

## **Islamic Society of North America (ISNA Canada) Strategic Plan 2016-2020**

### **Preface**

ISNA Canada Board, early at the beginning of its term in 2015, had set up a committee to develop a strategic plan. The Strategic Planning Committee (SPC) started the work on selecting a representative group of ISNA Canada stakeholders with various backgrounds, experiences, and geographical regions of Canada. They were approached for an online survey. Many stakeholders responded even some who were overseas at the time.

The results of the survey were processed and arranged in meaningful categories such as perceived ISNA Canada strengths and weaknesses, external opportunities that ISNA Canada should make use of, and to mitigate the threats that may stand in the way of ISNA Canada plans. The respondents also rated ISNA Canada on its current competencies and made suggestions on desirable goals for further action.

Selected stakeholder from GTA area, Ottawa, Montreal, and Vancouver were invited for a day long strategic planning session on Sunday, November 29, 2015, at ISNA Canada HQ premises. Over three dozen people with impressive credentials in terms experiences, accomplishments, and community connections participated in this day long session.

The participants, divided into some seven groups, developed prioritized lists of ISNA Canada internal strengths and external opportunities as drivers to develop the desired goals for implementation, while taking into account the ISNA Canada internal weaknesses and preparing to overcome the impact of external threats. These lists were then presented to all the participants for refinement into overall meaningful and workable lists. Each group also added items that they considered important. These outputs were posted for all to see and used in identifying the goals to focus in developing an action plan for ISNA Canada.

The goals submitted by the groups were then consolidated into the following broad areas of actions for ISNA Canada:

1. Social services
2. Finance
3. National standing
4. Noticeable increased activity in media and communications
5. Developing resources and building ISNA Canada capacity
6. Membership growth and outreach

The SPC held several meetings to define each goal succinctly, to describe the objectives or outcomes desired for each goal, and to define strategies for reaching out to different segments of ISNA Canada stakeholders so as to achieve those objectives effectively.

The final phase of the work in the development of the strategic plan was to estimate the human and financial resources that would be required for implementation of the ISNA Canada Action Plan 2016-2020. It is now being presented to ISNA Canada members for their input.

**ISNA Canada**

**Focus Areas Identified at Strategic Planning Session with Stakeholders**  
(SPC priority order)

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## **FA1: Financial Accountability**

### **Goal:**

Pay off the debt within 5 to 10 years

### **SMART Goal:**

Ensure organization is debt free, financially sufficient and transparent with increased resources by 15%.

### **Sub-Goals:**

SG1: ISNA Canada generates 50% of income from non-fundraising sources

SG2: Pay off debt within seven years.

SG3: Increase donations by 10% per year.

SG4: Provide at least one hour for a more detailed financial annual report, at the AGM.

### **Objectives:**

O1. Within six months, revisit the will/estate planning process to increase endowments

O2. Develop and implement an investment strategy for ISNA assets.

O3. Research and access eligible grants and funds.

O4. Sign-off on loan repayment agreement

O5. Organize multiple fundraising events nationally to increase donations by 10%

O6. Inform members of available financial and annual reports at AGM

O7. Dedicate at least one hour for the presentation and discussion on the financial annual report at the AGM.

### **Strategies:**

S1. Form a foundational group to ensure sustained and substantial source of donations

S2. Revisit the will/estate planning process to increase endowments within six months.

S3. Develop portfolios for sharia compliant investment and asset use to generate income competitively in the areas of real estate, venture capital, for endowment and operational funds.

S4. Identify available grants that ISNA is eligible to apply for and ensure organization support for grant application and management.

### **Resources:**

R1. Seed funds for founders (patrons) group.

R2. Investment Committee.

R3. Grant writer.

<b>Human Resources</b>	<b>\$</b>
HR1: Shaykh Abdalla Idris	-
HR2: Shaykh Alaa ElSayed	-
HR3: Founders Group (?)	5000
HR4: Investment Committee	-
HR5: ISNA Canada Alumni	-
HR6: Dr. Kathy Bullock (Grants)	
HR7: Operations Department (Events Organization)	
HR8: ICHC/ACHC/Ansar Financial (Fundraising)	

HR9: Invited speakers	
HR10: Allocation of time at Convention	
HR11: As S3. Sharia Compliance Consultant (Last will & testament, endowments, designated funds, elderly & palliative care and aids)	2000
<b>TOTAL</b>	7000

## **FA2: Youth Participation**

### **Goal:**

ISNA Leadership positions and events reflect on-third, within the next three to four years including youth

### **SMART Goal:**

Enable national growth, in at least five cities, ensuring increased engagement of youth and equal participation of females, in both organizational leadership and event management roles.

### **Sub-Goals:**

SG1: Engage 2000 youth across Canada with responsibilities within ISNA Canada, within 5 years, including 50% female participants.

SG2: Organize, education, mentoring and training programs for 1000 youth per year.

SG3: Establish youth social activities in major population centres such as Vancouver, Edmonton, Montreal, Ottawa, and Toronto with 800 active participants in each city, in five years.

### **Objectives:**

O1: Conduct a national youth leadership development program

O2: Develop ways to increase youth participation in ISNA

O3: Develop a volunteer incentive program

O4: Develop MYNA, MSA and ISNA Youth as national programs

O5: Improve policies and decision making processes to be volunteer friendly

O6: Select and groom 50 youth leaders aged between 16 and 40

O7: Select and set-up operations in major population centres such as Vancouver, Edmonton, Montreal, Ottawa, and Toronto

O8: Plan and execute needed social youth activities reaching 800 participants in each centre.

### **Strategies:**

S1: As O1, O2 with input from the youth

S2: As O3, O5 define a quality recruitment and management volunteer framework

S3: Involve the Board in communications with MYNA, MSA and ISNA Youth

S4: As O6 develop an approach for creating target groups for youth leaders

### **Resources:**

R1: Operational costs (travel and accommodation)

<b>Human Resources</b>		<b>\$</b>
HR1. Youth Coordinator (per year) – O1, O2		30,000
R1.Travel and accommodation (per year) - O6		7,000
	<b>TOTAL</b>	37,000

### FA3: Inclusiveness & Social Services

#### Goal:

1. By 2021 ISNA Canada social services are utilized by 250,000.
2. Within one year, create a database of community experts and professional liaisons.
3. To hire two professional counsellors (one in Montreal, one in Vancouver) within the next three years.
4. To connect 30 families (Nationally) per month with needed social services.

#### SMART Goal:

Provide at least 5% of Muslims (nationally) needed accessibility and social services by partnering with organizations, strengthening existing and starting new services that are non-existent at this time.

#### Sub-Goals:

SG1: Develop ISNA as an organization to help Muslims connect with available social services,

SG2: Partner with other organization to strengthen availability of services.

SG3: Start a needed service that is non-existent at this time, serving at least 5% of Muslim families (nationally).

#### Objectives:

O1: Develop a social service database (e.g. as part of Compass) to plan delivery of effective social services

O2: Undertake a gap analysis between community needs and available services.

O3: Establish relationships with needed social services experts and professionals.

O4: Hire two professional family counsellors (one in Montreal, one in Vancouver) within the next three years.

O5: Develop national assistance programs for the needy, under-serviced and the socially disadvantaged.

#### Strategies:

S1: As O1, O2

S2: As O3, arrange workshops and or seminars in cooperation with professionals for community social and cultural needs.

S3 – AS O4, review professional counselling needs of communities and arrange services accordingly.

#### Resources:

R1: Establish Montreal and Vancouver operations – (total \$20,000 for both offices. Includes rent and office operations (phone, internet).

R2: Consulting resource for gap analysis

R4: National Seminar managers (total \$7,500, for 3 cities/year: incl. travel, accommodation, refreshments and hall rental)

Human Resources	\$
HR1. Counsellor Montreal (initially half-time, per year) – O3	30,000
HR2. Counsellor Vancouver (initially half-time, per year) – O3	30,000
R1. Establish 2 office Operations across the nation, for O3 - (cost per year)	20,000
R4. Travel, food & Accommodation - (cost per year)	7,500
R2 Gap Analysis O2	----

<b>TOTAL</b>	87,500
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**Comments:**

- Implementation to consider, that there should be an ISNA local presence
  - Local board members, where present, to help in undertaking the ground work.
- Conduct service of available services to avoid duplication.
- Operations roll-out to be phased in first city and review learnings before implementing the second city

## FA4: Education & Training

### Goal:

1. Enlist professional and government to deliver seminars and workshops on various topics.
2. Establish weekend Islamic School.

### SMART Goal:

Within five years, deliver Islamic educational, certification programs and seminars nationally for 1500 participants.

### Sub-Goals:

SG1: Develop a program for a national seminar series, attended by 1500 individuals at the regional centres (Vancouver, Montreal, Ottawa, Toronto), for Islamic education in a Canadian context within the next 2 years.

SG2: Within five years, develop an adult Islamic education framework and roll out to the regional centres (Vancouver, Montreal, Ottawa, Toronto)

SG3: Partner with Islamic organizations to establish training program leading to certification of imams.

### Objectives:

O1: Plan adult focused seminar series to be delivered to 1500 participants, across the regional centres, in two years

O2: Organize and deliver programs to meet the measurements specified in O1.

O3: Conduct a gap analysis of available Islamic education and adult education needs

O4: Based on O3 select and define the Islamic education framework.

O5: Roll-out plans and deliver training programs.

O6: Establish partnerships with Islamic organizations for training and certification.

O7: Ensure delivery of training and certification is consistent with goals.

### Strategies:

S1 - as O2, review how other organizations are providing Islamic education and derive a framework specific to ISNA.

### Resources:

R1: Establish weekend Schools in 4 centres (Ottawa, Vancouver, Montreal, GTA) – total \$20,000/year

Human Resources	\$
HR1. Coordinators for seminar & workshops (per year)	5,000
R1: Schools in 4 centres (cost per year) – each school \$5,000/year	20,000
<b>TOTAL</b>	<b>25, 000</b>

### Comments:

- Assume use of local masjid, schools and Islamic resources for hosting seminars (facilities)

**FA5: National Presence**

**Goal:**

Organize two regional conferences by December 2017 (one in French).

**SMART Goal:**

Within two years, deliver social / cultural programs regionally each reaching 1000 participants.

**Sub-Goals:**

SG1: Organize annual social / cultural activities in Vancouver and Montreal beginning 2016, one per city, attracting a minimum of 1000 for each event.

**Objectives:**

O1: Develop plans to conduct social and cultural activities in Vancouver and Montreal in early 2016

**Strategies:**

S1:

**Resources:**

R1: Annual conferences in Vancouver and Montreal (\$12,000)

<b>Human Resources</b>		<b>\$</b>
R1. Includes rental of halls, travel, accommodation, refreshments (\$6000/event)		12,000
	<b>TOTAL</b>	12,000

**Comments:** budget based on experience from 2015 Conference in Vancouver (\$6-8K)

## **FA6: Engagement with Wider Society**

### **Goal:**

Establish an ISNA Canada satellite office in Ottawa.

### **SMART Goal:**

Establish within two years a satellite office with focus on government and political networking and participate in 12 national and regional interfaith activities and partner with five social justice organizations annually.

### **Sub-Goals:**

SG1: Establish an ISNA Canada satellite office in Ottawa by 2017 (on the lines of the Continental ISNA DC office) arranging at least one event per month involving government and political officials.

SG2: Interfaith Committee facilitates ISNA attendance at 12 events per year nationally commencing 2016.

SG3: Each regional centre to identify at least two interfaith organizations to register ISNA and participate actively, commencing 2016.

SG4: Develop relationships with at least five Canadian organizations working in the areas of social justice.

### **Objectives:**

O1: Survey options for establishing ISNA Canada presence in Ottawa.

O2: Develop database of government and political officials and programs.

O3: Develop a government engagement plan.

O4: Using regional input, develop a list of interfaith events where ISNA's participation would enhance its mission.

O5: Identify ISNA Canada representatives including youth and women to attend twelve interfaith events annually.

O6: Seek memberships and participate in regional interfaith groups.

O7: Identify Canadian organizations with leading voice in social justice area.

O8: Develop working relationships with five organizations whose mandate aligns closely with ISNA's mission and have broad geographical presence.

O9: ISNA to seek partnership through membership and nominate qualified individual from a national roster.

O10: Develop a mentoring programme by enabling youth and women to shadow professionals working in social justice areas.

### **Strategies:**

S1: As O1, examine possible options in consultation with ICNA, MAC and NCCM.

S2: As O4, O5, O6

S3: As O7, O8, O9 & O10, examine possible options in consultation with other national organizations.

### **Resources:**

R1: Interfaith Committee

R2: Organizational representation (external geographical resources)

<b>Human Resources</b>		<b>\$</b>
HR1. Co-ordinator for research in Ottawa (part-time, per year)		15,000
	<b>TOTAL</b>	15,000

## **FA7: Media & Communication**

### **Goal:**

#### **SMART Goal:**

Annually engage national mass media six times to showcase Muslims and Islam and also increase internal publication subscription by 100%.

#### **Sub-Goals:**

SG1: Generate positive coverage about Muslims and Islam on national mass media at least six times per year.

SG2: Increase subscription/readership of ISNA Lanterns to 50% within one year.

#### **Objectives:**

O1: Plan one or more strategy sessions on ISNA Canada media and communication policies and activities.

O2: Effectively promote all phases of program activities through the establishment of professional networks and by engaging major local/national media outlets.

O3: Engage regional Canadian youth and women writers to contribute to ISNA Canada's flagship publication, Lanterns.

O4: Develop protocols and framework for furthering readership of Lanterns, by 50% over two years, by publishing selected works in Islamic Horizons.

#### **Strategies:**

S1:

#### **Resources:**

R1: Infrastructure for media: recording, editing and publishing (\$10,000)

<b>Human Resources</b>	<b>\$</b>
HR1. Media co-ordinator and spokesperson (part-time, per year)	20,000
R1: Infrastructure (one-time)	10,000
<b>TOTAL</b>	<b>30,000</b>

## **FA8: Increasing Membership**

### **Goal:**

#### **SMART Goal:**

Triple ISNA Canada membership over three years.

#### **Sub-Goals:**

SG1: Across Canada within three years and promote benefits for voting, develop programs, updates, discounts, advertise online through a national committee and booth at conventions.

#### **Objectives:**

O1: Review lapsed membership and develop a systematic plan for membership revival.

O2: Develop plans for enrolling new members.

O3: Organize at least three annual campaigns for enrolling new members.

O4: Develop an attractive membership package.

O5: Develop materials to engage community in proposed ISNA Canada action plan.

#### **Strategies:**

S1: Develop incentive programs for members to make membership more beneficial and attractive such as travel discounts, affinity cards, discounted literature and insurance services.

S2 - as O2 offer incentive through special time limited and first-come, first-served basis.

S3 - offer to communities for specially geared service based on membership enrolment.

S4 - offer to communities the possibility of joint memberships.

#### **Resources:**

R1: Professional promotion of ISNA Canada services & programs (videos, presentation materials) - \$10,000

R2: Incentives development (insurance, travel, and other discounts certifications) - \$3,000

R3: Annual Campaign (social media, etc.) - \$2,000

<b>Human Resources</b>	<b>\$</b>
R1. Promotion (one time cost)	10,000
R3. Incentives (one time cost)	3,000
R3. Annual Media campaign (one-time cost)	2,000
<b>TOTAL</b>	<b>15,000</b>

**Summary of expenses**

<b>Goal</b>	<b>Cost (\$)</b>
FA1: Financial Accountability	7000
FA2: Youth Participation	37000
FA3: Inclusiveness & Social Services	87500
FA4: Education & Training	25000
FA5: National Presence	12000
FA6: Engagement with Wider Society	15000
FA7: Media & Communication	30000
FA8: Increasing Membership	15000
<b>Grand total</b>	<b>\$ 228,500</b>