

# Muslim Social Services KW Strategic Plan Session Notes

2018 – 2020

MSS is in a very different place this year than we were last year during our strategic planning sessions. We have achieved a level of financial sustainability that has allowed us to provide more programs, services, and counselling than we ever have before, serving a record number of clients. Now that we have the breathing room to dream a little bigger, we're seizing the opportunity to do so.

We have four strategic goals we will achieve between 2018 and 2020:

## **Define and promote our organizational identity**

MSS offers innovative programming, public education, settlement and integration services, social assistance and well-being services, counselling, and youth outreach. We provide a lot of support in Waterloo Region. Due to our flexible nature and willingness to help our clients no matter their social challenge, we often fly under the radar and don't get the recognition we need to flourish as a larger organization. Other agencies and individuals in the community are intimidated or confused by our religiosity, which can negatively affect granting, partnerships, and clients. By clarifying our identity and offerings for ourselves and for the public, we will establish MSS as a recognized social service pillar in the community.

## **Innovate programs and services for financial sustainability**

We have reached a base level of financial sustainability through ongoing grants and grant applications we feel confident in. We see opportunity to grow our sustainability by using our innovative programs and training as well as our services, both of which have been well used in this community since our inception.

## **Improve and expand services**

MSS's programs and services continue to grow and adapt to changing needs in our communities. We will continue to grow, change, and adapt our offerings using robust research and evaluation to guide our decision-making and ensure a high quality of service for all current and future clients.

## **Build organizational excellence through accountability; planning; board, staff, and volunteer capacity building; and vibrant partnerships**

MSS has proven our ability to do a lot of good work with few human resources. We will grow the capacity of our people, including our board members, staff, and volunteers to deepen and expand our impact. We will do this by developing robust operational practices, engaging our people in meaningful and useful ways, formalizing our external partnerships, and developing our volunteer program.

Define and promote our organizational identity	Innovate programs and services for financial sustainability	Improve and expand services	Build organizational excellence through accountability, planning, board, staff, and volunteer capacity building, and vibrant partnerships
Define our brand	Establishing own space	Provide more counselling services and opportunities	Strengthen board governance and engagement
Innovative programming	Financial sustainability	Ensuring quality of service	Strengthening organizational capacity
Advocacy and public education	Become fee for service agency	Increase number of programs	Capacity building and succession planning
Settlement and integration	Innovative outreach programs and training	Critical mass of clients' feedback	Formalizing partnerships
Social assistance and well-being		Define culturally and spiritually sensitive services	Volunteer organization program development
Counselling department		Research and evaluation	Ensuring operational excellence
Vibrant partnerships			Create mutually benefitting alliances
Youth outreach			
Social media presence			
Develop marketing strategy			

#### Legend

High priority

Medium priority

Low priority

#### Glossary

**Innovative outreach programs and training:** Using this as a tool to raise funds

**Research and evaluation:** Continue to strengthen and build in overall organizational assessment

**Social assistance and well-being:** Getting funding for these programs

**Strengthening organizational capacity:** Policy adherence, staff development and training, and staff retention