

**CONGRESS OF BLACK WOMEN OF CANADA
(TORONTO CHAPTER)**

STRATEGIC PLANNING

MANUAL

1994-1996

Akilah Monte

20 College Street, Ste 2
Toronto, On M5G 1K2
Tel. & Fax 416/975 1640

CWBC-TOR: STRATEGIC PLANNING MANUAL

C O N T E N T S

I	INTRODUCTION	3
II	PARTICIPATORY/COLLECTIVE STRUCTURE	4
III	THE STRATEGIC PLAN	
	MISSION STATEMENT	5
	MEMBERSHIP	6
	SOCIAL ACTION	8
	EDUCATION	9
	FINANCE	10
	PROMOTION	11
	ORGANIZATIONAL	12

STRATEGIC PLANNING PROCESS-APPENDIX

CWBC-TOR: STRATEGIC PLANNING MANUAL

I INTRODUCTION

1. This Manual is a result of a Strategic Planning Workshop which was held at 756 Ossington Avenue during the months of March and April 1994, and including three all-day sessions. The following members participated in compiling this Strategic Planning manual with the guidance of the Facilitator, Yvonne Bobb Smith.

March 19, 1994

Adonica Huggins
Angela King
Charis Newton
Elma Henry
Lisa Chin Quee
Veronica Hislop

Akilah Meade
Akua Benjamin
Dolores V. Mullings-Lewis
J.J. Jones
Marjorie King
Yvonne Joseph

March 26, 1994

Adonica Huggins
Angela King
Charis Newton
Laura Jones
Marcella Dollers
Margaret Gittens
Mavet Reid

Akilah Meade
Akua Benjamin
Elvie Mills
Lisa Chin Quee
Marjorie King
Margaret Parsons
Wyvonne Huggins

April 30, 1994

Adonica Huggins
Angela King
Charis Newton
Laura Jones
Marjorie King
Yvonne Joseph

Akilah Meade
Beverley Bowen
J.J. Jones
Lisa Chin Quee
Mavet Reid

2. Workshop method

The workshop engaged the participatory approach with guidance on theory of Strategic Planning from the Facilitator. It was designed to enable participants to review the current status of the organization prior to developing a Strategic Plan. As a result of a critical analysis of the issues that challenge the effectiveness of the organization, members agreed to the following Structure for future operations of the Chapter to match the design of the Strategic Plan. Members then compiled a **Mission Statement** with its **Goals and Objectives** to formulate the Chapter's **Strategic Plan**.

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II THE PARTICIPATORY/COLLECTIVE STRUCTURE

GUIDELINES:

1. A provision of membership in the Congress (Toronto Chapter) is that every member shall be a member of a **Standing Committee**, according to her choice and interest.
2. Each member of the **Executive Committee**, shall be a Chair of a **Standing Committee** and will be responsible for regular reports at the meetings of the **Executive Committee**.
3. Each **Standing Committee** shall be responsible for **Action Plans** resulting from the **Goals and Objectives** which it represents and takes from each component of the Strategic Plan. For example, the **Social Action Committee** would be the Standing Committee which will be responsible for the **strategies and implementation** of the goals and objectives of Social Action.
4. **Standing Committees** will meet as regularly as agreed upon by its members. Meetings will achieve consensus on issues and plans discussed before reporting to the Executive Committee.
5. **Standing Committees** may use any means necessary for holding meetings and keeping communication alive, e.g telephone; e-mail; coffee breaks; casual and planned encounters.
6. The Chapter will ensure that **participation** is channelled through **Rotation** of tasks among members. For this reason, the Chapter will maintain a **Skills Bank** and a **Volunteer Register**.

III

THE STRATEGIC PLAN

MISSION STATEMENT

*The Congress of Black Women (Toronto Chapter) is a voluntary, independent, and political community organization of all **Black Women** of African descent, including African Caribbean, African Canadian, Continental African, African American, and other African women in the diaspora; poor and working class women; disabled women; younger and older women; and lesbians and bisexual women.*

We provide a forum to ensure that Black women's needs and concerns have a strong voice, and to share and develop a critical analysis of issues of race, racism, gender and sexism. We effect transformation in the society through the development sharing and application of a **Black womanist/feminist ideology**. This ideology is anti-racist, anti-sexist and anti-discrimination, and it affirms and supports all **Black women** through **solidarity, leadership, responsibility, commitment, participation and empowerment**.

Our role is to bring issues that impact on the lives of **Black women** to the attention of the National Congress of Black Women in Canada and other Chapters, as well as, other related women's organizations locally, regionally, nationally and internationally.

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COMPONENT 1: **MEMBERSHIP DEVELOPMENT**

GOAL I: To recruit, retain and nurture Black women from all sectors of the Black community.

OBJECTIVES

1. To organize an Annual Membership Drive.
2. To conduct training workshops for volunteers, and to make members aware, by appropriate means, avenues for training in self development; political and social action; and in other needs desired by the membership.
3. To establish and maintain a skills/expertise/ideas bank for assigning tasks appropriately, and for reviewing the Strategic Plan.
4. To organize a special event that will recognize the work done by members at least every two years.
5. To maintain a data bank of members' achievements.
6. To express and promote a **Black womanist/feminist ideology** through acts of support from the Chapter to all members as necessary.

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MEMBERSHIP DEVELOPMENT

GOAL II: To develop and strengthen participatory management practices within the organization.

OBJECTIVES

1. To conduct at least two orientation programs annually.
2. To develop a Rotation Plan of Leadership for Committees, and for Project assignments.
3. To plan, with appropriate promotions and public relations practices, special events or activities for Members.
4. To hold regularly Evaluation meetings so as to report on the work done by committees and to stimulate a flow of ideas.

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COMPONENT 2: SOCIAL ACTION

GOAL I: To organize action towards achievement of Equality and Justice for Black Women

OBJECTIVES

1. To acquire **support** by using strategies which involve referral, lectures, personal/individual contacts, support group work.
2. To develop a strong position of **advocacy** through protest strategies, media contact and communication, deputations to governments, expressive letter writing.

GOAL II: To respond to sexist, racist, and discriminatory practices locally, regionally, nationally, internationally in areas of employment discrimination and the justice system.

OBJECTIVE

1. To accumulate knowledge of unjust labour and legal practices through **research and documentation** of issues; presentations of position papers; and maintain briefing notes.

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COMPONENT 3: EDUCATIONAL DEVELOPMENT

GOAL I: Internal

To develop a critical analysis of issues of : race, racism, gender, sexism, towards sexuality , a Black feminist (*womanist) ideology.

OBJECTIVES

1. To improve members' knowledge in the past and current history of Black women's issues the Chapter will conduct regularly study/reading group programs.
2. To conduct workshops for members (see Membership Development).
3. To organize/co-ordinate community fora, conferences etc, in collaboration with other Black womens' and/or community groups.

GOAL II: External

To participate in training initiatives, which will impact on the lives of Black women, along with other Chapters and related womens' organizations, locally, regionally, nationally and internationally.

OBJECTIVES

1. To organize fora on Black women's issues with other Chapters and Black women's organizations.
2. To establish nurture and maintain working relationships with other organizations which share similar goals, ideals and values.

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COMPONENT 4:

FINANCIAL DEVELOPMENT

GOAL I: To make the Toronto Chapter economically viable.

OBJECTIVES

1. To invest funds in (short) term deposits.
2. To aggressively promote sales of CHILDREN ARE NOT THE PROBLEM (film & video) so that the initial stock could be depleted.
3. To market workshops based on CHILDREN ARE NOT THE PROBLEM.
4. To maintain an inventory of items for reuse, recycle or resale.

GOAL II: To improve the standards of financial management in the Chapter.

1. To keep appropriate financial records accurately and up-to-date.
2. To have the audition of the financial records prepared on an annual basis.
3. To develop an annual budget and review on a quarterly basis.
4. To provide the membership with a printed financial statement on a monthly basis.
5. To use the services of a Financial Consultant and Accountant as needed.
6. To contract the services of a professional fundraiser.

CWBC-TOR: STRATEGIC PLANNING MANUAL

FINANCIAL DEVELOPMENT

GOAL III: To participate in sound financial community activity for the purpose of developing a Black economy in Metropolitan Toronto.

1. To fundraise independently and/or jointly with other Chapters and Black community organizations.
2. To invest money in the newly established African Canadian Caribbean Credit Union, and other Black financial institutions.
3. To patronize Black business and employ the services of Black professionals, skilled and trade persons.

CWBC-TOR: STRATEGIC PLANNING MANUAL

COMPONENT 5:

PROMOTION & PUBLIC RELATIONS

GOAL I:

To strengthen the image of the organization among its members, the Black community and the society at large.

OBJECTIVES

1. To establish links with all media nationally.
2. To establish a process through which the Chapter will voice official responses to disseminate timely and appropriate information on public issues.

GOAL II:

To establish and maintain active communication with other organizations, locally, nationally, and internationally about the Chapter's membership, role, goals, values, and activities.

OBJECTIVES

1. To develop promotional material for advertising and for campaigns to be used publicly and with all media.
2. To compile and maintain a list of closely related agencies, businesses, services, institution and media which will be given priority in publicity campaigns.
3. To publish bulletins of Chapter information regularly.
4. To maintain on-going communication with the Black community and the society at large, the Chapter will ensure that members represent its voice at conferences, meetings and other events of social and political importance.

CWBC-TOR: STRATEGIC PLANNING MANUAL

COMPONENT 6:
ORGANIZATIONAL DEVELOPMENT

GOAL I:

To ensure that the Chapter operates with professional standards of administrative and human resource management.

OBJECTIVES

1. To improve and maintain an effective organization of records and archives.
2. To establish and maintain standard office management practices that will include an inventory of furniture, equipment and supplies and proper maintenance of office facilities.
3. To employ an administrative personnel system which is consistent with the mission of the Chapter, for recruitment, hiring and job evaluation that could motivate, commend and/or reward staff and volunteers.
4. To ensure that the Chapter maintains the **Strategic Planning System** as a method of its operations.

Approved at the Annual General Meeting of the Congress of Black Women (Toronto Chapter) on 18th June 1994.

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President

Prepared by InfoCounsel
June 17, 1994

STRATEGIC PLANNING PROCESS

