MCC Ontario Strategic Directions 2020-2025

The Purpose of MCCO’s Strategic Plan is to identify strategic directions for the next five years that will equip us to advance our mission.

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<th>Strategic Direction</th>
<th>Ontario Operational Priorities (High-level priorities)</th>
<th>Ontario Key Performance Indicators (How do we measure outcomes)</th>
<th>Ontario KPI - Dashboard</th>
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| **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. | • Foster an array of opportunities within MCC (both in Ontario and globally) to engage churches, supporters and partners on priority needs for vulnerable uprooted and displaced people.  
• Train, educate, connect and resource churches, supporters and partners from our knowledge and skill base (including trauma-informed and decolonizing approaches) so that they can meaningfully engage.  
• Ensure quality support for newcomers through the resettlement and integration process | • # of educational activities related to root causes of migration, displacement and factors leading to vulnerability; # of participants (Note: the focus is on the individual participant)  
• # of capacity building training and events organized by MCC for churches and other partners (Note: the focus is on church/organization/group)  
• # of churches and partners engaged with MCC projects with vulnerable & displaced people  
Subset:  
○ # of churches/organizations welcoming newcomers  
• # of humanitarian responses for vulnerable populations in Ontario and globally | • # of capacity building training and events organized by MCC for churches and other partners |
| **Strategic Direction 1B:** Increase the capacity of MCCO staff and volunteers to support vulnerable, uprooted and displaced people in Ontario. | • Develop the capacity of Ontario programs and social enterprise to safely and compassionately support vulnerable, uprooted and displaced people.  
• Develop the capacity of staff and volunteers to safely and compassionately support vulnerable, uprooted and displaced people. | • # of vulnerable people supported through programs and percentage of the total people served that are vulnerable  
• % of staff and volunteers trained per year  
• % of staff and volunteers equipped to support vulnerable, uprooted and displaced people (bi-annual survey) | • % of staff and volunteers trained per year |
| **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. | • Identify and implement specific strategies to increase connection with and engagement of younger audiences, including volunteers, staff and donors.  
• Identify and implement specific strategies to increase connection with and engagement of | • # of new volunteers under 30 years old  
• # of current volunteers under 30 years old  
• # of new hires under 30 years old  
• # of current staff under 30 years old  
• # of initiatives developed and implemented that increase connections with younger potential donors  
• # of new supporting churches  
• # of congregations from each conference | • # of initiatives developed and implemented that increase connections with younger potential donors  
• # of churches with an increase in engagement score |
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| **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. | • Collaborate (internal and external) to address systemic barriers to peace and justice (prevention and advocacy)  
• Intentionally include and create anti-racism strategies in all our efforts  
• Continue to respond to the need for justice for Indigenous peoples, including the Truth and Reconciliation Commission Calls to Action  
• Implement peace and restorative justice programming, training and initiatives  
• Implement internal training for staff and volunteers re theology of peace and restorative justice | • # of external peacebuilding and restorative justice activities; # of participants  
Subsets:  
• # of advocacy activities informed by the lived experience of vulnerable participants  
• # of educational events related to justice for Indigenous peoples; # of participants  
• % of staff and volunteers trained on peace and restorative justice  
• % of staff and volunteers trained on anti-racism  
• % of staff and volunteers with confidence to have conversations when stakes are high, opinions vary, and emotions run strong (bi-annual survey)  
• % of staff and volunteers equipped to respond to racism when they witness or encounter it (bi-annual survey)  
• # of vulnerable program participants trained on peace and restorative justice | • # of external peacebuilding and restorative justice activities; # of participants |
| **Strategic Direction 3B:** Increase the capacity of MCCO staff and volunteers to foster social inclusion, belonging and community. | • Intentionally explore inclusion and belonging best practices and theory of change  
• Train staff and volunteers on the competencies and values required to strengthen social inclusion capacity  
• Develop programs and social enterprise to enhance social inclusion, belonging and community | • % of staff & volunteers trained on ways to foster social inclusion, belonging and community  
• % of staff and volunteers who indicate (through self-reporting) being better equipped to foster social inclusion and community belonging in their work with MCC Ontario  
• # of vulnerable people who participate in social inclusion activities | • % 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 |
| **Strategic Direction 4:** Design and assess MCC’s program and operations in light of our commitment to care for God’s creation and accompany | • 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) | • # of new projects and initiatives that implement environmental assessments before initiation  
• Cross-Departmental Creation Care Working Group formed to develop a strategy with KPIs. Departments represented | • Cross-Departmental Creation Care Working Group formed to develop a strategy with KPIs |
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| marginalized communities harmed by climate change. | • Increase education re climate change and creation care as well as the impact on vulnerable populations (First Nations, refugees)  
• Create a Cross-Departmental Creation Care Working Group that develops a strategy with KPIs | on the group will include Thrift, Material Resources, Facilities, Program, Finance and Communications.  
• # of groups and individuals educated on climate change and creation care  
• # of responses to First Nations related to climate change | |
| Strategic Direction 5: Expand the reach and impact of Thrift Shops to increase revenue raised and promote the mission of MCC. | • Continue to explore initiatives to increase revenue  
• Develop and implement a strategy to promote MCC and encourage further engagement  
• Build capacity of staff and volunteers to be effective in their roles  
• Implement a customer-centric focus with customer satisfaction tracked over time | • Annual revenue target and income sharing target met  
• # of MCC promotion initiatives  
• % of staff and volunteers trained  
• Customer satisfaction and awareness of MCC measured and tracked over time | Annual revenue target and income sharing target met |
| Strategic Direction 6: Ensure the long-term sustainability of MCCO as we work within and seek to strengthen the broader MCC mission and structure. | Governance:  
• Creation of and adherence to a healthy covenant between the various regional and national stakeholders  
Financial:  
• Assess proportion of annual budget for program and support services and set targets to align with Ontario priorities  
Program:  
• Conduct periodic program assessment for alignment with strategic plan, positive impact, effectiveness, community needs and constituency support  
Internal Organizational Strength:  
• Continue risk assessment process and further develop emergency and crisis management protocols | Governance:  
• New covenant developed  
Financial:  
• Measure target % of budget against actual for program and support services  
Programs:  
• Programs assessed for fit, impact, effectiveness and support  
Internal Organizational Strength:  
• Annual risk registry tracked and further emergency protocols developed  
• Track standard HR metrics, draw conclusions and make recommendations  
• Using the Center for Internet Security Controls as a benchmark for our level of security and maintenance, | Track departmental budget ratios against targets  
• Total staff FTE; total volunteer hours  
• % of change of ‘Where Needed Most’ donations |
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<td>▪ Assess and strategize towards a workforce that meets current and future needs of MCCO incorporating best practices ▪ Ensure appropriate technology and communication capacity meets MCCO’s growing needs ▪ Assess and improve the security and maintenance of our digital tools (both software and hardware) to minimize disruption from cyberattacks or disrepair.</td>
<td>increase the Self-Assessment score of our controls by 10% each year.</td>
<td>Fundraising: ▪ Track standard fundraising metrics ▪ # of new donors ▪ # of new donors converted to 2nd gift ▪ # of monthly donors ▪ # of donors ▪ % of change of ‘Where Needed Most’ donations</td>
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Fundraising:

An individual is vulnerable because their individual 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 experience 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.