



Strategic Plan 2016 – 2019

***Building a strong organization in partnership
with the Kitchener-Waterloo community***

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Introduction:

The Coalition of Muslim Women of KW (CMW) is the culmination of a series of discussions amongst a group of local Muslim women who saw the need to build 'bridges' of understanding and awareness between the Muslim women and the community at large as a way to eliminate stereotypes and misconceptions about Muslim women.

CMW's founding group developed a successful nonprofit organization that is passionate about the organization's Vision and Mission. As a result, CMW through its community awareness and education initiatives has gained a significant degree of respect and support within the community of Muslim women and the Kitchener-Waterloo community at large.

CMW was launched as a community group in the spring of 2010 and became a nonprofit organization in August 2013.

The Coalition of Muslim Women of KW (CMW) embarked on a process of strategic planning in November, 2015. (Appendix B)

A Summary of the Strategic Planning Goals and Activities for 2016-2019 is provided in Appendix A.

Vision, Mission and Values:

Vision:

The Coalition of Muslim Women's vision is to contribute to creating a just and harmonious community where Muslim women are valued and admired for who they are and provide Muslim women with opportunities to acquire the training, skills and resources to actively participate as leaders in the Muslim and larger communities.

Mission:

The Coalition of Muslim Women aims to strengthen and support the voices of Muslim women and enhance communication and understanding between Muslim women and the larger community by:

- a) Facilitating opportunities for the expression and exchange of viewpoints.
- b) Offering educational workshops, informative presentations and interactive community forums.

Values:

- **Service:** We serve, honour and seek to be guided by our Creator in all of our actions and activities.
- **Support:** We strive to strengthen and support the voices of women in our area.
- **Social Activism:** We speak out on issues affecting Muslim women locally, nationally and internationally.
- **Empowerment:** We provide opportunities for women to learn, share and develop communication and leadership skills to become active members of the Muslim and larger communities.
- **Outreach:** We constantly strive to build bridges with the larger community and to partner with other organizations for mutual benefit.
- **Diversity:** We actively welcome Muslim women of various cultures, ethnic backgrounds and diverse religious expression to our membership.
- **Democracy:** We welcome and respect diversity in thought and reach decisions as a group through discussion and democratic means.
- **Responsibility:** We act with integrity and are accountable to our community.

Strategic Direction:

During the 2016-2019 period CMW will enhance its profile in Kitchener-Waterloo and expand the organization's capacity to fulfill its Vision and Mission. CMW will establish itself as a registered charity devoted to achieving its organizational goals. CMW's leadership will continue to consist of volunteers responsible for the work of the Board of Directors, standing committees (Appendix B) and various project related committees. The work of the Board and committees will be supported by paid staff.

Stretch Goals (2016-2019):

CMW aspires to build a strong, vibrant community-based organization for Muslim women in partnership with the Kitchener-Waterloo community.

CMW will develop the capacity to implement a strategic plan that will:

1. Develop the organization in a manner that is financially sustainable while meeting the priority needs and interests of Muslim women in Kitchener-Waterloo.
2. Establish organized efforts that will result in a continuous stream of new leaders in development and a skilled leadership group.
3. Develop the organization as the source of knowledgeable information and a resource on matters related to Muslim women.

Goals for Organization Building:

Period 2016:

1. Complete the strategic plan including revisions to the Vision and Mission.
2. Establish a policy and practice defining when CMW work will be paid.
3. Establish a fundraising strategy to cover the costs of administration and programs.
4. Complete the feasibility assessment of CMW having its own space. C
5. Decide if CMW will host separate meetings that have a social focus.

Period 2017-2019:

1. Establish CMW as a registered charity.
2. Establish an orientation process that includes follow up support where each new member is connected to a 'core' member.
3. Establish a mentor/shadowing program for the development of future senior leaders.

Goals for Community Service:

Period 2016:

1. Determine how to revise or replace the annual June event with several smaller events.

Period 2017 -2019:

1. Establish a respected 'speaker's bureau' called upon to comment on issues relevant to Muslim women.
2. Develop the Culture Café concept (part of Tea & Tales) as a vehicle for building bridges in the community.
3. Establish public forums or "Meet and Greet" consisting of members of public office holders at all levels as presenters.
4. Collect stories of Muslim women in Kitchener-Waterloo and publish as a book or blog.

Developing CMW's Profile:

The creation and maintenance of a brand that represents CMW's values and is recognized and respected in the larger community is a priority for CMW. The current profile has a high degree of credibility within a relatively small group of organizations and community leaders in Kitchener-Waterloo. Members of the larger community who are familiar with CMW have a positive view of the Coalition and admire the commitment and passion of its leaders.

Goals for Developing CMW Profile:

Period 2016:

1. Identify the organizations that are important to CMW's reputation and opportunities.
2. Clarify and promote CMW's purpose and aspirations in the larger community.
 - a) Develop a brief information document describing the organization's history, Vision, Mission and future plans.
 - b) Distribute the information to organizations important to CMW's reputation and opportunities.
 - c) Post information including a FAQ (Frequently Asked Questions) page on the CMW website, LinkedIn and Facebook.
3. Establish a list of organizations important to CMW's work and request that CMW be given the opportunity to make a presentation.
Prepare a presentation with a focus on CMW's purpose, success to date and the desire to build partnerships and collaborate.

Period 2017-2019:

1. Members of the CMW leadership group agree to be CMW 'Ambassadors' and give presentations to organizations in the larger community.
 - a) Identify members and supporters prepared to make presentations.
 - b) Provide guidance and coaching support to help selected members and supporters learn how to make effective presentations.
 - c) Identify and implement two community service projects in partnership with other organizations in Kitchener-Waterloo.

Financial Sustainability Strategy:

During the past 3 years financial and logistical support has come from several local charities, community service agencies, local funders and municipal government. CMW will build on these collaborative relationships and expand its sources of monetary and nonmonetary support to include:

1. membership fees,
2. fundraising events,
3. grants from local foundations and the municipality and
4. gifts-in-kind.

Further, upon the successful completion of its registration as a charity, CMW will seek charitable donations eligible for tax receipts.

Goals for Financial Sustainability:

Period 2016:

1. Develop a financial plan as per the Organization Building, Community Service and Community Profile goals in the Strategic Plan for year 1:
 - a) Identify sources of funding that offer a high probability of support.
 - b) Submit proposals or inquiries to the identified sources of funding.

Period 2017-2019

1. The financial plan for this period to be developed once sources of funding have been identified and proposals are submitted (See 2016 #1.).

Appendix A: CMW Strategic Plan Summary 2016-2019

Goals and Activities 2016:

Focus Area	Organization Development	Leadership Development and Capacity Building	Community Service	CMW's Community Profile	Financial Sustainability
Goal	Enhance CMW's administrative functions, policies and procedures and continue to build the organization	Increase CMW member engagement and develop and implement a leadership capacity building plan	Create a cohesive community service strategy that includes a range of events, services and resources to engage and inform the community	Enhance CMW's profile in the community and promote CMW to target community partners and organizations	Develop and implement a sustainable financial plan for the CMW
Activities 2016	<p>Conduct a feasibility assessment of CMW having its own space.</p> <p>Establish a policy and practice defining when CMW work will be paid.</p> <p>Determine if CMW will host separate meetings that have a social focus</p>		Determine how to revise or replace the annual June event with several smaller events	<p>Rebrand the organization, and launch the new brand</p> <p>Clarify and promote CMW's purpose and aspirations in the larger community.</p> <p>Develop a brief information document describing CMW's history, vision, mission and future plans. Distribute this document to organizations</p>	<p>Create a fundraising strategy to cover the costs of administration and programs</p> <p>Build on collaborative relationships with past funders (local charities, community service agencies, local funders and municipal government</p> <p>Identify sources of funding that offer a high probability of support and submit proposals or</p>

				<p>important to CMW's reputation and opportunities.</p> <p>Post this information and FAQ on the CMW website, LinkedIn and Facebook page.</p>	<p>inquiries to the identified sources of funding</p>
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Goals and Activities 2017-2019:

Focus	Organizational	Leadership	Community	CMW's	Financial
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Area	Development	Development and Capacity Building	Service	Community Profile	Sustainability
Goal	Enhance CMW's administrative functions, policies and procedures and continue to build the organization	Increase CMW member engagement and develop and implement a leadership capacity building plan	Create a cohesive community service strategy that includes a range of events, services and resources to engage and inform the community	Enhance CMW's profile in the community and promote CMW to target community partners and organizations	Develop and implement a sustainable financial plan for the CMW
Activities 2017-2019	Establish the organization as a registered charity.	<p>Establish an orientation process that includes follow up support where each new member is connected to a "core" member.</p> <p>Establish a mentor/shadowing program for the development of future leaders.</p> <p>Increase member and supporter engagement to enable enhanced involvement and commitment to the organization's Vision and Mission.</p> <p>Identify members and supporters interested in making presentations to the community. Provide guidance and coaching support to help them make effective</p>	<p>Establish CMW as a community resource of information concerning Muslim women</p> <p>Establish a respected "Speakers Bureau" called upon to comment on issues relevant to Muslim women</p> <p>Develop the Culture Cafe' concept (part of Tea and Tales) as a vehicle for building bridges with the larger community</p> <p>Establish</p>	Collect stories of Muslim women in KW and publish them as a book or blog. (2017-19)	<p>Continue to build on collaborative relationships with past funders (local charities, community service agencies, local funders and municipal government</p> <p>Continue to Identify sources of funding that offer a high probability of support and submit proposals or inquiries to the identified sources of funding</p>

		presentations.	<p>public forums or “Meet and Greets” featuring members of public office at all levels as presenters</p> <p>Identify and implement two community service projects in partnership with other organizations in KW</p>		
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Appendix B: Strategic Planning Process Summary:

1. The planning process consisted of:
 - a) A series of discussions involving CMW leadership and supporters from the Muslim and community-at-large.
 - b) The discussions were imbedded within a structured workshop format.
2. The Board and committee Chairs participated in an intensive one-day retreat. The agenda included a series of exercises and discussions examining the organization's internal capacity and aspirations as well as an examination of CMW's position in the larger community.
3. Subsequent workshops with members, 'friends' and supporters were 2-3 hours in duration and topics examined included but not limited to:
 - a) Should the organization continue to be a volunteer based organization or have paid staff?
 - b) What actions should be taken to ensure supporters of CMW are engaged and continue to be passionate and committed to the organization's Vision and Mission?
 - c) What community service projects (events, programs) should CMW sponsor?
 - d) What is CMW's profile in the larger community?
 - e) What action should CMW take to strengthen the organization's profile and legitimacy in the larger community?
4. Although the discussions raised a broad range of interesting observations and suggestions for the organization's future expansion four questions were identified as particularly critical to the development of a strategic plan:
 - a) Does CMW continue to be a volunteer-run organization focused on responding to the needs of Muslim women while building bridges with the larger community through public events or does CMW become a more formal service focused organization with paid staff?
 - b) How can CMW increase the number of supporters who are prepared to accept leadership roles?
 - c) What educational opportunities and/or community services should CMW develop and provide?

- d) How can CMW enhance its profile in the community including the organization's Vision and Mission?
- 5. The Strategic Plan describes a direction for CMW during the 2016 – 2019 period (2.5 years) including:
 - a) Revised Vision and Mission
 - b) Strategic Direction
 - c) Stretch Goals
 - d) Goals for Organization Building
 - e) Goals for Community Services
 - f) Goals for Building CMW's Profile
 - g) A brief statement regarding how to achieve Financial Sustainability
- 6. The Strategic Plan should be reviewed by the Board of Directors on an annual basis.
- 7. Additional comments from the workshop discussions are documented in a separate report.

Appendix C: Current CMW Committees

1. Coordination Committee
2. Public Relations Committee
3. Volunteer Management Committee
4. Funds Development Committee
5. External Events Committee
6. Internal Training Committee

Appendix D: David Pell Consulting

David has extensive experience with organization development and management. He operated his own business, worked for government, universities and the voluntary sector. David was a partner in Development Initiatives Inc. an international consulting firm. He was the founder and President of the Community Business Resource Centre, George Brown College Foundation in Toronto, Canada. A highly successful entrepreneurship training centre and consulting organization in economic development. As the CEO of the Canadian Youth Business Foundation and the Canadian Youth Foundation, David expanded the organization's lending, mentor support and career planning programs for young people across Canada. As the CEO David was appointed as an advisor to the Prince of Wales, Youth Business International (London U.K.). David was also the Chief Executive Officer of Street Kids International an organization recognized by the United Nations as a leader in youth programming. David is the author of several publications on economic development and community and corporate partnerships. David is currently working as a consultant and an instructor in professional development programs at Wilfred Laurier University (Waterloo, Canada). David's recent volunteer roles include: member of Guelph Downtown Advisory Board, member of Guelph Mercury Community Editorial Board. He is also the Chair of Canadian Feed the Children (Toronto) with responsibility for strategic planning.

