

**MUSLIM RESOURCE CENTRE FOR SOCIAL  
SUPPORT AND INTEGRATION (MRCSSI)**

**FIVE-YEAR STRATEGIC PLAN &  
IMPLEMENTATION GUIDE**

**December 2022**



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## **ACKNOWLEDGMENTS**

The development of the Strategic Plan for the Muslim Resource Centre for Social Support and Integration (MRCSSI) was an intensive team effort. Much appreciation is expressed for the members of the Steering Committee who provided direction for the project and reviewed and revised the many interim documents leading to the development of the Strategic Plan. Gratitude is also expressed to frontline staff and managers of MRCSSI who provided substantive input for the design of the project and offered a wide range of information about the current operations of MRCSSI and the direction that MRCSSI should take in the years ahead. Coordination of the community consultations could not have been done without the support of MRCSSI's managers, especially its Managing Director. A sincere "thank you" goes out to the many external stakeholders of MRCSSI – some from the mainstream social service sector and some from Muslim community agencies and mosques. These agencies provided many different perspectives and insights for understanding the present work of MRCSSI and what the latter needs to focus on and do to carry out its mission in the community and work collaboratively with community partners. Last, but not least, is our appreciation for the support and guidance of the Executive Director and Board of Directors of MRCSSI for the project.

## ***PREFACE***

After providing its services for the past 13 years and then addressing the challenges imposed by the Covid-19 pandemic, the Board of Directors of Muslim Resource Centre for Social Support and Integration (MRCSSI) decided to review and evaluate both its capacity and approach to its work. This decision led to the development of a five-year Strategic Plan for MRCSSI (2023-2028).

Consultations with the major stakeholders of MRCSSI were a key element in the development of the Strategic Plan. The Plan had to be grounded in the current reality of MRCSSI while pointing to the heights towards which MRCSSI can aspire for the good of the community.

The Strategic Plan identifies the current strengths and weaknesses of MRCSSI, the strategic directions for MRCSSI for the period 2023-2028, and basic guidelines in the form of a framework for implementation of the Strategic Plan. A formal implementation plan will be developed in early 2023 for achievement of the goals and objectives specified in the Strategic Plan.

The Strategic Plan will be used to guide the work of MRCSSI both within and outside of MRCSSI. It will also be used to direct the fundraising activities of MRCSSI. The Strategic Plan facilitates transparency in the work of MRCSSI. It shows what MRCSSI intends to do, why, and how. The Strategic Plan also facilitates accountability; approval by the Board of Directors makes the Plan an official directive for the Board, managers, and frontline staff of MRCSSI.

Understanding of the Strategic Plan by the Board, staff, and volunteers of MRCSSI is crucial for the successful implementation of the Strategic Plan. From this perspective, communication of the Strategic Plan to all stakeholders of MRCSSI is crucial. Additionally, time is to be allocated for a comprehensive orientation of the Strategic Plan as well as the work involved in implementing the Plan by Board and staff.

## **BACKGROUND AND PURPOSE: THE STRATEGIC PLANNING PROJECT**

Muslim Resource Centre for Social Support and Integration (MRCSSI), having provided services to the local community for the past 13 years, and having addressed the challenges imposed by the Covid-19 pandemic, its Board of Directors decided it was prudent to review and evaluate the organization's capacity and approach for its work over the next five years. The planning took place over the course of 2022.

The main purpose of the project was to provide a clear direction for the work and growth of MRCSSI for the period 2023-2028. To achieve this purpose, the project focused on three major components of MRCSSI: **1) The Work of MRCSSI**. This includes MRCSSI's services, clients, and work with other agencies. Also included is the external environment within which MRCSSI carries out its work; **2) The Organizational Capacity of MRCSSI**. This includes the staff of MRCSSI, policies and procedures, issues of internal coordination among programs, management practices, and financial management practices; and **3) The Sustainability of MRCSSI**. This includes issues of marketing, funding (types of funding, sources of funding, amount of funding), risk management, and strategic partnerships.

## **MAJOR QUESTIONS GUIDING PROJECT**

**Three fundamental questions guided the project: 1) Where is MRCSSI Now?** This question directs MRCSSI to take stock of itself in the present: its services, management practices, finances, etc. The deliverable from answering this question was a *Strengths, Weaknesses, Opportunities, and Threats (S.W.O.T.)* analysis of MRCSSI in the above three focus areas and an identification of major issues that it would be wise to address immediately; **2) Where MRCSSI Wants to Be?** This question built on the responses to the first question above. MRCSSI wants to build on its strengths, address its weaknesses, take advantage of opportunities, and reduce or eliminate threats to its existence and growth. This forward-looking question also directs MRCSSI to determine a direction for itself complete with goals, objectives, and priorities. The deliverable from answering this question is the adopted Strategic Plan for MRCSSI for 2023-2028; and **3) How Will MRCSSI Get There?** This question is about implementation of the Strategic Plan: what actions must be taken to enable MRCSSI to achieve its goals and objectives for the future and secure the resources needed? The framework used in answering this question is the Balanced Scorecard with a two-fold deliverable: a) a detailed implementation plan, and b) actual achievement of selected goals and objectives within the scheduled timelines and budget.

## **METHODOLOGY OF THE PLANNING PROJECT**

The project's methodology followed commonly accepted guidelines strategic planning for not-for-profit organizations, the AIM model, as well as approaches used in qualitative research. This included an environmental scan of MRCSSI's immediate influential institutions; review of documents related to past planning initiatives; consultations with staff, management, Board, and external stakeholders of MRCSSI; and the reduction of text into themes that were synthesized and compared across program areas etc.

## **WHERE MRCSSI IS NOW: FINDINGS**

### **SUMMARY OF S.W.O.T. ANALYSIS follows:**

**1) Major Strengths:** The Work Done by MRCSSI and Its Strategic Partnerships. Services, clients, partnerships, and collaboration; use of the culturally integrative approach in service provision and community outreach and education; knowledge of Muslim cultures and communities; and knowledge of collectivist societies and cultures; **2) Major Weaknesses: Organizational Capacity.** Major limitations and

challenges regarding management of staff and staff development, scope of services, internal coordination and collaboration, planning, policies, procedures, and financial resources; **3) Major Opportunities:** MRCSSI's Expertise on Muslim cultures and culturally integrative practices. This expertise enables MRCSSI to position itself as an outstanding community resource for provision of services to Muslim and other collectivist communities, helping communities and organizations address Islamophobia, and developing policies and practices that are accommodative and inclusive of Muslim values and practices. MRCSSI could commodify and monetize this expertise by creating a fee-for-service division for itself; **4) Major Threats: The Long-term Sustainability of MRCSSI.** Precarious funding; limited to no core funding or multi-year funding; strategic partnerships based more on professional relationships of individual staff than on formal arrangements with MRCSSI; limited attention given to branding and marketing of MRCSSI; Islamophobia.

**A Critical Issue to be Addressed:** The role of the Centre for Culturally Integrative Research (CCIR) and its relationship with MRCSSI.

## **WHERE MRCSSI WANTS TO BE: FUTURE DIRECTIONS, 2023-2028**

### **A. STRATEGIC POSITIONING**

1. **Niche:** MRCSSI will position itself to be a major community resource which provide services not only to the Muslim community but also to other collectivist communities. This identify which is inherent to MRCSSI's value proposition well be reflected in the branding and marketing of MRCSSI.
2. **Approach to Service Provision:** MRCSSI will be explicit in its orientation as a trauma-informed organization with respect to the planning, delivery, and evaluation of its services. This means that MRCSSI will continue to develop its knowledge about trauma and apply this knowledge in its approach to service provision, management, and community partnerships.
3. **Focus for Organizational Improvement:** In the period 2023-2028, MRCSSI will focus on:
  - a) improving and expanding its services;
  - b) improving its management systems, especially its policies and management for staff;
  - c) improving its sustainability through effective marketing, securing of core and multi-year funding, diversification of sources of funding, and strategic partnerships; and
  - d) resolving the issue of the formal status and role of CCIR in relation to MRCSSI.
4. **Decision-Making:** All decisions of MRCSSI must align with the Vision and Mission Statements of MRCSSI. These statements are to be considered in the decision-making processes of MRCSSI at all levels and for all operations of the organization.

### **B. STRATEGIC ISSUES TO BE RESOLVED**

*The following issues were raised but not resolved during the strategic planning process. The decision was made to address them during the Implementation of the Strategic Plan.*

1. **The Role of the Centre for Culturally Integrative Research (CCIR) and its Relationship with MRCSSI.** Clarification needed about the legal status and purpose of CCIR and how MRCSSI and CCIR can work together for their mutual benefit.
2. **The Name of MRCSSI:** If MRCSSI is to position itself as an organization with expertise in serving individuals and families not only from the Muslim community but from other collectivist communities and cultural backgrounds, should the name of the organization be changed to reflect and support this positioning? Should the name of the organization include the word, "Muslim"?

### **C. STRATEGIC GUIDANCE**

The process of strategic planning required revision of key concepts and foundational principals of the organization. The currently approved statements follow:

**VISION:** Resilient individuals and families in safe and caring communities.

**MISSION:** To provide and promote culturally integrative services that help individuals and families in Muslim and other communities to overcome challenges and ensure safety.

**CORE VALUES**

- Dignity and Respect    - Care and Compassion    - Support and Empowerment
- Collaboration and Consultation            - Integrity and Accountability

**GOALS:** The major goals of MRCSSI arising from extensive examinations are as follows: **1) The Work of MRCSSI: (Services and Clients):** To provide a *focused and integrated* range of social services of high quality for the safety and well-being of the Muslim community and other communities; **2) The Organizational Capacity of MRCSSI:** To establish and maintain integrated and supportive management structures and processes to facilitate the work of MRCSSI; and **3) Sustainability of MRCSSI:** To secure a more than adequate level of financial resources and strategic partnerships to sustain the work of MRCSSI and MRCSSI as a charitable organization dedicated to serving collectivist communities and others to the best of its ability.

**OBJECTIVES \* (2023-2028)**

**1. THE WORK OF MRCSSI**

**GOAL:** To provide a focused and integrated range of social services of high quality for the safety and well-being of the Muslim community and other communities.

**OBJECTIVES**

- 1.1 Service Improvement *(Priority)*
- 1.2 Service Expansion *(Priority)*
- 1.3 Service Integration
- 1.4 Service Innovation
- 1.5 Service Evaluation

**2. ORGANIZATIONAL CAPACITY OF MRCSSI**

**GOAL:** To establish and maintain integrated and supportive management structures and processes to facilitate the work of MRCSSI.

**OBJECTIVES**

- 2.1 Provision of Information about Roles and Responsibilities
- 2.2 Development of Policies and Procedures *(Priority)*
- 2.3 Development of Plans and Budgets for Programs
- 2.4 Provision of Support for the Board of Directors
- 2.5 Provision of Support for the Executive Director
- 2.6 Provision of Support for Program Managers
- 2.7 Provision of Support for Frontline Staff *(Priority)*

**3. SUSTAINABILITY OF MRCSSI**

**GOAL:** To secure a more than adequate level of financial resources and strategic partnerships to sustain the work of MRCSSI and MRCSSI as a charitable organization dedicated to serving collectivist communities and others to the best of its ability.

**OBJECTIVES**

- 3.1 Development and Implementation of a Marketing Strategy *(Priority)*

- 3.2 Expansion of Funding and Funding Sources *(Priority)*
- 3.3 Use of Entrepreneurship: Establishment of a Fee-For-Service Arm for MRCSSI
- 3.4 Establishment and Maintenance of Strategic Supportive Partnerships
- 3.5 Development and Implementation of a Risk Management Plan

***\*Details for each category of objectives are provided in Section IV of the Strategic Plan.***

#### **HOW MRCSSI WILL GET THERE (IMPLEMENTATION: 2023-2028)**

An MRCSSI-specific implementation plan/framework (begins at page 23) was developed to guide the activities that will lead to achieving the goals and objectives of the Strategic Plan. The IP will be continuously updated in keeping with available resources and accomplishments and will rely heavily on widely accepted evidence-informed, generic frameworks such as the previously mentioned QUERI Roadmap.



### ***About the Report***

Like any individual organism, the non-profit community service organization wants to survive and thrive while carrying out its specific function or mission to the best of its ability. Within this context, development of “strategic plans” is a fundamental best practice of non-profit organizations. At a basic level, a Strategic Plan outlines a path for the continued survival and improvement of the organization – improvement of its services, its management, its partnerships, its finances, its ability to survive and grow over time, etc. The Strategic Plan specifies goals, objectives, and priorities. It is accompanied by an implementation plan to ensure a focus on priorities and the achievement of goals and objectives within a particular timeframe and budget.

This document outlines in detail the proposed direction for the Muslim Resource Centre for Social Support and Integration (MRCSSI) for the period 2023 to 2028. MRCSSI’s Strategic Plan is informed by its vision and mission statements as well as its core values. The Strategic Plan is focused on three basic components of MRCSSI as a community service organization:

1. The Work of MRCSSI (its services and clients)
2. The Organizational Capacity of MRCSSI
3. The Long-term Sustainability of MRCSSI

Goals, principles, and objectives for each of these three areas are provided. Objectives are first summarized and then described in detail. Providing context for the goals, principles, and objectives is a short description of major features of the external environment of MRCSSI, the strengths and weaknesses of MRCSSI, the opportunities it can explore, and the threats it is facing both internally and externally.

Also provided is preliminary information about the next phase of work for the Strategic Plan (Phase III: How MRCSSI Will Get There). This includes a description of the approach to be taken when implementing the Strategic Plan, basic good practices for beginning the process of implementing the Strategic Plan, and related roles and responsibilities. These resources provide MRCSSI with an internal process for managing the implementation of the Strategic Plan.

Not included in this report is a detailed implementation plan which specifies how each goal is to be approached and how each objective is to be achieved (when, how, with what resources, etc.). The implementation plan is a separate document that necessarily accompanies this Strategic Plan. The implementation of this Strategic Plan involves use of a model from the business sector called the Balanced Scorecard. The Balanced Scorecard directs management professionals to focus implementation of the Strategic Plan on four critical areas of a service organization: a) Client Services, b) Organizational Capacity, c) Business Practices, and d) Financial Management. More information about the Balanced Scorecard is available in **Section V** of this report.

## I. A SUMMARY PROFILE OF THE MUSLIM RESOURCE CENTRE FOR SOCIAL SUPPORT AND INTEGRATION (MRCSSI)

MRCSSI is a registered, charitable non-profit organization. It is a particular type of charitable organization: a community-based social service organization focused on addressing personal problems of individuals and families and social problems of communities. It provides a wide range of social services to individuals, families, other community organizations, and the community as a whole.

MRCSSI's early beginnings in 2002 included working as a community group within a local mosque and other community organizations to address the needs of Muslim individuals and families in London, Ontario, especially those new to Canada. In 2009, MRCSSI became a separate legally incorporated organization providing services to members of the Muslim community and other communities (particularly in the London area). At MRCSSI's core are its reasons for being and the values that guide its work: a) its vision for the future (vision statement), b) its purpose (mission statement), and c) its moral compass (its core values).

- A. VISION STATEMENT:** Resilient individuals and families in safe and caring communities.
- B. MISSION STATEMENT:** To provide and promote culturally integrative services that help individuals and families in Muslim and other communities to overcome challenges and ensure safety and well-being.
- C. CORE VALUES:**
- Dignity and Respect
  - Care and Compassion
  - Support and Empowerment
  - Collaboration and Consultation
  - Integrity and Accountability
- D. MAJOR SERVICES CURRENTLY PROVIDED** (Not a comprehensive listing)
- Community Outreach and Public Education
  - Intake, Screening and Assessment Services
  - Information and Referral Services
  - Counselling Services: individuals, couples, families (includes crisis counselling)
  - Individual, Family and Group-based Interventions
  - Faith-based Support
  - Settlement and Integration Services
  - Violence Prevention and Intervention: intimate partner violence
  - Advocacy
  - Community Coordinated Collaboration with Human Service Agencies Serving Muslim Clients
  - Research and Knowledge Mobilization
- E. NUMBER OF STAFF:** 25 (as of September 30, 2022)
- F. ANNUAL REVENUE:** \$1,328,566 (Fiscal Year ending March 2022)

## II. THE STRATEGIC PLANNING PROJECT

### A. PURPOSE AND CONCEPTUAL FRAMEWORK

#### 1. Purpose and Focus of the Planning Project

The purpose of the project was to provide a clear direction for MRCSSI's work and growth during the period 2023-2028. The project focused on three fundamental or basic components of MRCSSI as a non-profit community service organization:

- **The Work of MRCSSI (*What*).** This includes MRCSSI's services, clients, work with other agencies, and the external environment within which MRCSSI carries out its work.
- **The Organizational Capacity of MRCSSI (*How*.)** This includes the staff of MRCSSI, policies and procedures, issues of internal coordination among programs, management practices, financial management practices, etc.
- **The Sustainability of MRCSSI (*For How Long*).** This includes issues of marketing, funding (types of funding, sources of funding, amount of funding), risk management, strategic partnerships, etc.

#### 2. Major Questions Guiding the Project

The questions used to guide the development of the Strategic Plan are simple, straightforward questions that are easy to understand. They are adapted from questions frequently found in the literature on strategic planning and commonly used in the non-profit sector.

- **Where is MRCSSI Now?** This question directs MRCSSI to take stock of itself in the present: its services, management practices, finances, etc. The deliverable from answering this question is a S.W.O.T. analysis\* of MRCSSI in the above three focus areas and an identification of any major issues that should be addressed immediately or in the near future. \**Strengths, Weaknesses, Opportunities, and Threats*
- **Where MRCSSI Wants to Be?** This question builds on the responses to the first question above. MRCSSI wants to build on its strengths, address its weaknesses, take advantage of opportunities, and reduce or eliminate threats to its existence and growth. This forward-looking question also directs MRCSSI to determine a direction for itself complete with goals, objectives, and priorities. The deliverable from answering this question is a Strategic Plan for MRCSSI for 2023-2028.
- **How Will MRCSSI Get There?** This question is about implementation of the Strategic Plan: what actions have to be taken to enable MRCSSI to achieve its goals and objectives for the future, and to secure the resources needed, etc. The framework used for answering this question is the Balanced Scorecard. The deliverable from this question is twofold: a) a detailed implementation plan, and b) actual achievement of the chosen goals and objectives within the scheduled timelines and budget.

Together, these three focus areas and three questions form the conceptual framework for the project.

### B. PROCESS AND METHODS USED TO DEVELOP THE STRATEGIC PLAN

1. **Steering Committee:** Establishment of a Steering Committee to guide the project. The Steering Committee consisted of representatives of MRCSSI's frontline staff, senior management, and Board of Directors, plus one past client of MRCSSI and one external stakeholder representing a social service organization.

2. **Agency-Wide Communication:** A formal announcement of the strategic planning project sent to all staff, management, and Board members. It included the rationale, focus, purpose and process for the project, and an invitation to participate in the project.
3. **Project Orientation for the Board of Directors, the Executive Director, and Managing Director.** A formal two-hour presentation about the project, its purpose, process, design, expected deliverables, etc. The participants were invited to provide input for the focus and process of the project as well as their expectations of the project and its deliverables.
4. **Project Orientation for Frontline Staff:** Three two-hour sessions with frontline staff. (One session with staff of each of the three programs of MRCSSI). Staff were provided with an orientation to the project and asked for their input and expectations for the project.
5. **A Scan of the External Environment of MRCSSI:** A limited environmental scan focusing mainly on the demand for services (mostly population statistics) and the supply of services (community services for the clients of MRCSSI in the larger non-profit sector).
6. **Consultations with Internal Stakeholders:** Three three-hour focus groups with frontline staff of MRCSSI: one focus group with staff of each of the three MRCSSI programs; individual interviews with Program Managers, Managing Director, and the Executive Director.
7. **Consultations with External Stakeholders: Two two-hour consultations:** a) one focus group discussion with selected mainstream community agencies; b) one focus group discussion with Muslim community organizations and mosques.
8. **Analysis of the Information Collected:** a) conduct of a S.W.O.T Analysis; b) development of recommendations for the Strategic Plan.
9. **Consultations with the Board of Directors:** Three sessions to a) share and discuss findings from the consultations with staff, managers, and external stakeholders, b) discuss recommendation, and c) identify priorities based on findings and recommendations. In the second session, the Board approved the goals and objectives for the Strategic Plan. In the third session, the Board further discussed the objectives and determined the priorities for implementation of the Strategic Plan.
10. **Approval of the Strategic Plan:** Review of the Draft of the Strategic Plan by the Steering Committee, frontline staff, and management, and Board members before the Board officially approves the Strategic Plan.
11. **Communication of the Strategic Plan:** An announcement of the approval of the Strategic Plan by the Board sent to staff, management and external stakeholders and posted on MRCSSI's website.

### **C. BENEFITS AND LESSONS LEARNED**

The process used for development of the Strategic Plan yielded several benefits. At the same time, it led to a better understanding of the challenges involved in developing a Strategic Plan for MRCSSI and how they should be addressed.

#### **1. Benefits**

**Transparency and Trust-building:** Everyone in the organization was informed of the project before the project was started: Detailed orientation sessions were held with the Board of Directors (the Board), managers, and staff. This contributed to building trust between the Board and staff (managers and frontline staff) of MRCSSI.

***Sense of Ownership for the Project Among Stakeholders:*** This was achieved by informing all segments of the organization – Board, management, frontline staff, and selected external stakeholders – about the project and consulting them for their input for the Strategic Plan. They were regarded and treated as the people whose ideas were essential for development of the Strategic Plan. Furthermore, it was communicated to the staff (management and frontline) that they would be given the opportunity to provide feedback on the final draft of the Strategic Plan.

***Commitment to Implementation of the Strategic Plan.*** Efforts were made not only to inform the Board and staff about the planning project and consult them on how to develop the Strategic Plan, but to also request their participation in the implementation of the Strategic Plan. Without this commitment, implementation of the Strategic Plan would fail.

## 2. Lessons Learned

***Communications.*** A communications strategy was developed as part of the preparations for the project. This helped to achieve transparency, build trust, and encourage participation in the project. The communication strategy should be approved by the Executive Director and the Board before project activities are begun. Resources, including staff time, should be provided for implementing the communications strategy.

***Time for Information Management:*** Managers need time to gather the information requested by planning consultants. This issue should be discussed with managers at the beginning of the project. Consideration should be given to the fact that providing the information requested is an addition to the regular workload of managers. Steps should be taken to help managers provide the information requested in a timely manner. (For example, providing them with additional staff support for that purpose or allowing them to reschedule their work.)

***Conflict Management:*** Care must be taken to address and resolve disagreements during the project, especially in relation to feedback provided by stakeholders. For example, findings from consultations with staff revealed what staff regarded as problems with management of their programs and MRCSSI as a whole. There was much discussion among the Board and senior managers about these findings. Agreements and disagreements were stated and discussed. This situation was resolved by acknowledging that the input from staff was based on their perceptions and experience and should be accepted as such and not disregarded. The consultants recommended that issues raised by staff should be acknowledged in the Strategic Plan and addressed during the implementation of said Plan.

### III. WHERE MRCSSI IS NOW: FINDINGS

#### A. THE EXTERNAL ENVIRONMENT OF MRCSSI

Information about the external environment of MRCSSI provides a snapshot of the social conditions within which MRCSSI operates and offers an insight into the opportunities and challenges faced by MRCSSI as it carries out its mission in the community.

MRCSSI is located in the City of London in Southwestern Ontario. London is a city with diverse economic and social opportunities. The fastest growing sectors include agricultural food products, manufacturing, digital media and technology, health care, and professional services. London is home to several multinational and local businesses with over 500 businesses and over 60,000 employees in the professional services sector (MDB Insight, 2015). It has a robust industrial and manufacturing base with high potential for growth of small businesses. Indeed, London is touted as one of the most technologically advanced cities in the world; serving as home to over 300 technology companies which employ about 3% of the city's labour force (LEDC, 2020).

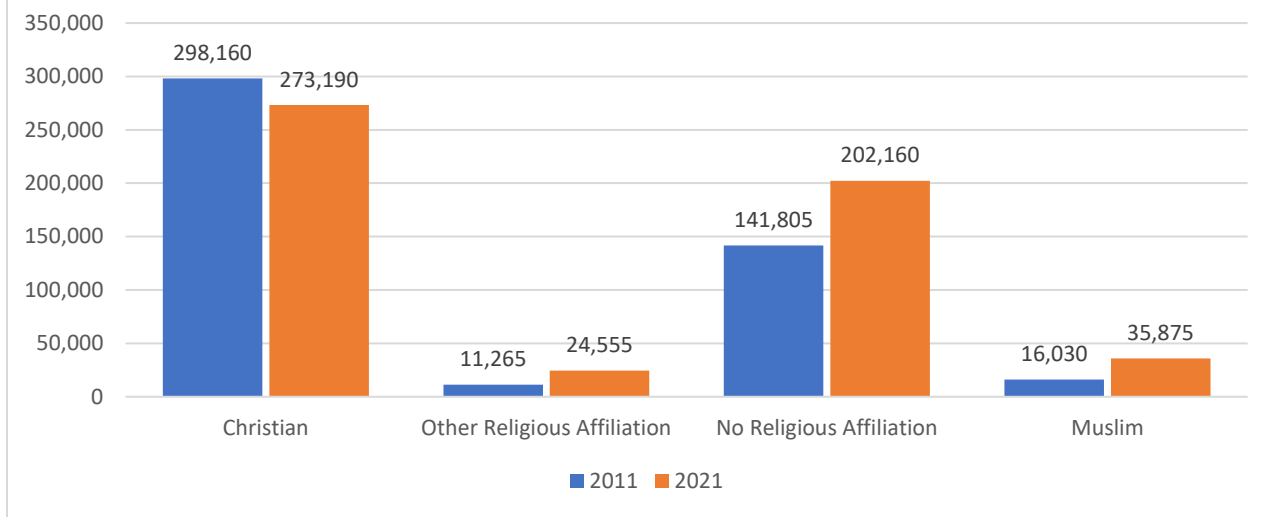
The following are some of the major demographic and socio-economic characteristics of the social environment within which MRCSSI carries out its mission. They provide an insight into the demand for MRCSSI's services.

#### **SELECTED DEMOGRAPHIC STATISTICS FOR LONDON, ONTARIO – 2021**

- **Total Population:** 543,551 in 2021, an increase of 10% since 2016.
- **Median Annual Household Income:** \$71,000\*
- **Poverty Rate:** 17% of London's total population\*
- **Immigrants:** 115,600; 21.3% of London's total population.
- **Visible Minorities:** 125,125; 23% of London's total population
- **Refugees:** 28,720; 24.8% of the immigrant population in London
- **Total Muslim Population:** 35,875 compared to 16,380 in 2011. Muslims comprised 6.6.% of the total London population in 2021 compared to 4.4% in 2011.
- **The Arabic-speaking Population:** In 2021, there were approximately 25,000 people of Arabic ethnicity in London, Ontario, with Arabic as the second most common mother tongue. Similarly in 2016, the most common [mother tongue](#) in London was [English](#) (76.1%), followed by [Arabic](#) (2.8%).
- **Average Annual Income of Arabic-speaking Individuals:** \$32,000 (compared to \$45,000 for the non-visible minority population).

*Source: Statistics Canada, Census of Canada, 2021, 2016, 2011. \*2019.*

**FIGURE 1: THE CHANGING LANDSCAPE OF RELIGIOUS AFFILIATION IN LONDON, ONTARIO**



**ISLAM AND MUSLIMS IN CANADA**

In 2021, 1.8 million persons in Canada identified themselves as Muslim. They represented almost 5% of the total Canadian population.

Islam is the largest non-Christian religion as well as the fastest-growing religion in Canada, accounting for 4.9 per cent of Canadians in 2021, compared to 3.2 per cent in 2011.

The majority of Muslims in Canada live in Ontario; the majority of Muslims in Ontario live in the Greater Toronto Area.(2021).

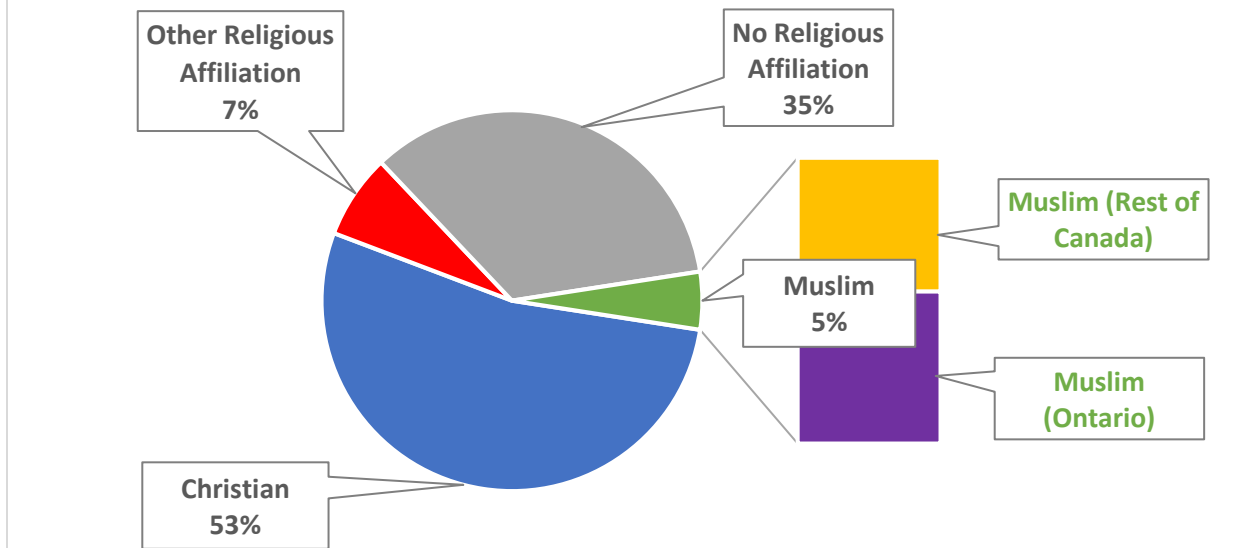
The median age for Muslims in Canada is 28, compared to 37 for the general population (2011).

There is a higher fertility rate among Muslim Canadians, and a larger percentage who are approaching their child-bearing years (2011).

The average size of families in the Muslim population is 4.3 compared to 2.5 for the total Canadian population (2011).

***Source: Statistics Canada , Census of Canada: 2021, 2011.***

**FIGURE 2: DISTRIBUTION OF RELIGIOUS AFFILIATION IN THE CANADIAN POPULATION (2021)**



### ***The Social Service Sector of London, Ontario***

Like other cities in Ontario, London has a social service sector consisting of governmental organizations and non-governmental organizations (non-profits).

- **Number of Non-Profit Social Service Community Organizations:** Over 100
- **Number of Muslim Community Service Organizations:** 25 (10 Mosques; 5+ Islamic Schools; 10 Muslim Community Service Organizations)
- **Immigrant Serving Agencies:** 10+ (serving diverse immigrant groups, including those from the Arabic and Muslim communities)
- **Major Funding Trend:** The trend among funders to favour short-term project funding over core funding (funding for administration and day-to-day operations).

### ***Relevant Supportive Legislation***

- Canada's Multiculturalism Act (1971; 1988)
- Legislation Condemning Islamophobia: Federal Government/M-103; Government of Ontario/Bill 83

### ***Other Relevant Factors***

- Increasing Immigration from Muslim Countries (due to wars, religious conflicts, etc.)
- Cultural Differences between Muslim and Non-Muslim Communities; Islamophobia.

### **Implications for MRCSSI**

From a demand-supply perspective, it follows that the fast-growing Muslim and Arabic-speaking populations in London will affect the demand for MRCSSI's services. The following is a partial listing of the major types of impact that a rapidly growing Muslim population and Arabic-speaking population will likely have on MRCSSI:



***Increased Demand for All Services Provided by MRCSS, especially:***

- Increased Demand for Settlement Services for New Immigrants
- Increased Demand for Settlement Services for Muslim Refugees and Refugees from Arabic-speaking Countries
- Increased Demand for Additional Staff
- Increased Demand for Professional Training of Staff Regarding the Provision of Culturally Integrative Services
- Increased Need for the Use of Professionally Trained Cultural Interpreters and Translators.
- Increased Need for a Focus on Poverty-Reduction and Related Issues (homelessness, food insecurity, domestic violence, youth crime, etc.)

***Increased Need for Collaboration Between MRCSSI and Other Agencies Regarding How to Provide Services to Muslim Communities and the Arabic-speaking Population.***

Other agencies in the community will also experience increased demand for their services from the Muslim community. For example, schools will be enrolling more Muslim students. Hospitals will see more Muslim people in their patient population. Similar observations could be made for the Courts, the Police, libraries, community recreational centres, etc. Employers will require assistance to accommodate the cultural and religious practices of their Muslim employees. Within this context, MRCSSI can function as a professional cultural resource for the community. It can help other organizations to provide their services to members of the Muslim community in a culturally integrative way.

It goes without saying that an increase in the demand for services, collaboration and community outreach should be responded to with an increase in funding. MRCSSI has to increase not only the amount of funding but also the sources of that funding.

***Increased Need for Community Outreach and Marketing***

MRCSSI will have to expand and improve its efforts to inform the growing community about its services. It will have to do this using the different languages spoken by members of the Muslim community. A major resource for MRCSSI's approach to community outreach and marketing (including branding) will be its knowledge and extensive use of the culturally integrative approach (mentioned earlier)

***Increased Need for Funding (Stable Funding, Core Funding)***

It goes without saying that an increase in the demand for services, collaboration and community outreach should be responded to with an increase in funding. MRCSSI has to increase not only the amount of funding but also the sources of that funding.

**B. SUMMARY OF FINDINGS FROM S.W.O.T. \*\* ANALYSIS**

1. **Major Strength: The Work Done by MRCSSI and its Strategic Partnerships.** Services, clients, partnerships, and collaboration; use of the culturally integrative approach in service provision and community outreach and education; knowledge of Muslim cultures and communities; knowledge of collectivist cultures.
2. **Major Weakness: Organizational Capacity.** Major limitations regarding management of staff and staff development, scope of services, internal coordination and collaboration, planning, policies, procedures, and financial resources.
3. **Major Opportunity: MRCSSI's Expertise in Muslim Cultures and Culturally Integrative Practices.** This expertise enables MRCSSI to position itself as an outstanding community resource for provision of services to Muslim and other collectivist communities, for helping communities

address Islamophobia, and for developing policies and practices that are accommodative and inclusive of Muslim values and practices, etc. MRCSSI could commodify and monetize this expertise by creating a fee-for-service arm for itself.

4. **Major Threat: The Long-term Sustainability of MRCSSI.** Precarious funding; limited to no core funding or multi-year funding; strategic partnerships based more on professional relationships of individual staff than on formal arrangements with MRCSSI; limited attention given to branding and marketing of MRCSSI; Islamophobia.

### **C. MAJOR ISSUE AND RELATED QUESTIONS TO BE ADDRESSED**

**Major Issue:** The role of the Centre for Culturally Integrative Research (CCIR) and its relationship with MRCSSI.

#### **Questions to be Addressed:**

- Is CCIR a program of MRCSSI or is it an independent entity? Should it be an independent entity (while remaining closely tied to MRCSSI)?
- Should CCIR become a social purpose enterprise or a fee-for service organization that works closely and collaboratively with MRCSSI?
- If CCIR is seen as a program of MRCSSI or as an independent organization supportive of MRCSSI, what kind of protocol is needed for a partnership between MRCSSI and CCIR?
- How can the work done by CCIR inform the service programs of MRCSSI and vice versa?
- Many staff claim that they have little to no understanding of the role of CCIR and how it is related to MRCSSI. They reported feeling alienated for isolated from CCIR How should this be addressed?

**\*\*Strengths, Weaknesses, Opportunities, Threats.**

## IV. WHERE MRCSSI WANTS TO BE: FUTURE DIRECTION

### A. STRATEGIC POSITIONING

1. **Niche:** MRCSSI will position itself to be a major community resource for providing services not only to the Muslim community but also to other collectivist communities. This is to be reflected in the branding and marketing of MRCSSI.
2. **Approach to Service Provision:** MRCSSI will become a trauma-informed organization with respect to the planning, delivery, and evaluation of its services. This means that MRCSSI will develop its knowledge about trauma and apply this knowledge in its approach to service provision, management, and community partnerships.
3. **Priorities for Organizational Improvement:** In the period 2023-2028, MRCSSI will focus on:
  - a) improving and expanding its services;
  - b) improving its management system, especially its policies and management of staff;
  - c) improving its sustainability through effective marketing, securing of core and multi-year funding, diversification of sources of funding, and strategic partnerships; and
  - d) resolving the issue of the formal status and role of CCIR in relation to MRCSSI.
4. **Decision-Making:** All decisions of MRCSSI are to be in alignment with the Vision and Mission Statements of MRCSSI. These statements are to be considered in the decision-making process of MRCSSI at all levels and for all operations of the organization.

### Strategic Issues to be Resolved

*The following issues were raised but not resolved during the strategic planning process. The decision was made to address them during the implementation of the Strategic Plan.*

- **The Role of the Centre for Culturally Integrative Research (CCIR) and its Relationship with MRCSSI.** Clarification needed about the legal status and purpose of CCIR and how MRCSSI and CCIR can work together for their mutual benefit.
- **The Actual Name of MRCSSI:** If MRCSSI is to position itself as an organization with expertise in serving individuals and families not only from the Muslim community but from other collectivist communities and cultural backgrounds, should the name of the organization be changed to reflect and support this positioning? Should the name of the organization include the word, “Muslim”?

### **(Background)**

The above priorities were determined by MRCSSI’s Board of Directors, Executive Director, and Managing Director after detailed discussions of the proposed goals and objectives for 2023 -2028. The discussions began with a review of the findings from consultations with MRCSSI’s frontline staff, program managers, Managing Director, Executive Director, and external stakeholders in the community. This was followed by a review and substantive discussion of each of the recommended goals and objectives. The Board noted the interdependence of the priority areas and agreed that a linear approach (one objective at a time) to implementation of each of the priorities would not be practical because of the interconnection and interdependence among the priorities. An integrated approach was seen as better – more practical and realistic – than a linear approach.

Several concerns were raised about the proposed priorities for MRCSSI. These included:

1. financial cost of implementation;
2. additional workload for staff; and
3. balancing the need to provide services on a daily basis while focusing on implementation of the Strategic Plan.

The priority related to CCIR received substantive discussion. Differing perspectives were offered on the nature and role of CCIR and its relationship with MRCSSI's programs and services:

- CCIR is a program of MRCSSI.
- CCIR is not a program of MRCSSI.
- CCIR should be transformed into a fee-for-service arm of MRCSSI with a focus on research and training; and
- CCIR should be an independent organization but one that works as a formal partner of MRCSSI.

No consensus was reached on this issue; hence the decision to address it in the near future, during the implementation phase.

### **STRATEGIC GUIDING STATEMENTS**



**Figure 3: Basic Components of Strategic Plans**

#### **B. VISION:**

Resilient individuals and families in safe and caring communities.

**The Original Vision Statement:** "Safe, strong and healthy individuals and families in caring communities."

Discussion of the original vision statement resulted in its acceptance in principle. However, it was agreed that the wording of the statement should be inclusive and not judgmental or biased toward any one or more groups in the community. The words "strong" and "healthy" were removed to make the statement inclusive of people living with illnesses and disabilities. After discussion about what is a safe versus an unsafe individual, it was agreed that the vision was more about individuals living in safe (and caring)

communities.

### **C. MISSION:**

To provide and promote culturally integrative services that help individuals and families in Muslim and other communities to overcome challenges and ensure safety.

**The Original Mission Statement:** “MRCSSI provides culturally integrative services that build capacity to help individuals, families and communities to overcome challenges, manage conflict and ensure safety and wellbeing.”

Much of the discussion about the Mission Statement was centered on whether the word “Muslim” should be in the statement. To accommodate the differing perspectives, it was agreed that MRCSSI would focus on serving both the Muslim community and other communities. Discussion of the Mission Statement also included the idea that the Muslim community is not one homogenous group. There are different Muslim communities based on country of origin, language spoken, branch of Islam to which one belongs, etc.

In a similar vein, it was agreed that given its expertise in using the culturally integrative approach to serving clients, MRCSSI should not only provide culturally integrative services but also promote the use of culturally integrative services by other organizations. This agreement was reached only after questions about the meaning of “culturally integrative services” were answered.

#### **What is meant by “culturally integrative services”?**

“It is referring to a culturally-informed community-coordinated approach to responding to challenges impacting the well-being and safety of families and individuals of collectivist communities living in Western societies” **(Mohammed Baobaid, Executive Director, MRCSSI).**

At the client level, ‘culturally integrative’ services are services that are informed by and appropriately responsive to the cultural background and cultural needs of the client (individual, couple, family, group). At the community level, the term ‘culturally integrative services’ refers to a problem-solving approach used in the social service sector (and beyond) that values and incorporates as much as possible the cultural history, values and practices of clients and community members. This approach is not limited to client services. It is also applied in such areas as community engagement, public education, advocacy, organizational development, conflict management, public policy development, etc.

### **D. CORE VALUES**

- Dignity and Respect
- Care and Compassion
- Support and Empowerment
- Collaboration and Consultation
- Integrity and Accountability

Values are sometimes referred to as the DNA and moral compass of human behaviour. Human beings are moved to act in relation to what they value. This same phenomenon or tendency applies to organizations created by human beings, both for-profit and non-profit organizations. The above core values are the original core values of MRCSSI. After discussion of these values by the Board and senior managers, the decision was made to retain them. The rationale for the decision was that the values were still relevant and using them over the past 13 years had contributed to the growth and success of MRCSSI.

## **E. GOALS**

- 1. The Work of MRCSSI: (Services and Clients):** To provide a focused and integrated range of social services of high quality for the safety and well-being of the Muslim community and other communities.
- 2. The Organizational Capacity of MRCSSI:** To establish and maintain integrated and supportive management structures and processes to facilitate the work of MRCSSI.
- 3. Sustainability of MRCSSI:** To secure a more than adequate level of financial resources and strategic partnerships to sustain the work of MRCSSI and MRCSSI as a charitable organization dedicated to serving collectivist communities and others to the best of its ability.

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Each of these goals and their related objectives were discussed and agreed upon by the Board, the Executive Director, and the Managing Director during two intensive planning sessions.

It was acknowledged that while MRCSSI was, for the good of its clients, trying to provide whatever services clients needed, doing so was not sustainable. It only resulted in stretching MRCSSI's resources too thinly and undermining the quality of the services provided. What MRCSSI needed was to focus on providing a definite set of services commonly needed by its clients and referring clients to other services in the community. Moreover, MRCSSI needed to maximize the use of its resources by integrating and coordinating the resources and activities of its major service programs.

It was also acknowledged that MRCSSI, while trying to meet the needs of its clients, had focused primarily on service provision and less on the development of the management structures, resources and procedures needed to support the ongoing provision of those services. This situation was causing many problems, especially for frontline staff. Moving forward, MRCSSI would take a more balanced approach to its work by focusing not only on services but also on management. (The latter includes policies and procedures, formal service planning, support for staff, etc.)

On the issue of its long-term sustainability (survival and growth), MRCSSI agreed that it had to have a more stable financial footing and to buttress this with partnerships that could provide it with robust tangible support in a variety of ways. The current approach to funding social services in the Canadian non-profit sector is precarious; most of it is project-based. Limited funds are provided for the everyday administrative operations of organizations (core funding). Added to this stressful situation is the fact that few funders are willing to provide multi-year funding. However, if MRCSSI is to survive, it would need more than money. As in personal life, money alone will not guarantee survival and well-being. What is also needed is a good social support network. In the non-profit sector, one of the means for having solid social support is that of establishing strategic partnerships – partnering with strong, respected and resourceful organizations and groups in the community - to get support for one's organization, its services, its clients, its survival, and growth.

## **F. OBJECTIVES**

### **(Overview of Objectives)**

#### **1. THE WORK OF MRCSSI: CLIENT SERVICES, COMMUNITY SERVICES**

**GOAL:** To provide a focused and integrated range of social services of high quality for the safety and well-being of the Muslim community and other communities

##### **OBJECTIVES**

- 1.2 Service Improvement *(Priority)*
- 1.3 Service Expansion *(Priority)*
- 1.4 Service Integration
- 1.5 Service Innovation
- 1.6 Service Evaluation

#### **2. ORGANIZATIONAL CAPACITY OF MRCSSI**

**GOAL:** To establish and maintain integrated and supportive management structures and processes to facilitate the work of MRCSSI.

##### **OBJECTIVES**

- 2.1 Provision of Information about Roles and Responsibilities
- 2.2 Development of Policies and Procedures *(Priority)*
- 2.3 Development of Plans and Budgets for Programs
- 2.4 Provision of Support for the Board of Directors
- 2.5 Provision of Support for the Executive Director
- 2.6 Provision of Support for Program Managers
- 2.7 Provision of Support for Frontline Staff *(Priority)*

#### **3. LONG TERM SUSTAINABILITY OF MRCSSI**

**GOAL:** To secure a more than adequate level of financial resources and strategic partnerships to sustain the work of MRCSSI and MRCSSI as a charitable organization dedicated to serving collectivist communities and others to the best of its ability.

##### **OBJECTIVES**

- 3.1 Development and Implementation of a Marketing Strategy *(Priority)*
- 3.2 Expansion of Funding and Funding Sources *(Priority)*
- 3.3 Use of Entrepreneurship: Establishment of a Fee-for-Service Arm for MRCSSI
- 3.4 Establishment and Maintenance of Strategic Supportive Partnerships
- 3.5 Development and Implementation of a Risk Management Plan

**\*Details for each category of objectives are provided below.**

## (Detailed Description of Objectives)

### 1. THE WORK OF MRCSSI (2023-2028)

(Balanced Scorecard: Clients and Services; Client Satisfaction)

**GOAL:** To provide a focused and integrated range of social services of high quality for the safety and well-being of the Muslim community and other communities.

#### PRINCIPLES

- Use of a client-centered approach
- Use of a culturally integrative approach
- Use of approaches that are appropriate for collectivist cultural groups
- Use of a trauma-informed approach
- Use of an evidence-based approach
- Use of consistent and comprehensive planning on a regular basis
- Inclusion of frontline staff in planning, delivery, and evaluation of services
- Commitment to service evaluation
- Partnerships and collaboration with organizations in the human services sector

#### OBJECTIVES

- 1.1 Service Improvement (*Priority*)
- 1.2 Service Expansion (*Priority*)
- 1.3 Service Integration
- 1.4 Service Innovation
- 1.5 Service Evaluation

#### DETAILED DESCRIPTION OF OBJECTIVES ( 1 - THE WORK OF MRCSSI)

##### 1.1 Service Improvement (*Priority*)

- 1.1.1 Clear statement about scope or spectrum of services offered by MRCSSI
- 1.1.2 Clear statement about the relationship between client services and CCIR
- 1.1.3 Clear statement about services not offered by MRCSSI but subject to referrals
- 1.1.4 Establishment of a formal referral policy and related procedures
- 1.1.5 Adequate provision of professionally certified cultural interpreters and translators for staff and clients
- 1.1.6 Strengthening the Culturally Integrative Family Safety Response (CIFSR) through a clear protocol for its implementation
- 1.1.7 Coordination and collaboration among programs, including CCIR
- 1.1.8 Improvement of Information Management System for Services and Clients
- 1.1.9 Treating all MRCSSI programs as equals; equitable treatment of programs; no preferential treatment for any one program.

##### 1.2 Service Expansion (*Priority*)

- 1.2.1 Expansion of clientele to include more men, boys, teenagers, and youth (especially newcomer teenagers and youth)



- 1.2.2 Expansion of gender-based violence prevention and intervention program to address other forms of family violence (child abuse, elder abuse, sibling violence, etc.)
- 1.2.3 Expansion of existing services for individuals and families to include:
  - a) Clinical Counselling: marriage, at risk youth, divorce, parenting.
  - b) Mental Health Services
  - c) Services for Addictions
  - d) Services for Newcomer Teenagers
  - e) Services for Youth Involved in the Justice System
  - f) Services for Helping Clients to Navigate the Court/Justice System
  - g) Services for Recruiting Kinship and Foster families for Muslim Children in Collaboration with the CAS and Other Community Agencies
  - h) Services for Other Collectivist Communities/Groups
- 1.2.4 More investment in community outreach and community engagement
  - a) Engage with the Muslim Community and Other Collectivist Communities: Educate them about life in Canada, the legal system, the school system, the Police, differences in cultural values, rights, and responsibilities, etc.
  - b) Engage with Mainstream Community/Agencies: Educate them about Muslim and other collectivist communities - their culture, challenges faced by them, and how to provide services in a culturally integrative manner, etc.

### **1.3 Service Integration: CCIR**

- 1.3.1 Formal designation of CCIR as either an arm of MRCSSI or an independent entity that is a formal partner and supporter of MRCSSI. (The Board has to make this decision.)
- 1.3.2 Development of a protocol that addresses the relationship between MRCSSI and CCIR and how CCIR is to work collaboratively with the other programs of MRCSSI.
- 1.3.3 Formal permission from MRCSSI for CCIR to use MRCSSI's data (clients, services, issues, etc.) for research and evaluation purposes that can lead to improvement of MRCSSI's programs and services.
- 1.3.4 Research conducted by CCIR to be used to directly inform and support the services of MRCSSI and to help MRCSSI with respect to identifying and addressing emerging issues, trends, and gaps in services.

### **1.4 Service Innovation**

- 1.4.1 Creation of a fee-for-service arm or social enterprise organization for MRCSSI
- 1.4.2 Provision of training and consultation on how to use the CISFR model: for mainstream service providers and agencies serving diverse cultural communities
- 1.4.3 Use of MRCSSI's expertise in serving the Muslim community and other collectivist communities to provide research, training, and consulting services to other agencies, business organizations, government organizations, etc.
- 1.4.4 Provision of counselling services on a fee-for service basis: access funds from Ontario Works, ODSP, and other government programs to provide counselling and support to their clients; provide counselling services to clients of insurance companies, etc.
- 1.4.5 Establishment of MRCSSI as a Triage Centre for the Muslim Community in London: Cases are sent to MRCSSI; MRCSSI does an initial assessment; MRCSSI then recommends the course of treatment/what services are required, where the individual or family should be referred, etc.

### **1.5 Service Evaluation**

- 1.5.1 Formal service evaluation to be done for each program on at least an annual basis

- 1.5.2 Follow -up with clients (post service evaluation, guidelines and procedures needed).
- 1.5.3 Regular informal or semi-formal review of services (content, process; monthly or bimonthly)

## **2. ORGANIZATIONAL CAPACITY OF MRCSSI (2023-2028)**

**(Balanced Scorecard: Organizational Capacity; Applied Knowledge)**

**GOAL:** To establish and maintain integrated and supportive management structures and processes to facilitate the work of MRCSSI.

### **PRINCIPLES**

- Clarity (roles and responsibilities, policies, and procedures)
- Transparency (all actions of staff, management, and Board)
- Effectiveness (of plans, policies, and procedures)
- Efficiency (of plans, policies, and procedures)
- Equity (equal regard and provision of appropriate types and levels of support for staff and clients)
- Accountability (of Board, Executive Director, Managers, Frontline Staff)

### **OBJECTIVES**

- 2.1 Provision of Information about Roles and Responsibilities
- 2.2 Development of Policies and Procedures *(Priority)*
- 2.3 Development of Plans and Budgets for Programs
- 2.4 Provision of Support for the Board of Directors
- 2.5 Provision of Support for the Executive Director
- 2.6 Provision of Support for Program Managers
- 2.7 Provision of Support for Frontline Staff *(Priority)*

### **DETAILED DESCRIPTION OF OBJECTIVES ( 2 – ORGANIZATIONAL CAPACITY)**

#### **2.1 Provision of Information about Roles and Responsibilities**

- 2.1.1 Development of clear statements about the roles and responsibilities of each program, the Board of Directors, the Executive Director, Managers, Frontline Staff, Student Placement Workers.
- 2.1.2 Communication about roles and responsibilities to Board, Staff, and Volunteers.
- 2.1.3 Inclusion of statements about roles and responsibilities in orientation package for new Board members, staff, and volunteers.

#### **2.2 Development of Policies and Procedures *(Priority)***

- 2.2.1 Services (what is provided, how, what is not provided, etc.)
- 2.2.2 Referrals
- 2.2.3 Partnerships
- 2.2.4 Volunteers
- 2.2.5 Student Practicum Workers
- 2.2.6 Communication (internal and external; including use of social media)
- 2.2.7 Hiring Process *(Human Resources Management Policy)*
- 2.2.8 Compensation for Staff *(Human Resources Management Policy)*
- 2.2.9 Professional Development for Staff *(Human Resources Management Policy)*

- 2.2.10 Diversity and Equity Issues
- 2.2.11 Financial Management
- 2.2.12 Conflict Management and Resolution
- 2.2.13 Communication of Policies and Procedures to Board, Staff, Student Practicum Workers, and Volunteers
- 2.2.14 Monitoring of Policies on a Regular Basis
- 2.2.15 Review of Policies and Procedures on an Annual Basis

### **2.3 Development of Plans and Budgets for Programs**

- 2.3.1 Development of an Annual Plan for Each Program
- 2.3.2 Development of an Annual Budget for Each Program
- 2.3.3 Participation of Program Managers in Development of Plans, Budgets and Funding Proposals for Their Programs
- 2.3.4 Participation of Frontline Staff in the Planning (including content for grant proposals), Delivery and Evaluation of Services
- 2.3.5 Development of an Annual Integrated Plan and Budget for MRCSSI as a whole

### **2.4 Provision of Support for the Board of Directors**

- 2.4.1 Training for the Board: roles, responsibilities, specific functions, etc.
- 2.4.2 Succession Planning by the Board for Leadership of MRCSSI
- 2.4.3 Annual Performance Appraisal of the Executive Director
- 2.4.4 Annual Performance Appraisal of the Board of Directors

### **2.5 Provision of Support for the Executive Director**

- 2.5.1 Provision of an Executive Assistant or Secretary for the Executive Director and Managing Director, with the Executive Assistant reporting directly to the Executive Director
- 2.5.2 Formal Allocation of Time for Executive Director to Participate in CCIR Research Projects
- 2.5.3 Establishment of Mechanisms or Procedures for More Collaboration and Consultation among Executive Director, Managing Director, and Managers.

### **2.6 Provision of Support for Managers**

- 2.6.1 Hiring of a Director of Operations or Managing Director
- 2.6.2 Clear Formal Mandate for Each Program
- 2.6.3 Appropriate/Adequate Compensation for Managers
- 2.6.4 Professional Development for Managers on a Consistent Basis
- 2.6.5 Participation of Program Managers in the Development of Plans, Budgets and Funding Proposals for Their Respective Programs
- 2.6.6 Incentives for Coordination and Collaboration among Managers and their Respective Programs

### **2.7 Provision of Support for Frontline Staff (Priority)**

- 2.7.1 Adequate Number of Staff for Workload of MRCSSI
- 2.7.2 Professional Development for Staff on a Consistent Basis
- 2.7.3 Involvement of Staff in Service Planning, Service Evaluation and Budget Development for Services
- 2.7.4 Opportunities for Staff to be Involved in Research Projects of CCIR
- 2.7.5 Regular Staff Meetings
- 2.7.6 Appropriate Equitable Financial Compensation for Staff
- 2.7.7 Annual Job Performance Appraisal of Staff
- 2.7.8 Intentional Efforts for Building Trust among Staff, Managers, and the Board of Directors
- 2.7.9 Frontline Staff Being Treated with Respect and Trust

### 3. THE SUSTAINABILITY OF MRCSSI (2023-2028)

(Balanced Scorecard: Operations, Business Processes, Operational Risks & Financial Management)

**GOAL:** To secure a more than adequate level of financial resources and strategic partnerships to sustain the work of MRCSSI and MRCSSI as a charitable organization dedicated to serving collectivist communities and others to the best of its ability.

#### PRINCIPLES

- Economic Viability (achievement of a high level of funds)
- Social Viability (Social relevance, social support, and positive social impact)
- Adaptability (to change)
- Resilience (in times of crisis)
- Innovation (creativity and entrepreneurship)

#### OBJECTIVES

- 3.1 Development and Implementation of a Marketing Strategy (*Priority*)
- 3.2 Expansion of Funding and Funding Sources (*Priority*)
- 3.3 Use of Entrepreneurship: Establishment of a Fee-For-Service Arm for MRCSSI
- 3.4 Establishment and Maintenance of Strategic Supportive Partnerships
- 3.5 Development and Implementation of a Risk Management Plan

#### DETAILED DESCRIPTION OF OBJECTIVES ( 3 - SUSTAINABILITY OF MRCSSI)

##### **3.1 Development and Implementation of a Marketing Strategy (Priority)**

- 3.1.1 Development and implementation of a comprehensive *ongoing* social marketing program for MRCSSI with an emphasis on “branding” the organization. (What it is, what it does, its social impact, etc.)
- 3.1.2 Hiring of a social media/social marketing specialist (part time)

##### **3.2 Expansion of Funding and Funding Sources: Securing a More Than Adequate Level of Funding for MRCSSI from Reliable, On-going Funders (Priority)**

- 3.2.1 Development and Implementation of an Annual Fundraising Plan (grants, projects, events, etc.)
- 3.2.2 Maintaining Good Relationships with Existing Funders (securing existing funds/ funding sources)
- 3.2.3 Negotiating Successfully with Appropriate Funders for Core or Operational Funding (as opposed to project funding)
- 3.2.4 Negotiating Successfully with Appropriate Funders for Multi-year Funding
- 3.2.5 Securing Funds from the Federal Government of Canada for Settlement and Integration Services for Newcomers to Canada
- 3.2.6 Hiring a Grant Writer (full time or part time)
- 3.2.7 Establishment of a Community Fundraising Program
- 3.2.8 Creation of an Endowment Fund for MRCSSI
- 3.2.9 Establishment of a major annual fundraising campaign for MRCSSI (major events/annual; inform community about how the money will be spent/has been spent: accomplishments)

made possible through funds raised, etc.)

### **3.3 Use of Entrepreneurship: Establishment of a Fee-For-Service Arm for MRCSSI (or a Social Purpose Enterprise) (Same as stated earlier for I: Services/Recommendation 1.4.1)**

- 3.3.1 Use MRCSSI's expertise in serving the Muslim community to provide research, training, consulting and other services to community service agencies, business organizations, government organizations, etc. (CCIR could play a significant role in this matter.)
- 3.3.2 Provide counselling services on a fee-for service basis: access funds from Ontario Works, ODSP, and other government programs to provide counselling and support to their individual clients; provide counselling services to clients of insurance companies, etc.

### **3.4 Establishment and Maintenance of Strategic Supportive Relationships and Partnerships**

- 3.4.1 Development and implementation of a strategy for establishing and maintaining relationships and partnerships with major institutions in London, Ontario: school boards, Children's Aid Society, hospitals, police, local colleges, and universities, ecumenical organizations, mosques, etc.
- 3.4.2 Relationship with local mosques (and other collectivist community institutions)
- 3.4.3 Development of a clear protocol for communicating with the mosques/Imams; for addressing problems brought to the mosques that require a social service intervention, etc.
- 3.4.4 Informing/educating the mosques about the services and approach of MRCSSI.
- 3.4.5 Updating mosques/community about work done by MRCSSI (on a quarterly or semi-annual basis).

### **3.5 Development and Implementation of a Risk Management Plan**

- 3.5.1 Professional development training on risk management for the Board, Executive Director, Managing Director, managers, and frontline staff
- 3.5.2 Development of a risk management policy and related procedures for MRCSSI, paying attention to issues pertaining to clients, staff, volunteers, finances, the media, relationships with funders and community partners, internal and external scandals, environmental safety, etc.
- 3.5.3 Inclusion of risk management costs or expenditures in the annual budget of MRCSSI
- 3.5.4 Allocation of funds from the surplus account for risk management expenditures

## V. HOW MRCSSI WILL GET THERE: IMPLEMENTATION

A detailed implementation plan will be developed for achievement of the goals and objectives stated in the Strategic Plan. Guiding the implementation plan are three substantive resources. These are:

- The Balanced Scorecard: A Framework for Implementation of the Strategic Plan
- Basic Good Steps for Getting Started on Implementation of the Strategic Plan
- Roles and Responsibilities for Implementation of the Strategic Plan

### A. THE BALANCED SCORECARD



Figure 4: Balanced Scorecard

More information about the Balanced Scorecard and how it will be applied to the Vision and Strategic Plan of MRCSSI will be provided in the Implementation Plan, Phase Three, Strategic Planning and Management Project. (Consultations and S.W.O.T. Analysis were completed in Phase One; development of the Strategic Plan was the focus of Phase Two.)

### B. BASIC GOOD PRACTICES FOR GETTING STARTED

*After all groups within the organization have had the opportunity to review the draft strategic plan and provide feedback, AND there is support from all levels of the organization for the Strategic Plan, AND the Board has officially approved the final version of the Strategic Plan:*

1. **Official Communication of the Strategic Plan to all Stakeholders (Internal and External).**
2. **Establish an Internal Team to Guide and Support the Implementation of the Strategic Plan.**
  - 2.1 The Implementation Team is an internal resource for the Executive Director and Managing Director who are both responsible for implementation of the Strategic Plan.
  - 2.2 Composition: A Board member, the Executive Director, the Financial Manager, the Managing Director, senior staff, frontline staff. *(The Chairperson is the Managing Director)*
  - 2.3 Secretarial/administrative support for Implementation Team to be put in place.
  - 2.4 Provide Terms of Reference for the committee (purpose, tasks, limitations, etc.)
  - 2.5 Provide the committee with an in-depth orientation about the Strategic Plan and their roles

and responsibilities for implementing the Plan.

- 3. Develop an Implementation Plan (with Key Performance Indicators/KPI or “metrics”).**
  - 3.1 Short term goals/objectives and related action plan with timelines
  - 3.2 Mid term goals/objectives and related action plan with timelines
  - 3.3 Long term goals/objectives and related action plan with timelines
  - 3.4 Roles and responsibilities for goals and objectives
  - 3.5 Monitoring procedures
  - 3.6 Communication strategy
  - 3.7 Conflict management process
  - 3.8 Budgetary implications and financial strategy
- 4. Provide an Orientation to the Implementation Plan for:**
  - 4.1 Board of Directors
  - 4.2 Executive Director
  - 4.3 Managing Director
  - 4.4 Program Managers
  - 4.5 Frontline Staff
- 5. Begin and Oversee the Implementation of the Plan (Implementation Committee and Managing Director).**
  - 5.1 The Managing Director to provide a monthly progress report to the Board on implementation of the Strategic Plan
  - 5.2 Provide regular updates (at staff meetings occurring at a minimum frequency of quarterly) to all staff about progress on implementation of the Strategic Plan.
  - 5.3 Include performance on objectives of Strategic Plan in the annual performance appraisals of the Executive Director, the Managing Director, other managers, and frontline staff; provide incentives and rewards for positive contributions to achievement of objectives. (The design of this to be achieved in collaboration with HR consultant)
  - 5.4 Report on the progress of the implementation of the Strategic Plan at the organization’s AGM. (Include information about it in the President/Executive Director’s Annual Report, or in a separate section of the Annual Report.)
  - 5.5 Acknowledge and celebrate achievements on a regular basis.

**In accordance with good practice, #3 listed above, the following Implementation Plan/Framework (IP) is provided to guide MRCSSI’s work**

### **C. THE IMPLEMENTATION PLAN**

The strategic planning process engaged with each layer of the organization in developing the sustainable impacts that MRCSSI intends to achieve over the next five years. The methodology used for developing the implementation plan continued in this manner. Leadership at the executive and program level provided insight and input into what activities they believed were necessary to achieve each program’s respective goals. Consideration was given to the current resources available to put the plan into action.

Each program team participated in designing the implementation plan (IP), and an analysis of the newly developed strategic plan was completed. Building on the strategic priorities, each service area outlined success metrics including both outputs and outcomes for their programs. As a team, each service area discussed the link between the impact they hope to achieve for the community and how it could be measured. From each discussion a Theory of Change (ToC) was developed which maps how each strategic priority moves the organization towards its mission and vision.

Developing a shared understanding of the strategic priorities, intended outcomes and measures of success helped to lay the foundation for this implementation plan. It created a clear connection between programs, activities, and the deliverables necessary to achieve the goals set out.

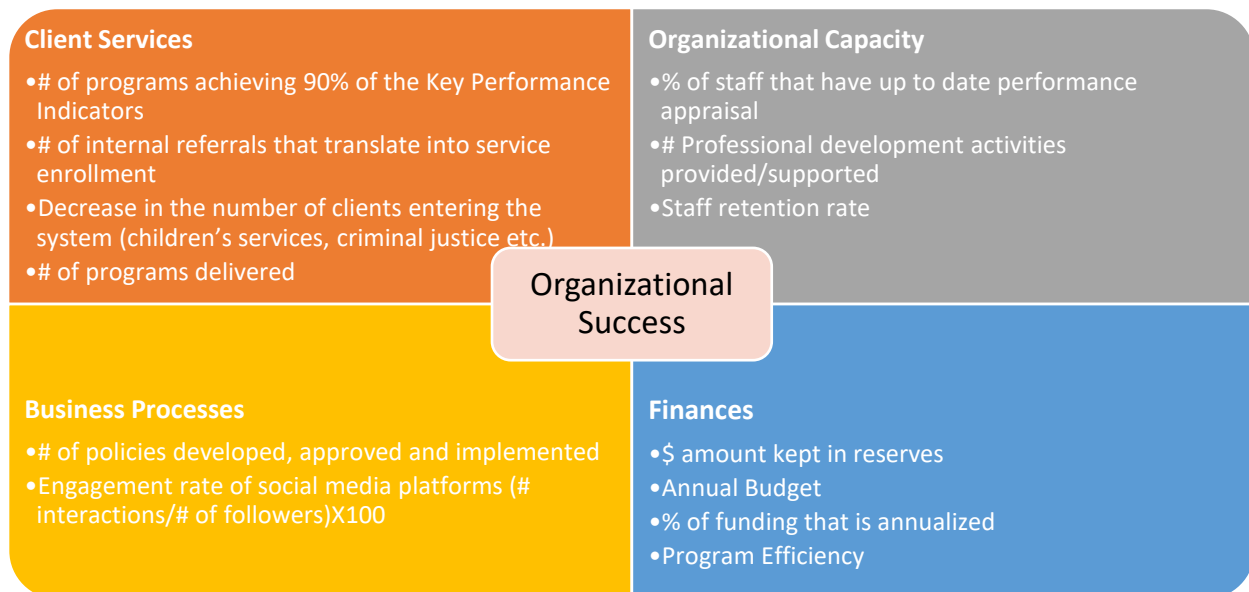
This plan sets out tools and metrics that can be used to develop an accountability framework that is needed to successfully operationalize the strategic plan. The teams’ feedback informed metrics that support the discussed outcomes and are meant to help demonstrate movement towards outcomes for both stakeholders and the team. The templates provided are meant for the leadership team to maintain a structure of accountability to the long- and short-term activities related to the strategic plan.

As indicated in the SP, implementation science recommends the creation and use of an implementation team. This work, while it can be coordinated and reported on by the managing director, is highly comprehensive with many benefits that could accrue from independent support and channels of accountability. Additionally, it supports the building of confidence and trust needed for MRCSSI to press forward when everyone within the organization is subject to the same scrutiny and standards.

While there are many generic frameworks used for implementation, the MRCSSI-specific guide that follows will be executed with reliance on the QUERI Roadmap for Implementation and Quality Improvement (U.S. Department of Veterans Affairs)<sup>1</sup>. Although the QUERI is typically used to help implement programs and interventions, it possesses all the features that are necessary for MRCSSI to improve, increase, integrate, and innovate its services.

**Balanced Scorecard**

The Balanced Scorecard (BSC) is a tool that allows organizations to set and achieve strategic objectives that meet four different aspects or perspectives of their operations. While some not-for-profits tend to focus on client services and outcomes, the BSC aims to create a balanced view of organizational success by measuring business processes, finances, and organizational capacity. The metrics developed to assess MRCSSI’s success in achieving its strategic goals reflect this balanced approach, ensuring that each aspect of the organization is shown to contribute to the mission.



<sup>11</sup> This is a publication of Veterans Health Administration, Quality Enhancement Research Initiative



A brief rationale for the key metrics within each perspective is provided below:

### **Client Services**

Client Services reflect a broad range of activities that MRCSSI undertakes to meet its mandate and serve the needs of the community. Ensuring that the programs and services being provided add value for clients and communities is critical in meeting the mission of the organization. With a focus on service improvement and enhancement, developing metrics that reflect client outcomes is crucial in identifying success. The following metrics aim to reflect the impact that client services have on the client and the community:

#### **# of programs achieving 90% of the Key Performance Indicators**

Each of the program areas will have its own key performance indicator (KPI) specific to its program outcomes and supportive of the overarching vision and mission of MRCSSI. While each set of metrics will be different (for each program area), each will contain at a minimum a measure of volume (e.g., # of hours, # of clients served, # of successful completions), client satisfaction (e.g., pre-, and post-survey scores, focus groups, referrals made) and client outcome measures (e.g., new skills, knowledge transfer, increased awareness). Although many performance indicators are already in place for funding and research purposes, these new metrics are vital to maintain a transparent, logical pathway of direct service provision to the larger strategic ambitions of the organization.

#### **# of internal referrals that translate into service enrollment**

MRCSSI has a vast link into many communities within London and surrounding area with several different service offerings. With the number of contacts that each program is making, MRCSSI should be its own greatest champion. Measuring the number of referrals made between programs that translate into service enrollment can help to reflect the level of understanding each program has of the other programs while ensuring clients have increased access and awareness of the various program offerings.

#### **Decrease in the number of clients entering various systems (e.g., children's services, criminal justice etc.)**

Many of the client-facing services complement client and mainstream service providers to provide interventions at critical times. Measuring the effectiveness of these interventions can be a clear demonstration of the community impact of services.

#### **Increase in the # of programs delivered**

Reflects expansion in service and a supporting indicator of broader impact on clients and the community.

### **Organizational Capacity**

Organizational capacity refers to awareness of and the ability to address knowledge, skills or ability gaps that could negatively/positively impact the organization's execution of its mission. MRCSSI's goal to build greater capacity around its people and information demands metrics that reflect this commitment. A more comprehensive analysis of the human resources (HR) of MRCSSI will be necessary to build organizational capacity. While beyond the scope of this report, there are key areas within HR that will support organizational capacity. With work already underway in key areas (i.e., a compensation evaluation, HR Consultant report), the organization should weave the results of these reports into its plan as appropriate.

#### **Percentage of staff that have up to date performance appraisal**

Measuring the percentage of staff that have an up-to-date performance appraisal will help to ensure that managers and staff have an appropriate forum to discuss opportunities, challenges, and insights. Performance appraisals can help to build trust and transparency among teams as well as help to identify training and resource needs for future years.

#### **Number of professional development activities provided/supported**

Building and maintaining a skilled and engaged workforce requires professional development

opportunities. Setting targets regarding these opportunities will help to keep it a priority and build transparency with the team. Development opportunities can help to demonstrate a commitment to growth and innovation in service provision as well as indicate a commitment to staff regarding their well-being and growth.

#### Staff retention rate

Retention rates can indicate the effectiveness of the organizational capacity strategies, by monitoring how long staff stay with the organization. Though there may be several variables that can determine if a staff stays with the organization, retention rate coupled with exit interviews and performance appraisals can help identify any pain points that need to be addressed.

### Business Processes

Organizations establish business processes critical to achieving the stakeholder and financial strategies the organization believes will fulfill its mission. It focuses on all the activities and key processes required for the organization to excel at providing the value expected by its clients both productively and efficiently.

#### Number of policies developed, approved, and implemented

Policies and Procedures provide consistency for staff and clients but can take significant resources to build and maintain. Setting targets and measuring progress will ensure that development remains consistent and planned throughout the duration of the strategic plan.

#### Engagement rate of social media platforms $[(\# \text{ interactions}/\# \text{ of followers}) \times 100]$

Measuring the reach of your social media strategy is integral to understanding the impact of your activities. The engagement rate looks at two critical factors in determining a figure, the volume of people following your campaign and how active they are in engaging with the material.

### Finances

Understanding and effectively managing financial resources is critical to the success of any organization. Both revenue growth/fund development and cost efficiency are critical to achieving strategic goals and the metrics below demonstrate both an ability to grow and organizational sustainability.

#### Quantum of funds kept in reserve

This indicator helps to reflect the financial health of the organization by measuring how much cash is available to be kept in reserve at the end of each year. Reserve cash creates a level of stability for the organization and enhances its ability to leverage future opportunities. While this metric is easy to measure, it is a lagging indicator. It does not provide timely information to the organization throughout the year. A more robust metric that could be implemented is the cash reserve ratio, that shows how many months of cash are available to cover expenses. The cash reserves ratio is:  $\text{Unrestricted cash}/\text{average monthly expenses (less depreciation)}$

#### Percentage of funding that is annualized $[(\text{annualized funding } \$/\text{total revenue}) \times 100]$ or Percentage of funding that is from Government $[(\text{Government } \$/\text{total revenue}) \times 100]$

An over-reliance on one type of funding can create instability in the organization and wreak havoc with staffing and workplace culture. This metric measures the organization's funding diversity and is an indicator of long-term sustainability.

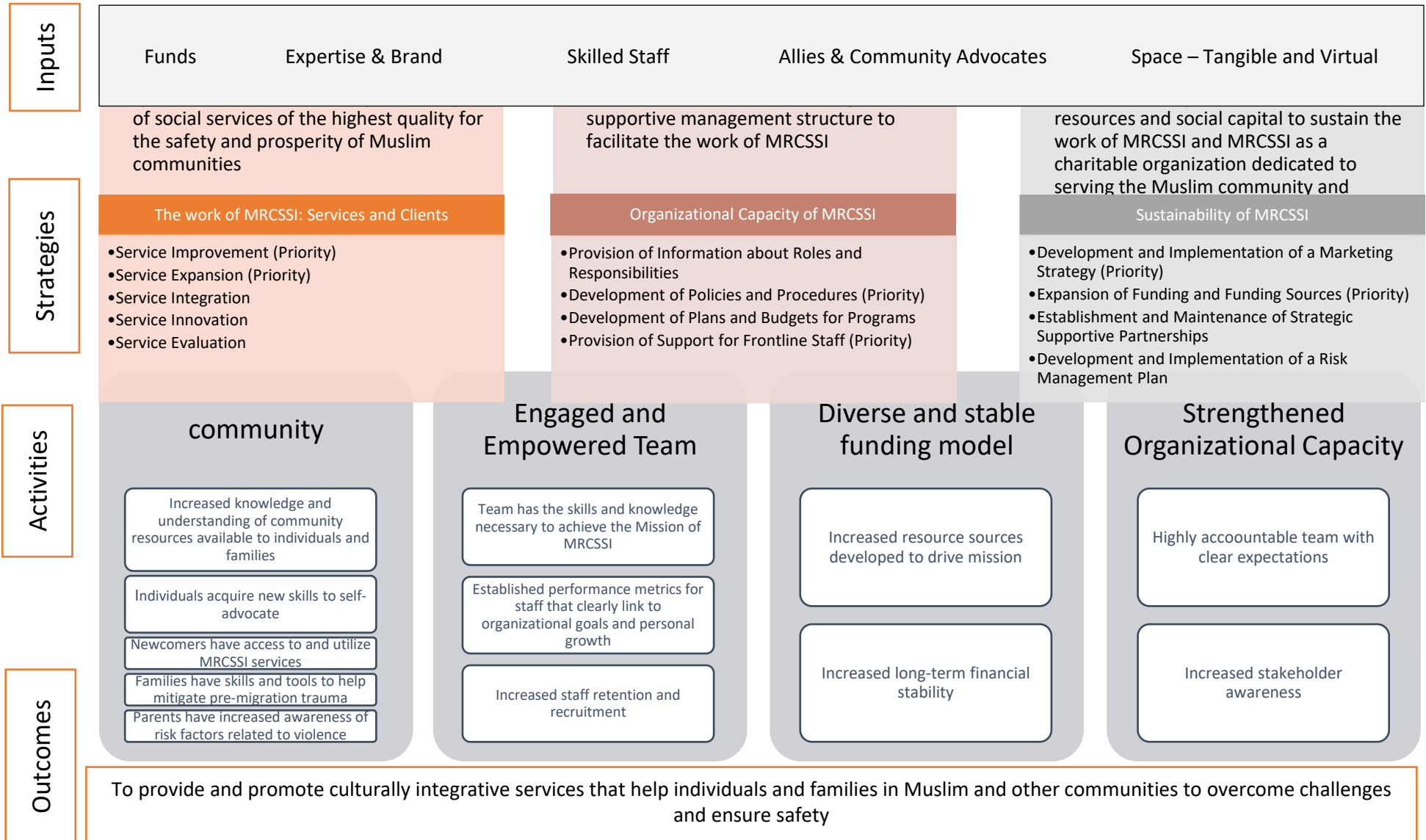
#### Program efficiency $(\text{Program expenses}/\text{total expenses})$

This ratio reflects the percentage of the budget that is spent on programs and services relative to the overall operating budget. It demonstrates to the leadership team, funders, and potential donors how much of each dollar goes directly into delivering program outcomes.

#### Percentage of Revenue Invested

Financial sustainability is critical to the long-term health of any organization. Building a reserve of funds into investment ensures that the organization can respond quickly to changes in the market, economy, or funding models. It will also allow MRCSSI to leverage key opportunities moving forward.

**D. THEORY OF CHANGE**



## Operating Work Plan

The operating work plan provides a template for creating a timeline, assigning responsibility, and planning the resources needed in the operationalization of the strategic plan. This plan outlines the strategic priorities set out in the strategic plan along with a set of key performance indicators that measure the trajectory (leading indicators) or the success of (lagging indicators) strategic activities.

An action plan outline is provided for each goal associated with the strategic priorities. Using the outline and template, the leadership team can assign a lead and track progress towards each objective. Utilizing the action plan template helps to build accountability, but also it creates a visual linkage between each activity and the overall strategy. Each activity supports the larger priorities set out through this planning process.

## Key Performance Indicators

Strategic Priority:	<b>The work of MRCSSI: Services and Clients</b>
Goal:	To provide a focused and integrated range of social services of the highest quality for the safety and prosperity of Muslim communities

### Key Performance Indicators

Short-term Indicators	Frequency
# of programs achieving 90% of the Key Performance Indicators	Quarterly
# of internal referrals that translate into service enrollment	Monthly
# of programs offered is increased	Quarterly
Long-term Indicators	Frequency
Decrease in the number of clients entering various systems (e.g., children's services, criminal justice etc.)	Annually

### Objective 1 Service Expansion

#### Action Plan

Activity	Sub-activity	Aim	Resources	Lead	Timeline
		Clinical Counselling: family/marriage, at-risk youth, divorce, parenting.			
		Mental Health Services			
		Services for addictions			
		Services for newcomer teens			
		Services for youth involved in the justice system			
		Services for Helping Clients to Navigate the Court/Justice System			

		Services for Recruiting Kinship and Foster families for Muslim Children			
		Services for Other Collectivist Communities/Groups			

<b>Objective 2</b>	<b>Service Improvement</b>
<b>Action Plan</b>	

Activity	Sub-activity	Aim	Resources	Lead	Timeline
		Clear statement about spectrum of services offered			
		Clear statement about services not offered but subject to referrals			
		Establishment of a formal referral policy and related procedures			
		Adequate provision of professionally certified cultural interpreters and translators for staff and clients			
		Coordination and collaboration among programs, including CCIR.			
		Improvement of Information Management System on Services and Clients			
		Treating all programs as equals			

<b>Objective 3</b>	<b>Service Evaluation</b>
<b>Action Plan</b>	

Activity	Sub-activity	Aim	Resources	Lead	Timeline
		Follow up with clients (post service evaluation)			
		Regular review of services: content and process			
		Evaluating services			

<b>Strategic Priority:</b>	<b>Organizational Capacity of MRCSSI</b>
<b>Goal:</b>	To establish and maintain an integrated and supportive management structure to facilitate the work of MRCSSI

**Key Performance Indicators**

<b>Short-term Indicators</b>	<b>Frequency</b>
% of staff with current performance appraisal (e.g., within 6 months +/-)	Annually
# of policies developed, approved and implemented	Quarterly
# Professional development activities provided/supported	Quarterly
<b>Long-term Indicators</b>	<b>Frequency</b>
Staff retention rate	Annually

<b>Objective 1</b>	<b>Provision of Support for Staff</b>
<b>Operational Action Plan</b>	

Activity	Sub-activity	Aim	Resources	Lead	Timeline
		Adequate number of staff for equitable workloads within MRCSSI			
		Professional development for staff on a consistent basis			
		Involvement of staff in service planning, service evaluation and budget development for services			
		Opportunities for staff to be involved in research projects of CCIR (capacity to be determined)			
		Regular staff meetings			
		Appropriate financial compensation for staff			
		Annual job performance appraisal of staff			
		Intentional efforts for building trust among staff, managers, and the Board of Directors			
		Clear mandate for each program			
		Incentives for coordination and collaboration among managers and their programs			

<b>Objective 2</b>	<b>Development of Plans and Budgets for Programs</b>
Operational Action Plan	

Activity	Sub-activity	Aim	Resources	Lead	Timeline
		Development of an annual plan for each program			
		Development of an annual budget for each program			
		Involvement of program managers in the development of budget for their programs			
		Involvement of frontline staff in the planning, delivery, and evaluation of services			
		Development of an annual integrated plan and budget for MRCSSI as a whole			

<b>Objective 3</b>	<b>Development of Policies and Procedures</b>
Operational Action Plan	

Activity	Sub-activity	Aim	Resources	Lead	Timeline
		Development of formal 'Policies and Procedures'			
		Communication of 'Policies and Procedures' to Board, Staff, student practicum workers, and volunteers			
		Monitoring of policies on a regular basis			
		Review of 'Policies and Procedures' on an Annual Basis			

<b>Strategic Priority:</b>	<b>Sustainability of MRCSSI</b>
<b>Goal:</b>	To secure an adequate level of financial resources and social capital to sustain the work of MRCSSI, and as a charitable organization dedicated to serving the Muslim community and others to the best of its ability

<b>Key Performance Indicators</b>
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Short-term Indicators	Frequency
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% of funding that is annualized	Annually
# of service agreements with community partners	Annually
Engagement rate of social media platforms (# interactions/# of followers) X100	Quarterly
Long-term Indicators	Frequency
\$ amount kept in reserve	Annually
Annual Budget	Annually

<b>Objective 1</b>	<b>Marketing/Brand Development</b>
Operational Action Plan	

Activity	Sub-activity	Aim	Resources	Lead	Timeline
		Development and implementation of a comprehensive <i>ongoing</i> social marketing program			
		Develop organizational Brand			

<b>Objective 2</b>	<b>Expansion of Funding and Funding Sources</b>
Operational Action Plan	

Activity	Sub-activity	Aim	Resources	Lead	Timeline
		Development and implementation of an Annual Fundraising Plan			
		Maintaining good relationships with <i>existing funders</i>			
		Negotiating successfully with appropriate funders for <i>core or operational funding</i>			
		Negotiating successfully with appropriate funders for <i>multi-year funding</i>			
		Securing funds from the <i>Federal Government of Canada</i> for Settlement and Integration Services for Newcomers to Canada			



Objective 3	Strategic Partnerships
Operational Action Plan	

Activity	Sub-activity	Aim	Resources	Lead	Timeline
		Develop strategic relationships/partnership action plan			

### Leadership

While the strategic plan provides vision and direction to the organization as a whole, leadership at every level is necessary to implement the plan. Before implementation can begin, the executive leadership team will need to assess the following key points:

**People:** Do we have the right human resources to implement the strategy? Do we have sufficiently skilled people to carry out the strategic activities?

**Culture:** Are the frontline staff, managers and leaders committed to carrying out the strategy? Is the team aware of the overall vision of MRCSSI? What is the appetite for change?

**Resources:** Is there funding in place to support the new strategy? Are there sufficient non-financial resources in place to action the plan?

**Structure:** Is the right structure in place to execute the plan?

This initial assessment will help to determine the readiness of the team to roll out the new plan. While an organization may not have every one of the key points in the optimal place for implementation, each question can highlight pain points and areas that will need focus moving forward.

### **E. ROLES AND RESPONSIBILITIES**

#### **1. Board of Directors**

- a) Responsible for ensuring the implementation of the Strategic Plan and the availability of funds for the implementation
- b) Holds the Executive Director accountable for implementation of the Strategic Plan
- c) Assigns at least one Board member to liaise with the Executive Director and Managing Director. (This Board member is usually the Chair of the implementation committee.)

#### **2. Executive Director**

- a) Responsible for providing leadership of the implementation process and motivating all groups within the organization to carry out their roles for achievement of the goals and objectives in the Strategic Plan (e.g., role model/champion; provides system of incentives, rewards, and other consequence).
- b) Shares responsibility for the development of the Implementation Plan (this may occur with the management consultant as well), securing required funds, establishing necessary partnerships, etc. (in collaboration with the Managing Director).
- c) Directs the Managing Director to coordinate and oversee the implementation of the Strategic Plan; provides regular support and feedback to Managing Director.
- d) Provides monthly reports to the Board on the progress achieved to date.

- e) Includes the Managing Director's performance on implementation of the Strategic Plan
- f) Provides the annual performance appraisal of the Managing Director.

### **3. Managing Director**

- a) Responsible for coordinating the implementation of the Strategic Plan.
- b) Allocates various aspects of the Implementation Plan to Program Managers.
- c) Directs and supports Program Managers on how to implement various aspects of the Strategic Plan assigned to them.
- d) Assesses the performance of each Program Manager in relation to their assigned work on specific aspects of the Strategic Plan.
- e) Provides monthly reports to the Executive Director on progress achieved to date.

### **4. Program Managers**

- a) Responsible for implementing specific aspects of the Strategic Plan as assigned or directed within the context of their particular program and with the support of frontline staff.
- b) Direct and support frontline staff, volunteers, and practicum students for their assigned work on specific aspects of the Strategic Plan.
- c) Assess the performance of each frontline staff in relation to their assigned work on specific aspects of the Strategic Plan.
- d) Provide monthly report to the Managing Director on progress achieved to date.

### **5. Frontline Staff**

Responsible for carrying out the specific tasks assigned to them for the implementation of particular aspects of the Strategic Plan and providing input/feedback for improving the work being done to implement the Strategic Plan

## **F. DEVELOPING A COMMUNICATION STRATEGY**

Developing and implementing a strategic plan is a resource-intensive endeavour and involves many members of the team and community to construct the final product. Communicating the progress being made over the next five years is necessary to maintain and build trust with those who helped MRCSI to identify its priorities. This will take continued commitment and a variety of media to be successful. Below are some key activities to keep everyone informed and allow for feedback along the journey.

### **Regular Strategic meetings to discuss progress, obstacles, and opportunities.**

Look at multiple ways to engage with the team regarding the plan, don't focus on one medium alone. Many people take in information, process, and contribute in different ways. Some are verbal, some are visual, some prefer brainstorming and some need time to mull things over. Presenting the plan in only one way can alienate members of the team and lose out on valuable contributions.

### **Annual meetings to discuss progress with stakeholders**

Find ways to reflect progress to your stakeholders. Keep the metrics transparent and look for ways to incorporate feedback from the community and organizational partners.

### **Progress Reports**

Keep the progress and updates on the plan relevant and visible. Strategies can take a long time to see the outcomes we are aiming to achieve, so report on the milestones.

### **Defined feedback loops to keep staff abreast of organization's achievements**

While the strategic plan process involved the team throughout the process, the implementation process can often feel to frontline staff like their input is no longer needed. It is important to continue this collaborative momentum by creating lots of opportunities for everyone to provide feedback, insight and ask questions.

Goal – Key message	Audience	Lead	Frequency	Date

## REFERENCES

*Several management reports produced for and by MRCSSI over the years were reviewed. These documents included an analysis of the external environment of MRCSSI (and environmental scan by Imvelo), strategic plans prepared for MRCSSI, descriptions of programs, and information about past and present funding, including funding sources. Some of these documents – the ones used the most for the planning project that is the subject of this report- are listed below.*

Hallberg, R. (2017). Report of the Operational Review of Programs and Services of the Muslim Resource Centre for Social Support and Integration.

Imvelo. (2021) The Road Ahead for Muslim Resource Centre for Social Support and Integration: A Strategic Analysis.

Muslim Resource Centre for Social Support and Integration (2010). Notes from MRCSSI's Board Retreat, 2010.

Muslim Resource Centre for Social Support and Integration (2015). Strategic Plan, 2015.

Muslim Resource Centre for Social Support and Integration. (2022). Annual Report for 2021.

Muslim Resource Centre for Social Support and Integration. (2022). Financial Statements for Fiscal Year 2021/2022.

Muslim Resource Centre for Social Support and Integration (n.d.). Board Governance Policies.

Muslim Resource Centre for Social Support and Integration (n.d.). Our Structure, Key Strategies, Goals and Activities.

Statistics Canada: Census of Canada – 2011.

Statistics Canada: Census of Canada – 2016.

Statistics Canada: Census of Canada – 2021.

## APPENDIX

### A. MEMBERS OF THE STEERING COMMITTEE

- Tosha Densky, Board Member, MRCSSI and Community Liaison/Social Work Program of King's College, University of Western Ontario
- Rasheeda Farah, Former Client of MRCSSI
- Margaret McPherson, Research Associate/Centre for Research and Education on Violence Against Women
- Hassna Nassir, Social Worker, MRCSSI
- Zan Saleemi, Managing Director, MRCSSI
- Moe Ziedan, Chair of the Board of Directors, MRCSSI

**B. CONCEPTUAL FRAMEWORK USED FOR PLANNING PROJECT**

The following is an illustration of the conceptual framework used to conduct research and analysis for development of the Strategic Plan. The blank sections were filled in during the project using the data collected and analyzed.

FOCUS	QUESTIONS TO BE ANSWERED		
MAJOR COMPONENTS OF MRCSSI AS AN ORGANIZATION	PHASE ONE WHERE MRCSSI IS NOW - Strengths - Weaknesses - Opportunities - Threats and - <i>Critical Issues</i>	PHASE TWO WHERE MRCSSI WANTS TO BE - Goals - Objectives	PHASE THREE HOW MRCSSI WILL GET THERE* - Workplan - Key Performance Indicators or Metrics (Based on Use of Balanced Scorecard)
<b>1. THE WORK OF MRCSSI</b> (Services and Clients) Environment/Context Vision Mission Values Clients Programs/Services Specific Functions			
<b>2. ORGANIZATIONAL CAPACITY</b> Organizational Culture Board of Directors Management Staff Systems/Structures Policies/Procedures Partnerships Financial Resources			
<b>3. SUSTAINABILITY</b> Leadership Succession Planning Continual Learning Strategic Partnerships Relationship with Funders Image/Reputation Financial Management Risk Management			

## **C. LIST OF INTERNAL AND EXTERNAL STAKEHOLDERS CONSULTED**

### **1. INTERNAL STAKEHOLDERS CONSULTED**

#### **Program: Direct Client Services**

All Frontline Staff: Focus Groups

Program Managers: Interview

#### **Program: Intervention and Support Programs**

All Frontline Staff: Focus Groups

Program Manager: Interview

#### **Program: Public Education and Community Programs**

All Frontline Staff: Focus Group

Program Manager: Interview

#### **Senior Managers**

Executive Director: Interview

Managing Director: Interview

**Board of Directors:** Planning Sessions (Findings, Goals, Objectives, Priorities)

### **2. EXTERNAL STAKEHOLDERS CONSULTED (FOCUS GROUPS)**

#### **Community-Wide or Mainstream Organizations**

- Pillar Not for Profit
- Centre for School Mental Health, University of Western Ontario
- Practicum Office, School of Social Work, King's University College
- London Cross-Cultural Learner Centre (LCCLC)
- Centre for Research & Education on Violence Against Women & Children, Western University
- Anova
- Victim Services

#### **Muslim Community Leaders and Organizations**

- Dr. Munir El-Kassem – Imam
- Eaman Fahmy – Community Member
- Muhammed Hamou – Muslim Wellness Network
- Dr. Hassan Mostafa – Community Leader
- Dr. Adnan Rajeh – Muslim Wellness
- Hashem Ramadan – London Muslim Mosque
- Nabil Sultan – Muslim Association of Canada
- Naj Mankal – Islamic Centre of South-West Ontario

#### **D. LIST OF DATA COLLECTION INSTRUMENTS USED**

- Focus Group Discussion Guide for Frontline Staff
- Interview Schedule for Management Staff
- Focus Group Discussion Guide for External Stakeholders (Mainstream Agencies)
- Focus Group Discussion Guide for External Stakeholders (Muslim Community Organizations and Mosques)

#### **E. *LIST OF RESOURCES USED FOR CONSULTATIONS WITH MRCSSI'S BOARD OF DIRECTORS***

##### **(PowerPoint Documents)**

- **Getting Started: Approach for Development of Strategic Plan** (*Also used for staff orientation to the project*)
- **Where MRCSSI Is Now:** Findings from Consultations and Critical Analysis (Strengths, Weaknesses, Opportunities, Threats/S.W.O.T. Analysis)
- **Where MRCSSI Wants to Be:** Recommendations from Consultations and Critical Analysis (Recommendations for Vision, Mission, Values, Goals and Objectives)
- **Where MRCSSI Wants to Be:** Revised Recommendations from Consultations and Critical Analysis (Discussion of Priorities in Relation to Recommendations for Vision, Mission, Values, Goals and Objectives)