

MCC Ontario Strategic Plan 2025 – 2030

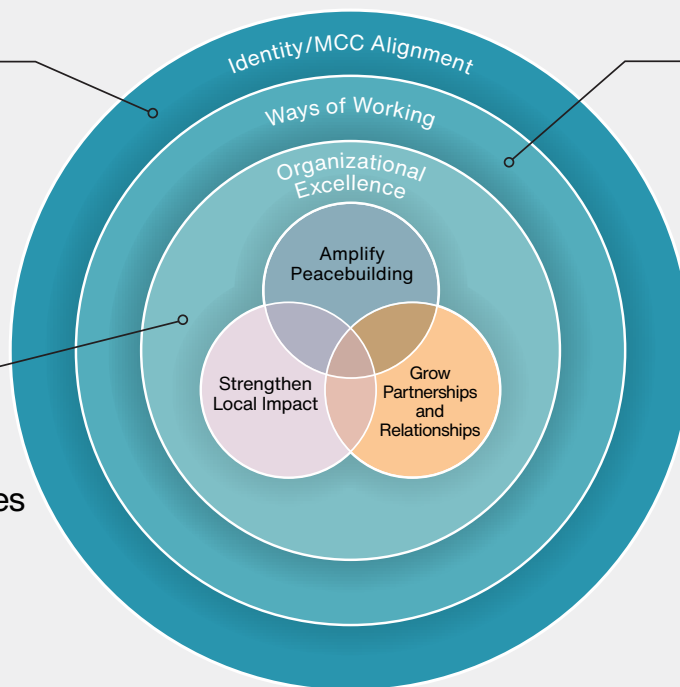


Identity and Alignment

- MCC vision, mission and values
- Approaches
- Strategic blueprint

Organizational Excellence

- People and culture
- Revenue and finances
- Marketing and communications
- Risk register
- Systems



Ways of Working:

- Creation care
- Justice, Equity, Diversity, Inclusion (JEDI)
- Churches and others as partners
- Operating principles

Strategic Priorities:

To stay rooted in our commitments and respond thoughtfully to insights from our strategic planning process, three strategic priorities have emerged as key for MCC Ontario at this time. By focusing on these foundational priorities—along with their supporting goals and objectives—we believe we can propel the organization toward its envisioned future by 2030.



For details regarding how and why MCC Ontario chose these priorities, please see the Appendix.

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To respond to increasing polarization and conflict, we will share from our knowledge and strength in faith-informed peacebuilding.

Goal 1.1 - Ground peacebuilding as MCC Ontario's unique positioning and contribution

	Objectives
1.1.1	Apply a peacebuilding lens to guide organizational decision making, planning and priority setting
1.1.2	Develop communications tools to effectively describe how peace is our unique contribution

Goal 1.2 - Model our commitment to peacebuilding in our internal work

	Objectives
1.2.1	Equip all staff and all active, long-term volunteers with a role-appropriate level of peacebuilding knowledge and skills
1.2.2	Apply peacebuilding and conflict analysis tools to new initiatives and conflicts as they arise

Goal 1.3 - Build capacity for local peacebuilding amongst partners

	Objectives
1.3.1	Build capacity within 50% of active partnerships to do peacebuilding in their lives and communities
1.3.2	Explore the development of an Ontario peace table to bring partners together to amplify peace

Goal 1.4 - Develop new ways to advance peace and restorative justice

	Objectives
1.4.1	Assess gaps and opportunities for peace and restorative justice programming
1.4.2	Explore and implement new models to advance peace and restorative justice
1.4.3	Support MCC Canada's advocacy efforts focused on climate change adaptation

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To deepen our presence, relevance and impact, we will expand our local efforts in areas of MCC strength.

Goal 2.1 - Deepen MCC Ontario's capacity to directly deliver relief, development and peacebuilding programming

	Objectives
2.1.1	Provide professional development that equips all staff and all active, long-term volunteers to deliver the various Thrift Shop activities and services with excellence.
2.1.2	Deepen MCC Ontario's capacity to directly deliver relief, development and peacebuilding programming
2.1.3	Train and resource 100% of supervisory staff to develop relevant benchmarks to measure and share our impact

Goal 2.2 - Expand MCC Ontario's local programming in Ontario

	Objectives
2.2.1	Increase local program spending by 30% over five years with emphasis on supporting people with vulnerabilities
2.2.2	Locate local programming in places where MCC Ontario has developed a critical mass of support
2.2.3	Align all new MCC Ontario programming with MCC shared strategic directions and themes

Goal 2.3 - Build local partner capacity to engage in relief and development

	Objectives
2.3.1	Equip 100% of refugee sponsorship groups to provide quality and efficient resettlement support to newcomer refugees
2.3.2	Increase the number of new groups trained to be actively involved in relief and development efforts

Goal 2.4 - Expand impact through Thrift Shops

	Objectives
2.4.1	Develop strategy to maximize current and emerging social enterprise ventures
2.4.2	Double the number of thrift-driven partnerships within communities where an MCC Thrift Shop is present

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To grow the vision for worldwide relief, development and peace, we will invite a broader network of partners and supporters to join and deepen their involvement in our movement.

Goal 3.1 – Increase the awareness of MCC Ontario’s impact

	Objectives
3.1.1	Equip all staff and active long-term volunteers to become effective ambassadors of local programming
3.1.2	Enhance understanding and awareness among current donors and churches to broaden their support to include local programs
3.1.3	Track the implementation of a multifaceted campaign designed to raise awareness of MCC Ontario’s work

Goal 3.2 – Expand support for MCC Ontario’s work

	Objectives
3.2.1	Develop and implement an Ontario fundraising campaign, raising \$600,000 in the first year for Ontario program with a 10% increase each following year
3.2.2	Recruit and retain a sufficient volunteer support base for the sustainable operations of MCC Ontario’s work

Goal 3.3 – Strategically engage with more diverse audiences

	Objectives
3.3.1	Increase the engagement of new audiences interested in relief, development and peace by 20% over five years
3.3.2	Increase the number of youth and young adults (people under 30) engaged in building peace and becoming changemakers by 20% over five years
3.3.3	Ensure an array of engaging and innovative entry points for diverse audiences to journey further with relief, development and peace

Goal 3.4 – Ensure MCC Ontario’s ongoing commitment to support international programming

	Objectives	Year 1 Measure
3.4.1	Develop and implement a donor engagement and fundraising strategy that meets shared revenue commitments	Strategy developed
3.4.2	Increase shared revenue commitments from Thrift Shops and social enterprises by 10% over five years	Baseline and plan developed

Appendix – MCC Ontario 2025-2030 Strategic Plan - Background

As an organization committed to solid governance, sound decision-making, transparency and the stewardly use of resources, at the end of 2023 we embarked upon a journey to update our strategic plan as the current plan neared its end. As part of the MCCs in Canada covenant, MCC Ontario is responsible for creating a strategic plan that aligns with the shared high-level strategic directions of the MCCs. With each iteration of our strategic plans, we are learning to more successfully develop and utilize these tools to inform our direction-setting, decision-making and accountability.

The purpose of our strategic plan is to set the overall blueprint for MCC Ontario as we implement the MCC shared directions as well as relevant strategic goals and objectives for us as we strive to be a sustainable, engaging and responsive organization in our provincial setting. This updated strategic plan articulates the priority pillars for our work over the next five years.

We saw this strategic planning exercise as an excellent opportunity to focus our efforts and ensure that collectively we are working towards common directions and impact. We believe it is a roadmap that will enable us to make real change as we live into our mission.

To develop this plan, our process included reflecting on our mission and vision as well as our past achievements to help us identify our most important goals and determine the strategies we need to reach them. We sought input from our Board of Directors, partners, staff, volunteers and supporters through a survey and focus groups. Finally, we conducted an environmental scan to garner information about the context in which we operate. All of the input was summarized and compiled into a briefing paper* to inform our strategic planning efforts.

** If you would like a copy of this briefing paper that summarizes our research and information gathered, please be in touch with your contact at MCC Ontario.*