

# 2020-2021

## MCC ONTARIO YEAR-END REPORT

### Overall Summary

The spirit going into this past year was one of celebration, readied to recognize our centennial anniversary. We quickly shifted gears to react and respond to the impact of COVID-19, with our efforts resulting in several successes and challenges. Budgets were revised to prepare for a reduction in revenue. Programs pivoted to be able to foster inclusion and hope for people facing various vulnerabilities exacerbated by COVID-19. We maximized our technological reach as we continued to engage supporting churches, partners and donors. We tried some new and creative ways to reach out, educate and engage. Our donors and supporters responded with a level of generosity that was unexpected. Despite several shutdowns, our thrift shops were successful largely due to staff going above and beyond. While not the celebration we were expecting, we have much to celebrate for a year of continuing the mission and vision of MCC despite our obstacles.



The experience of Syrian refugee Ali Mansour is emblematic of the pivoting and resilience required this year. Ali landed in Canada in March 2020, mere weeks before the global pandemic would cause widespread lockdowns, quarantining and travel restrictions. He quickly found a job at The Canadian Shield, a manufacturer of personal protective equipment (PPE) based in Waterloo, Ontario.

“I love the co-operation, friendly people, mutual respect and healthy measures in place to protect staff and products,” said Ali about his job. “I feel happy that I am helping the community in facing this pandemic. This is the community that saved me and supported me so that I could continue my life in peace and love.” *Photo courtesy of Ali Mansour*

# MCC Ontario Strategic Plan – Dashboard Report – User Guide

**Welcome to Year 1** of MCC Ontario Strategic Plan’s Dashboard Report! The content below is meant to help guide your use of the information on the following pages.

**Purpose:** The purpose of this Dashboard Report is to document and track MCC Ontario’s progress toward implementing its five-year 2020-2025 Strategic Plan. Referring back to the Strategic Plan is important as it lays out the various operational priorities and key performance indicators that the organization committed itself to in its planning process. The purpose of MCC Ontario’s Strategic Plan is to identify strategic directions for the next five years that will equip us to advance our mission. The data contained in this report is providing our baseline to serve for comparative value over the years ahead.

**Commitment to learning and adjusting:** The Strategic Plan and Dashboard are tools to help MCC Ontario leadership articulate, track and document where it wants to go and how it plans to get there. As we go through the five years of the plan, we will learn about what is working and what is not, and we will need to make adjustments along the way. The intention is for the data and information 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:** This Dashboard is completed twice a year. In the fall, the midyear Dashboard Report is compiled in a tentative manner to assess initial progress against directions, operational priorities and KPIs. In April/May of each year a more comprehensive year-end report is gathered with all the KPI data collected along with some stories and high-level analysis.

**Dashboard Assessment:** On this page is a high-level snapshot assessment of how the organization is doing on implementing its Strategic Directions. It includes information on the key performance indicator (KPI) 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; 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 in order to help the organization meet its strategic directions. A Staff and Volunteer Capacity Building Biannual Survey will be conducted of staff and volunteers to track progress in these various areas. When results are compiled, a summary of the survey findings will be available as a separate page in this report.

# Dashboard Assessment

	Five-Year Strategic Directions	Year 1 KPI Progress	Rating
	1: Increase the capacity of the church and other partners as they support and equip vulnerable people, especially people who have been uprooted and displaced.	Eighty-eight engagement/education activities were implemented to increase the capacity of churches and other partners to support and equip vulnerable people.	3
	1B: Increase the capacity of MCC Ontario staff and volunteers to support vulnerable, uprooted and displaced people in Ontario.	In order to better support vulnerable and displaced people, 33 staff and 55 volunteers were trained. 29% of all people served were vulnerable.	2
	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.	Donor retention rate: 65.42% New donors: 1,616 Total supporting churches: 113 New supporting churches: 4	3
	3: Increase peacebuilding as a key component in all of our relief and development work and expand our efforts for justice and peace.	Eleven collaborative peacebuilding projects (40% of total program budget value) were implemented to address systemic barriers to peace and justice.	3
	3B: Increase the capacity of MCC Ontario staff and volunteers to foster social inclusion, belonging and community.	Data collection tool is in development.	3
	4: Design and assess MCC's program and operations in light of our commitment to care for God's creation and accompany marginalized communities harmed by climate change.	COVID-19 has inhibited our ability to implement much in this area.	1
	5: Expand the reach and impact of Social Enterprise in terms of funds, environmental and social impact and connecting customers with the mission of MCC.	KPI target not met. Additional thrift shop was opened, ecommerce platform was launched, rePurpose closed but buyers continue to pick up and purchase recyclable goods.	1
	6: Ensure the long-term sustainability of MCC Ontario as we work within and seek to strengthen the broader MCC mission and structure.	Department budget ratios against targets; total staff FTE; and total volunteer hours will be reported in the annual report.	2

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

# MCC Ontario Dashboard Report – Learning and Analysis

## Year 1

- This is year 1 of a five-year strategic plan. Therefore, we need to hold on to the information collected and documented with some tentativeness and only cautiously move to draw conclusions.
- The COVID-19 pandemic has tremendously affected our organization over the past year in the following ways:
  - o Amplified challenges for people with fewer resources. It increased the digital divide for those with lack of access to technology. It also heightened the injustices for First Nation communities lacking access to water, affordable food and health care. Some of our programs were stretched to implement program plans and activities in new ways to reach out and engage with participants at this time.
  - o Increased opportunities for innovation. With all program, education and peacebuilding activities forced to be virtual, it has reduced barriers to participation for some and created new opportunities for bringing people together within the province and around the world. An ecommerce platform is being explored for thrift products and Niska.
  - o Shone a light on the resilience and strength of our staff and volunteers. We have demonstrated an ability to creatively adapt and pivot to changing needs and workplace realities. More could be done to celebrate this strength.
  - o Closed our thrift shops for periods of time. Reduction in our revenue forced us to lay off staff and limit creation care efforts.
  - o Amplified challenges for the rePurpose Centre caused us to discontinue sale of products sold by the pound.
  - o Reduced demand on many of our fixed assets and building spaces where we have significant investments. It is unclear whether postpandemic will result in permanent changes in how our office and other spaces are used.
  - o Increased demand on several of our core services as we moved to virtual platforms (IT) and shifted staffing levels several times (HR). Plans for returning to office work will need to be developed with the lessons learned above in mind.
- We recognize that in reporting on the first year of our 2021-2025 strategic plan there is a significant amount of data being tracked, and we welcome input from various audiences reviewing the report to keep it clear and meaningful. We have work to do to make sense of the data that is being collected across the organization. In some places, we need to alter our KPIs as we have learned that they are not realistic, and as the five-year plan proceeds and circumstances have changed, we need to update metrics and targets to keep measurement of progress meaningful. Decisions need to be made about targets over time, as well as theories of change about how KPIs lead to impact. For example, is “88 engagement/education activities implemented to increase the capacity of churches and other partners to support and equip vulnerable people” a good number? Do we want it to increase? Why or why not? As well, as a non-profit with limited capacity, what is reasonable and doable?
- The broad scope of our work supporting the most vulnerable locally and internationally, combined with the trust donors have in us, put us in a position of strength this year as we experienced an unexpected and notable increase in giving (while many other charities had significant declines).
- The investment we have made over the last five years to strengthen our Communications and Revenue Development work has resulted in the development of solid communication and fundraising practices, and was especially highlighted this past year as Ontario gave national leadership to several initiatives.

# Strategic Direction 1



**Increase the capacity of the church and other partners as they support and equip vulnerable people, especially people who have been uprooted and displaced.**

Key Performance Indicator	April 2020 to March 2021
Engagement/education activities that increase the capacity of churches and other partners to support and equip vulnerable and displaced people	88
Churches and partners engaged with MCC projects with vulnerable and displaced people	144
<b>Rating: Given where we are at, on track.</b>	<b>3</b>

## Activities:

- 129 Sponsorship Groups supported 583 uprooted and displaced people. 59% are family-based groups working to reunify their families; 41% are faith-based groups.
- 48 sponsorship application trainings; 22 pre-arrival orientation trainings; and 18 post-arrival trainings were provided to Sponsorship Groups.
- 9 Ontario school boards, MCC Ontario and MCC Mexico collaborated to support Low German students living in both Ontario and Durango with progress toward literacy and numeracy.
- 3 Networking Committees resourced service providers with appropriate COVID-19 resources for the Low German-speaking community.
- \$22,000 in financial grants were given by MCC Ontario to Adults Language Learning, Mennonite New Life Centre Toronto and Compass Refugee Centre to provide settlement services for newcomers.

## Summary & Observations:

- In order to promote welcoming newcomers and sponsoring those most in need among churches and supporters, MCC's Refugee Program prioritizes sponsoring refugees identified by United Nations High Commissioner for Refugees (UNHCR) and referred to Canada for resettlement. However, due to the pandemic, no referrals occurred this year, resulting in less engagement with faith-based groups.
- 28% (27/98) of Anabaptist congregations engaged by MCC Ontario are choosing to welcome uprooted and displaced people.
- MCC received Expression of Interest forms for over 487 refugees with connections in Canada, an overwhelming interest for our 150 spaces allocated to us by the Canadian government.

## Building Capacity to Respond to Marginalization

During a Low German Networking Committee meeting in the fall of 2020, service providers shared COVID-19 experiences and the growing marginalization of the easily identified Low German-speaking people. For example, a Low German couple wearing masks attempted to enter a grocery store, and another shopper yelled at them. Shocked by this experience, the couple shared with a health care worker their resulting fear of going grocery shopping. The committee brainstormed ways to address this marginalization. Lily Hiebert Rempel, MCC's Low German Liaison Worker, shared about MCC's active bystander training (TAB) and the practical skills to intervene in the moment or later. Forty-eight service providers from Mennonite Community Services and South West Public Health were then trained to be active bystanders; two service providers are now TAB trainers ready to equip others to be active bystanders and promote an inclusive caring community in Aylmer.

# Strategic Direction 1B



## Increase the capacity of MCC Ontario staff and volunteers to support vulnerable, uprooted and displaced people in Ontario.

Key Performance Indicator	April 2020 to March 2021
Staff and volunteers trained to support vulnerable, uprooted and displaced people in Ontario	Staff – 33 (22.9%) Volunteers - 55 (5%)
Vulnerable people supported through programs and percentage of vulnerable of total people served	771 (29%) vulnerable participants Total: 2701
<b>Rating: Given where we are at, on track.</b>	<b>2</b>

### Activities:

- 6 individuals with disabilities and barriers to traditional employment
- 25 Indigenous artisans
- 42 individuals with the lived experience of homelessness
- 115 individuals with a criminal history
- 215 individuals forced to flee from their home as refugees were welcomed to Canada
- 368 individuals forced to flee from their homes as refugees are still waiting to come to Canada

### Summary & Observations:

- MCC supported staff and volunteers to make creative and responsive shifts in programming supporting vulnerable people and communities during the pandemic.
- By shifting to virtual circles, Circles of Support and Accountability (CoSA) increased numbers of core members served, volunteers engaged and circle meetings.
- Circle of Friends increased the focus of activities for smaller numbers allowing for deeper sharing and opportunity for courageous self-examination.

- Given the need for a feedback mechanism for complaints and concerns of vulnerable participants, a development plan is in progress.
- “Becoming Peacemakers”; a monthly training series piloted with program staff, created space to challenge assumptions, learn from each other and develop applied peacemaking skills.

### Humanitarian Responses for Vulnerable Populations:

- Partners in Jordan received two material resources shipments valued at \$361,590, including 2,380 relief kits, 5,600 hygiene kits, 2,174 comforters, 2,310 school kits and 8,352 toothpaste tubes.
- Meat Canning in Ontario was cancelled due to the pandemic.
- 25 First Nations and 11 organizations received material resources and emergency response items to distribute to vulnerable people impacted by COVID-19, fire, floods and systemic water issues.
- The Indigenous Neighbours Humanitarian Response connected with 20% of Ontario’s First Nations with many new donors. This creates space to grow reciprocal connections.

## Undercurrents – a podcast telling MCC Ontario stories

Six episodes connected listeners to vulnerable MCC Ontario program participants who face each day with courage and hope, from starting a new life after prison to piano lessons in a new world. Two Undercurrents webinars for MCC Ontario volunteers provided space to discuss and understand the “big picture” (national/global trends and issues) and the “small picture” (individual stories and program work).

**“It was very enlightening and encouraging that we are able to be a small part in helping people in our own communities not only internationally.”** – Social Enterprise Volunteer, UNDERCURRENTS webinar participant

## 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	April 2020 to March 2021
2.1 Donor retention rate	65.42%
2.2 Number of new donors	1,616
2.3 New volunteers	336
2.4 Volunteers under 30 years old	231
2.5 New supporting churches	4
2.6 Total number of current supporting churches	113
<b>Rating: Given where we are at, on track.</b>	<b>3</b>

### Activities:

- To better understand how to “responsively engage” our churches, an in-depth church engagement review was undertaken. Over 80 interviews were completed with pastors, church leaders, MCC staff, volunteers and alumni. The insights gained will inform our next strategic steps in church engagement.
- We improved our segmentation strategies and increased the number of appeals allowing us to be more “audience-focused” in our fundraising and communication practices while increasing our fundraising capacity.
- Ontario gave national leadership in several areas including the virtual centennial celebration, data management best practices, development of ThankView videos and a donor calling blitz.
- In partnership with MCC Canada, a new shared position was developed to implement best practices for second gift conversion and lapsed donor strategies, further strengthening our fundraising practices.
- We successfully pivoted to using online platforms to fundraise (i.e. New Hamburg Mennonite Relief Sale), celebrate (Centennial), and engage with our donors (Zoom calls and webinars).
- Prioritized stewardship and engagement activities with donors, with a 49% increase in personal contacts.

### Summary & Observations:

- There has been a significant improvement in collaboration and coordination of Communications and Donor Relations activities between MCC Canada and the provinces, with very positive outcomes. This is a combination of solid leadership, better communication processes and expertise.
- While anticipating a decline in donor giving as a result of the pandemic, we experienced a notable increase in giving. This increase reflects both the broad scope and appeal of our work that supports the most vulnerable locally and internationally and the trust that donors have in us as a “go to” organization. This was also facilitated by an increase in the number of appeals that were sent.
- The church engagement review reflected the depth of trust and the high regard that MCC holds with our constituent churches. The opportunities for further engagement are significant, and the importance of developing strong connections and relationships with the churches and pastors is critical.
- The continued and intentional investment in strengthening our fundraising practices including donor stewardship is reflected in the notable increase in donor retention.

## Responding in a Pandemic

***“Why partner with MCC? We are proud to be partnering with Mennonite Central Committee Canada as they come alongside locally directed projects around the globe and here in Canada. MCC Canada has demonstrated commitment to a high level of transparency, accountability, and integrity.”*** (TMH website)

In response to the pandemic, a TMH (The Meeting House) fundraising initiative took place to raise funds for Ontario Indigenous Neighbours Pandemic Kits. Normally individual donations would go through TMH, but this unique campaign invited donors to give directly to MCC. This gave us the wonderful opportunity to be able to thank and engage these donors personally. We were also able to invite them to a webinar and a virtual learning circle giving the donors further insight into our work with Indigenous Neighbours and the impact of their gifts.

# Strategic Direction 3



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

Key Performance Indicator	April 2020 to March 2021
Collaborative efforts to address systemic barriers to peace and justice	11 peacebuilding projects \$642,033 (40% of total project value)
MCC Ontario-led peacebuilding and restorative justice activities and participants	41 activities 1373 participants
Staff and volunteers trained on peace and restorative justice	Staff – 93 (64.6%) Volunteers – 44 (4%)
Staff and volunteers trained on anti-racism	Staff – 22 (15.2%) Volunteers – 1 (0.66%)
<b>Rating: Given where we are at, on track.</b>	<b>3</b>

## Activities:

- 659 people engaged in 11 events related to justice for Indigenous Peoples including webinars and virtual tours of Woodland Cultural Centre's Mohawk Indian Residential School.
- 29 leaders were trained to mobilize peacebuilding approaches in their organizations and communities.
- TAB Canada HUB expanded to 9 partners with 29 trainers; 314 people were trained to be active bystanders when witnessing harm; 22 trainings.
- 525 individuals engaged in 9 restorative justice and peacebuilding activities including Peace Conference, Book Clubs and The Meeting House Peacemakers training.
- Two letter campaigns advocated for paid sick leave and a just recovery plan for the vulnerable of society.
- Partnered with Ontario Living Wage Network to recognize 380 Living Wage employers.
- People's Action Group continues to advocate for affordable housing.

## Summary & Observations:

- Strategies to collaborate with key partners and people with a shared vision and ability to mobilize and expand efforts for peace and justice need to be further expanded.
- With increased fear of the other, cyber hate and harmful online behaviour strategic collaborations with key partners committed to expanding active bystandership are critical.
- Virtual engagement and training allowed MCC Ontario to collaborate with partners across Canada and globally.
- The pandemic heightened the need for the right to clean water for drinking and daily living in First Nations communities.
- The continued and intentional investment in strengthening our fundraising practices including donor stewardship is reflected in the notable increase in donor retention.

## Collaborative Effort to Increase Active Bystandership in Response to Intimate Partner Violence

Concerned about a rise of 20-30% in domestic violence rates during the pandemic, MCC Ontario, Waterloo Region Crime Prevention Council, Domestic Assault Resource Team and Theatre of the Beat collaborated to launch UNMUTE, an interactive virtual forum theatre on intimate partner violence. After a successful run of four shows with 271 audience members in Waterloo Region in November 2020, the virtual tour expanded through new funding from Kindred Credit Union and many other organizations to reach over 900 people across Canada by spring 2021. Collaborating virtually across geographic locations allowed us to do what we could not have done prior. UNMUTE has had a significant impact on many communities which are now talking about active bystandership and intimate partner violence. By connecting faith communities and service providers, it promoted dialogue and community development. We are in the process of measuring the impact and identifying next steps.

# Strategic Direction 3B



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

Key Performance Indicator	April 2020 to March 2021
Vulnerable people who indicate increased inclusion and belonging	Data collection tool in development
Vulnerable people who participated in social inclusion activities	356
Staff and volunteers trained on ways to foster social inclusion, belonging and community	0
<b>Rating: Data collection tool in development.</b>	<b>2</b>

### Activities:

- 47 participants were supported through 647 Circles of Support and Accountability and Circle of Friend circle meetings involving 73 volunteers (1503 volunteer hours).
- 58 participants with the lived experience of homelessness or stigma of a criminal history participated in 89 social inclusion activities.
- 57 individuals were supported with faith community reintegration during a pandemic.
- 215 newcomers adjusted to life in Canada with the support of 57 Sponsorship Groups.
- 6 individuals with disabilities and barriers to traditional employment each earned \$2322 of supplemental income working at the Raw Carrot Soup Enterprise.
- MCC Ontario collaborated with Centre for Community Based Research (CCBR) and Kindred Centre of Peace Advancement (CPA) to develop the “Inclusion Nexus.” Partners collaborated on the Design Phase of Inclusion Nexus by reviewing MCC Ontario documents, conducting focus groups with MCC Ontario Program

Staff and completing a literature review. A definition of social inclusion, a preliminary theory of change and indicators of social inclusion are in draft phase.

### Summary & Observations:

- For emotional wellness during the pandemic, Circle of Friends staff and volunteers needed to remind themselves that their purpose is to create space for people to grow, heal and experience belonging in community. Holding space creates opportunity for incredibly profound work to occur.
- Poverty programming created space for participants to feel valued and take on new roles as essential workers for Raw Carrot Soup Enterprise and advisors for shaping the Culture of Peace project, not just recipients of information.

## Learning Zoom Opened Doors of Opportunity

“Learning to zoom has opened many new doors of opportunity for me. I’ve used it with the YWCA too, for groups and social sessions, and with my ODSP Employment Supports worker, to start improving my supports and untangle my disabilities in an attempt to find a pathway back to employment. Because I zoomed with the Circle of Friends, I got to better advocate for myself, and that led to my seeing an Educational Psychologist. I got my Autism diagnosis, a Math Learning Disorder diagnosis, plus a few other fancy letters to put after my name, AT 40. I’m getting a weighted jacket and a white noise machine, earplugs to wear when I go back to school, and the right learning help, And now EVERYTHING makes more sense. I’ve signed up for a Zoom-based class for women entrepreneurs too so I might have an income soon too!”  
-Gwen, Circle of Friends participant

4 Includes RJ Social Inclusion activities (54), Culture of Peace and Peacemaker Hangouts (18), Healing Journeys (8) and Circle of Friends Monthly Gatherings (9)

# 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	April 2020 to March 2021
4.1 Operational initiatives that reduce and/or offset MCC’s carbon footprint	0
4.2 Percentage of new projects and initiatives that implement environmental assessments prior to initiation	0
4.3 Reporting on assessments and scorecard	0
4.4 Individuals educated on climate change and creation care	72
4.5 Groups educated on climate change and creation care	1
4.6 Responses to First Nations related to climate change	0
<b>Rating: COVID-19 has inhibited our ability to implement.</b>	<b>1</b>

### Activities:

- Primarily due to COVID-19, there were no new operational initiatives made to offset MCC Ontario’s carbon footprint.
- MCC Ontario hosted a webinar for donors titled Human Face of Climate Change that featured representatives from the Canadian Foodgrains Bank, Grow Hope and MCC Farmer Management in Croatia to learn more about conservation agriculture, climate resilient techniques, watershed systems and gender equality.
- The purchase of our office in Timmins included the installation of new energy-efficient windows and doors that will contribute to enhanced creation care.
- Despite closing rePurpose this year, we have been able to maintain the activity of collecting and selling recyclable materials from our thrift shop locations. Having previously collected and delivered goods ourselves, buyers now pick up and eliminate the need for our own vehicles to operate.

### Summary & Observations:

- COVID-19 has forced us to work differently which has included a more carbon neutral form. As workplaces begin to return and operate as per pre-COVID-19, we have the opportunity to consider what impact on creation care we want to make in our new working model.
- We are recognizing that some of our creation care priorities are a stretch for us. This is an area where an MCC value has been articulated as a Strategic Direction and our capacity is stretched to implement many specific activities beyond what occurs in Thrift. This is an area where the Operational Priorities and KPIs likely need to be reviewed.



### Agents of Solution:

“MCC wants to continue to be an agent of solution in improving the lives of others in the name of Christ. It is what we have celebrated in this past year: 100 years of doing just that. Climate change is now an issue that is gathering force included in our other criteria of natural disasters, famine and relief in times of warfare. In fact, it overlaps on top of all of them.”

-Tom Neufeld, MCC’s Stewardship Associate for Canadian Foodgrains Bank

MCC photo/Matthew Lester

# Strategic Direction 5



## Expand the reach and impact of Social Enterprise in terms of funds, environmental and social impact and connecting customers with the mission of MCC.

Key Performance Indicator	April 2020 to March 2021
5.1 Annual Social Enterprise revenue target and net forwardings targets met	No, revenue target not met No, net forwardings target not met
5.2 Increase the weight of materials repurposed/refashioned/recycled	Data not available and KPI under review
5.3 Revenue and net income targets from one-, three-, and five-year plan for expansion are tracked	Tracked and under review
5.4 Staff trained	Data not available and KPI under review
5.5 Staff who indicate increased knowledge and skills	
5.6 Volunteers trained	
5.7 Volunteers who indicate increased knowledge and skills	
5.8 Improvement in efficiencies based on plan	
5.9 Social Enterprise Customer Satisfaction	Data not available
<b>Rating: KPI is not met and strategies are under review.</b>	<b>1</b>

### Activities:

- Thrift shops thrive at ingenuity. With two provincial stay-at-home orders, shops were closed to the public and staff teams were reduced. Pivoting to online, shops sold a total of \$89,000.
- A new thrift shop was opened on Hazelglen Dr., Kitchener, and a warehouse property was leased on Heritage Dr., New Hamburg, to create various production efficiencies.
- Due to pre-existing performance challenges further complicated by COVID-19, the decision was made to not reopen rePurpose retail by the pound. Despite the closure, buyers have continued pick-up and purchase of recyclable goods.
- During times of thrift shop closures, energies were focused on how to be better positioned for the future of Social Enterprise.
- Launching an online thrift retail market monopolized the opportunity for curbside pickup. Instagram posts were used initially with the launch of an ecommerce platform providing online marketplaces for all Thrift locations later in the year.

- Review of our current social media activities and development of new strategies by a Social Media Strategist started in April 2021. The ultimate outcome is to increase MCC brand awareness, engagement of MCC Ontario programs and Social Enterprise sales.
- Due to the multiple closures, the Customer Survey was not done.

### Summary & Observations:

- The impact of the province's response to COVID-19 on businesses resulted in the closure of shops between 14 to 17 weeks depending on region of location. The rotating closures resulted in continual staff layoffs/leaves, increased degree of staff fatigue, decreased return of volunteers, site modifications to meet COVID-19 related health and safety regulations and lost revenues. As a result, the Thrift budget for forwardings was not met. However, due to the generosity of our donors, MCC Ontario was able to meet our forwardings commitment to MCC Canada.



The resiliency and pivoting of the Social Enterprise teams is commendable. Additional cleaning protocols were put in place before the first surge of the pandemic hit Ontario. Shop teams reconfigured their retail fixtures and backroom layouts to accommodate physical distancing. Selling items online morphed from using social media applications (Facebook and Instagram) to a dedicated section on websites, creating a permanent online shop for each location. These are some of the realities our staff encountered this year, and the fact that they created and maintained safe spaces to work, volunteer and shop during this time is admirable.

## Strategic Direction 6



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

Key Performance Indicator	April 2020 to March 2021
6.1 Track department (IT, HR, Fundraising, Communications, Program, Administration) budget ratios against targets	In development now that YR1 data is collected
6.2 Total staff FTE	118.116
6.3 Total volunteer hours	83,643.29
6.4 Governance models reviewed, explored and implemented as recommended	In process
6.5 New covenant developed	In process
6.6 Healthy relationship with other MCCs	As expected
6.7 Track diverse funding sources	In development now that YR1 data is collected
6.8 Program assessed for fit, impact, effectiveness and support	In development now that YR1 data is collected
6.9 Annual Risk-Registry with evidence that risk mitigation plans have been followed	In process
6.10 Financial metrics met: balanced budget, financial reserves on target	Overall – yes Thrift – no Increased reserve
6.11 Biannual staff survey tracking capacity to implement plans and incorporation of best practices (including other KPIs as mentioned above)	Yes
6.12 Track standard HR metrics (turnover, etc.)	Yes
6.13 Industry standards met in finance, IT and accounting on an annual basis	Yes
<b>Rating: KPI is not met and strategies are under review.</b>	<b>1</b>

### Activities:

- Developed and implemented a comprehensive risk identification and ranking tool along with a process to mitigate departmental and organizational risks.
- A revised covenant draft between all MCC entities across Canada continued to progress through the approval process with December 2021 as the target date for acceptance by all boards.
- Budgeted revenue was revised downward 25-30% in anticipation of the significant financial impact of COVID-19.
- Shared revenue targets were exceeded and the net excess will allow financial reserves to move closer to target levels.
- There were 6 training opportunities for volunteers.

### Summary & Observations:

- Donor giving was strong, and wage subsidies cushioned the impact of reduced revenue.
- While expense budgets were not formally revised, a spending freeze was put in place on discretionary spending and most hiring was deferred. The result was underspending of our aggregate budget, exclusive of forwardings to MCC Canada, by 23%.
- Volunteers who were onboarded between April 1 2020 and March 31 2021 have shown a significantly higher commitment in the hours they give than new volunteers have in the past.

## Appendix 1

### 2021 Staff & Volunteer Biannual Survey

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

**Methodology:** In February 2021, 140 staff received an online survey link. 1858 active volunteers and those away during the COVID-19 pandemic received the survey by email or mail. 84 (60%) staff responded and 465 (25%) volunteers responded.

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

#### Analysis:

- Both staff and volunteers most commonly selected 'somewhat equipped' in all areas relating to peacemaking skills. When comparing staff and volunteer data, volunteers more commonly selected 'not relevant to my role with MCC Ontario'. In particular, 35% of volunteers said supporting vulnerable, uprooted and displaced people was not relevant to their role.
- In all levels of confidence to have crucial conversations, staff and volunteers rate themselves similarly.

#### Next Steps:

- Development of staff and volunteer training plan for September 2021 to June 2022 based on these results.

## Appendix 2

### Donor Relations: Year at a Glance

#### Appeals

- COVID-19 – Print + Email Appeal
- Summer – Print + Email Appeal
- Disaster (Lebanon) – Email Appeal
- Centennial – Print + Email Appeal
- Acquisition – Print Appeal
- Christmas – Print + Email Appeal
- Year End – Print + Email Appeal
- New Donor – Print Appeal
- Share Your Table – Email Appeal
- Easter – Print + Email Appeal

#### Volunteers

This past year we engaged 10 individuals in volunteering in donor relations work. Four of these are donor relations volunteers, but due to the pandemic and the willingness for volunteers to shift responsibilities, we had 6 front desk/ reception volunteers also assist in connecting with donors. Additionally, 9 board members engaged directly with donors through Christmas card writing and sending greetings through a Christmas ThankView video.

Revenue Snapshot	2021	2020
Total Revenue*	\$8,454,688	\$7,756,317
Number of Donors	6,664	5,081
Where Needed Most (WNM) Donations	\$4,452,333	\$3,841,429
Number of WNM Donors	4,109	3,725

\*Excludes GIK, Pledges, Notifications, Soft Credits, Estates, Internal Transfers, Capital Campaigns, Non-Gift, Constituent Initiated Projects (CIP) and Refugee Sponsors

Donor Acquisition	2021	2020
Number of New Donors	1,616	883
New Donor Revenue	\$437,632	\$291,702

Donor Retention	2021	2020
Percentage of Donors Retained	65.42%	57.77%
Retained Donor Revenue	\$7,362,862	\$7,033,447
Stewardship Contacts**	14,904	10,014

\*\*The following are considered Stewardship Contacts:

- Email (personalized)
- Christmas Card (with personal greeting)
- Meeting
- Note
- Note Card – Personal
- Speaking Engagement
- Telephone Call
- Telephone Call – Voicemail
- ThankView – Personal Email
- Visit
- Welcome Packet
- Workshop Video Call

Building relationships with donors is essential in meaningful donor engagement. Data and metrics are valuable methods in tracking progress. However, stories and connection points bring this data to life and show the real faces and impact of the dollars that are raised. After receiving a thank you email from MCC for a recent gift they made, a donor responded:

***“You have no idea how happy your information made me feel. I have had two senior relatives survive a bout of COVID-19 and I think this could be viewed as passing something forward. I wish you could actually tell Etaferaw that I wish her and her family good fortune and a better future for them. These are the sort of projects I really feel are important. Women in underdeveloped countries bear the burden of poverty but they are the hope for the future of their own and many others in the same situation. Please keep up your valuable work.”***

Revenue Snapshot	2021	2020
Monthly Giving – Total Revenue	\$682,677	\$630,189
Monthly Giving – Average Monthly Revenue	\$56,890	\$52,516
Monthly Giving – Number of Donors	932	792
Monthly Giving – Number of NEW Monthly Donors	171*	118
Centennial – Donations Received	\$735,340	\$964,419
Legacy – Invitations Distributed**	632	750
Legacy – Follow Up Communication	442	467
Legacy – Commitments Confirmed	48	62
Legacy – Stewardships Contacts	187	182

\*Monthly giving saw a substantial increase this year. In previous years, Canadian Foodgrains Bank and Benevity were recorded differently in our database. Adjustments to our donor portfolios this year include these donors to capture a more accurate summary of our monthly donors.

\*\* Due to the global pandemic and the realities people were facing this past year of illness and fear of losing family members to COVID-19, we paused for a period of time in sending out invitations to consider a gift to MCC through their will.

**A donor relations staff called Mary (\*not her real name) to say thank you for her donation, and for being such a long-time partner with MCC. Mary shared how MCC assisted her family in Russia in 1926. When she was five, her dad and brother were swollen from malnutrition, and MCC would give them bread. Now she is the last sibling alive here in Ontario. She mentioned MCC was in her will, and she was so grateful for our work.**

**Highlighting that it was MCC's centennial this year, a laugh was shared that MCC beat her to 100. The conversation flowed and at the end as the staff said goodbye, Mary ended with "I love you!" This being the first conversation with this donor, the term of endearment is a highlight of the role we play in representing MCC to her.**

## Appendix 3

### MCC Ontario Key Performance Indicator (KPI) Summary

		Year 1: 2020-2021	
	<b>Strategic Direction 1: Increase the capacity of the church and other partners as they support and equip vulnerable people, especially people who have been uprooted and displaced.</b>		
1.1.1	<b>Engagement/education activities that increase the capacity of churches and other partners to support and equip vulnerable and displaced people</b>	<b>88</b>	
1.1.2	Churches and partners engaged with MCC projects with vulnerable and displaced people	144	
	<b>Strategic Direction 1B: Increase the capacity of MCC Ontario staff and volunteers to support vulnerable, uprooted and displaced people in Ontario.</b>		
1.2.1	<b>Staff trained per year to safely and compassionately support vulnerable, uprooted and displaced people</b>	<b>33 (22.9% of all staff)</b>	
1.2.2	<b>Volunteers trained per year to safely and compassionately support vulnerable, uprooted and displaced people</b>	<b>55 (5% of active volunteers)</b>	
1.2.3	Biannual Survey: Staff capacity, confidence and understanding of issues connected to vulnerable, uprooted and displaced people	Strongly Equipped	37%
		Somewhat Equipped	43%
		Not at all equipped	6%
		Not relevant to my role with MCC Ontario	13%
1.2.4	Biannual Survey: Volunteer capacity, confidence and understanding of issues connected to vulnerable, uprooted and displaced people	Strongly Equipped	13%
		Somewhat Equipped	46%
		Not at all equipped	6%
		Not relevant to my role with MCC Ontario	35%
1.2.5	Vulnerable people supported through programs and percentage of vulnerable of total people served	771 of 2701 (29%)	
	<b>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.</b>		
2.1	<b>Donor retention rate</b>	<b>65.42%</b>	
2.2	<b>New donors</b>	<b>1,616</b>	
2.3	New volunteers	336	
2.4	Volunteers under 30 years old	231	
2.5	New supporting churches	4	
2.6	Total current supporting churches	113	

		Year 1: 2020-2021	
	<b>Strategic Direction 3: Increase peacebuilding as a key component in all of our relief and development work and expand our efforts for justice and peace.</b>		
3.1.1	<b>Collaborative efforts to address systemic barriers to peace and justice</b>	<b>11 peacebuilding projects \$642,033 (40% of total project budget value)</b>	
3.1.2	MCC Ontario-led peace building and restorative justice activities	41	
3.1.3	Participants in MCC Ontario-led peacebuilding and restorative justice activities	1,373	
3.1.4	Staff trained on peace and restorative justice	93 (64.6% of total staff)	
3.1.5	Volunteers trained on peace and restorative justice	44 (4% of active volunteers)	
	Biannual Survey: Relevancy of peacemaking skills to role with MCC Ontario	Staff	75%
		Volunteers	56%
3.1.6	Biannual Survey: Staff confidence to have conversations when stakes are high, opinions vary and emotions run strong	Extremely Confident	13%
		Very Confident	30%
		Somewhat Confident	35%
		Not so confident	18%
		Not at all confident	2%
3.1.7	Biannual Survey: Volunteer confidence to have conversations when stakes are high, opinions vary and emotions run strong	Extremely Confident	11%
		Very Confident	30%
		Somewhat Confident	35%
		Not so confident	18%
		Not at all confident	2%
3.1.8	Staff trained on anti-racism	22 (15.2% of all staff)	
3.1.9	Volunteers trained on anti-racism	1 (0.66% of program volunteers)	
3.1.10	Biannual Survey: Staff equipped to respond to racism when they witness or encounter it	Strongly Equipped	20%
		Somewhat Equipped	67%
		Not at all equipped	11%
		Not relevant to my role with MCC Ontario	1%
3.1.11	Biannual Survey: Volunteers equipped to respond to racism when they witness or encounter it	Strongly Equipped	19%
		Somewhat Equipped	58%
		Not at all equipped	10%
		Not relevant to my role with MCC Ontario	13%

		Year 1: 2020-2021	
	<b>Strategic Direction 3B: Increase the capacity of MCC Ontario staff and volunteers to foster social inclusion, belonging and community.</b>		
3.2.1	<b>Vulnerable people who indicate increased inclusion and belonging</b>	<b>Data collection tool in development</b>	
3.2.2	Vulnerable people who participate in social inclusion activities	356	
3.2.3	Staff trained on ways to foster social inclusion, belonging and community	0	
3.2.4	Volunteers trained on ways to foster social inclusion, belonging and community	0	
3.2.5	Biannual Survey: Staff equipped to foster social inclusion and community belonging in their work with MCC Ontario	Strongly Equipped	28%
		Somewhat Equipped	67%
		Not at all equipped	2%
		Not relevant to my role with MCC Ontario	2%
3.2.6	Biannual Survey: Volunteers equipped to foster social inclusion and community belonging in their work with MCC Ontario	Strongly Equipped	17%
		Somewhat Equipped	52%
		Not at all equipped	9%
		Not relevant to my role with MCC Ontario	22%
	<b>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.</b>		
4.1	<b>Operational initiatives that reduce and/or offset MCC's carbon footprint</b>	<b>0</b>	
4.2	Percentage of new projects and initiatives that implement environmental assessments prior to initiation	0	
4.3	Reporting on assessments and scorecard	0	
4.4	Individuals educated on climate change and creation care	72	
4.5	Groups educated on climate change and creation care	1	
4.6	Responses to First Nations related to climate change	0	
	<b>Strategic Direction 5: Expand the reach and impact of Social Enterprise in terms of funds, environmental and social impact and connecting customers with the mission of MCC.</b>		
5.1	<b>Annual Social Enterprise revenue target and net forwarding targets met</b>	<b>No, revenue target not met</b>	
		<b>No, net forwardings target not met</b>	
5.2	Increase the weight of materials repurposed/refashioned/recycled	Data not available and KPI under review	

		Year 1: 2020-2021
5.3	Revenue and net income targets from one-, three-, and five-year plan for expansion are tracked	Tracked and under review
5.4	Staff trained	Data not available and KPI under review
5.5	Staff who indicate increased knowledge and skills	Data not available and KPI under review
5.6	Volunteers trained	Data not available and KPI under review
5.7	Volunteers who indicate increased knowledge and skills	Data not available and KPI under review
5.8	Improvement in efficiencies based on plan	Data not available and KPI under review
5.9	Social Enterprise Customer Satisfaction	Data not available and KPI under review
	<b>Strategic Direction 6: Ensure the long-term financial sustainability of MCC Ontario as we work within and seek to strengthen the broader MCC mission and structure.</b>	
6.1	<b>Track department (IT, HR, Fundraising, Communications, Program, Administration) budget ratios against targets</b>	<b>In development now that YR1 data is collected</b>
6.2	<b>Total staff FTE</b>	<b>118.116</b>
6.3	<b>Total volunteer hours</b>	<b>83,643.29</b>
6.4	Governance models reviewed, explored and implemented as recommended	In process
6.5	New covenant developed	In process
6.6	Healthy relationship with other MCCs	As expected
6.7	Track diverse funding sources	In development now that YR1 data is collected
6.8	Programs assessed for fit, impact, effectiveness and support	In development now that YR1 data is collected
6.9	Annual risk-registry with evidence that risk mitigation plans have been followed	In process
6.10	Financial metrics met: balanced budget, financial reserves on target	Overall – yes
		Thrift – no
		Increased reserves
6.11	Biannual staff survey that tracks capacity to implement plans and incorporation of best practices (including other KPIs as mentioned above)	Yes
6.12	Track standard HR metrics	Yes
6.13	Industry standards met in finance, IT and accounting on annual basis	Yes