



M2/W2 Association
Restorative Christian Ministries
2020/2021 Annual Report

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PURPOSE VISION MISSION VALUES



Purpose

To answer God's call in Matthew 25:35-36 and build trust-filled relationships that bring value, restoration, and hope to every person



Vision

To end imprisonment, one person at a time



Mission

To empower and equip volunteers to build practical mentoring relationships with people affected by incarceration

Values



Faith in Jesus Christ

Unconditional love

Good stewards of all God provides

Servant attitude

Diplomacy



Compassionate Relationships

Empowering

Inclusive

Compassionate

Integrity



Organizational Partnerships

Volunteers

Donors

Government institutions

Community organizations



Transformed Lives

Restorative

Innovative

Holistic



Measurable Outcomes

Less recidivism

Committed volunteers and donors

Tracking program impacts

Achieving goals

In February and March 2021, a team of staff and Board members began meeting to clarify the purpose, vision, mission, and values (PVMV) of our organization. The team's goal was to create short, memorable statements that would capture the ethos of the organization and guide the development of our strategic plan.

After several meetings filled with prayer and passionate discussion, the team established a set of short, clear statements that provide direction to staff and volunteers while also connecting to external audiences that want to learn more about M2/W2 Association.

"A lot of time, thought, and discussion have gone into these statements," the team says in its report to the Board. "We are humbled and thankful to God for the direction he has provided. What we are presenting is far better than we had hoped to produce when we started the process. God has been so faithful!"

After being approved by the Board, the PVMV statements formed the foundation of our work to develop a strategic plan. See Page 18. As the strategic planning committee identified key issues and objectives, they kept the PVMV statements close at hand, referring to them often to ensure they stayed on course.

WHAT WE DO

At M2/W2 Association, our vision is to end imprisonment, one person at a time. We provide practical support and encouragement to people who are committed to change yet face the emotional, spiritual, and physical obstacles that often result from incarceration. We operate three programs:

Prison Mentorship

For over five decades, we have been equipping volunteers to mentor people in prison. Our one-on-one, in-prison program brings companionship, accountability, and an outside perspective to men and women in prison—people who regularly experience isolation and loneliness.

No One Leaves Alone (NOLA)

NOLA connects formerly incarcerated men and women with a circle of volunteers who journey together toward restoration and reintegration. NOLA circles are volunteer driven. They meet regularly, stay in contact, and provide support in five areas: housing, health, employment, education, and relationships.

Hidden Treasures Thrift Stores

With branches in Abbotsford and Chilliwack, Hidden Treasures is a place where people on parole, work release, or Escorted Temporary Absence (ETA) gain employment experience alongside store staff and volunteers from the community. The proceeds from selling quality used items help support our ministry.





FROM THE BOARD OF DIRECTORS

CCOVID-19 has been part of our lives for over a year, but lately there is a growing sense of optimism as we start returning to our “normal” activities and obligations. The Lord is good!

The pandemic has demanded significant change at M2/W2. We acknowledge and affirm all of our staff as they made adjustments and kept our work going. We also thank our volunteers, who found new ways to stay connected with people in prison or transitioning to the community.

On March 31, 2021, the No One Leaves Alone (NOLA) research project came to an end. NOLA was made possible via a contract with Public Service Canada in cooperation with the University of the Fraser Valley. Final reports are now being prepared, but it is not too early to assert that the project was a success. We elected to continue NOLA for at least 18 months. Our plan is to gather enough funding to ensure that NOLA can be sustained. We humbly thank staff, volunteers, and NOLA participants for contributing to this success.

Other notable updates:

- The development of an organizational strategic plan was taken over by a committee of staff and Board members and considerable progress has been made.
- We continue search for a larger store for Hidden Treasures in Abbotsford.
- We appointed two new Board members: Cody Vanderwal of Abbotsford and Pastor Jason Crossen of Agassiz. We also appointed Nick Van Ravenstein of Surrey to the Finance Committee.
- On June 30, 2021, the service of Harry Wiens on the Board comes to an end after two terms. Thank you, Harry, for your passion and concern for the work of M2/W2!
- We carried out a 360-degree review of our Executive Director. The results affirmed the work he is doing, and we shared with him its conclusions and recommendations.

Fiscal Year 2022 is unfolding rapidly. We will continue to look for additional sources of funding and new volunteers, and provide them with opportunities to make a difference in the lives of individuals, families, and communities. The coming months are a mystery, but we can rest assured that God, in his grace and providence, holds us in his care and will provide for the continued unfolding of his kingdom and the bringing of glory to his name!

Be blessed!

William Veenstra
Board Chair

FROM THE EXECUTIVE DIRECTOR

At the end of March 2020, as we flipped the final page on our fiscal calendar, we were in the early days of the pandemic. Its impact was already being felt across our organization. Both Hidden Treasures stores, our primary revenue sources, had been closed since March 20. They would remain closed until June. Our office was also closed, and staff were working from home. Institutions had suspended all in-prison volunteer programs, including our mentorship program. Health authorities recommended against gathering in groups. This made meetings a challenge for participants, volunteers, and staff in our No One Leaves Alone (NOLA) community reintegration project, which was entering its final year of federal funding.

Our staff worked hard and made adjustments; the results were commendable. We moved our volunteer training online and found new ways to hold NOLA meetings—outside or over Zoom. Our prison mentorship coordinators encouraged volunteers to write letters and make phone calls, all while working with institutional staff to improve access to video calling. Our volunteers are now holding regular video calls with people incarcerated at three institutions, with others in the process of setting up distance mentoring. Thank you, staff, for your diligence and flexibility!

Another huge thank you is due to our volunteers. Your commitment to serve others is inspiring. Thank you to everyone who volunteers at Hidden Treasures, with NOLA, or with the prison mentorship program. We are so grateful for your compassion and dedication.

Finally, I want to say thank you to our donors. This past year saw an incredible outpouring of financial support for this ministry. We received over 60 percent more donations than the previous fiscal year. This funding was a factor in our Board's decision to continue NOLA for 18 months as a pilot project. Thank you, donors!

God has been faithful to this ministry for over 55 years. As we walk through another year of pandemic uncertainty, I trust that God will continue to have his hand on this organization. I look forward to seeing what he will accomplish through this ministry. Together, by God's grace, let's end imprisonment, one person at a time.

Blessings,



Raymond Robyn
Executive Director





Our annual fundraiser goes virtual!



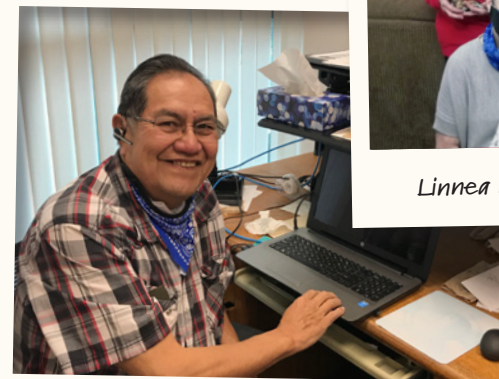
Hidden Treasures Chilliwack celebrates 5 yrs



Gift bags for Kwi



Linnea and the ACCW gift bag team



Pascal gets ready for video calling

YEAR IN REVIEW

Despite the cancellation of in-person events, we embraced technology and found new ways to celebrate, learn, and support each other.

April 2020

- National Volunteer Week

May 2020

- Sidewalk Sale at Hidden Treasures Chilliwack
- NOLA training goes online

June 2020

- Hidden Treasures reopens after three months
- Hidden Treasures Abbotsford celebrates 20 years in business

July 2020

- We receive a \$25,000 food security grant from United Way

August 2020

- #PrisonersJusticeDay
- National Thrift Shop Day

September 2020

- Next Level Volunteer Training: Conversations That Matter

October 2020

- Annual Meeting held over Zoom
- Hidden Treasures Chilliwack celebrates 5 years in business
- Our annual fundraiser and silent auction go online and raise over \$24,000!

November 2020

- Next Level Volunteer Training: Mental Health
- International Volunteer Managers Day

December 2020

- Christmas gift bags are prepared and delivered to women at ACCW
- Care packages are prepared and delivered to men at Kwi

January 2021

- Mission Central Serve Conference
- Giuseppe's photos appear in photo art project

February 2021

- Next Level Volunteer Training: Financial Planning

March 2021

- Next Level Volunteer Training: Addictions Support
- Elder Pascal begins video calls with men at Kwi
- The Board approves NOLA as a pilot project

PRISON MENTORSHIP

This past year went by quickly for most of us, personally and professionally. Since April 2020, our prison mentorship program has focused on distance mentorship—that is, helping our volunteers connect with their matches via phone calls, video calls, correspondence, and support letters. We've also encouraged volunteers to attend online parole hearings.

Some prisons opened briefly in the fall, allowing one or two representatives per organization. At Fraser Valley Institution for Women (FVI), Julie and I were able to visit with the women involved in our program. Meanwhile, Elder Pascal went to Kent and Kwikwèxwelhp Healing Village (Kwi), visiting men one on one. As the pandemic began its second wave, however, these visits were again put on hold.

Throughout the year, Elder Pascal regularly visited with men at local transition houses or in the community, and his phone was constantly ringing. He is cleared to take phone calls from federal institutions across Canada, and since the pandemic began last spring, men have been reaching out to him for support and friendship—some from as far away as Nova Scotia!

We also arranged phone calls between volunteers and their matches at the office via the toll-free number we provide to the federal prisons. Recently we've established regular





DISTANCE MENTORSHIP

With in-prison volunteer visits suspended due to the pandemic, our volunteers connected with their matches via phone calls, video calls, correspondence, and support letters. Here is a thank you letter we received after arranging a phone call between a volunteer and her match in prison. We hope you are encouraged by it as much as we were.

This past week I had an amazing phone call with my W2 volunteer. We haven't been able to visit in-person for over a year due to the pandemic. We've written regularly during this time; as great as letters can be they just aren't the same as hearing someone's voice. Before COVID-19, my W2 had been a dedicated visitor every two weeks. I always looked forward to my visits with her. My family and friends live a distance away, so I'm grateful to have somebody close by that can come and spend some time with me.

Since being in prison, I've found that it's difficult at times for my family outside to understand what I go through. It's different with my W2. She has volunteered within the prison system for years, and knows a lot about my situation without me even having to say it. Sometimes when my family visits, I feel mixed emotions because I want to be strong for them and I watch my words because I don't want to make them feel sad, distressed, or worry them about my prison experiences. With my W2, I have always been able to be very honest about how I'm feeling and she's been there to support me through some struggles.

My W2 always asks, "How can I pray for you?" I love this because she isn't telling me she can fix my problems, or that I always need to know how to either. With my time in prison, it has been a long road of learning. I have made a lot of personal growth which hasn't come easy. In my W2 I have someone who is there to listen, offer a wise perspective and then send some prayers up that I will have clarity and wisdom to move forward, and this has been a blessing for me. I believe in divine timing, and when I have trusted in prayer and sent my anxieties to God it has helped me with my healing process.

I'm now looking at parole in the near future. I know that time will move very fast from this point onwards. It has been a special experience to share my time with my volunteer, as she has been able to see my transformation — how I've upgraded my personal skill set and met my goals preparing me for success out in the community. Being proud of my accomplishments was something I struggled with before, and my W2 has helped me celebrate them too. I look forward to having another call facilitated between my W2 and myself, and hopefully we can resume in-person visits sooner than later too. I'm thankful for her understanding of me, willingness to be here for me, and for her love.

video calls at three institutions—Kwi, FVI, and William Head—and are working with CSC and BC Corrections to provide distance mentorship at other prisons.

Staff and volunteers continue to support their matches by attending online parole hearings as assistants, which means they can speak on behalf of their match. Other volunteers have provided character letters. Here is a response from one incarcerated person, thanking us for our support:

I would really like to thank you for the wonderful character letter you wrote for me. I very much appreciated it. My lawyer was a bit surprised by the letters and the level of support.

Thanks to our Hidden Treasures thrift store in Abbotsford, I was able to put together a pen-pack for a woman in need of clothing as she was getting close to release. She was so thankful! She called to say thank you, and also wrote a card and letter.

We cannot emphasize enough that our work is possible because we have dedicated volunteers! Some call themselves “lifers” because they are in this for the long haul. We really want our volunteers to feel appreciated. For Volunteer Appreciation Week in April, we sent a thank-you card with a Tim's gift card. We also shared some volunteer stories on our website.

Thank you, volunteer coordinators, and thank you, volunteers, for staying connected with your matches!

Luminita Dudas
Prison Mentorship Coordinator

HIDDEN TREASURES ABBOTSFORD

We have had a challenging year! I am so appreciative of all our volunteers—those who come in every day and those who are working from home. I could never do this without them... and wouldn't want to try either! They have been fantastic and I want to thank each and every one of them for all that they do... all that they are... and all that they have given... to Hidden Treasures, especially this past year.

Online Store

During our temporary closure, we decided to launch a Facebook Shop. Learning the Facebook Shop and staging and taking photos was time consuming, but it kept us engaged and accessible to the public during a very uncertain time. After we reopened, we continued with online sales and have received a lot of positive feedback. Customers use the Facebook Shop to learn about sales and products, and it has helped make the store more visible and much easier to find.

Volunteers at Home

With the ongoing pandemic, many of our senior volunteers were nervous about coming into the store. Still, they expressed a desire to help, so we created a volunteer-from-home program. It immediately caught on and we have approximately a dozen volunteers working at home.

I have been impressed with the different ways these volunteers have contributed. We have some very talented senior ladies who started in June 2020, when we reopened, by making masks. They have since moved on to aprons and pillow covers. Some are mending and washing garments that are too nice to be thrown away or recycled, while others are making cover-ups and knitting scarves. We also have a plant lover who has started, with others in her complex, a garden club for the store. Every week they bring in an assortment of plants and vegetables, and it all sells quickly.



STAFF & VOLUNTEERS

- MAGGIE AND ILDIKO
- 4 VOLUNTEER CASHIERS
- 20 IN-STORE VOLUNTEERS
- 12 AT-HOME VOLUNTEERS
- 2 VOLUNTEERS FROM ARCHWAY COMMUNITY SERVICES
- 7 MEN ON PAROLE
- 3 WOMEN ON PAROLE




HT ABBY: BY THE NUMBERS
20

YEARS IN BUSINESS

500+

HAND-SEWN MASKS SOLD

\$5,000

ONLINE SALES DURING CLOSURE

Another lady has a small scrapbooking club that creates beautiful handmade cards for the store. In addition, we have a group of gentlemen who are checking and repairing electronics, fixing clocks and watches, and doing small repairs from home. Two senior couples are checking games and puzzles. All of these people, along with our regular daily volunteers, are such a huge help each month.

Work Release Programs

One of the most difficult adjustments came in March 2020 when the prison work release program was suspended. We reached out to the local transition houses to see if anyone was available to help. We had several men volunteer with us (before they found paid employment) and this provided the much-needed manpower we were lacking when the work release programs were suspended. We have rotated through seven male and three female parolees this last year, creating a whole new outreach. Normally we do not have many parolees volunteering. They have been a lifesaver for the store and many say we have been one for them as well. They have discovered a meaningful purpose in volunteering and are able to use Hidden Treasures as a reference on their resume. Paying it forward is what we are all about!

Non-Profit Partners

We have not been able to run our community programs due to social distancing rules, which limited the number of people in the store. After much consideration and creative thinking, we figured out how to incorporate some outside-of-the-store volunteering. We work closely with Archway Community Services' Discovery program. In the past, they came twice per week, every Tuesday and Thursday for an hour and a half with four to six volunteers. Now, they come just one day a week, depending on weather, for about 45 minutes with only two or three people. They sweep our parking lot, pull weeds, and clean up glass and garbage. Even with all the new challenges, they still wanted to volunteer. They have been an absolute blessing and a huge help to our store.

One of our biggest highlights was reaching \$200,000 in sales—even with an almost three month closure, limits to store capacity, and clothes and shoes at half price for a whole year. We focused on keeping our expenses low and profits high!

I'm so thankful for our staff, volunteers, customers, and donors, who have made this year a success despite all the challenges.

Maggie Klassen
Store Manager

HIDDEN TREASURES CHILLIWACK

When COVID-19 upended the world in March 2020, we took a precautionary step and closed the store temporarily. We reopened on June 1, and our sales that month were \$39,793, our best ever. June 8 set the daily record for us, with \$3,231 in sales. The year turned out to be a success, although there were moments of uncertainty and sadness. In August 2020, Monty, one of our volunteers, died. It was a big loss for our team.

Store Improvements

While the store was closed, we made some improvements that we couldn't have made while we were open. We added trim in various places and painted the east room. We also repaired the flooring and gave the store and warehouse a good cleaning and purge, reorganizing where needed. The store and warehouse have never looked so good!

After over five years of basically no price increase on clothing and footwear, we updated the prices on many clothing and footwear items. Next year, we will review the rest of the price book.

Helping Others

At Christmas, we received special permission from Kwi to send gift bags and cards to the guys. With lots of donations from the staff, we filled and sent 25 gift bags full of food items and a Christmas card.

John W used Puff, the store van, to help one of the mechanics at Martin Automotive. The mechanic needed to move in a hurry, and we were happy to help. Giuseppe and Steve also used Puff to help a NOLA client move.

A man who used to live at the Community Correctional Centre (CCC) in Chilliwack and is now on the street stops by the store regularly. When he comes by we give him clothing and food.



STAFF & VOLUNTEERS

- ELAINE, SUSAN, DOT, AND JAYDA
- 45+ COMMUNITY VOLUNTEERS
- 3 PEOPLE ON PAROLE OR RECENTLY RELEASED
- 1 PERSON ON WORK RELEASE
- 17 STUDENTS FROM CHILLIWACK SCHOOL DISTRICT
- 3 YOUNG ADULTS FROM CHILLIWACK SOCIETY FOR COMMUNITY LIVING



We donate dishes and cutlery to CCC when needed, and give clothing to families with young children through the Meadow Rose Society. We also provide clothing and household items to NOLA participants as they begin life in the community.

In March, Sardis Fellowship Baptist Church donated part of its offering to M2/W2 and the church also gave an Easter basket to each of the guys at CCC. Thank you, Pastor Rod and congregation!

I am thankful for the many ways God has provided for our needs at the store: donations, staff, customers, and so much more. The reach of Hidden Treasures goes beyond the store and it is encouraging to be part of this ministry and to see how God uses those who are willing to serve.

I appreciated Jenneke covering my position while I was recovering from surgery in June 2020. The staff is so supportive and willingly helps out when extra help is needed.

Last year, I chaired the Gala Committee and appreciated the support of the rest of the committee, especially when we moved the event online. It was satisfying to see the program come together. The online element was a steep learning curve for all of us!

I realized that being on the Gala Committee took too much time away from my job at the store and my family. It was a reminder to me that I need to keep a balance in my life.

Elaine Warkentin
Store Manager

HTC: BY THE NUMBERS

5
YEARS IN BUSINESS

\$5,000
SALES OF MASKS,
HANDMADE BY ELSIE ISAAK

458
WEEKLY EMAIL RECIPIENTS

NO ONE LEAVES ALONE

Community Reintegration

As the fiscal year came to a close at the end of March, our three-year grant from Public Safety Canada ended. The grant partially funded the No One Leaves Alone (NOLA) research project. Thankfully, our Board decided to continue NOLA as an 18-month pilot program. It's the next step in NOLA becoming an official program.

NOLA 2.0

With the new program come a few new wrinkles. While the research project saw case managers engage with participants in prison as they neared their release dates, the pilot program aims to work with people who are on parole.

There's also a new emphasis on volunteer leadership at the circle level. In the research project, each circle was directly led by a Case Manager. In the pilot program, one volunteer leads the circle while the Case Manager provides resources and support to the volunteer leader.

The program duration was also updated. The original project had a term of 18 months. The new NOLA program will work with participants for up to 12 months. And if a participant is ready, they can graduate after three, six, or nine months.

Areas of Focus

What remains the same are the areas of focus—housing, health, employment, education, and relationships—and our commitment to NOLA's goal: to provide mentorship and practical support to people as they successfully reintegrate into the community.

At NOLA's core are its volunteers, who impact the lives of participants by lending an ear, showing compassion, and sharing their experience and wisdom. Thank you to everyone who serves with NOLA or supports our organization through prayer and donations. Your commitment and kindness help change the lives of people affected by incarceration.

Jacob's Story

Starting over isn't easy. Before finding himself in an unhealthy lifestyle and, later, in prison, Jacob (not his real name) was locomotive engineer at CN Rail for ten years. "I had a blast operating the locomotives," he said. "The railway wasn't a job. It was my life."

After he was released from prison, Jacob moved to Greater Vancouver and connected with NOLA. One of the NOLA volunteers, Rob, had met Jacob while he was in prison, and continued to meet





*“That somebody would take the time,
it was very impactful,” Jacob said.*

*“Rob knew I was passionate about the railway
because he listened to me.”*

with him after his release. Jacob appreciates Rob’s sincerity, fatherly heart, and regular phone calls. “Rob is like a teacher,” Jacob said. “He asks a lot of questions. He’s a genuine, nice guy.”

As he adjusted to life in the community, Jacob began exploring employment opportunities. Part of him wanted to return to CN. He missed the thrill of operating a 190-tonne locomotive. Still, he knew returning to CN could lead him back to his old ways. Instead he began learning a new trade.

“We often met in White Rock,” said Rob, “and would go down to Marine Drive watch the trains. They represented a carefree life for Jacob.”

An Impactful Gift

For Jacob, the holidays are particularly difficult, and this past Christmas was especially tough. Rob saw that Jacob was having a tough time, so he painted a CN locomotive for him. He chose the GE AC4400CW, a model Jacob used to operate.

“I thought it would help him remember the good times,” Rob said, “to keep the good memories while also moving on.”

Jacob said he was deeply moved by the gift and comforted by Rob’s generosity during a difficult season.

“That somebody would take the time, it was very impactful,” he said. “Rob knew I was passionate about the railway because he listened to me.”

Jacob graduated from the NOLA program this past March. He is thankful for his new trade, the NOLA program, and the support he received from Rob.

“It was amazing to have people who are impartial, to have people to talk to,” Jacob said.

“It’s been great to see the positive changes in his life,” Rob said. “It was important to have a group of people to welcome him and accept him for who he is.”

COMMUNICATIONS AND MARKETING

Our communications and marketing efforts this year included ongoing outreach projects—such as the monthly prayer calendar, social media prayer requests, biannual newsletter, Christmas letter, and regular email newsletters—as well as online advertising, and new campaigns, such as our February mail out to promote monthly giving.

Our advertising focused mostly on Facebook and Instagram, with print ads supporting the online spots at key times in the calendar.

The first ad campaign of the year was Help Us Answer the Call, which bridged fiscal years, running through the spring and summer of 2020. In the fall, we launched a campaign aimed at recruiting volunteers with ads online and in a few local publications. In January, we launched Make a Difference in 2021, once again aimed at promoting the organization to a general audience.

As the fiscal year drew to a close, we launched the No One Leaves Alone campaign. This one had two sets of ads: one aimed at a wider audience of people living in the Fraser Valley and Metro Vancouver; and another targeting people who already follow our page. The wider audience received messages about NOLA, while page followers received a call to donate. All said, through Facebook, we reached 76,148 people with over 171,732 impressions during the year. This includes event promotion for our fundraiser, volunteer training, etc.

We also got some free press: Our media releases about the gift bags we prepared and delivered to ACCW was picked up by two local papers, and *The Abby News* published our release about our food security program.

In September we added a new volunteer training page to our website and continued adding content that highlights the impact of our work in prisons and the community. This coming year we look forward to telling more stories about staff, volunteers, and program participants on our website, through social media, and in the press.





Income

Income	Amount	Percentage
Store Sales	\$503,000	41%
Government Funding	\$403,000	33%
Individual Donors	\$204,700	17%
Foundations	\$41,200	3%
Churches	\$25,200	2%
Businesses	\$16,100	1%
Other	\$24,600	2%
Total	\$1,217,800	100%

Expenses

Expense	Amount	Percentage
NOLA Program	\$449,800	46%
Store Operations	\$292,300	30%
Administration	\$90,900	9%
M2/W2 Program	\$98,400	10%
Fundraising	\$54,700	6%
Total	\$986,100	100%
Net Surplus	\$231,700.00	

FINANCES: 2020/2021

In any financial statement there are two main parts: income and expenses.

On the income side, during this past fiscal year, our organization has done well:

- Donations were up more than \$100,000 over last year. That's a 60 percent increase. Thank you, donors!
- Sales at Hidden Treasures were up over \$25,000 from last year, despite both stores being closed for over two months in the spring. Thank you, store staff, volunteers, and customers! Also, thank you to everyone who donated used clothes, household items, furniture, and more.

We also received COVID relief from the government, \$66,929 in wage subsidies, which helped while the stores were closed during the first two months of the pandemic. However, the points above are the real story.

On the expenses side, when the pandemic hit and the stores closed, we as a Finance Committee asked the staff to prepare a shoe-string budget for the year. Everyone did well to control spending, and we ended the year \$58,000 under our adjusted COVID budget.

We closed the fiscal year with an unprecedented \$231,742 surplus, which sets us up nicely. We can't wait to restart the prison mentorship program when the institutions reopen to volunteers. The surplus also helps fund NOLA, which will continue as a pilot program for the next 18 months. During this time, the Board and Finance Committee will monitor the program closely both in terms of its effectiveness and cost.

Thank you, staff and volunteers. Despite the suspension of volunteer programs at institutions and limits on in-person gathering, you continued to serve those affected by incarceration, and find new ways to reach people in their isolation.

Thank you, donors, once again, for stepping up during a very difficult time. Thanks be to God! May his hand continue to be on this ministry through the coming year and into the future.

Arnie Melissen
Finance Committee

STRATEGIC PLANNING

This past year, a committee of staff and Board members took over the development of an organizational strategic plan. The process had started in 2019 as a Board-led initiative, yet was set aside temporarily during the pandemic.

The renewed effort kicked off in January 2021 with a SWOT analysis to identify organizational strengths, weaknesses, opportunities, and threats. We invited all staff to participate in the analysis, which occurred over two brainstorming sessions.

After we identified our strengths, weaknesses, opportunities, and threats, a smaller committee of staff and Board members began honing in on statements to capture the purpose, vision, mission, and values of our organization. The results were approved by the Board and shared with staff this past spring. See Page 3 for details.

Having completed the preliminary work, a group of staff met to identify strategic issues. Their goal was to determine key issues facing the organization—informed by the SWOT analysis and guided by the PVMV statements. These strategic issues, in turn, would inform the draft strategic objectives and their related outcomes and indicators. Right now, the strategic planning committee is finalizing the draft strategic objectives and a timeline for achieving them. The committee aims to submit its recommendations to the Board sometime this fall.



DRAFT STRATEGIC OBJECTIVES: FISCAL YEARS 2022 TO 2024

Objective 1

ESTABLISH AND EMPOWER AN EXECUTIVE LEADERSHIP TEAM

Objective 2

IMPROVE FUND DEVELOPMENT STRATEGIES AND RESULTS

Objective 3

IMPROVE THE ACCURACY AND EFFICIENCY OF SYSTEMS

Objective 4

SOLIDIFY AND EXPAND EXTERNAL PARTNERSHIPS

Objective 5

EXPAND INNOVATIVE PROGRAMS AND IMPROVE VOLUNTEER MANAGEMENT



Thank You!

We want to express our gratitude to our generous donors, volunteers, and prayer supporters. Our work is made possible through your kindness and compassion.

We also acknowledge the funding we received from Public Safety Canada for the NOLA research project.



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M2/W2 Association is an Accredited Member of the Canadian Centre for Christian Charities and a United Way Community Partner.

