









MCC Ontario Strategic Directions 2020-2025

The purpose of MCCO's Strategic Plan is to identify strategic directions over five years that will equip us to advance our mission.

Strategic Direction 1	Ontario Operational High-level Priorities	Ontario Key Performance Indicators	Ontario KPI Dashboard
 <p>Increase the capacity of the church and other partners as they support and equip people with vulnerabilities*, especially people who have been uprooted and displaced.</p>	<ul style="list-style-type: none"> Foster an array of opportunities within MCC (both in Ontario and globally) to engage churches, supporters and partners on priority needs for people with vulnerabilities, uprooted and displaced. Train, educate, connect and resource churches, supporters and partners from our knowledge and skill base (including trauma-informed and decolonizing approaches) so that they can meaningfully engage. Ensure quality support for newcomers through the resettlement and integration process 	<ul style="list-style-type: none"> # of educational activities related to root causes of migration, displacement and factors leading to vulnerability; # of participants (<i>Note: the focus is on the individual participant</i>) # of capacity building training and events organized by MCC for churches and other partners (<i>Note: the focus is on church/organization/group</i>) # of churches/organizations welcoming newcomers # of humanitarian responses for populations with vulnerabilities in Ontario and globally 	<ul style="list-style-type: none"> # of capacity building training and events organized by MCC for churches and other partners <p>Target Recommendation</p> <ul style="list-style-type: none"> Church and partner capacity increased by similar number of trainings each year to new audiences
 <p>Increase the capacity of MCCO staff and volunteers to support people with vulnerabilities*, especially those uprooted and displaced in Ontario.</p>	<ul style="list-style-type: none"> Develop the capacity of Ontario programs and Thrift to safely and compassionately support people with vulnerabilities, especially those uprooted and displaced in Ontario. Develop the capacity of staff and volunteers to support people with vulnerabilities safely and compassionately, especially those uprooted and displaced in Ontario. 	<ul style="list-style-type: none"> # of people with vulnerabilities supported through programs and percentage of the total people served that are vulnerable % of staff and volunteers trained per year % of staff and volunteers equipped to support people with vulnerabilities (bi-annual survey) 	<ul style="list-style-type: none"> % of staff and volunteers equipped to support people with vulnerabilities (bi-annual survey) <p>Target Recommendation</p> <ul style="list-style-type: none"> Increase over time
 <p>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.</p>	<ul style="list-style-type: none"> Identify and implement specific strategies to increase connection with and engagement of younger audiences, including volunteers, staff and donors. Identify and implement specific strategies to increase connection with and engagement of both existing churches (Anabaptist and beyond), and new churches 	<ul style="list-style-type: none"> # of new volunteers under 30 years old (ages 14-17 & ages 18-30) # of current volunteers under 30 years old (ages 14-17 & ages 18-30) # of current staff under 30 years old # of initiatives developed and implemented that increase connections with younger potential donors # of new supporting churches % of engaged congregations from each conference # of total supporting churches % of churches with higher engagement scores # of engaged congregations outside of Anabaptist conferences (“and beyond”) 	<ul style="list-style-type: none"> # of initiatives developed and implemented that increase connections with younger potential donors % of churches with higher engagement scores <p>Target Recommendation</p> <ul style="list-style-type: none"> Increase over time
 <p>Increase peacebuilding as a key component in all of our relief and development work and expand our efforts for justice and peace.</p>	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> # of external peacebuilding and restorative justice activities; # of participants <ul style="list-style-type: none"> Subsets: <ul style="list-style-type: none"> # 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 	<ul style="list-style-type: none"> # of external peacebuilding and restorative justice activities; # of participants <p>Target Recommendation</p> <ul style="list-style-type: none"> Increase over time

Strategic Direction 3B	Ontario Operational High-level Priorities	Ontario Key Performance Indicators	Ontario KPI Dashboard
 <p>Increase the capacity of MCCO staff and volunteers to foster social inclusion, belonging and community.</p>	<ul style="list-style-type: none"> Intentionally explore inclusion and belonging best practices and theory of change Train staff and volunteers on the competencies and values required to strengthen social inclusion capacity Develop programs and Thrift to enhance social inclusion, belonging and community 	<ul style="list-style-type: none"> % of staff & volunteers trained on ways to foster social inclusion, belonging and community % of staff and volunteers who indicate (through self-reporting) being better equipped to foster social inclusion and community belonging in their work with MCC Ontario # of people with vulnerabilities who participate in social inclusion activities. 	<ul style="list-style-type: none"> % 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 <p>Target Recommendation</p> <ul style="list-style-type: none"> Increases over time
 <p>Design and assess MCC's program and operations in light of our commitment to care for God's creation and accompany marginalized communities harmed by climate change.</p>	<ul style="list-style-type: none"> Use MCC's environmental assessment guidelines for all new projects and initiatives (capital projects over \$100,000 and/or projects that have a project or business plan) Increase awareness of the impact of on vulnerable populations (First Nations, refugees) Commitment to the continuation of existing program and operational efforts to reduce MCCO's carbon footprint As part of biannual fit and alignment review of programs, assess fit for sustainability (operating principle) and care for God's creation. 	<ul style="list-style-type: none"> # of climate change awareness initiatives # of responses to First Nations related to climate change % of capital projects over \$100,000 evaluated using one of MCC's sustainability checklists # of operational initiatives that reduce and or offset MCC's carbon footprint % of project plans assessed for fit with sustainability operating principle and care for God's creation (assessed biannually) 	<ul style="list-style-type: none"> % of capital projects over \$100,000 evaluated using one of MCC's sustainability checklists <p>Target Recommendation</p> <ul style="list-style-type: none"> 100% of capital projects over \$100,000
<p>Strategic Direction 5</p>	<p>Ontario Operational High-level Priorities</p>	<p>Ontario Key Performance Indicators</p>	<p>Ontario KPI Dashboard</p>
 <p>Expand the reach and impact of Thrift Shops to increase revenue raised and promote the mission of MCC.</p>	<ul style="list-style-type: none"> Continue to explore initiatives to increase revenue Develop and implement a strategy to promote MCC and encourage further engagement with potential and existing shoppers, donors and volunteers Build competencies of staff who supervise to be effective and accountable in their roles Implement a customer-centric focus with customer satisfaction tracked over time Develop a strategy to attract, recruit, train, support and retain volunteers in thrift 	<ul style="list-style-type: none"> Annual revenue target # of external opportunities for community connections Metrics using social media engagement; unique website visits and customer counts in shop % of staff trained through internal Thrift Professional Development days & external trainings Customer satisfaction and awareness of MCC measured annually and tracked over time (customer surveys) Total # of active volunteers and total # of hours 	<ul style="list-style-type: none"> Annual revenue target met <p>Target Recommendation</p> <ul style="list-style-type: none"> Meet the annual target and increase over time
<p>Strategic Direction 6</p>	<p>Ontario Operational High-level Priorities</p>	<p>Ontario Key Performance Indicators</p>	<p>Ontario KPI Dashboard</p>
 <p>Ensure the long-term sustainability of MCCO as we work within and seek to strengthen the broader MCC mission and structure.</p>	<ul style="list-style-type: none"> Foster effective governance, leadership and management (find tool that measures this as part of sustainability assessment) Develop and implement a strategic and comprehensive fundraising strategy Assess alignment with and impact of MCC's strategic plan in light of community needs, changing realities and constituency support Identify the additional benefits of Thrift beyond profit and prioritize these benefits to ensure shop sustainability Assess and define sustainability and capacity limits and targets for the organization Continue risk assessment process and further develop emergency and crisis management protocols (including digital security) Develop and implement a workforce plan (staff and volunteer) that meets current and future needs of MCCO incorporating best practices 	<ul style="list-style-type: none"> Annual Dashboard and Year-end Report developed and shared with stakeholders Annual sustainability assessment comprised of average from ratings (completed by leadership staff using 4-point rating as per dashboard plus qualitative analysis and recommendations) as listed below: <ul style="list-style-type: none"> Annual rating and qualitative analysis of fundraising metrics and report Annual rating and qualitative analysis of Thrift Shops metrics and report (with clarity on Thrift benefits and purpose) Annual rating and qualitative analysis of Workforce metrics report (includes staff and volunteer statistics as well as leadership and management trends/needs) Biannual rating and qualitative analysis of fit and alignment assessment of MCCO programs with strategic plan, operating principles, community needs and constituency support Annual rating of risk assessment and mitigation plan Annual rating and qualitative analysis of financial reserves and financial stability 	<ul style="list-style-type: none"> Sustainability score from assessment <p>Target Recommendation</p> <ul style="list-style-type: none"> Sustainability score above 3 consistently over time

*An individual or population is vulnerable because their circumstances are part of a larger system that does not provide fair and equal access to meet their social, physical, and economic needs. MCC Ontario focuses on working with people who have a lived experienced of homelessness or living in poverty; have a recent refugee background or are marginalized newcomers to Canada; live without access to basic human rights; or are leaving prison or jail to re-enter the community. We recognize the resilience and strengths of populations with vulnerabilities.