



## **2025 Annual General Meeting (AGM)**

Mennonite Central Committee Ontario

Monday, September 22, 2025 at 7:00 PM - 8:30 PM EDT

Zoom

### **Agenda**

#### **I. Welcome, Land Acknowledgement & Opening Prayer**

Presenter: Trisha Ashworth, Chair

#### **II. Declaration of Quorum & Description of Voting Procedures**

Presenter: Irene Gibbins, Secretary

#### **III. Approval of the 2025 MCC Ontario Annual General Meeting Agenda**

MOTION: To accept the agenda for MCC Ontario's Annual General Meeting on September 22, 2025, as presented.

Moved by: Irene Gibbins, Secretary

#### **IV. Approval of the 2024 MCC Ontario Annual General Meeting Minutes**

Presenter: Trish Ashworth, Chair

MOTION: To accept the MCC Ontario Annual General Meeting Minutes dated September 23, 2024, as presented.

Moved by: Irene Gibbins, Secretary

#### **V. MCC Ontario 2024-2025 Audited Financial Statements**

Presenter: Eugene Reesor, Treasurer

##### **A. Presentation and Overview of the 2024-2025 Audited Financial Statements**

MOTION: To accept MCC Ontario's 2024-2025 Audited Financial Statements, as recommended by the Board of Directors.

Moved by: Eugene Reesor, Treasurer

##### **B. Appointment of the Financial Auditor for the 2025-2026 fiscal year**

MOTION: To appoint MNP LLP as auditor for MCC Ontario for the 2025-2026 fiscal year at a fee to be determined by the Board of Directors.

Moved by: Eugene Reesor, Treasurer

#### **VI. MCC Ontario Bylaw Recommendation**

Presenter: Trisha Ashworth

MOTION: To accept the recommended updates to MCC Ontario's Bylaws, as presented by the Board of Directors.

Moved by: Matt Miles, Vice Chair

**VII. 2025-2026 MCC Ontario Slate of Directors**

Presenter: Randy Lepp, Nominations Committee Chair

MOTION: To accept the recommended 2025-2026 Slate of Directors, as presented by the MCC Ontario Board of Directors.

Moved by: Randy Lepp, Nominations Committee Chair

**VIII. MCC Ontario Executive Director Presentation**

Presenter: Michelle Brenneman, Executive Director

**IX. Closing Prayer & Meeting Adjournment**

Presenter: Trisha Ashworth

MOTION: To adjourn the 2025 MCC Ontario Annual General Meeting.

Moved by: Denis Wall, Diversity Officer



# MCC Ontario Annual General Meeting (AGM) Minutes

Mennonite Central Committee Ontario  
9/23/2024 7:00 PM EDT

## I. Welcome, Land Acknowledgement & Opening Prayer (Presenters: Trisha Ashworth)

At 7:00 pm. Board Chair Trisha Ashworth opened the meeting by welcoming participants to the Annual General Meeting. Trisha read the Land Acknowledgement: *"We want to acknowledge the land we're gathered on, as a way to honour and bring awareness to Indigenous people and their experiences. We recognize that our MCCO office at 50 Kent Ave is located on the traditional lands of the Attawandaron, Anishnaabe and the Haudenosaunee peoples, today the Six Nations of the Grand River and Mississaugas of the Credit River First Nations. This territory is covered by the Upper Canada Treaties and its land protected by the Dish with One Spoon Wampum Agreement. We realize that the impacts of settler colonialism have resulted in historical and ongoing oppression and injustices for Indigenous peoples, including displacement from the lands that Indigenous peoples call home. As a people who continue to disproportionately benefit from the actions of those who settled on this land, we want to encourage all of us to consider how we might work towards justice for all people and all of creation, to affirm the contributions that Indigenous peoples are making towards shaping and strengthening communities across Ontario, and to contribute towards new paths of reconciliation between Indigenous peoples and settlers. We invite you to acknowledge the territory on which you find yourself today."* Trisha opened the meeting with prayer thanking the Lord for the opportunity to do His work and acknowledging His presence among us.

## II. Declaration of Quorum & Description of Voting Procedures (Presenters: Irene Gibbins)

Irene Gibbins, Secretary, confirmed that we have a quorum present and are able to legally proceed with our agenda and decision-making. Irene explained the voting process: When we arrive at points in our meeting where a decision needs to be made, the motion will be introduced, shown on your screen and Trisha (our Board Chair) will invite a member to second the motion. An intention to second the motion is done by raising your hand. Once seconded, the floor will be open for discussion on the motion. Questions can be submitted by selecting the Q&A tile on your tool bar. Once discussion has ended, Trisha will call for the vote and a digital ballot will appear on your screen. It will appear on everyone's screen whether you are a member or not. If you are not a member, please refrain from voting, If you are a member, you will select yes, no or abstain. Your selection will be recorded on our backend of the ballot process, using the name on your screen. If you have not had an opportunity to update the name on your screen, please do that now. When voting is complete, the results will be revealed on our screens and Trisha will formally announce whether the motion has been carried or turned down.

## III. Approval of the 2024 MCC Ontario Annual General Meeting Agenda (Presenters: Trisha Ashworth)

### **Motion**

*To accept and approve the September 23, 2024 Annual General Meeting Agenda, as presented.*

### **Motion:**

Motion moved by Irene Gibbins and motion seconded by Denis Wall. Carried.

IV. Approval of the 2023 MCC Ontario Annual General Meeting Meeting Minutes  
(Presenters: Irene Gibbins)

**Motion**

*To accept and approve the September 25, 2023, Annual General Meeting Minutes, as presented.*

**Motion:**

Motion moved by Irene Gibbins and motion seconded by Nate Dirks. Carried with 1 abstention.

V. 2023-2024 MCC Ontario Audited Financial Statements (Presenters: Eugene Reesor)

Due to technical issues, Eugene was not able to present the report. Sean East stepped in to review the written reports. The Big Picture shows Revenue for 2023-2024 at \$22,916,802 compared to \$23,486,406 for 2022-2023; Ontario Expenditures in 2023-2024 at \$7,982,619 compared to \$7,474,790 in 2022-2023; Forwardings to MCCC and International programming in 2023-2024 were \$10,727,663 compared to \$13,292,306 in 2022-2023. Audit at end of fiscal year was clean with no concerns. Change in accounting methods with the formula for shared revenue affects the drop in International Program Forwarding. MCC Ontario Funding Sources include Donations - \$14,287,495; Thrift - \$5,109,802; Estates and trusts - \$1,064,033; Other - \$1,292,414; Material resources - \$570,874; Relief sales - \$363,000; Grants - \$229,184 for a total of \$22,916,802.

MCC Ontario Expenses include: International Program - \$10,727,663; Ontario program - \$4,279,420; General Administration - \$2,405,705; Fundraising - \$1,297,494 for a total of \$18,710,282. It was noted that the target of MCCC is to spend less than 20% of total earnings on Admin/Capital for which MCCO is doing well.

Reserves: Operating Reserve is \$4,984,263 compared to \$3,541,285 in 2022-2023 which is impacted by the changes in Accounting procedures. The Capital Asset Reserve Fund is \$8,350,615 compared to \$5,373,254 in 2022-2023. This is affected by funding received for the Meat Canner and for major renovations at several Thrift Stores. The Net Assets Available for Operation is now at 7.6 months compared to 4.3 months in 2022-2023.

The financial picture at MCCO is very good at this time.

A. Presentation and Overview of the 2023-2024 MCC Ontario Audited Financial Statements

**Motion**

*To accept and approve the 2023-2024 MCC Ontario Audited Financial Statements, as presented.*

**Motion:**

Motion moved by Matt Miles and motion seconded by John Abraham. Carried with 1 abstention.

B. Appointment of the Financial Auditor for the 2024-2025 fiscal year.

**Motion**

*To appoint E.M. Simon LLP as auditor for MCC Ontario for the 2024-2025 fiscal year at a fee to be determined by the Board of Directors.*

**Motion:**

As Sean East is new in his role and has only served a partial fiscal year, the recommendation is to continue with the same auditor for another year and then review for the following year.

Motion moved by Matt Miles and motion seconded by Abe Wall. Carried.

VI. MCC Ontario Bylaws Recommendation (Presenters: John Abraham)

**Motion**

*To approve opening MCC Ontario's Articles of Incorporation to modernize the documents and comply with current legal requirements.*

In order to bring us into legal compliance with regards to different classes of members and the number of persons who can serve on the MCCO Board at any time, we need to open our MCC Ontario's Articles of Incorporation. With significant growth over the past 60+ years, we need to allow for growth of the organization and ownership of property.

**Motion:**

Motion moved by John Abraham and motion seconded by Keith Regehr. Carried with 1 abstention.

VII. 2024-2025 MCC Ontario Slate of Directors (Presenters: Randy Lepp)

**Motion**

*To accept and approve the 2024-2025 Slate of Directors, as presented.*

Randy expressed appreciation to Keith Regehr for his significant contribution to the MCCO Board over the past 6 years. Keith has served with MCC in various capacities for 2 decades. New Directors on the Board are Lisa Goetze(BIC) and Melissa Richer(BIC). Winnie Su who is listed as a new Board Member has withdrawn her name as a result of her church closing and indefinite about future church affiliation at the present time. Those accepting second terms: Eugene Reesor(MCEC) Treasurer, John Abraham, Nate Dirks, Bruce Yoder (MCEC), and our Student Reps - Ruth Charette and Tim Khoo.

**Motion:**

Motion moved by Randy Lepp and motion seconded by Irene Gibbins. Carried.

VIII. MCC Ontario Executive Director Presentation (Presenters: Michelle Brenneman)

Invited Rick Cober Bauman to give a brief MCC Canada update including the recent HR online petition. He began with the story of work MCC has done in Nairobi, Kenya related to river flooding. There was much celebration over the safety provided for them. Rick outlined the steps being taken to investigate and respond to the online petition, including developing better direction with Human Resources and a Speak-Up Service for all employees to express their concerns. Question about keeping people apprised of changes and being accountable. MCC is hoping changes being made are helping accountability and transparency. Main channel of communication is website as well as Mennonite newspapers. Many changes have been in process and have been hastened by the petition. Question about Speak-Up Service involving any named personnel. Named Personnel would not be involved with responding to Speak-Up Service.

Michelle made reference to the 2023-2024 Strategic Plan Year-End Dashboard included in the AGM Package, reporting on the 4th year of the Plan.

Michelle reflected on the decision to close COSA. With the loss of governmental funding, the difficult decision was made to end the program. Much gratitude for many years of service and impact to local communities.

The work of MCCO remains a challenge to meet our mission of meeting basic human needs and working for peace and justice. Some examples of ways MCCO has ministered this past year: Educational initiative "Learning into Action" with different churches; MCCO staff sponsored a refugee family from Venezuela via Peru; Meat Canning, to support people locally and around the world, will begin at the new MCC Cannery in New Hamburg with the Grand Opening in January; Indigenous needs on the Hudson Bay coast to help pursue food gathering techniques; 50th anniversary of first Ontario Thrift Shop in St. Catharines and 50th anniversary of 1st associate shop in Welland (BIC); challenges in Thrift stores with safety and theft has led to hiring of a Community Safety & Outreach Associate who is making connections with many local needy people. Thank you for your interest and investment in MCC.

IX. Closing Prayer & Meeting Adjournment (Presenters: Trisha Ashworth)

**Motion**

To adjourn the 2024 MCC Ontario Annual General Meeting.

**Motion:**

Motion moved by Randy Lepp and motion seconded by Jean de Dieu Basabose. Carried.

Trisha closed the meeting in prayer. Adjourned at 8:11pm

# ***MENNONITE CENTRAL COMMITTEE (ONTARIO)***

## **FINANCIAL STATEMENTS MARCH 31, 2025**

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Approved on behalf of the board of directors:

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Chair

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Treasurer



## INDEPENDENT AUDITOR'S REPORT

### To the Directors of Mennonite Central Committee (Ontario)

#### Qualified Opinion

I have audited the financial statements of **Mennonite Central Committee (Ontario)**, which comprise the statement of financial position as at **March 31, 2025**, and the statement of changes in net assets, the statements of Operations for the Operating Fund and the Capital Fund, and the statement of cash flows, for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In my opinion, except for the possible effects of the matter described in the Basis of Qualified Opinion paragraph, the accompanying financial statements present fairly, in all material respects, the financial position of **Mennonite Central Committee (Ontario)** as at **March 31, 2025** and its changes in net assets, results of operations, and cash flows, for the year then ended, in accordance with Canadian Accounting Standards for Not-for-profit Organizations.

#### Basis of Qualified Opinion

In common with many charitable organizations, **Mennonite Central Committee (Ontario)** derives a portion of its revenues from the general public in the form of donations and sales of donated goods, the completeness of which is not susceptible to satisfactory audit verification. Accordingly, my verification of revenues from these sources was limited to accounting for the amounts recorded in the records of **Mennonite Central Committee (Ontario)**. Therefore, I was not able to determine whether any adjustments might be necessary to revenues, excess (deficit) of revenues over expenses, and cash flows for the years ended **March 31, 2025 and 2024**, current assets as at **March 31, 2025 and 2024**, and net assets as at **April 1, 2023 and March 31, 2024 and 2025**. My audit opinion on the financial statements for the year ended **March 31, 2024** was also modified because of the possible effects of the same limitation in scope.

I conducted my audit in accordance with Canadian generally accepted auditing standards. My responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Consolidated Financial Statements section of my report. I am independent of the entity in accordance with the ethical requirements that are relevant to my audit of the financial statements in Canada, and I have fulfilled my other ethical responsibilities in accordance with these requirements. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my qualified opinion.

#### Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of the consolidated financial statements in accordance with Canadian Accounting Standards for Not-for-profit Organizations, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the organization's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the organization or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the organization's financial reporting process.

#### Auditor's Responsibilities for the Audit of the Financial Statements

My objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with Canadian Auditing Standards, I exercise professional judgment and maintain professional skepticism throughout the audit. I also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the organization's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the organization's ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify my opinion. My conclusions are based on the audit evidence obtained up to the date of my auditor's report. However, future events or conditions may cause the organization to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

I communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.

*E.M. Simon CPA*

Professional Corporation  
August 18, 2025  
Waterloo, ON

#### E.M. Simon CPA Professional Corporation

Authorized to practise public accounting by the Chartered Professional Accountants of Ontario  
22 King Street South, Waterloo, ON N2J 1N8  
simon@simoncorp.ca (519) 744-1650



**MENNONITE CENTRAL COMMITTEE (ONTARIO)****STATEMENT OF FINANCIAL POSITION****AS AT MARCH 31, 2025****With comparative figures as at March 31, 2024**

(the accompanying notes are an integral part of these financial statements)

	<b>2025</b>			<b>2024</b>		
<b>ASSETS</b>						
	<u>Operating</u>	<u>Capital</u>	<u>Total</u>	<u>Operating</u>	<u>Capital</u>	<u>Total</u>
<b>CURRENT</b>	<u>Fund</u>	<u>Fund</u>		<u>Fund</u>	<u>Fund</u>	
Cash - General	3,936,293	-	3,936,293	6,097,580	-	6,097,580
Cash - Capital Reserves	-	292,809	292,809	-	3,571,879	3,571,879
Investments - General Operating (notes 1,2)	3,260,467	-	3,260,467	7,365,573	-	7,365,573
Investments - Operating Reserves (notes 1,2,5)	7,600,119	-	7,600,119	-	-	-
Investments - Capital Reserves (note 2)	-	4,773,465	4,773,465	-	4,559,118	4,559,118
Accounts receivable	2,093,843	196,412	2,290,255	1,503,141	219,618	1,722,759
Due from (to) other Fund	480,500	(480,500)	-	1,290,545	(1,290,545)	-
	17,371,222	4,782,186	22,153,408	16,256,839	7,060,070	23,316,909
<b>LONG-TERM</b>						
Real estate, equipment and vehicles (note 3)						
Cost	-	28,655,557	28,655,557	-	26,701,499	26,701,499
Accumulated amortization	-	11,895,223	11,895,223	-	10,833,346	10,833,346
	-	16,760,334	16,760,334	-	15,868,153	15,868,153
	\$17,371,222	\$21,542,520	\$38,913,742	\$16,256,839	\$22,928,223	\$39,185,062
<b>LIABILITIES</b>						
<b>CURRENT</b>						
Accounts payable	1,122,850	-	1,122,850	1,450,087	4,438	1,454,525
Deferred income (note 6)	5,268,615	-	5,268,615	9,822,489	-	9,822,489
Current portion of long-term debt (note 4)	-	2,678,808	2,678,808	-	3,178,276	3,178,276
	6,391,465	2,678,808	9,070,273	11,272,576	3,182,714	14,455,290
<b>LONG-TERM (note 4)</b>	-	1,813,153	1,813,153	-	2,123,399	2,123,399
<b>TOTAL LIABILITIES</b>	6,391,465	4,491,961	10,883,426	11,272,576	5,306,113	16,578,689
<b>NET ASSETS</b>						
<b>OPERATING FUND (page 4)</b>						
Unrestricted	624,301	-	624,301	4,984,263	-	4,984,263
Internally Restricted						
Operating Reserves (notes 1 and 5)	10,355,456	-	10,355,456	-	-	-
<b>CAPITAL FUND (page 4)</b>						
Internally restricted						
Capital Reserves (note 1)	-	4,526,179	4,526,179	-	7,055,632	7,055,632
Investment in Property, Equipment and Vehicles	-	12,524,380	12,524,380	-	10,566,478	10,566,478
	10,979,757	17,050,559	28,030,316	4,984,263	17,622,110	22,606,373
	\$17,371,222	\$21,542,520	\$38,913,742	\$16,256,839	\$22,928,223	\$39,185,062

**MENNONITE CENTRAL COMMITTEE (ONTARIO)****STATEMENT OF CHANGES IN NET ASSETS****FOR THE YEAR ENDED MARCH 31, 2025****With comparative figures for the year ended March 31, 2024**

(the accompanying notes are an integral part of these financial statements)

	<u>2025</u>			<u>2024</u>		
	<u>Operating Fund</u>	<u>Capital Fund</u>	<u>Total</u>	<u>Operating Fund</u>	<u>Capital Fund</u>	<u>Total</u>
<b>EXCESS (DEFICIT) OF INCOME OVER EXPENSES</b>	5,950,039	(526,096)	5,423,943	3,323,281	738,829	4,062,110
Interfund transfers						
Operating Fund - budgeted capital funding	148,294	(148,294)	-	(36,201)	36,201	-
Thrift Shop mortgage payments	(602,839)	602,839	-	(668,390)	668,390	-
Thrift Growth Fund	500,000	(500,000)	-	-	-	-
Thrift CARF to Operating			-	(1,975,408)	1,975,408	-
<b>CHANGE IN NET ASSETS</b>	5,995,494	(571,551)	5,423,943	643,282	3,418,828	4,062,110
<b>OPENING NET ASSETS</b>	4,984,263	17,622,110	22,606,373	4,340,981	14,203,282	18,544,263
<b>CLOSING NET ASSETS</b>	\$10,979,757	\$17,050,559	\$28,030,316	\$4,984,263	\$17,622,110	\$22,606,373

**REPRESENTED BY:**

Unrestricted:						
Thrift Shops (page 13)	491,964	-	491,964	526,862	-	526,862
General Operations	132,337	-	132,337	4,457,401	-	4,457,401
Investment in Property, Equipment and Vehicles	-	12,524,380	12,524,380	-	10,566,478	10,566,478
	624,301	12,524,380	13,148,681	4,984,263	10,566,478	15,550,741
Internally Restricted:						
Operating Reserve (note 5)	9,849,204	-	9,849,204	-	-	-
Thrift Growth Reserve (note 5)	506,252	-	506,252	-	-	-
Capital Reserves:						
Capital Asset Reserve	-	1,161,998	1,161,998	-	2,174,933	2,174,933
Thrift Capital Asset Reserve	-	3,364,181	3,364,181	-	4,880,699	4,880,699
	10,355,456	4,526,179	14,881,635	-	7,055,632	7,055,632
	\$10,979,757	\$17,050,559	\$28,030,316	\$4,984,263	\$17,622,110	\$22,606,373

**MENNONITE CENTRAL COMMITTEE (ONTARIO)****STATEMENT OF OPERATIONS - OPERATING FUND****FOR THE YEAR ENDED MARCH 31, 2025**

With comparative figures for the year ended March 31, 2024

(the accompanying notes are an integral part of these financial statements)

<b>INCOME</b>	<b><u>2025</u></b>	<b><u>2024</u></b>
Donations		
General fund	6,494,224	5,649,857
Designated for forwarding	4,236,738	5,256,930
	10,730,962	10,906,787
Other		
Thrift Shops (page 13)	12,157,021	11,190,013
Relief Sales	416,130	363,000
Interest income	486,962	419,210
	13,060,113	11,972,223
Direct Support for Ontario Programs		
Designated donations	7,394,786	2,829,137
Grants and other income	1,308,609	1,094,091
	8,703,395	3,923,228
<b>TOTAL INCOME</b>	<b>32,494,470</b>	<b>26,802,238</b>
<b>FORWARDED TO MCC (CANADA)</b>		
Designated donations	4,236,738	5,256,930
General donations	7,980,386	5,470,733
	12,217,124	10,727,663
<b>INCOME RETAINED FOR ONTARIO</b>	<b>20,277,346</b>	<b>16,074,575</b>
<b>ONTARIO EXPENSES (page 14)</b>		
Programs	4,770,027	4,109,273
Fundraising Coordination	1,021,376	1,095,334
Fundraising Projects	213,625	152,176
General administration and board	1,748,632	1,314,300
Thrift Shops	6,573,647	6,080,211
	14,327,307	12,751,294
<b>EXCESS OF INCOME OVER EXPENSES</b>	<b>\$5,950,039</b>	<b>\$3,323,281</b>

**MENNONITE CENTRAL COMMITTEE (ONTARIO)****STATEMENT OF OPERATIONS - CAPITAL FUND****FOR THE YEAR ENDED MARCH 31, 2025****With comparative figures for the year ended March 31, 2024**

(the accompanying notes are an integral part of these financial statements)

	<u>2025</u>	<u>2024</u>
<b>INCOME</b>		
Donations	252,995	1,177,157
Investment and other income	290,889	263,581
Rent and Capital Asset Reserve contributions	299,295	292,281
	<u>843,179</u>	<u>1,733,019</u>
<b>EXPENSES</b>		
Amortization of property and equipment costs:		
Programs and administration:		
Equipment	338,692	73,552
Vehicles	26,753	7,699
Buildings	348,202	356,196
	<u>713,647</u>	<u>437,447</u>
Thrift Shops:		
Equipment	55,773	69,716
Leasehold improvements	47,337	59,171
Buildings	279,924	277,971
	<u>383,034</u>	<u>406,858</u>
Total Amortization	1,096,681	844,305
Property tax reassessment (recoveries)	(3,896)	(287,192)
Project expenses	85,531	173,618
Mortgage interest	190,959	263,459
	<u>1,369,275</u>	<u>994,190</u>
<b>EXCESS (DEFICIT) OF INCOME OVER EXPENSES</b>	<u>(\$526,096)</u>	<u>\$738,829</u>

**MENNONITE CENTRAL COMMITTEE (ONTARIO)****STATEMENT OF CASH FLOWS****FOR THE YEAR ENDED MARCH 31, 2025****With comparative figures for the year ended March 31, 2024**

(the accompanying notes are an integral part of these financial statements)

	<u>2025</u>			<u>2024</u>		
	<u>Operating Fund</u>	<u>Capital Fund</u>	<u>Total</u>	<u>Operating Fund</u>	<u>Capital Fund</u>	<u>Total</u>
<b>SOURCES (USES) OF CASH:</b>						
<b>OPERATING ACTIVITIES</b>						
Excess of income over expenses for the year	5,950,039	(526,096)	5,423,943	3,323,281	738,829	4,062,110
Items not affecting cash flows:						
Amortization - capital assets	-	1,096,681	1,096,681	-	844,305	844,305
	5,950,039	570,585	6,520,624	3,323,281	1,583,134	4,906,415
Change in current assets and liabilities:						
Investments	(3,495,013)	(214,347)	(3,709,360)	(248,256)	(185,798)	(434,054)
Accounts receivable	(590,702)	23,206	(567,496)	(1,125,204)	(165,363)	(1,290,567)
Inter-Fund loans	810,045	(810,045)	-	(1,290,545)	1,290,545	-
Mortgage receivable repaid	-	-	-	-	53,034	53,034
Accounts payable	(327,237)	(4,438)	(331,675)	1,173,763	4,438	1,178,201
Deferred income	(4,553,874)	-	(4,553,874)	775,979	-	775,979
	(2,206,742)	(435,039)	(2,641,781)	2,609,018	2,579,990	5,189,008
<b>INVESTING ACTIVITIES</b>						
Additions to buildings, equipment and vehicles	-	(1,988,862)	(1,988,862)	-	(1,061,282)	(1,061,282)
<b>FINANCING ACTIVITIES</b>						
Long-term debt repaid	-	(809,714)	(809,714)	-	(1,519,473)	(1,519,473)
Interfund transfers	45,455	(45,455)	-	(2,679,999)	2,679,999	-
	45,455	(855,169)	(809,714)	(2,679,999)	1,160,526	(1,519,473)
<b>CHANGE IN CASH FOR THE YEAR</b>	(2,161,287)	(3,279,070)	(5,440,357)	(70,981)	2,679,234	2,608,253
<b>CASH ON HAND - beginning of the year</b>	6,097,580	3,571,879	9,669,459	6,168,561	892,645	7,061,206
<b>CASH ON HAND - end of the year</b>	3,936,293	292,809	4,229,102	6,097,580	3,571,879	9,669,459
<b>REPRESENTED BY:</b>						
Cash - General	3,936,293	-	3,936,293	6,097,580	-	6,097,580
Cash - Capital Reserves	-	292,809	292,809	-	3,571,879	3,571,879
	\$3,936,293	\$292,809	\$4,229,102	\$6,097,580	\$3,571,879	\$9,669,459

# MENNONITE CENTRAL COMMITTEE (ONTARIO)

## NOTES TO THE FINANCIAL STATEMENTS

MARCH 31, 2025

### PURPOSE

Mennonite Central Committee (MCC), a worldwide ministry of Anabaptist churches, shares God's love and compassion for all in the name Christ by responding to basic human needs and working for peace and justice. Mennonite Central Committee (Ontario), (MCCO) engages in a number of programs which are consistent with MCC'S ministry. MCCO is incorporated in Ontario, without share capital, is a registered charity, and as such does not pay income tax.

### 1. ACCOUNTING POLICIES

**Basis of presentation** - These financial statements have been prepared using Canadian Accounting Standards for Not-for-profit Organizations.

**Fund Accounting** - MCCO maintains its accounts in accordance with the principles of fund accounting, wherein resources for various purposes are classified in accordance with activities or objectives as specified by the Board, management or donors.

The **Operating Fund** reflects the assets, liabilities, income and expenses related to all ongoing programs of MCCO. In the 2024 fiscal year, the **Operating Reserve** was liquidated and the balance transferred to the general Operating Fund, pending the development of new policies with respect to its goals and activities. In the current year, the Operating Reserve was re-established to form a pool of funding contained within the Operating Fund which is intended to stabilize the sometimes-fluctuating cash flows available for Operating Fund expenditures and Thrift Shop activities. The goal of the Operating Reserve is to maintain a minimum balance equal to six months of budgeted operating expenditures net of rental income, and three months of Thrift Shop operating expenses. Provided the Operating Reserve exceeds its targeted minimum balance, the Operating Reserve will transfer 10% of the accumulated balance at the end of a given fiscal year, to support activities in the subsequent fiscal year, subject to Board approval. In the current year, the **Thrift Growth Reserve** was also established to provide funding for a defined time period of no more than 12 calendar months for innovative pilot projects that represent a shift or addition to current Thrift operating practices in the hopes of creating more revenues and/or donations, or reducing costs in a sustainable manner. Costs could include facility renovations (specific to the project), labour, equipment, materials, advertising or other items directly attributable to the growth initiative. The maximum balance net assets within this fund has be set at \$500,000.

The **Capital Fund** has three components. The **Investment in Property, Equipment and Vehicles** reflects the long-term capital assets of the organization, related debt, receives transfers from other Funds for capital asset purchases, and makes debt repayments on all capital related borrowings. The **Capital Asset Reserve** receives rent from tenants, capital donations, transfers from the Operating Fund, and is used to enable capital expansion and significant non-capitalized maintenance for non-Thrift property, equipment and vehicles. The **Thrift Capital Asset Reserve** receives donations, loans and transfers from Thrift Shops and is used to enable capital expansion and significant non-capitalized maintenance for Thrift Shop properties, equipment, and vehicles.

**Income Recognition** - MCCO uses the restricted fund method of accounting, whereby restricted (designated) contributions to the Capital Fund, are reflected as income when received or receivable, and the accumulated amount of such contributions, net of respective expenditures, is reflected as restricted net assets in the appropriate restricted fund (the Capital Fund) on the statement of financial position until the funds are spent as designated.

All Operating Fund receipts which are designated (restricted) by the donor for a specific purpose (such as government grants and donations designated for programs) are reflected as deferred income on the statement of financial position until expended as designated, whereupon the funds are reflected as income. Each year, MCCO enters into an agreement with MCC Canada as to what portion of general donations will be retained for use for Ontario programs and overhead costs (the provincial allotment). Program expenditures are funded in the following order - income generated by the program, grants restricted to the program for the specific fiscal period, the provincial allotment, and then grants and donations which are designated for the program but are not restricted to the fiscal period. Undesignated receipts are reflected as income when received or receivable, provided collection is reasonably assured and amounts reasonably estimable. When MCCO receives restricted contributions which are conditional on MCCO obtaining funding from third parties in addition to the restricted contributions (matching funding), expenses are funded first with matching funds, then with donor restricted funds.

# MENNONITE CENTRAL COMMITTEE (ONTARIO)

## NOTES TO THE FINANCIAL STATEMENTS

MARCH 31, 2025

MCCO receives material-in-kind contributions from supporters which are forwarded to communities in need. MCCO assigns values to these in-kind contributions based on conservative estimates of their market values, and reflects these contributions as contributions designated for forwarding. MCCO also receives many hours of service from its many volunteers. Because it is impractical to determine a fair value for these services, their value is not reflected in these financial statements.

**Financial Instruments** - A financial instrument is a contract that creates a financial asset for one entity and a financial liability or equity instrument of another. Financial assets and liabilities are initially measured at fair value, except for non-arm's length transactions, if any. The organization subsequently measures all its financial assets and financial liabilities at amortized cost, except for investments in equity instruments with quoted fair values in an active market, if any, which are measured at fair value. Changes in fair value are recognized in net income. Financial assets measured at cost are tested for impairment when there are indicators of impairment. The amount of any write-down is recognized on the statement of operations and changes in net assets. Any previously recognized impairment losses may be reversed and reflected in income to the extent of improvement, provided they are no greater than the amount that would have been reported at the date of the reversal had the impairment not been recognized previously.

**Real estate, equipment and vehicles** - are reflected at cost, and amortized at the following annual rates:

Buildings	- 5% on the declining balance
Leasehold improvements	- 20% on the declining balance
Equipment	- 20% on the declining balance
Vehicles	- 30% on the declining balance

**Use of Estimates** - The preparation of financial statements in accordance with Canadian Accounting Standards for Not-for-profit Organizations sometimes requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amount of revenues and expenses during the reporting period. In particular, MCCO includes in income (Donations designated for forwarding), the estimated fair value of donated materials included in material aid shipments made during the year (\$435,658 and \$570,874 in the current and prior years respectively). These estimates are reviewed periodically and adjusted proactively as they become necessary. An identical amount is included in expenses for the year as Forwarded to MCC (Canada). Actual fair values could differ from those estimated. In addition, amortization of property and equipment requires estimates and assumptions related to the useful life of the related assets. Actual results could differ from those estimates.

**Allocation of Administrative Expenses to Programs** - MCCO allocates certain general administrative expenses, such as telephone and internet charges, office supplies, building maintenance, building and equipment amortization, building insurance, software, computer support and receptionist's payroll costs, to its departments. These expenses are allocated to departments based on the number of full-time-equivalent employees working directly in each department.

## 2. FINANCIAL INSTRUMENTS

	<u>Operating Fund</u>	<u>2025</u> <u>Capital Fund</u>	<u>Total</u>	<u>2024</u> <u>Total</u>
Financial assets reflected at fair value				
Balanced Pool Funds	-	291,529	291,529	291,529
Fixed Income Fund	300,000	-	300,000	300,000
Financial assets reflected at amortized cost				
Guaranteed investment certificates bearing interest between 3.15% and 5.00%, maturing between June 2025 and January 2027				
- General Operating Fund	2,960,467	-	2,960,467	11,333,162
	3,260,467	291,529	3,551,996	11,924,691
- Operating Reserve	7,147,635	4,481,936	11,629,571	-
- Thrift Growth Reserve	452,484	-	452,484	-
	7,600,119	4,481,936	12,082,055	-
	10,860,586	4,773,465	15,634,051	11,924,691
Cash and accounts receivable - reflected at amortized cost	6,030,136	489,221	6,519,357	11,392,218
	\$16,890,722	\$5,262,686	\$22,153,408	\$23,316,909

Inter-fund loans are unsecured, bear no interest, and have no specific terms of repayment.

**MENNONITE CENTRAL COMMITTEE (ONTARIO)****NOTES TO THE FINANCIAL STATEMENTS****MARCH 31, 2025****2. FINANCIAL INSTRUMENTS (continued)**

As in the prior year, management believes the organization does face some interest rate risk, in that, significant increases in market interest rates could significantly increase interest costs relating to its mortgages and loans payable, upon renewal of these obligations. As in the prior year, management believes it does not face any significant market, credit, currency or liquidity risk with respect to its remaining financial instruments.

**3. REAL ESTATE, EQUIPMENT AND VEHICLES**

	<b>2025</b>		<b>2024</b>	
	<u>Cost</u>	<u>Amortization</u>	<u>Net Book Value</u>	<u>Net Book Value</u>
<b>Buildings</b>				
Head office and partner facility - Kitchener - Kent Ave.	11,895,666	5,313,129	6,582,537	6,732,640
Timmins - Pine St. S.	41,955	8,636	33,319	35,072
Thrift Shops: Elmira - Church St.	1,431,607	472,683	958,924	1,009,394
Leamington - Mill St.	1,685,245	645,683	1,039,562	1,086,751
New Hamburg - Heritage Dr.	2,433,966	1,236,701	1,197,265	1,116,818
St. Catharines - Grantham Ave	1,342,620	406,043	936,577	819,837
Stouffville - Ringwood Dr.	2,036,595	850,372	1,186,223	1,248,655
	<u>20,867,654</u>	<u>8,933,247</u>	<u>11,934,407</u>	<u>12,049,167</u>
<b>Land</b>				
Head office and partner facility - Kitchener - Kent Ave.	1,545,165	-	1,545,165	1,545,165
Timmins - Pine St. S.	10,000	-	10,000	10,000
Thrift Shops: Elmira - Church St.	147,275	-	147,275	147,275
Leamington - Mill St.	254,000	-	254,000	254,000
New Hamburg - Heritage Dr.	321,389	-	321,389	321,389
St. Catharines - Grantham Ave	155,625	-	155,625	155,625
Stouffville - Ringwood Dr.	565,000	-	565,000	565,000
	<u>2,998,454</u>	<u>-</u>	<u>2,998,454</u>	<u>2,998,454</u>
Leasehold Improvements	802,484	613,137	189,347	236,684
Total Real Estate	24,668,592	9,546,384	15,122,208	15,284,305
Equipment	3,743,280	2,165,422	1,577,858	573,072
Vehicles	243,685	183,417	60,268	10,776
	<u>\$28,655,557</u>	<u>\$11,895,223</u>	<u>\$16,760,334</u>	<u>\$15,868,153</u>

**4. LONG-TERM DEBT**

	<b>2025</b>	<b>2024</b>
50 Kent Ave, Kitchener, ON		
Mortgage payable - Kindred Credit Union - 3.65% interest, requiring monthly principal and interest payments of \$9,013, due July 2026, secured by a \$571,000 first mortgage on 41 Heritage Dr., New Hamburg, ON, a \$429,000 first mortgage on 58 Mill St., Leamington, ON, and a \$6,000,000 first mortgage on the real estate at 50 Kent Ave., Kitchener, ON.	596,144	681,024
Mortgage payable - Kindred Credit Union - 3.55% interest, requiring monthly principal and interest monthly payments of \$8,206, due February 2026, secured by a \$571,000 first mortgage on 41 Heritage Dr., New Hamburg, ON, a \$429,000 first mortgage on 58 Mill St., Leamington, ON, and a \$6,000,000 first mortgage on the real estate at 50 Kent Ave., Kitchener, ON.	689,794	762,555
Mortgage payable - Mennonite Conference of Eastern Canada - 5.5% interest, required monthly payments of interest only, matured October 2023, secured by a \$1,425,000 third mortgage on the real estate at 50 Kent Ave. No formal agreement has been reached between the parties with respect to an extension or repayment, however, the parties have informally agreed to continue the terms of the previous agreement pending completion of a new formal agreement.	1,425,000	1,425,000
Raising Hope Construction Loans - promissory notes, unsecured, payments of interest between 0% and 2.5% annually, principal of due on demand or in the forthcoming year.	840,000	870,000

continued on the next page



**MENNONITE CENTRAL COMMITTEE (ONTARIO)****NOTES TO THE FINANCIAL STATEMENTS****MARCH 31, 2025****4. LONG-TERM DEBT (continued)****2025****2024**

50 Kent Ave, Kitchener, ON (continued)

Leamington Thrift Shop

Mortgage payable - Kindred Credit Union - 3.9% interest, requiring monthly principal and interest payments of \$5,986, due July 2025, secured by a \$571,000 first mortgage on 41 Heritage Dr., New Hamburg, ON, a \$429,000 first mortgage on 58 Mill St., Leamington, ON, and a \$6,000,000 first mortgage on the real estate at 50 Kent Ave., Kitchener, ON.	462,896	515,704
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Stouffville Thrift Shop

Mortgage payable - Abundance Canada - Stouffville Thrift Shop	-	518,989
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Private loans - promissory notes, unsecured, interest 0% to 2%, principal due on demand	250,000	250,000
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Kitchener 50 Kent

Mortgage payable - Kindred Credit Union - 4.25% interest, requiring monthly principal and interest payments of \$5,087, due Oct 2026, secured by a \$571,000 first mortgage on 41 Heritage Dr., New Hamburg, ON, a \$429,000 first mortgage on 58 Mill St., Leamington, ON, and a \$6,000,000 first mortgage on the real estate at 50 Kent Ave., Kitchener, ON.	228,127	278,403
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	4,491,961	5,301,675
Current portion	2,678,808	3,178,276
	<b>\$1,813,153</b>	<b>\$2,123,399</b>

Projected repayment of long-term debt:

Year	<u>2026</u>	<u>2027</u>	<u>2028</u>	<u>2029</u>	<u>2030</u>	<u>Total</u>
Amount	2,678,808	1,635,902	177,251	-	-	4,491,961

**5. OPERATING FUND RESERVES**

	<u>Operating Reserve</u>	<u>2025 Thrift Growth Reserve</u>	<u>Total</u>	<u>2024 Total</u>
Interest income	186,520	6,252	192,772	-
Opening net assets	-	-	-	3,541,285
Transfer from (to) General Operations	9,662,684	500,000	10,162,684	(3,541,285)
Closing net assets	<b>\$9,849,204</b>	<b>\$506,252</b>	<b>\$10,355,456</b>	<b>\$0</b>
Represented by;				
Cash	252,112	50,367	302,479	-
Accrued interest receivable	155,359	3,401	158,760	-
Due from General Operating Fund	2,294,098	-	2,294,098	-
Investment (page 3)	7,147,635	452,484	7,600,119	-
	<b>\$9,849,204</b>	<b>\$506,252</b>	<b>\$10,355,456</b>	<b>\$0</b>

**MENNONITE CENTRAL COMMITTEE (ONTARIO)****NOTES TO THE FINANCIAL STATEMENTS****MARCH 31, 2025****6. DEFERRED INCOME, GOVERNMENT GRANTS AND OTHER INCOME**

Deferred income consists of grants and donations which have been restricted for specific purposes and which have not been spent as designated.

	<u>2025</u>	<u>2024</u>
Program:		
Refugee Support Project	3,547,457	3,165,368
Restorative Justice	96,989	289,690
Indigenous Neighbours	208,436	274,753
People in Poverty	289,802	223,049
Refugee Assistance	342,788	352,883
Low Germann Projects	13,271	13,271
Material Resources	104,731	212,516
Meat Canning	529,099	360,133
Revenue Development	0	1,145,398
Program Sustainability	108,890	134,992
Human Resources	0	174,717
Ontario Programs - general	8,420	3,365,708
Other	18,732	110,011
<b>Total Deferred Income (page 3)</b>	<b>\$5,268,615</b>	<b>\$9,822,489</b>

**7. CONTRACTUAL OBLIGATIONS, COMMITMENTS, CONTINGENCIES**

MCCO has entered into lease agreements with a number of tenants at its head office and partner facility which generate an annual base rental income of approximately \$244,000, with terms ending between 2025 and 2029. In addition to base rent, tenants typically pay a pro rata share of common costs, plus contribute to a capital reserve which is intended to accumulate funds to finance future significant capital costs necessary for continued operation of the building.

MCCO has a lease commitment with respect to a premises which expires August 31, 2030. Projected annual base rent payments are as follows:

<u>Fiscal Year</u>	<u>Annual base rent</u>
2026	275,504
2027	336,252
2028	357,082
2029	363,152
2030	215,440

MCCO has a Credit Facility Agreement with Kindred Credit Union, related to mortgages payable, which requires MCCO to maintain a minimum debt service coverage of 1:1. As of the current fiscal year-end, MCCO had met this requirement.

**8. CONTINGENT LIABILITIES**

MCC Canada (MCCC) has signed a Private Sponsorship of Refugees (PSR) Agreement with Immigration Refugee and Citizenship Canada (IRCC), formerly the Department of Citizenship and Immigration Canada (CIC), to provide financial, human resources and moral support to a certain number of refugees sponsored under the PSR program. MCCC's responsibilities under this agreement were assigned to the various Canadian MCCs. The total estimated financial commitment is by MCC Ontario is approximately \$5.2 million.

MCC Ontario has partnered with various church and community groups to assist with the sponsorship and resettlement of certain refugee families in Ontario. These groups have placed on deposit with MCC Ontario funds to sponsor and support these refugee families for the required period of time (\$3.5 million as of the current fiscal year-end, reflected as deferred income). MCC Ontario management believes it has sufficient volunteer group support to meet its remaining commitment to IRCC.

**8. COMPARATIVE FIGURES**

Some comparative figures have been reclassified to conform with presentation adopted in the current fiscal year.

**MENNONITE CENTRAL COMMITTEE (ONTARIO)****THRIFT SHOPS****INCOME, EXPENSES AND CHANGE IN NET OPERATING ASSETS****FOR THE YEAR ENDED MARCH 31, 2025**

With comparative figures for the year ended March 31, 2024

	<b><u>2025</u></b>	<b><u>2024</u></b>
<b>INCOME</b>		
Sales of donated goods	11,765,112	10,823,530
Canada Employment Wage Subsidy and other income	19,017	41,383
Forwardings from Associate Thrift Shops	372,892	325,100
	<b>12,157,021</b>	<b>11,190,013</b>
<b>EXPENSES</b>		
Personnel	4,532,494	4,479,059
Facility costs	758,073	888,140
Other operating costs	1,283,080	713,012
	<b>6,573,647</b>	<b>6,080,211</b>
<b>NET INCOME</b>	<b>5,583,374</b>	<b>5,109,802</b>
Forwarded to MCCO Operating Fund		
MCCO shops	(4,559,826)	(2,642,727)
Associate shops	(372,892)	(325,100)
<b>NET INCOME RETAINED BY OWNED SHOPS</b>	<b>650,656</b>	<b>2,141,975</b>
<b>OPENING NET OPERATING ASSETS - OWNED THRIFT SHOPS</b>	<b>526,862</b>	<b>1,055,053</b>
Capital assets purchased, Maintenance Reserve contributions, mortgage payments	(685,554)	(2,670,166)
<b>CLOSING NET OPERATING ASSETS - OWNED THRIFT SHOPS (page 4)</b>	<b>\$491,964</b>	<b>\$526,862</b>
<b>REPRESENTED BY:</b>		
Cash	1,489,691	1,402,099
Accounts receivable	40,448	41,806
Accounts payable	(1,038,175)	(917,043)
<b>Net Assets (deficit)</b>	<b>\$491,964</b>	<b>\$526,862</b>

**MENNONITE CENTRAL COMMITTEE (ONTARIO)****ONTARIO EXPENSES - PROGRAMS, FUNDRAISING AND ADMINISTRATION****FOR THE YEAR ENDED MARCH 31, 2025**

With comparative figures for the year ended March 31, 2024

	<u>2025</u>	<u>2024</u>
<b>PROGRAMS</b>		
Justice & Peacebuilding		
Peacebuilding and Conflict Transformation	412,722	534,125
Restorative Justice	391,155	530,724
	<u>803,877</u>	<u>1,064,849</u>
Diaster Relief		
Humanitarian Relief & Disaster Recovery	794,461	661,227
Sustainable Community Development		
Education	-	7,473
Food Security and Sustainable Livelihoods	725,431	669,633
Migration and Resettlement	2,446,258	1,706,091
	<u>3,171,689</u>	<u>2,383,197</u>
<b>Total Programs (page 5)</b>	<b>4,770,027</b>	<b>4,109,273</b>
<b>FUNDRAISING COORDINATION</b>		
Donor Relations	1,042,363	1,092,913
Relief Sales and Thrift Shops	(20,987)	2,421
<b>Total Fundraising Coordination (page 5)</b>	<b>1,021,376</b>	<b>1,095,334</b>
<b>FUNDRAISING PROJECTS</b>		
Relief Sales - donations forwarded	21,817	37,236
Thrift Shops - donations forwarded	191,808	114,940
<b>Total Fundraising Projects (page 5)</b>	<b>213,625</b>	<b>152,176</b>
<b>GENERAL ADMINISTRATION AND BOARD</b>	<b>1,748,632</b>	<b>1,314,300</b>
<b>THRIFT SHOP EXPENSES (pages 5 and 13)</b>	<b>6,573,647</b>	<b>6,080,211</b>
<b>TOTAL ONTARIO EXPENSES (page 5)</b>	<b>\$14,327,307</b>	<b>\$12,751,294</b>

## 2025-2026 MCC Ontario Slate of Board Officers & Directors

### Recommended Slate of Officers & Additional Board Representatives:

Role	2024-2025 MCC Ontario Board			2025-2026 Recommended Slate			On-going	2 <sup>nd</sup> term vote	1 <sup>st</sup> term vote
	Name	Conf.	Term	Name	Conf.	Term			
Chair	Trisha Ashworth	MCEC	2023-2026	Trisha Ashworth	MCEC	2023-2026	✓		
Vice-Chair	Matt Miles	BIC	2023-2026	Matthew Miles	BIC	2023-2026	✓		
Secretary	Irene Gibbins	BIC	2023-2026	Irene Gibbins	BIC	2023-2026	✓		
Treasurer	Eugene Reesor	MCEC	2024-2027	Eugene Reesor	MCEC	2024-2027	✓		
Diversity Officer	Denis Wall	MB	2022-2025						
Additional	Jean de Dieu Basabose	MB	2023-2026	Jean de Dieu Basabose	MB	2023-2026	✓		
Additional	John Abraham		2024-2027	John Abraham		2024-2027	✓		
Additional	Nathan Dirks		2024-2027						

### Recommended Slate of Anabaptist Conference & Student Representatives:

Conference	2024-2025 MCC Ontario Board		2025-2026 Recommended Slate		On-going	2 <sup>nd</sup> term for vote	1 <sup>st</sup> term for vote
	Name	Term	Name	Term			
BIC	Lisa Goetze	2023-2026	Lisa Goetze	2023-2026	✓		
	Melissa Richer	2023-2026	Melissa Richer	2023-2026	✓		
EMC	Abe Wall	2023-2026	Abe Wall	2023-2026	✓		
MCEC	Randy Lepp	2022-2025	Randy Lepp	2025-2028		✓	
	Bruce Yoder	2024-2027	Bruce Yoder	2024-2027	✓		
			Ruth Charette	2025-2028			✓
			Sarah Garland	2025-2028			✓
Student Representatives	Ruth Charette	2024-2025	Tim Khoo	2025-2026	✓		
	Tim Khoo	2024-2025					

Role	2024-2025 Appointed Representatives		2025-2026 Appointed Representatives	
	Name	Term	Name	Term
MCC Canada Board	Trisha Ashworth	2023-2026	Trisha Ashworth	2023-2026
MCC Canada Delegate Body	Randy Lepp	2023-2026	Randy Lepp	2023-2026

#### Legend:

BIC = Be In Christ

EMC = Evangelical Mennonite Conference

EMMC = Evangelical Mennonite Mission Conference

MB = Mennonite Brethren

MCEC = Mennonite Church Eastern Canada

## 2025 New Director Candidate

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### **Sarah Garland:**

Sarah resides in Ottawa, Ontario and is an active member of Ottawa Mennonite Church. Sarah is an endorsed representative for Mennonite Church of Eastern Canada.

*I feel a strong calling to volunteer my time and energy with the wider Mennonite Church community, extending beyond my home in Ottawa. I am particularly drawn to the work of MCC in Ontario, especially in areas of newcomer support and partnership with Indigenous communities. These are areas I care deeply about and am eager to learn more, listen well and contribute meaningfully.*

*While I have been aware of MCC's work in Ontario, across Canada and globally, I have the time and desire to take a more active role. I want to grow as a supporter and advocate of MCC's mission by offering my time and skills in ways that are both impactful and respectful of the communities MCC serves.*

Sarah is employed as a Regional Lead with the Ontario and Territories at Canada's Drug Agency. When not working, Sarah enjoys thrifting, reading, kayaking and taking road trips with her spouse through Eastern Ontario and Quebec. In 2017, Sarah attended an MCC Learning Tour to Kenya.

### **Ruth Charette:**

Ruth resides in Kitchener, Ontario as a student at Conrad Grebel University College (University of Waterloo). Her service on the MCC Ontario Board of Directors began in 2022 as a student representative while pursuing her Honours in Social Development Studies. This year, Ruth is endorsed by the Mennonite Church of Eastern Canada for a three-year term.

Ruth attends Rockway Mennonite Church, has served as an Ambassador at Conrad Grebel and is passionate about social justice initiatives. Her hobbies include music, drama and plants and gardening.

# 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:









<b>1</b>	Currently off track to meet operational priorities and plans laid out; adjustments are likely needed
<b>2</b>	Needs attention and adjustments
<b>3</b>	On track given plans and expectations
<b>4</b>	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 <sup>1</sup> 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 <sup>2</sup> 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.

<sup>1</sup> 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.

<sup>2</sup> 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
<b>OVERALL KPI RATING</b>		<b>3</b>	<b>3</b>	<b>3.5</b>	<b>3</b>	<b>3</b>
<b>TARGET RECOMMENDATION</b>		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%	
<b>OVERALL KPI RATING</b>	<b>1</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>3</b>
<b>TARGET RECOMMENDATION</b>	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 Pugeni, 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
<b>OVERALL KPI RATING</b>	<b>2</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3.5</b>
<b>TARGET RECOMMENDATION</b>	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

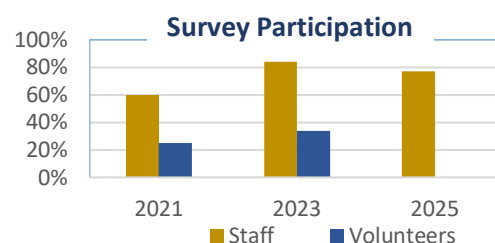
programs. The ability to receive gifts of securities through the MCC Ontario Qtrade account was reinitiated.

- 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.

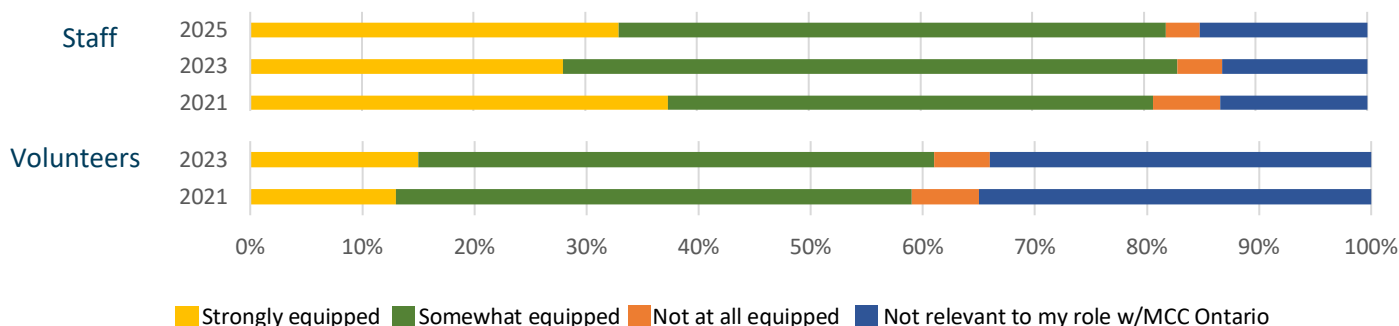


The 2021 survey established a baseline for understanding and applying these skills, guiding training for the next two years. The 2023 survey assessed training effectiveness and highlighted areas needing more support, leading to further improvements. The final 2025 survey will measure progress and identify 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



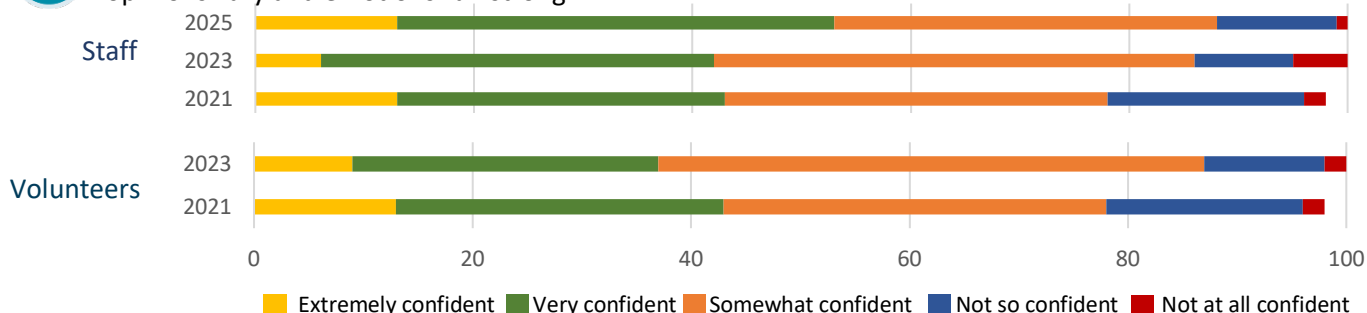
**Strategic Direction 1B: Supporting Vulnerable People** through capacity, confidence and understanding of issues connected to vulnerable, uprooted and displaced people



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



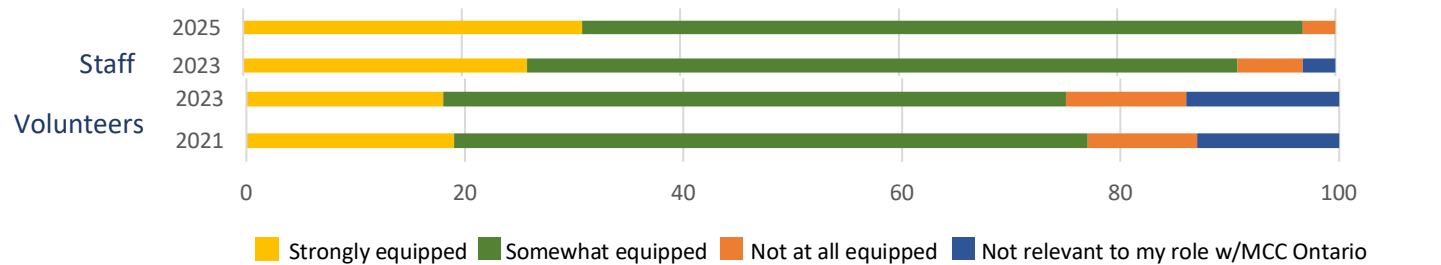
While staff generally feel empowered to speak up about inappropriate conduct and are increasingly confident in managing high-stakes conversations, challenges remain.

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



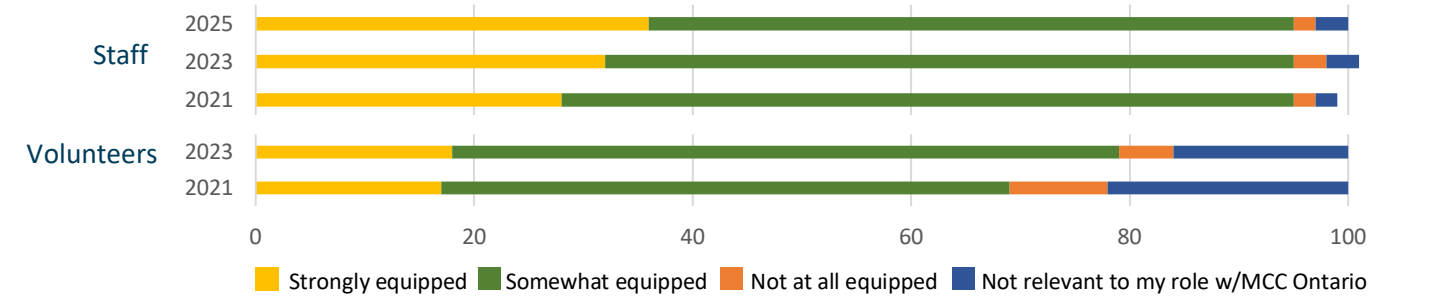
Significant progress was made in equipping staff to identify and respond to racism. The percentage of staff who feel strongly equipped to respond to racism has increased from 20% in 2021 to 31% in 2025, indicating a positive trend in confidence and preparedness. However, there is still a need for more 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.	<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>
			Target Recommendation
			<ul style="list-style-type: none"><li>Church and partner capacity increased by similar number of trainings each year to new audiences</li></ul>
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.	<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>
			Target Recommendation
			<ul style="list-style-type: none"><li>Increase over time</li></ul>
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.	<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>
			Target Recommendation
			<ul style="list-style-type: none"><li>Increase over time</li></ul>
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.	<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 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><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>
			Target Recommendation
			<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>	Target Recommendation
			<ul style="list-style-type: none"> <li>Increases over time</li> </ul>
Strategic Direction 4	Ontario Operational High-level Priorities	Ontario Key Performance Indicators	Ontario KPI Dashboard
 <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>	Target Recommendation
			<ul style="list-style-type: none"> <li>100% of capital projects over \$100,000</li> </ul>
Strategic Direction 5	Ontario Operational High-level Priorities	Ontario Key Performance Indicators	Ontario KPI Dashboard
 <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>	Target Recommendation
			<ul style="list-style-type: none"> <li>Meet the annual target and increase over time</li> </ul>
Strategic Direction 6	Ontario Operational High-level Priorities	Ontario Key Performance Indicators	Ontario KPI Dashboard
 <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>	Target Recommendation
			<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 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
<b>Capacity-building training and events organized by MCC for churches and other partners</b>	<ul style="list-style-type: none"> <li>11 monthly check-ins with sponsorship groups</li> <li>7 post-arrival trainings 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 trainings for BVOR sponsorship groups (settlement orientation, finance orientation)</li> <li>79 pre-arrival trainings for named sponsorship groups (onboarding orientation, settlement orientation, finance orientation)</li> <li>1 Training Active Bystanders training for 7 trainers</li> </ul>	<ul style="list-style-type: none"> <li>12 monthly check-ins with sponsorship groups</li> <li>6 pre-arrival trainings for BVOR sponsorship groups (settlement orientation (3), finance orientation (3))</li> <li>73 pre-arrival trainings for named sponsorship groups (named calls (23), EOI mandatory trainings (5), sponsorship orientation (6), settlement orientation (20), finance orientation (19))</li> <li>4 Training Active Bystanders trainings for 54 trainers and instructors</li> </ul>	<ul style="list-style-type: none"> <li>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)</li> <li>1 Training Active Bystanders training for 12 trainers</li> <li>2 Doing Good Better workshops for 70 people</li> </ul>	<ul style="list-style-type: none"> <li>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)</li> <li>2 Training Active Bystanders trainings for 33 trainers</li> <li>0 Doing Good Better workshops</li> </ul> <p><u>Note:</u> Sponsorship orientation named and EOI mandatory trainings were offered through Gnowbe to 283 people</p>
<b>Churches and partners engaged with MCC projects with vulnerable and displaced people</b> <u>Subset:</u> <b>Number of churches/organizations welcoming newcomers</b>	<ul style="list-style-type: none"> <li>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. <ul style="list-style-type: none"> <li>27 – Mennonite and BIC groups</li> <li>25 – Other Christian faith-based 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 with the first year of the settlement process in Ontario. <ul style="list-style-type: none"> <li>23 – Mennonite and BIC 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 with the first year of the settlement process in Ontario. <ul style="list-style-type: none"> <li>37 (22%) – Mennonite and BIC groups</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>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. <ul style="list-style-type: none"> <li>35 (23%) – church groups</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>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. <ul style="list-style-type: none"> <li>36 (17%) – church groups</li> </ul> </li> </ul>

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
	<ul style="list-style-type: none"> <li>○ 1 – Other non-Christian faith-based groups</li> <li>○ 76 – Non-faith-based groups - 76/129 (59%)</li> <li>• 9 organizations collaborated on initiatives to support Low German settlement in Ontario.</li> <li>• 3 networking committees worked to support Low German settlement in Ontario.</li> <li>• 3 organizations received financial grants from MCC to support refugee claimants and Low German newcomers.</li> </ul>	<ul style="list-style-type: none"> <li>○ 18 – Other Christian faith-based groups</li> <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 were involved with refugee sponsorship.</li> <li>• 14 organizations collaborated on initiatives to support Low German settlement in Ontario.</li> <li>• 3 networking committees worked to support Low German settlement.</li> <li>• 3 organizations received financial grants from MCC to support refugee claimants and Low German newcomers.</li> <li>• 5 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>○ 14 (0.8%) – Other Christian faith-based groups</li> <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 and BIC congregations); 27% (37/135) Mennonite and BIC congregations were involved with refugee sponsorship.</li> <li>• 36 organizations collaborated on initiatives to support Low German settlement in Ontario.</li> <li>• 3 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</li> </ul>	<ul style="list-style-type: none"> <li>○ 2 (1%) coalitions</li> <li>○ 25 (16%) community groups</li> <li>○ 91 (59%) individuals</li> <li>• 31 organizations collaborated on initiatives to support Low German settlement in Ontario.</li> <li>• 3 organizations received \$23,000 in financial grants from MCC to support refugee claimants and Low German newcomers.</li> <li>• 12 Indigenous communities received gardening kits and/or greenhouses to support Indigenous food sovereignty. (Total Value: \$19,801)</li> <li>• 1 Indigenous community received 30 water wagons to help transport water and other resources.</li> </ul>	<ul style="list-style-type: none"> <li>○ 182 (83%) community groups</li> <li>• 28 organizations collaborated on initiatives to support Low German settlement in Ontario.</li> <li>• 3 organizations received \$15,000 in financial grants from MCC to support refugee claimants and Low German newcomers.</li> <li>• 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)</li> </ul>

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)	<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> <li>25 Religion and Peacebuilding undergraduate students from Conrad Grebel University College learned about migration and displacement.</li> <li>25 individuals participated in 8 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>345 people attended Gathering Around COVID webinar hosted for people supporting Low German settlement in Ontario.</li> <li>409 individuals attended 2 virtual World Refugee Day Celebrations.</li> <li>138 people attended 5 speaking engagements about the root causes of migration at churches and Conrad Grebel University College.</li> <li>176 individuals attended 5 Named Sponsorship Orientation Sessions, 4 Expressions of Interest Support Calls and 2 Sponsorship Finance Calls.</li> </ul>	<ul style="list-style-type: none"> <li>397 people participated in 3 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 3 educational activities related to walking with people in poverty.</li> <li>182 people participated in 4 educational activities related to reintegration after incarceration.</li> <li>128 people participated in Great Winter Warm Up at 65 Heritage Drive.</li> </ul>	<ul style="list-style-type: none"> <li>541 people participated in 6 educational activities related to Low German migration and engagement.</li> <li>358 people attended 12 educational activities on migration and resettlement.</li> <li>465 people participated in 7 educational activities related to walking with people in poverty.</li> <li>136 people participated in 4 educational activities related to reintegration after incarceration.</li> <li>755 people participated in 14 Material Resources engagement events.</li> </ul> <p>TOTAL: 2,255 people; 43 activities</p>	<ul style="list-style-type: none"> <li>612 people participated in 8 educational activities related to Low German migration and engagement.</li> <li>530 people attended 12 educational activities on migration and resettlement.</li> <li>90 people participated in 2 educational activities related to walking with people in poverty.</li> <li>2,021 people participated in 50 Material Resources engagement events and activities.</li> <li>85 people participated in Hope Starts at Home.</li> </ul> <p>TOTAL: 3,338 people; 73 activities</p>
Staff and volunteers trained to support people with vulnerabilities	<ul style="list-style-type: none"> <li><i>Undercurrents</i> webinar (all volunteers)</li> <li>Jingle Dress screening (all staff and volunteers)</li> </ul>	<ul style="list-style-type: none"> <li>Cultural Intelligence (program staff)</li> <li>Indigenous Neighbours Program Overview (Thrift staff)</li> </ul>	<ul style="list-style-type: none"> <li>Circle of Friends Connection and Training (CoF volunteers) (3x)</li> </ul>	<ul style="list-style-type: none"> <li>Circle of Friends Connection and Training (CoF volunteers) (2x)</li> <li>CoSA Volunteer Orientation (1x)</li> </ul>	<ul style="list-style-type: none"> <li>CoSA Volunteer Orientation (1x) – 4</li> <li>Niska Volunteer Orientation (1x) – 1</li> </ul>

<sup>3</sup> 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
	<ul style="list-style-type: none"> <li>Stories of Migration and Displacement and Conflict Analysis (program staff)</li> </ul>	<ul style="list-style-type: none"> <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>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>	<ul style="list-style-type: none"> <li>Niska Volunteer Orientation (2x)</li> <li>Suicide Awareness (program volunteers and staff)</li> <li>Mental Health First Aid (staff)</li> <li>Trauma Awareness (staff)</li> <li>Trauma-Informed Organization (staff)</li> <li>Safeguarding (staff)</li> <li>Security with Compassion (staff)</li> <li>National Truth and Reconciliation Day (staff and volunteers)</li> </ul>	<ul style="list-style-type: none"> <li>Material Resources Volunteer Orientation (29x) – 29</li> <li>Raw Carrot Volunteer Orientation (4X) – 5</li> <li>National Truth and Reconciliation Day (staff and volunteers)</li> </ul>
Vulnerable people supported through programs	<ul style="list-style-type: none"> <li>6 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 homes as refugees still</li> </ul>	<ul style="list-style-type: none"> <li>6 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 homes as refugees</li> </ul>	<ul style="list-style-type: none"> <li>7 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>4 individuals participating in Guiding Good Choices</li> <li>305 newcomers in their first year of sponsorship</li> <li>432 individuals forced to flee from their homes as</li> </ul>	<ul style="list-style-type: none"> <li>7 individuals with disabilities and barriers to traditional employment</li> <li>22 Indigenous artisans</li> <li>35 individuals with the lived experience of homelessness</li> <li>104 individuals with a criminal history</li> <li>2 individuals participating in Guiding Good Choices</li> <li>300 newcomers in their first year of sponsorship.</li> <li>435 individuals forced to flee from their homes as</li> </ul>	<ul style="list-style-type: none"> <li>8 individuals with disabilities and barriers to traditional employment</li> <li>42 Indigenous artisans</li> <li>55 individuals with the lived experience of homelessness</li> <li>65 individuals with a criminal history</li> <li>2 individuals participating in Guiding Good Choices</li> <li>349 newcomers in their first year of sponsorship.</li> <li>432 individuals forced to flee from their homes as</li> </ul>

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 <ul style="list-style-type: none"> <li>6 individuals participated in Reclaiming Beauty</li> </ul>	refugees still waiting to come to Canada <ul style="list-style-type: none"> <li>9 individuals participated in Reclaiming Beauty, not including CoF participants</li> </ul>	refugees still waiting to come to Canada. <b>TOTAL: 905</b>	refugees still waiting to come to Canada. <b>TOTAL: 953</b>
<b>External peacebuilding and restorative justice activities and participants</b> <i>Subsets:</i> <ul style="list-style-type: none"> <li>Advocacy activities informed by the lived experience of vulnerable participants</li> <li>Educational events related to justice for Indigenous peoples; number of participants</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 9 Training Active (TAB) trainings facilitated by MCC Ontario TAB trainers</li> <li>525 individuals engaged in 9 restorative justice and peacebuilding activities, including Peace Conference, Book Clubs and The Meeting House Peacemakers training</li> <li>2 letter campaigns advocating for paid sick</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, 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) trainings facilitated by MCC Ontario TAB trainers</li> <li>677 individuals engaged in 7 peacebuilding trainings, including Peace Conference, Peaceful at Heart Book Clubs and Human Resources Professional Association</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) trainings facilitated by MCC Ontario TAB trainers</li> <li>249 individuals engaged in 13 peacebuilding trainings, including Peaceful at Heart Book Clubs</li> </ul> <p>The number of participants was not tracked for the following peacebuilding activities:</p> <ul style="list-style-type: none"> <li>40 political and constituency advocacy engagement activities,</li> </ul>	<ul style="list-style-type: none"> <li>413 people participated in 27 activities related to justice for Indigenous Peoples, including speaking engagement, events, learning tours and Niska workshops</li> <li>232 people participated in 15 Training Active Bystanders (TAB) trainings facilitated by MCC Ontario TAB trainers</li> <li>80 people engaged in 5 peacebuilding trainings, including Healthy Masculinity, Peacebuilding Workshops and Connectors and Changemakers Speaking Engagements</li> <li>12 PAG members engaged in advocacy and consultations</li> </ul> <p>The number of participants</p>	<ul style="list-style-type: none"> <li>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</li> <li>257 people participated in 15 Training Active Bystanders (TAB) trainings facilitated by MCC Ontario TAB trainers</li> <li>350 people engaged in 10 peacebuilding trainings, including Peacebuilding Workshops, Doing Good Better and Connectors and Changemakers Speaking Engagements</li> <li>11 PAG members engaged in advocacy and consultations</li> </ul> <b>TOTAL: 1,840</b>



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
	<p>leave and a just recovery plan for the vulnerable of society</p> <ul style="list-style-type: none"> <li>Partnered with Ontario Living Wage Network to recognize 380 Living Wage employers</li> <li>People's Action Group continued to advocate for affordable housing</li> </ul>	<ul style="list-style-type: none"> <li>15 People's Action Group members continued to advocate for affordable housing</li> </ul> <p>The number of participants was 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 government policy makers, collaborations working toward policy change, letter writing, blogs, editorials, water booklet, presentations and grant for Ontario Living Wage</li> </ul>	<p>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</p> <ul style="list-style-type: none"> <li>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</li> </ul>	<p>was not tracked for the following peacebuilding activities:</p> <p>Advocacy Activities: (25)</p> <ul style="list-style-type: none"> <li>Addressing root causes of violence – 1</li> <li>Affordable Housing – 15</li> <li>Government Income Supports – 1</li> <li>End to Violence in Palestine and Israel – 1</li> <li>Government Income Supports – 2</li> <li>Overrepresentation of Indigenous Women in Prison – 1</li> <li>Refugee Rights Internationally – 1</li> <li>Reintegration after Incarceration – 2</li> <li>Social Issues – 1</li> </ul> <p>People's Action Group: (9)</p> <ul style="list-style-type: none"> <li>Consultations – 7</li> <li>Political Advocacy – 2</li> </ul>	<p>The number of participants was not tracked for the following peacebuilding activities:</p> <p>24 Advocacy Activities, related to the following policy areas:</p> <ul style="list-style-type: none"> <li>Affordable Housing – 14</li> <li>Government Income Supports – 11</li> <li>Decent Work – 3</li> <li>Refugee Rights Internationally – 2</li> <li>Indigenous Rights – 2</li> <li>Reintegration after Incarceration – 1</li> <li>Clean Drinking Water – 2</li> <li>Climate – 1</li> </ul> <p>People's Action Group: (10)</p> <ul style="list-style-type: none"> <li>Consultations – 8</li> <li>Political Advocacy – 2</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>	<ul style="list-style-type: none"> <li>Training Active Bystanders (staff and volunteers) (3x)</li> <li>Crucial Conversations (staff) (1)</li> <li>Human Services and Justice (staff) (1)</li> </ul>	<ul style="list-style-type: none"> <li>Training Active Bystanders (volunteers) (3x) – 6</li> </ul>

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
				<ul style="list-style-type: none"> <li>Peaceful Practices (Cross-Departmental Leadership Team) (1x – 3 groups)</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>	<ul style="list-style-type: none"> <li>Nothing offered for volunteers</li> <li>Seeing Race Through the Eyes of Faith (all staff) (1)</li> <li>Creating a Land Acknowledgement (program staff) (1)</li> </ul>	<ul style="list-style-type: none"> <li>Nothing offered for volunteers</li> </ul>
Vulnerable program participants trained on peace and restorative justice	<ul style="list-style-type: none"> <li>6 Circle of Friends participants participated in Culture of Peace (10 sessions)</li> </ul>	<ul style="list-style-type: none"> <li>6 Circle of Friends participants participated in Culture of Peace (8 sessions)</li> </ul>	<ul style="list-style-type: none"> <li>6 Circle of Friends participants participated in Culture of Peace</li> </ul>	<ul style="list-style-type: none"> <li>0</li> </ul>	<ul style="list-style-type: none"> <li>0</li> </ul>
Vulnerable people participating 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 volunteers (1,503 volunteer hours)</li> <li>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)</li> <li>44 individuals living with the stigma of a criminal history</li> </ul>	<ul style="list-style-type: none"> <li><b>311 out of 770 vulnerable participants; 459 refugees waiting to come to Canada</b></li> <li>59 participants were supported through 880 CoSA and Circle of Friends Circle meetings involving 86 volunteers (1,878.52 hours)</li> <li><b>Circle of Friends:</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>CoSA:</b> <ul style="list-style-type: none"> <li>712 Circle meetings</li> </ul> </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> <li>71 participants supported through 802 Circle meetings involving 95 volunteers (1,542.10 hours)</li> <li><b>Circle of Friends:</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>CoSA:</b></li> </ul>	<ul style="list-style-type: none"> <li><b>361 out of 905 participants with vulnerabilities; 435 refugees waiting to come to Canada</b></li> <li>62 participants supported through 532 Circle meetings involving 78 volunteers (1,137 hours)</li> <li><b>Circle of Friends:</b> <ul style="list-style-type: none"> <li>85 Circle meetings</li> <li>8 participants</li> <li>15 volunteers</li> <li>177.6 volunteer hours</li> </ul> </li> <li><b>CoSA:</b></li> </ul>	<ul style="list-style-type: none"> <li><b>454 out of 953 participants with vulnerabilities; 432 refugees waiting to come to Canada</b></li> <li>39 participants supported through 257 Circle meetings involving 58 volunteers (513 hours)</li> <li><b>Circle of Friends:</b> <ul style="list-style-type: none"> <li>155 Circle meetings</li> <li>9 participants</li> <li>16 volunteers</li> <li>298 volunteer hours</li> </ul> </li> </ul>

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
	<p>participated in 54 social inclusion activities, including Dismas Fellowship, Bible Studies, Trivia Nights, Movie Club, Photo and Video Club</p> <ul style="list-style-type: none"> <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>• 6 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>○ 45 core members</li> <li>○ 60 volunteers</li> <li>○ 1,530.3 volunteer hours</li> <li>• 20 individuals were supported to maintain community connectedness through Circle of Friends activities: 24 Healing Journeys sessions; 9 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>• 6 individuals with disabilities and barriers to traditional employment each earned \$3,607 of supplemental income working at the Raw Carrot Soup Enterprise</li> </ul>	<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> <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>• 7 individuals with disabilities and barriers to</li> </ul>	<ul style="list-style-type: none"> <li>○ 447 Circle meetings</li> <li>○ 54 core members</li> <li>○ 63 volunteers</li> <li>○ 956.5 volunteer hours</li> <li>• 20 individuals were supported to maintain community connectedness through Circle of Friends activities: 3 Healing Journeys sessions; 12 monthly gatherings; 10 Coffee Time sessions</li> <li>• 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</li> <li>• 20 individuals were supported with faith community reintegration</li> <li>• 300 newcomers adjusted to life in Canada with the support of 76 sponsorship groups</li> </ul>	<p><b><u>CoSA:</u></b></p> <ul style="list-style-type: none"> <li>○ 102 Circle Meetings</li> <li>○ 30 core members</li> <li>○ 43 volunteers</li> <li>○ 215 volunteer hours</li> <li>• 28 individuals were supported to maintain community connectedness through Circle of Friends activities: 12 monthly gatherings; 31 coffee time sessions</li> <li>• 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</li> <li>• 14 individuals were supported with faith community reintegration</li> <li>• 349 newcomers adjusted to life in Canada with the support of 91 sponsorship groups</li> </ul>



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
		<ul style="list-style-type: none"> <li>6 individuals participated in 6 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>	<ul style="list-style-type: none"> <li>7 individuals with disabilities and barriers to traditional employment earned supplemental income</li> </ul>	<ul style="list-style-type: none"> <li>8 individuals with disabilities and barriers to traditional employment earned supplemental income</li> </ul>
Staff and volunteers trained on ways to foster social inclusion, belonging and community	<ul style="list-style-type: none"> <li>0</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>	<ul style="list-style-type: none"> <li>AODA (staff and volunteers)</li> <li>Circle of Friends Volunteer Orientation (CoF volunteers) (4x)</li> </ul>	<ul style="list-style-type: none"> <li>Disability Inclusion Basics (staff)</li> <li>AODA (staff and volunteers)</li> <li>Circle of Friends Volunteer Orientation (CoF Volunteers) (4x) – 6</li> </ul>