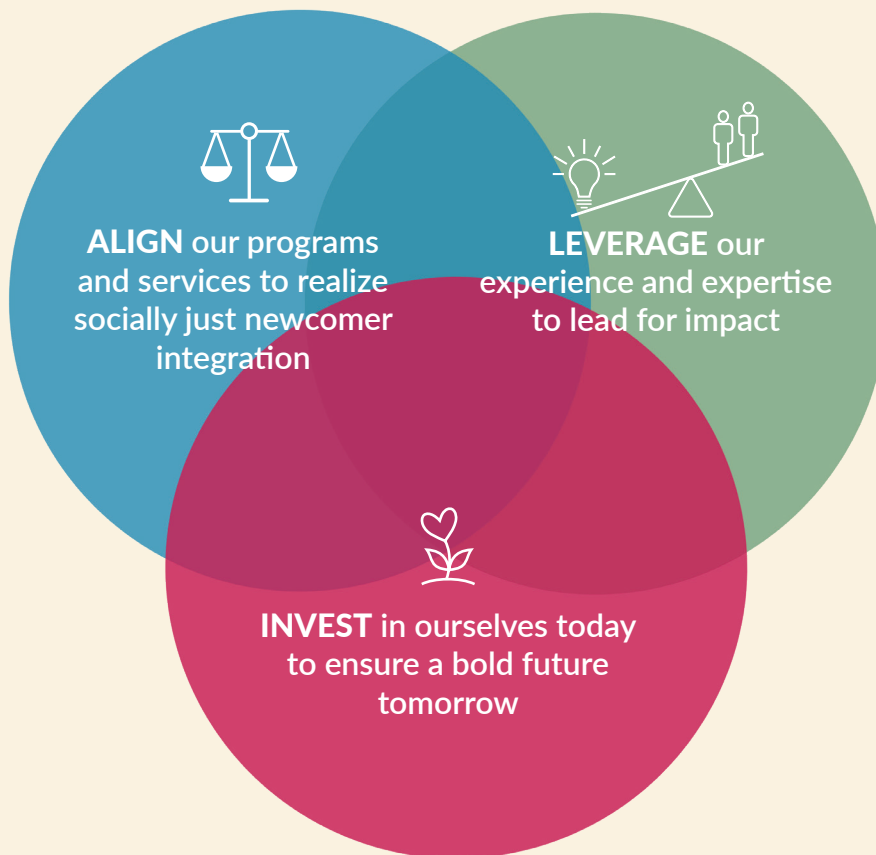


MNLCT 2022 STRATEGIC PLAN



MNLCT was committed to building a solid strategic plan informed by good data and meaningful stakeholder consultation. A comprehensive knowledge gathering process included a literature review as well as engagement with over 450 clients and newcomers in four languages (English, Arabic, Mandarin, and Spanish), 10 community partners and funders, and over 35 staff and Board members. The results anchored our discussion about the changing landscape for our work and future.

Strategic Directions until 2025



ALIGN

One of MNLCT's main contributions to our communities is delivering superior programming that supports newcomers. Going forward, we will focus on critically needed, flexible support for the most marginalized newcomers in our communities, in particular racialized newcomers and women.

We will strengthen our commitment to embed mental health supports into programming, as our own compelling evidence shows this is highly effective in helping clients overcome income and employment barriers and avoid poverty.

We will foster social justice leadership in both newcomers and our host community as an opportunity to work together for change.

LEVERAGE

As a highly innovative organization, we know it is now time to own our expertise in mental health programming, adult education and training, and newcomer leadership.

Showcasing our successes and those of our clients will foster an understanding of newcomers and their assets and open doors for marginalized community members. It will also offer opportunities for the Centre; for diversified funding, for new partnerships, and for a place at policy development and advocacy tables.

We can inform and inspire the wider sector to help more people in our communities and to work alongside us for social justice.

INVEST

MNLCT has experienced tremendous expansion in service delivery, and we must now ensure that our internal capacities are strong and able to meet these growing demands. While we have always been a tech-forward organization, the need for our staff to continue to understand and work within new technologies is even more essential.

As an employer of newcomers, we value the opportunity to grow in ways that will support caring for one another. Investing in our staff is a part of investing in newcomer communities that will better equip us to walk with them in our shared journey for a better future.



ALIGN our programs and services to realize socially just newcomer integration

GOALS

Adopt a clear and actionable approach to advocacy within a social justice and anti-poverty framework.

Strengthen capacity for individual/group leadership and civic engagement, to support community development and advocacy, with a focus on anti-poverty work.

Offer innovation in language learning that reaches the most marginalized communities.

Deepen our education, training, bridging, and social enterprise work.

Embed improved mental health as a key social determinant of health into all the work we do.

Build on our tech-forward approach to innovate on service delivery in a hybrid space.



LEVERAGE our experience and expertise to lead for impact

GOALS

Promote our expertise at cross-sectoral programming, funding, and policy tables, particularly in the areas of mental health, adult education, leadership, social justice, and community-building.

Build strategic partnerships with research and evaluation groups to contribute to the body of evidence-based practices in newcomer integration.

Develop and implement a leading-edge marketing, communication, and brand strategy grounded in the voices of newcomers that showcases our work across sectors and audiences.

Leverage our story and our impact to strengthen work in resource development and building cases of support.



INVEST in ourselves today to ensure a bold future tomorrow

GOALS

Strengthen our commitment to social justice and anti-oppression at all levels of our organization.

Create a talent management plan that addresses the evolving realities of non-profit work.

Invest in our staff with continuous training and development so as to allow the realization of high-quality hybrid service delivery models.

Deepen our development of tech-forward infrastructure, systems, and processes to support new models of service delivery.