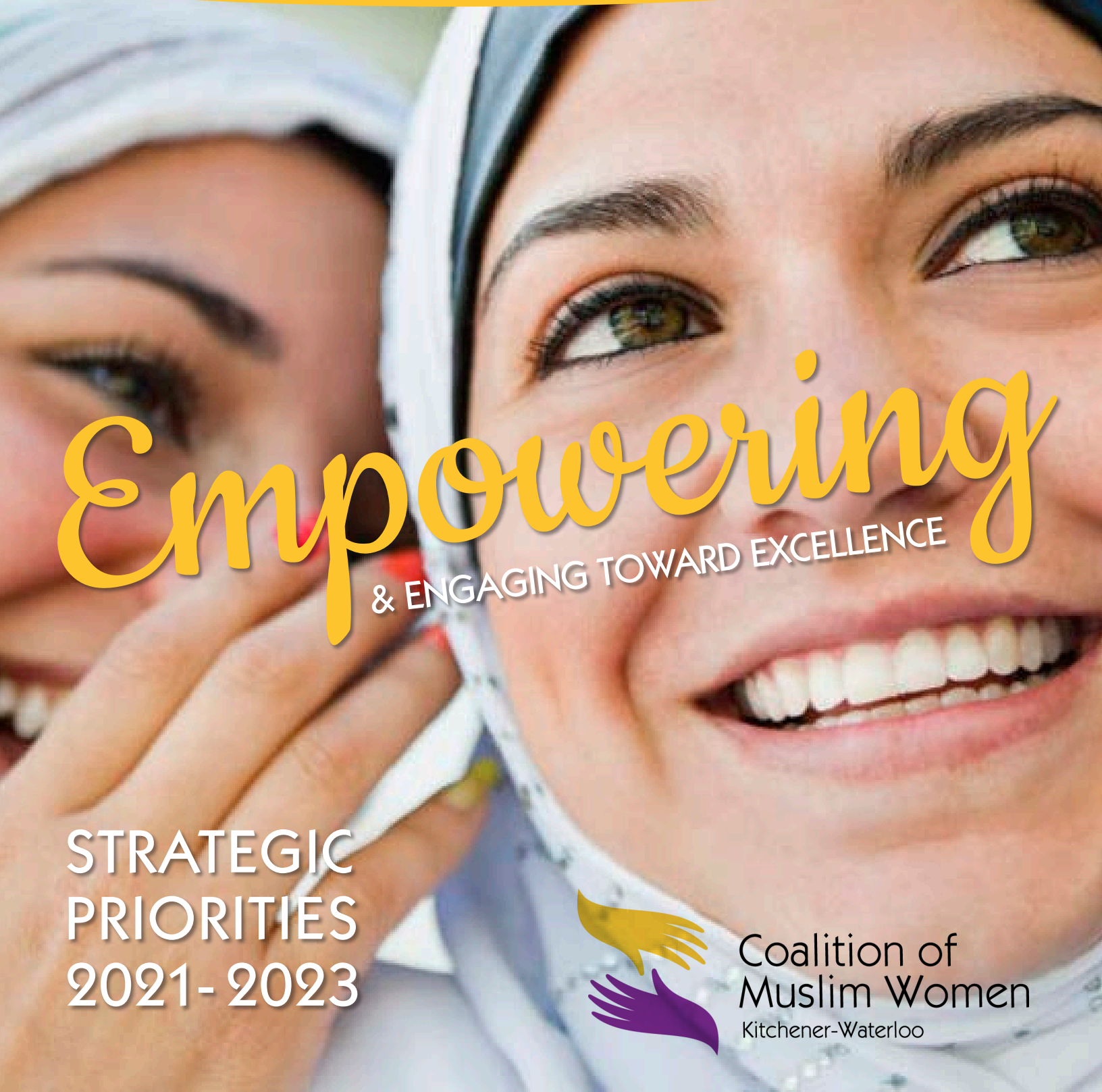




*Coalition of Muslim Women Kitchener Waterloo*



**Empowering**  
& ENGAGING TOWARD EXCELLENCE

STRATEGIC  
PRIORITIES  
2021-2023



Coalition of  
Muslim Women  
Kitchener-Waterloo



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## Message from Chair and Executive Director

We are very pleased to share with you the Coalition of Muslim Women of KW's Strategic Plan 2021-2023. This exciting and ambitious plan provides a framework for CMW to meet the needs of our community and deliver higher levels of programming and services while continuing to build a strong organization.

This is the third time in its 11 years history that CMW engaged in the strategic planning process with its members, volunteers, and the broader community to provide their input to guide CMW's work. Our 2016-2019 strategic plan's major direction was to steer the organization gently towards a staff / volunteer model to meet with the high demand for its programs while raising the profile of CMW in the community. We were tasked with strengthening the organizational capacity by separating governance from operations, introducing new programs, and work steadily towards financial sustainability. We are very happy to report that CMW successfully achieved all of the goals of 2016-2019 strategic plan. CMW has now shifted to a governance and policy board supported by a team of 22 staff. CMW's budget quadrupled with significantly increased revenues through multi-year grants and sponsorships and fundraising. In 2019, CMW received the prestigious "Rogers Oktoberfest Women of the Year" award in the "Group Achievement" category, recognizing the success of a very grassroots group of newcomers, visible minority women in building a strong, credible, and reputable organization (CMW) while fully immersed in ground-breaking work on addressing Islamophobia, racism and xenophobia.

Our 2020-2023 plan is built on the ideas, hopes, and dreams of over 200 participants that they shared very generously through online surveys, focus groups and key-informant interviews. In addition, CMW Board and staff participated in a full day thinking and planning retreat. Final draft of the plan was presented to internal and external stakeholders in January 2021 for review and feedback one more time. We cannot thank Sandra Hanmer of Capacity Canada enough for her assistance with the whole process.

We are excited to begin the next chapter of our organization with the clearly defined priorities and goals. We will be working harder than ever on building a sustainable organization, scaling for growth, and governance excellence. We are where we are today because we have a community of friends and allies who believed in the cause and the women who galvanized the cause. We know there is a lot of work ahead, but we are confident that the love and support from our community will continue to propel us to excellence and sustainability. Our sincerest thanks to our members, volunteers, funders, donors, and the board and staff for their trust and generosity. Thank you for believing in CMW. Rest assured, we will continue to serve this community with the best of our abilities.



**Ghazala Fauzia**  
Chair



**Fauzia Mazhar**  
Executive Director

# Empowering & Engaging Toward Excellence

Our mission, vision and values provide guidance and are the foundation for our decision making with respect to: program and support offerings; organizational efficiencies and our strategic priorities.

## VISION

To enhance communication and foster understanding between Muslim women and the larger community. To provide opportunities for personal and professional growth and leadership development for the Muslim women and the larger community. To engage and support Muslim women to actively participate as leaders in the Muslim and larger community.

## MISSION

A just, harmonious and equitable community.

## VALUES

Our values are grounded in faith-based principles that demonstrate the strength of the Islamic faith. These values guide all that we do:

**Empowerment and Support:** We encourage, support and equip current and future women leaders to foster positive change in their communities.

**Social Activism:** We actively promote social justice locally, nationally and internationally.

**Outreach:** We constantly strive to build bridges and focus on removing systemic barriers faced by marginalized communities.

**Equity, Inclusion and Diversity:** We strive to create safe spaces, seek to understand, support belonging so that everyone is welcomed and encouraged to participate.

# Strategic Priorities • 2021-2023



**Strategic Priority #1:** Build a Sustainable Organization by empowering staff and volunteers and creating a financial foundation to support current and future needs

GOAL	KEY DELIVERABLE/STRATEGY
<p>1.1 Create a solid internal infrastructure</p>	<ul style="list-style-type: none"> <li>• Demonstrate commitment to and leadership in creating and maintaining a work-life balance culture</li> <li>• Create and implement an organizational structure that supports the activities of the organization and demonstrated commitment to the living the values</li> <li>• Develop and implement a values-based recognition program</li> <li>• Develop and implement comprehensive Human Resources Plan which enables the recruitment and retention of staff, members and volunteers committed to excellence</li> <li>• Establish short and long-term succession plans for key employee positions</li> <li>• Training, coaching and support to staff, members, volunteers and the board regularly</li> </ul>
<p>1.2 Develop a culture of engagement</p>	<ul style="list-style-type: none"> <li>• Create and implement a staff, members and volunteers Communication Strategy delineating appropriate systems, media and other communication channels, to support improved internal and external communications</li> <li>• Create and implement a staff, members and volunteers Engagement Strategy delineating appropriate systems, communication channels, to support improved internal and external engagement</li> </ul>
<p>1.3 Increase and diversify revenue sources</p>	<ul style="list-style-type: none"> <li>• Obtain Charitable Status</li> <li>• Identify current and potential revenue sources and income targets for each source (e.g., grants membership, education and training, research, events etc.)</li> <li>• Create a Fund Development plan outlining appropriate systems, structures and staffing to support a complete development program and outlines potential uses for donated dollars</li> </ul>



## Strategic Priority #2: Scale for growth by providing exceptional programs and services

GOAL	KEY DELIVERABLE/STRATEGY
1.1 Expand programs and services through out Waterloo Region	<ul style="list-style-type: none"> <li>• Develop and implement 1-3 new sustainable program offerings</li> <li>• Create partnerships with educational institutions to offer continuing education opportunities regarding Islamophobia and other key programming initiatives</li> <li>• Create new partnerships to advance program offerings to communities</li> </ul>
2.2 Foster youth leadership	<ul style="list-style-type: none"> <li>• Develop and implement a survey seeking the input from youth on how they would like to engage</li> <li>• Based on the survey results support youth lead opportunities for engagement</li> </ul>
2.3 Promote collaborative research, thought leadership and advocacy	<ul style="list-style-type: none"> <li>• Create a prioritized list of specific areas for research, thought leadership and or advocacy where CMW can contribute</li> <li>• Publish papers, opinion pieces and materials to support advocacy</li> <li>• Create opportunities for members to act as a collective voice</li> </ul>

## Strategic Priority #3: Achieve Governance Excellence by establishing sound governance practices, leveraging board core strengths and enhancing performance

GOAL	KEY DELIVERABLE/STRATEGY
3.1 Demonstrate excellence in governance practices	<ul style="list-style-type: none"> <li>• Establish short and long-term succession plans for board positions</li> <li>• Create a regular education plan for Board members focusing on key governance matters and competencies required</li> <li>• Provide training on and implementation of strategic and generative discussions at board meetings</li> <li>• Performance evaluation program implemented for the board and committees including self-evaluation for Directors</li> </ul>
3.2 Increase the diversity of our Board, members and volunteers	<ul style="list-style-type: none"> <li>• Develop and implement a skills, expertise and perspectives matrix tool for board recruitment and succession planning</li> <li>• Develop and implement a strategy to encourage participation of members and volunteers who reflect our communities</li> </ul>
3.3 Achieve accreditation status with Imagine Canada	<ul style="list-style-type: none"> <li>• Complete Board Development Plan and Accreditation Readiness Plan</li> </ul>



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