

# MCC Ontario 2015-20 Strategic Plan

## I. Strategic Plan

### MCC Identity, Purpose, Vision, Approaches, Values, Convictions and Operating Principles

#### Strategic Directions

- MCC prioritizes work with uprooted and other vulnerable people.
- MCC's key emphases in building healthy, sustainable communities are: responding to disasters; ending hunger; providing clean water; offering quality education; and enabling sustainable livelihoods.
- MCC is committed to preventing violence and promoting justice and peace.
- MCC invests in young people to serve at home and around the world.
- MCC, through mutually transformative relationships, nurtures and aligns the passions of the church, partners, and supporters.

The MCCC and MCC U.S. Boards have also affirmed that MCC adopt a marketing approach in its program and operations and that MCC's upcoming centennial in 2020 provide an MCC-wide focus. These affirmations will inform and give shape to many of the strategies detailed below.

#### Strategic Goals

1. MCC will expand its efforts to provide access to clean water, food, and livelihoods for uprooted and vulnerable people.
2. MCC will strengthen efforts to build bridges through innovative peacebuilding initiatives in communities divided by walls of hostility.
3. MCC will develop new partnerships with churches and supporting communities.
4. MCC will increase opportunities for young adults to serve, learn, and engage with MCC.
5. Leveraging our strategic initiatives and domestic/international connections, we will increase the donor base over the next five years (in terms of both dollar amounts and number of donors).
6. Engage Thrift as a key marketing face of MCC in Canada.

## II. Management Plan: Operational Strategies and Activities for MCCO

### Program Operational Strategies

**Shared Strategy #1:** Intentionally seek opportunities to partner with constituents, constituency congregations and other institutions in the funding and delivery of current and new MCC program initiatives, as well as to offer partnership in constituency initiatives that address the strategic priorities of MCC.

**Shared Strategy #2:** Implement structural and process changes to facilitate improved program collaboration across the MCCs in Canada and internationally, and improved collaboration between program and other departments.

**Shared Strategy #3:** Focus Indigenous work on 1) advocacy and practical assistance related to Indigenous land and traditional territory rights; 2) listening, healing and education initiatives to build on the momentum of the Truth and Reconciliation movement; and 3) fostering global connections between Indigenous people and programs working with Indigenous people.

**Shared Strategy #4:** Focus on offender-based restorative justice programs, strengthening them through developing sustainable funding models and improved sharing of good practices to respond to local needs.

**Shared Strategy #5:** Increase our understanding of and ability to respond to trauma and its effects in our program participants and constituents.

**Shared Strategy #6:** Focus Low German Program work on community bridge-building and liaising with churches, government and community service providers (e.g., Child & Family Services, health, education, police).

**Shared Strategy #7:** Expand constituency development and advancement initiatives of program-focused relationships with conservative Anabaptist groups (e.g., Low German-speaking Mennonites, Old Order Mennonites).

**Shared Strategy #8:** Identify and pursue opportunities for increased collaboration in and expansion of sustainable livelihoods programming across Canada.

**Shared Strategy #9:** Promote sponsorship of refugees and utilize expertise and experience gained in refugee program to develop new, focused programmatic responses to address the livelihoods needs of refugees and other uprooted people in Canada, and to explore MCC-wide learning and collaboration to understand and address the root causes of migration.

## **Donor Relations Operational Strategies**

**Shared Strategy #1:** Be clear and intentional in MCC's communications with donors about why they should support MCC; make it easier for supporters and potential supporters to engage with the MCC vision.

**Shared Strategy #2:** Continue to educate and build a robust organization-wide shared understanding of a "marketing approach" or "culture of philanthropy" and the implications for all parts of MCC.

**Shared Strategy #3:** Research, develop, and implement donor "best practices" and new initiatives with an eye to donor retention and acquisition.

**Shared Strategy #4:** Research, develop, and implement Thrift "best practices" and new initiatives (Canada).

**Shared Strategy #5:** Improve MCC Donor Relations internal processes.

**THIS STRATEGY SHOULD UNDERGIRD ALL THE STRATEGIES**

**Shared Strategy #6:** Look for new and creative ways to build on and expand MCC's engagement programs and new donor acquisition opportunities with groups such as churches, Thrift Shops, Material Resource Centres, Ten Thousand Villages, etc.

**Shared Strategy #7:** Work with Program Directors and Executive Directors to develop pilot projects for new forms of partnership with churches and supporting communities with MCC's international program.

**Shared Strategy #8:** In collaboration with the Executive Directors and as part of a centennial strategy, develop a giving campaign linked to MCC's hundred year anniversary.

## **Communications Operational Strategies**

**Shared Strategy #1:** The MCC strategic direction of nurturing and aligning the passions of the church, partners and supporters is expressed in Communications' work in part through the marketing approach affirmed by both program and operations.

**Shared Strategy #2:** Communications staff and other MCCers will contribute to increasing constituents' and others' knowledge of, interest in and commitment to MCC's ministry by honoring MCC's history and articulating its future in the MCC centennial year (calendar year 2020). As articulated in MCC's strategic plan directions for 2015-2020, "MCC's centennial in 2020 should serve as a focal point for programmatic, supporter engagement, communications and donor relations efforts."

**Shared Strategy #3:** Communications will continue to work with other MCCers to identify the desired balance of disaster response and other relief stories with other MCC emphases. Communications will work to refine communications about MCC disaster response in order to

engage new supporters and more fully and consistently engage ongoing supporters, and to underscore the distinctives of MCC's approaches.

**Shared Strategy #4:** Communications will work with other MCCers to increase connections with supporters and potential supporters beyond MCC's core Anabaptist constituency, and to bring them into active, engaged relationship with MCC through learning, praying, serving, advocating and giving.

**Shared Strategy #5:** Communications will increase the conversion rate of MCC's online audiences (web, social media, email, etc.), moving more visitors to active engagement and response through donations, advocacy, volunteering, employment and prayer.

### **Human Resources Operational Strategies**

**Shared Strategy #1:** Implement a Human Resources Information System in order to improve HR processes across the MCC system, with particular emphasis on recruitment, talent management and reporting.

**Shared Strategy #2:** Develop and incorporate core competencies at MCC.

**Shared Strategy #3:** Recruit and retain a qualified and diverse workforce.

**Shared Strategy #4 :** Establish a Succession Planning Strategy

**Shared Strategy #5:** Comprehensive Policy Review

**Shared Strategy #6:** Audit and standardize HR processes, checklists and forms to ensure best HR practices are consistently followed across MCC.

**Ontario Strategy #7:** Improve internal processes for volunteer management.

### **Financial Services Operational Strategies**

**Shared Strategy #1:** Maintain robust financial reporting processes.

**Shared Strategy #2:** Maintain robust financial planning processes.

**Shared Strategy #3:** Maintain a common set of financial policies and procedures.

**Shared Strategy #4:** Conduct regular reviews and evaluations of program and support services costs.

**Shared Strategy #5:** Maintain adequate levels of qualified finance and accounting staff.

## Information Technology Operational Strategies

**Shared Strategy #1:** Find ways to better utilize cloud and managed services. Shared by all MCCs.

**Shared Strategy #2:** Focus on industry standard applications and services that work well with a wide variety of devices, especially mobile and low bandwidth situations. Shared by all MCCs.

**Shared Strategy #3:** Find new ways to collaborate with departments (especially Program development, Donor Relations and Thrift) when there are IT components in projects and initiatives. Shared by all MCCs.

**Shared Strategy #4:** Continue to standardize and streamline, especially for international infrastructure and workstations. Shared by all MCCs but focused on different user groups in different instances. MCCC and MCC U.S. will work with International locations, MCC provinces will work with Thrift operations.

**Shared Strategy #5:** Continue to work toward a consistent global support experience (quick response times, quick resolutions and available in the time zones where people serve), with an approach of customer service. Shared by all MCCs.

## Administrative Services Operational Strategies

**Shared Strategy #1 - RECORDS:** Make archival materials available to Communications/Donor Relations (C/DR), the Centennial Committee, and other researchers for sharing of MCC's story in the run-up to the Centennial.

**Shared Strategy #2 – RECORDS:** Drawing on MCC's archives, create materials connecting MCC's past to ongoing themes, e.g., immigration, working with displaced peoples, addressing war and violence, confronting unjust systems. How were those themes present at MCC's founding and in early years? How have they been present throughout MCC's history, and today?

**Shared Strategy #3 – RECORDS:** Set up system (calendar, spreadsheet) whereby Records knows when it has received electronic reporting and paper documents from individuals and departments. Determine what sources will be archived and track the receipt of archives.

**Shared Strategy #4:** MCC Departments prioritize the use of the Welcoming Place as a meeting site.