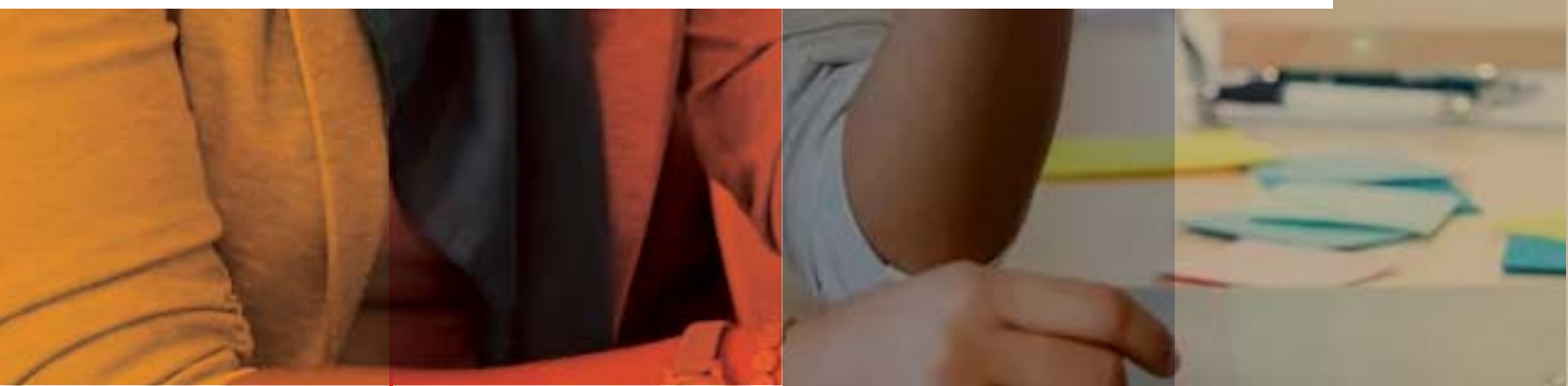




CREATING PATHWAYS TO OPPORTUNITY



STRATEGIC PLAN 2024-2025



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MESSAGE FROM THE BOARD CHAIR AND EXECUTIVE DIRECTOR

As we embark on the next fiscal year, we are filled with hope and determination. Mishka Social Services has been a beacon of support for the Muslim community, as well as other newcomers, immigrants, and refugees. Our collective efforts have made a significant impact, and we are committed to building on this foundation to reach even greater heights.



Dr. Azzam
Board Chair

Our mission is to bridge the gap between current services and the needs of our diverse communities. We have listened to our clients, stakeholders, and partners, and we are excited to present a strategic plan that reflects our commitment to continuous improvement and sustainable growth. Together, we will create pathways to opportunity for all those we serve.



Omar Mahamed
Executive Director

EXECUTIVE SUMMARY

Mishka Social Services aims to bridge the gap between existing services and the needs of Muslims, as well as other newcomers, immigrants, and refugees. This strategic plan outlines our goals and objectives for the fiscal year 2024-2025, focusing on optimizing current programs, securing sustainable funding, and achieving operational excellence. Through targeted efforts and clear KPIs, we aim to enhance our service delivery, expand our reach, and strengthen our organizational capacity.





OUR MISSION:

Our agency aims to bridge the gap between current services and Muslims, as well as other newcomers, immigrants, and refugees.

The word “Mishka” is an Arabic word describing a niche in a wall where lamps are placed, radiating light to the surrounding areas. Our name embodies the principles that drive us as an agency – we strive to be a beacon that empowers our clients to light up the world around them.

OUR VISION:

Creating Pathways to Opportunity

OUR VALUES

Based in Islamic Values and Principles

Inclusion

Community-based

Leadership in Excellence

Equity

Justice

STRENGTH AND AREAS FOR IMPROVEMENT

Based on comprehensive surveys and in-depth interviews conducted with board members, clients, staff, volunteers, stakeholders, and strategic partners, we have gained a thorough understanding of Mishka's current strengths and identified specific areas where improvement is needed. This comprehensive assessment has provided valuable insights that will inform our strategic initiatives and guide us in enhancing our programs and services to better meet the needs of our community and stakeholders effectively.

Strengths

1. Extensive service provision
2. Filling significant gaps for the Muslim, newcomer, immigrant, and refugee community
3. Strong partnerships
4. Active social media presence
5. Effective internal team collaboration
6. Culturally appropriate and supportive drop-in services
7. Robust referral system

Areas for Improvement

1. Reduce wait times for services
2. Secure sustainable funding
3. Enhance marketing strategies beyond social media
4. Increase outreach to other diverse communities

Culturally Informed Services Needed

1. Employment support
2. Settlement programs
3. Expand Counseling Services
4. Addiction support

New Services Suggested

1. Employment
2. Youth leadership programs
3. Cultural Competence Training for other Agencies
4. Shelter Supports
5. ESL programs

STRATEGIC GOALS & OBJECTIVES

Optimizing Current Programs

A. Expand Counselling Program

Objective: Increase accessibility and utilization of the counselling program.

B. Impact on Child Welfare System

Objective: Support Muslim, newcomer, immigrant, and refugee families involved with the child welfare system.

Funding

A. Promote Mishka for Fundraising

Objective: Increase awareness for Mishka Social Services

B. Secure Base Funding for Programs

Objective:

Ensure long-term sustainability of programs.

Operational Excellence

A. Strengthen Internal Policies/Procedures

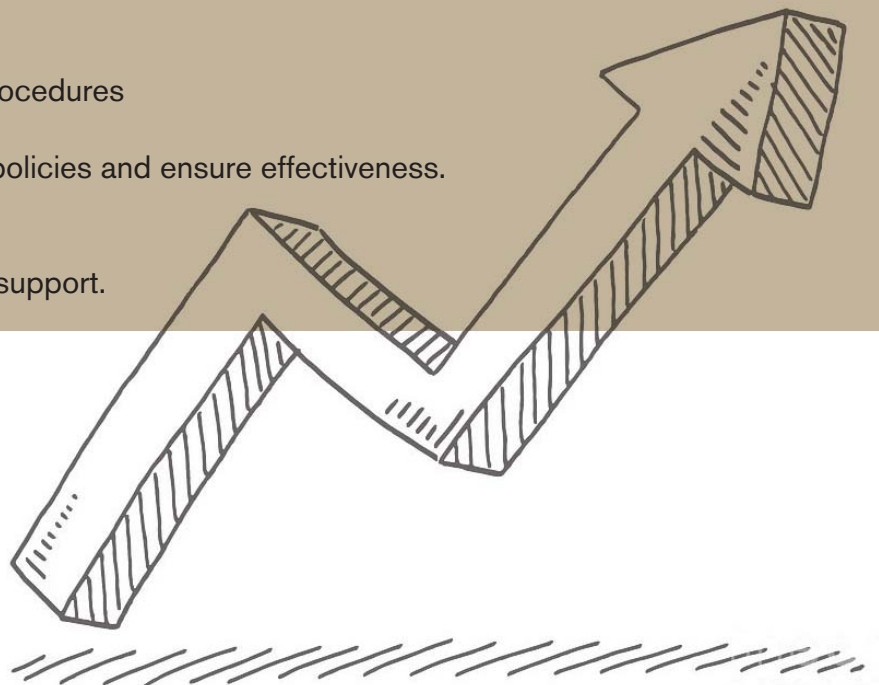
Objective:

Develop and implement relevant policies and ensure effectiveness.

B. Donor Stewardship

Objective:

Increase donor engagement and support.



KEY PERFORMANCE INDICATORS (KPIS)

1 Counseling Program Utilization:
Develop referral systems, create group therapy services, and organize awareness events.

2 Child Welfare Impact:
Ensure at least 80% satisfaction among families and youth with the cultural broker program, establish pathways for recruiting Muslim foster parents, and seek grants for this initiative.

3 Funding:
Increase program funding by 10% compared to the previous fiscal year, secure base funding, and develop ongoing support from the community by building relationships with funders.

4 Policy Development:
Conduct monthly policy reviews, reduce policy violations, improve communication, and implement relevant policies and procedures.

5 Donor Engagement:
Develop a donor stewardship system, increase social media engagement, and recruit new donors aligned with our mission and vision.



IMPLEMENTATION AND REVIEW

This strategic plan will be implemented through the collaborative efforts of all teams at Mishka Social Services.

Progress will be reviewed quarterly to ensure we are on track to meet our goals and objectives.

Adjustments will be made as necessary to address any challenges and leverage opportunities for improvement.

We are committed to transparency and accountability as we work towards creating ***pathways to opportunity*** for the communities we serve.

The image features a logo for 'Mishka Social Services' in the upper left. The word 'Mishka' is in a dark grey font with a stylized orange flame above the letter 'i'. Below it, 'Social Services' is written in an orange font. The background is a warm-toned photograph of several women, some wearing hijabs, sitting at desks and working on laptops. A large white curved shape overlaps the top right corner of the image.

Mishka

Social Services

CREATING PATHWAYS
TO OPPORTUNITY