous artisans 40 individuals with the lived experience of homelessness 102 individuals with a criminal history 4 individuals participating in Guiding Good Choices 305 newcomers in their first year of sponsorship 432 individuals forced to flee from their homes as	7 individuals with disabilities and barriers to traditional employment 22 Indigenous artisans 35 individuals with the lived experience of homelessness 104 individuals with a criminal history 2 individuals participating in Guiding Good Choices 300 newcomers in their first year of sponsorship. 435 individuals forced to flee from their homes as	8 individuals with disabilities and barriers to traditional employment 42 Indigenous artisans 55 individuals with the lived experience of homelessness 65 individuals with a criminal history 2 individuals participating in Guiding Good Choices 349 newcomers in their first year of sponsorship. 432 individuals forced to flee from their homes as

Key Performance Indicator	April 2020 to March 2021	April 2021 to March 2022	April 2022 to March 2023	April 2023 to March 2024	April 2024 to March 2025
	waiting to come to Canada	still waiting to come to Canada 6 individuals participated in Reclaiming Beauty	refugees still waiting to come to Canada 9 individuals participated in Reclaiming Beauty, not including CoF participants	refugees still waiting to come to Canada. TOTAL: 905	refugees still waiting to come to Canada. TOTAL: 953
External peacebuilding and restorative justice activities and participants <i>Subsets:</i> - Advocacy activities informed by the lived experience of vulnerable participants - Educational events related to justice for Indigenous peoples; number of participants	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 58 leaders trained to mobilize peacebuilding activities in their organizations and communities 142 individuals participated in 9 Training Active (TAB) trainings facilitated by MCC Ontario TAB trainers 525 individuals engaged in 9 restorative justice and peacebuilding activities, including Peace Conference, Book Clubs and The Meeting House Peacemakers training 2 letter campaigns advocating for paid sick	1,095 people engaged in 19 activities related to justice for Indigenous Peoples, including speaking engagements, events, learning tour, Niska workshop 14 Indigenous communities received gardening kits and/or greenhouses to support Indigenous food sovereignty 41 leaders graduated from the Peace Skills Certificate Program 266 individuals participated in 18 Training Active Bystanders (TAB) trainings facilitated by MCC Ontario TAB trainers 677 individuals engaged in 7 peacebuilding trainings, including Peace Conference, Peaceful at Heart Book Clubs and Human Resources Professional Association	1,610 people participated in 30 activities related to justice for Indigenous Peoples, including speaking engagements, events, learning tour and Niska workshops 665 individuals participated in 41 Training Active Bystanders (TAB) trainings facilitated by MCC Ontario TAB trainers 249 individuals engaged in 13 peacebuilding trainings, including Peaceful at Heart Book Clubs The number of participants was not tracked for the following peacebuilding activities: 40 political and constituency advocacy engagement activities,	413 people participated in 27 activities related to justice for Indigenous Peoples, including speaking engagement, events, learning tours and Niska workshops 232 people participated in 15 Training Active Bystanders (TAB) trainings facilitated by MCC Ontario TAB trainers 80 people engaged in 5 peacebuilding trainings, including Healthy Masculinity, Peacebuilding Workshops and Connectors and Changemakers Speaking Engagements 12 PAG members engaged in advocacy and consultations The number of participants	1,222 people participated in 35 activities related to justice for Indigenous Peoples, including speaking engagement, events, learning tours, communities of practice and Niska workshops 257 people participated in 15 Training Active Bystanders (TAB) trainings facilitated by MCC Ontario TAB trainers 350 people engaged in 10 peacebuilding trainings, including Peacebuilding Workshops, Doing Good Better and Connectors and Changemakers Speaking Engagements 11 PAG members engaged in advocacy and consultations TOTAL: 1,840

Key Performance Indicator	April 2020 to March 2021	April 2021 to March 2022	April 2022 to March 2023	April 2023 to March 2024	April 2024 to March 2025
	leave and a just recovery plan for the vulnerable of society - Partnered with Ontario Living Wage Network to recognize 380 Living Wage employers - People's Action Group continued to advocate for affordable housing	15 People's Action Group members continued to advocate for affordable housing The number of participants was not tracked for the following peacebuilding activities: 48 advocacy activities in response to community-led priorities including meetings with government policy makers, collaborations working toward policy change, letter writing, blogs, editorials, water booklet, presentations and grant for Ontario Living Wage	including meetings with government policy makers, collaborations working toward policy change, letter writing, radio interviews, presentation to Standing Committee on Finance and Economic Affairs and Peace and Justice Newsletter Article 13 PAG members were consulted on 4 policy issues: pocket card redesign consultation, focus group on health services in supportive housing, fair and compassionate response to safety and security challenges at 50 Kent and regional interim housing solutions	was not tracked for the following peacebuilding activities: Advocacy Activities: (25) - Addressing root causes of violence – 1 - Affordable Housing – 15 - Government Income Supports – 1 - End to Violence in Palestine and Israel – 1 - Government Income Supports – 2 - Overrepresentation of Indigenous Women in Prison – 1 - Refugee Rights Internationally – 1 - Reintegration after Incarceration – 2 - Social Issues – 1 People's Action Group: (9) - Consultations – 7 - Political Advocacy – 2	The number of participants was not tracked for the following peacebuilding activities: 24 Advocacy Activities, related to the following policy areas: - Affordable Housing – 14 - Government Income Supports – 11 - Decent Work – 3 - Refugee Rights Internationally – 2 - Indigenous Rights – 2 - Reintegration after Incarceration – 1 - Clean Drinking Water – 2 - Climate – 1 People's Action Group: (10) - Consultations – 8 - Political Advocacy – 2
Staff and volunteers trained on peace and restorative justice	- Training Active Bystanders (staff and volunteers) - Weaving the Fabric of Peace into all of our work (program staff and volunteers)	- Introduction to Restorative Justice (program staff) - Training Active Bystanders (staff and volunteers) - CoSA Boundaries (CoSA volunteers)	- Training Active Bystanders (staff and volunteers) - Crucial Conversations (Staff)	- Training Active Bystanders (staff and volunteers) (3x) - Crucial Conversations (staff) (1) - Human Services and Justice (staff) (1)	Training Active Bystanders (volunteers) (3x) – 6

Key Performance Indicator	April 2020 to March 2021	April 2021 to March 2022	April 2022 to March 2023	April 2023 to March 2024	April 2024 to March 2025
				Peaceful Practices (Cross-Departmental Leadership Team) (1x – 3 groups)	
Staff and volunteers trained on anti-racism	- Responding to Racism (program staff) - Treaty, Reserve and Residential Schools (program staff) - Trauma-Informed Approaches (interested staff and volunteers)	Anti-Islamophobia Training (program staff)	- Seeing Race Through the Eyes of Faith (all staff) - Creating a Land Acknowledgement (program staff)	- Nothing offered for volunteers - Seeing Race Through the Eyes of Faith (all staff) (1) - Creating a Land Acknowledgement (program staff) (1)	Nothing offered for volunteers
Vulnerable program participants trained on peace and restorative justice	6 Circle of Friends participants participated in Culture of Peace (10 sessions)	6 Circle of Friends participants participated in Culture of Peace (8 sessions)	6 Circle of Friends participants participated in Culture of Peace	0	0
Vulnerable people participating in social inclusion activities	47 participants were supported through 647 CoSA and Circle of Friends Circle meetings involving 73 volunteers (1,503 volunteer hours) 14 individuals were supported to maintain community connectedness through Circle of Friends events: 8 Healing Journeys sessions; 9 monthly virtual gatherings; 10 Culture of Peace monthly meetings; 8 Culture of Peace Peacemaker hangouts (35) 44 individuals living with the stigma of a criminal history	311 out of 770 vulnerable participants; 459 refugees waiting to come to Canada 59 participants were supported through 880 CoSA and Circle of Friends Circle meetings involving 86 volunteers (1,878.52 hours) <u>Circle of Friends:</u> 168 Circle meetings 14 participants 26 volunteers 348.22 volunteer hours <u>CoSA:</u> 712 Circle meetings	443 out of 925 participants with vulnerabilities; 482 refugees waiting to come to Canada 71 participants supported through 802 Circle meetings involving 95 volunteers (1,542.10 hours) <u>Circle of Friends:</u> 342 Circle meetings 17 participants 30 volunteers 635.10 volunteer hours <u>CoSA:</u>	361 out of 905 participants with vulnerabilities; 435 refugees waiting to come to Canada 62 participants supported through 532 Circle meetings involving 78 volunteers (1,137 hours) <u>Circle of Friends:</u> 85 Circle meetings 8 participants 15 volunteers 177.6 volunteer hours <u>CoSA:</u>	454 out of 953 participants with vulnerabilities; 432 refugees waiting to come to Canada 39 participants supported through 257 Circle meetings involving 58 volunteers (513 hours) <u>Circle of Friends:</u> 155 Circle meetings 9 participants 16 volunteers 298 volunteer hours

Key Performance Indicator	April 2020 to March 2021	April 2021 to March 2022	April 2022 to March 2023	April 2023 to March 2024	April 2024 to March 2025
	participated in 54 social inclusion activities, including Dismas Fellowship, Bible Studies, Trivia Nights, Movie Club, Photo and Video Club • 57 individuals were supported with faith community reintegration during the pandemic • 215 newcomers adjusted to life in Canada with the support of 57 sponsorship groups • 6 individuals with disabilities and barriers to traditional employment each earned \$2,322 of supplemental income working at the Raw Carrot Soup Enterprise	○ 45 core members ○ 60 volunteers ○ 1,530.3 volunteer hours • 20 individuals were supported to maintain community connectedness through Circle of Friends activities: 24 Healing Journeys sessions; 9 monthly gatherings • 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 • 61 individuals were supported with faith community reintegration • 141 newcomers adjusted to life in Canada with the support of 41 sponsorship groups • 6 individuals with disabilities and barriers to traditional employment each earned \$3,607 of supplemental income working at the Raw Carrot Soup Enterprise	○ 460 Circle meetings ○ 54 core members ○ 64 volunteers ○ 902.01 volunteer hours • 28 individuals were supported to maintain community connectedness through Circle of Friends activities: 24 Healing Journeys sessions; 10 monthly gatherings • 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 • 15 individuals were supported with faith community reintegration • 305 newcomers adjusted to life in Canada with the support of 113 sponsorship groups • 7 individuals with disabilities and barriers to	○ 447 Circle meetings ○ 54 core members ○ 63 volunteers ○ 956.5 volunteer hours • 20 individuals were supported to maintain community connectedness through Circle of Friends activities: 3 Healing Journeys sessions; 12 monthly gatherings; 10 Coffee Time sessions • 34 individuals living with the stigma of a criminal history participated in 63 social inclusion activities, including Bible Studies, CROW, Games Day, Living with Purpose, and Trivia Nights • 20 individuals were supported with faith community reintegration • 300 newcomers adjusted to life in Canada with the support of 76 sponsorship groups	<u>CoSA:</u> ○ 102 Circle Meetings ○ 30 core members ○ 43 volunteers ○ 215 volunteer hours • 28 individuals were supported to maintain community connectedness through Circle of Friends activities: 12 monthly gatherings; 31 coffee time sessions • 16 individuals living with the stigma of a criminal history participated in 5 social inclusion activities, including Bible Studies, CROW, Games Day, Living with Purpose, and Trivia Nights • 14 individuals were supported with faith community reintegration • 349 newcomers adjusted to life in Canada with the support of 91 sponsorship groups

Key Performance Indicator	April 2020 to March 2021	April 2021 to March 2022	April 2022 to March 2023	April 2023 to March 2024	April 2024 to March 2025
		6 individuals participated in 6 Reclaiming Beauty sessions	traditional employment each earned on average \$3,858 of supplemental income working at the Raw Carrot Soup Enterprise 16 individuals participated in 28 Reclaiming Beauty sessions	7 individuals with disabilities and barriers to traditional employment earned supplemental income	8 individuals with disabilities and barriers to traditional employment earned supplemental income
Staff and volunteers trained on ways to foster social inclusion, belonging and community	0	- Inclusion Nexus – Design Phase Report (program staff) - Stories of Transformation and Inclusion (program staff and volunteers) - Talking Circle (program staff) - AODA (volunteers) - Circle of Friends Orientation Training (CoF volunteers)	- AODA (volunteers) (1x) - Circle of Friends Orientation Training (CoF volunteers) (7x)	- AODA (staff and volunteers) - Circle of Friends Volunteer Orientation (CoF volunteers) (4x)	- Disability Inclusion Basics (staff) - AODA (staff and volunteers) - Circle of Friends Volunteer Orientation (CoF Volunteers) (4x) – 6

Appendix 1: Humanitarian Responses

Items Shipped	Global	Domestic
Relief Kits	3,054	
Heavy Weight Comforters	4,545	340
Lightweight Comforters	224	
Infant Comforters	828	
Hygiene Kits	18,440	
Tubes of Toothpaste	26,824	
School Kits	10,920	
Dignity Kits	405	
Sewing Kits	180	
Infant Care Kits	247	
Cartons of Bath Soap	11	
Cartons of Laundry Soap	2	
Teacher Kits	0	

Total Value: \$455,995