



ICN

Strategic Planning Committee Update

TOWN HALL MEETING

MAY 19, 2019

Strategic Planning Committee (SPC)

- Formed by the Board in November 2018
- Independent of the Board (no current Board members)
- Members

Ejaz Elahi (Chair)

Faiz Mohamed

Sabina Qadir

Akhter Siddiqui

Tabassum Haleem

Ahmed Jamil

Kashif Fakhruddin (until Dec. 31, 2018; elected to the Board)

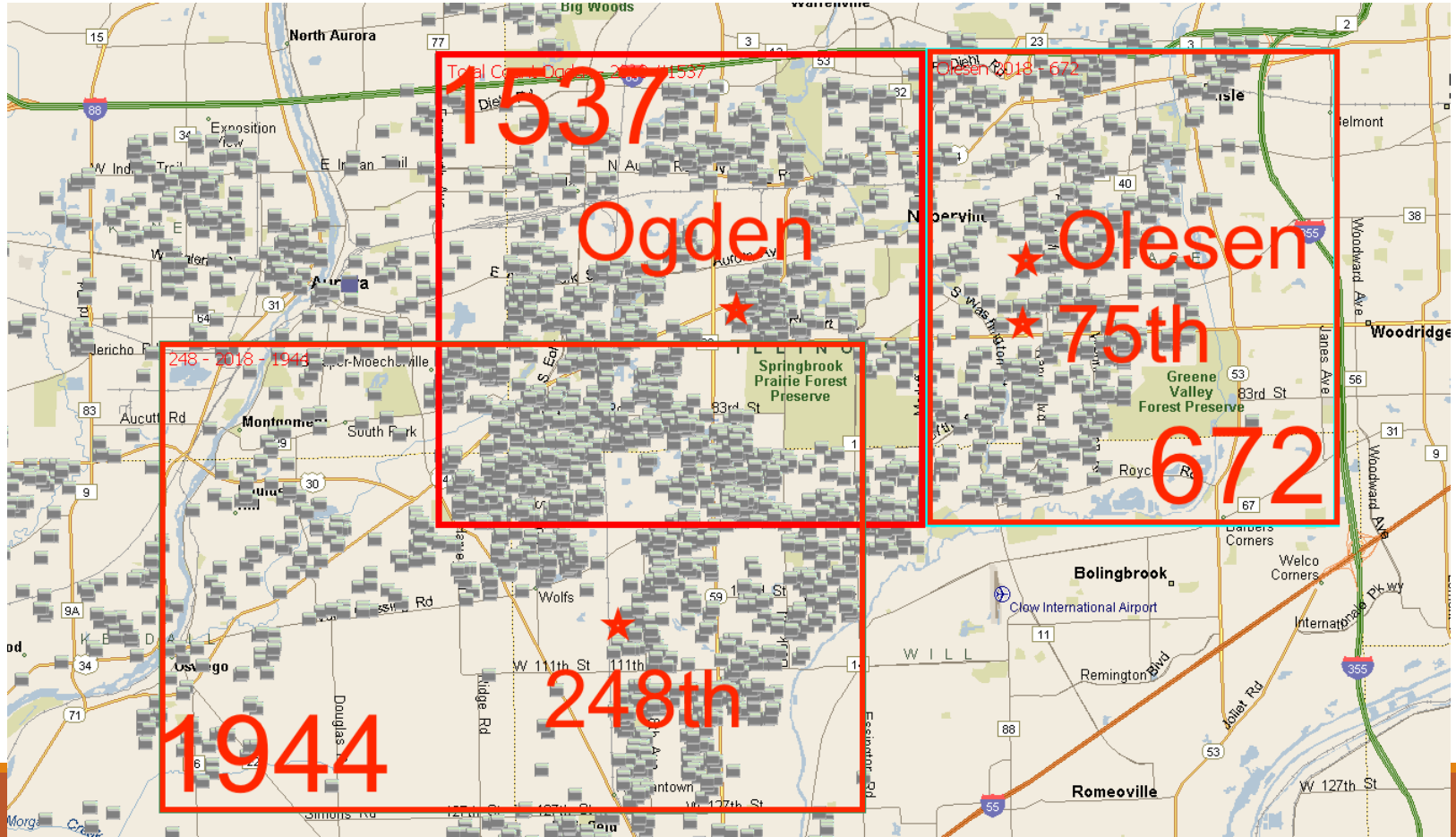
SPC Objectives

- Develop **objective**, data-driven recommendations for **long-term projects, programs and governance** based on community input and demographic data
 - Facilities - 248, 75th, Olesen, Ogden
 - Future governance structure
 - Programs (including FTS and WS)
- Create a model for systematic **interaction** with all community stakeholders
- Our recommendations were driven by three guiding principles: **unity, sustainability and future growth**

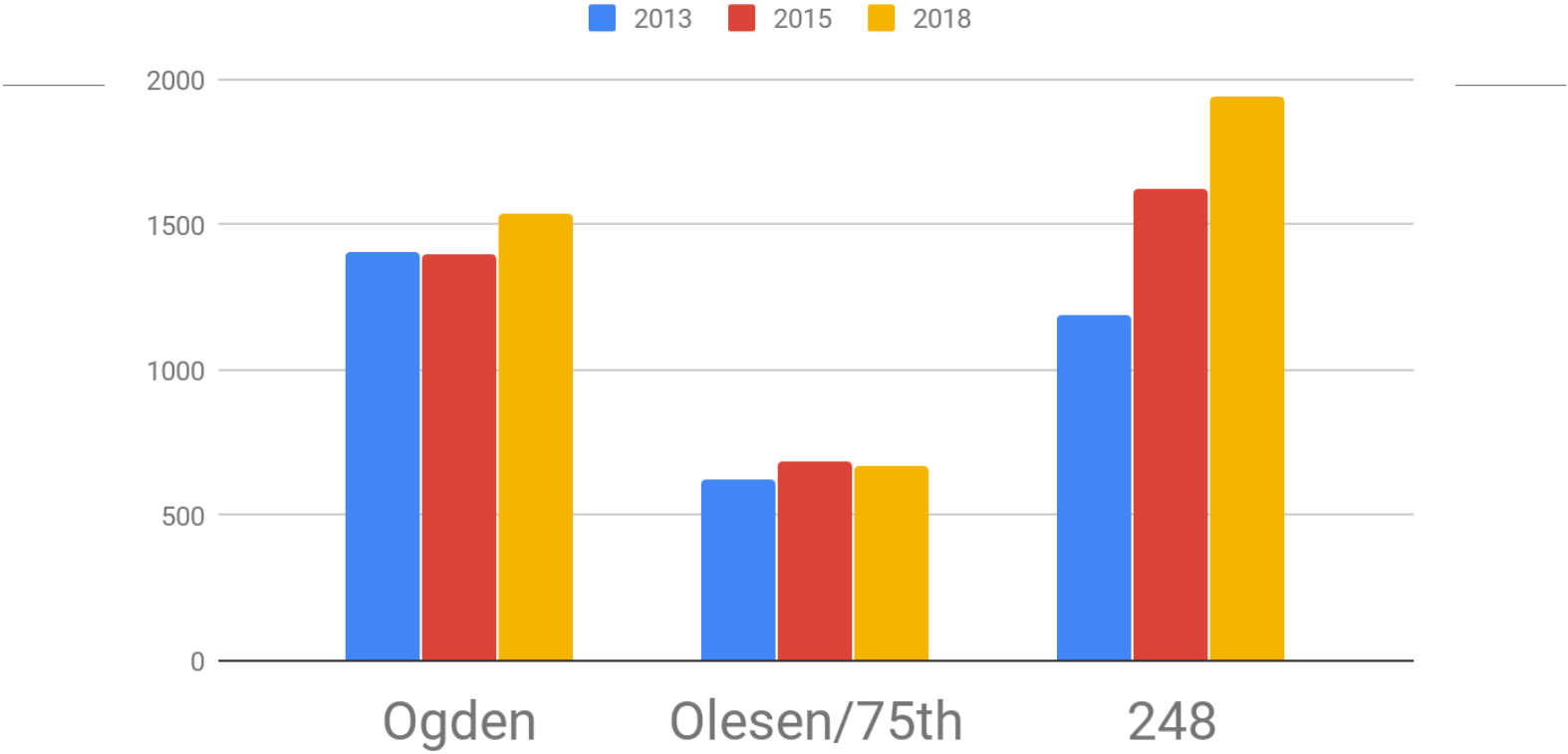
SPC Methodology

- Solicited community input through **targeted in-person focus groups** and an **online survey** - total of approx. **390 respondents** (out of approx. 5,000 requests)
- Studied **demographic data** trends for the Muslim population in the ICN and neighboring geography from 2013 to 2018
- Identified **overarching themes** to inform ICN's strategic direction and develop specific recommendations

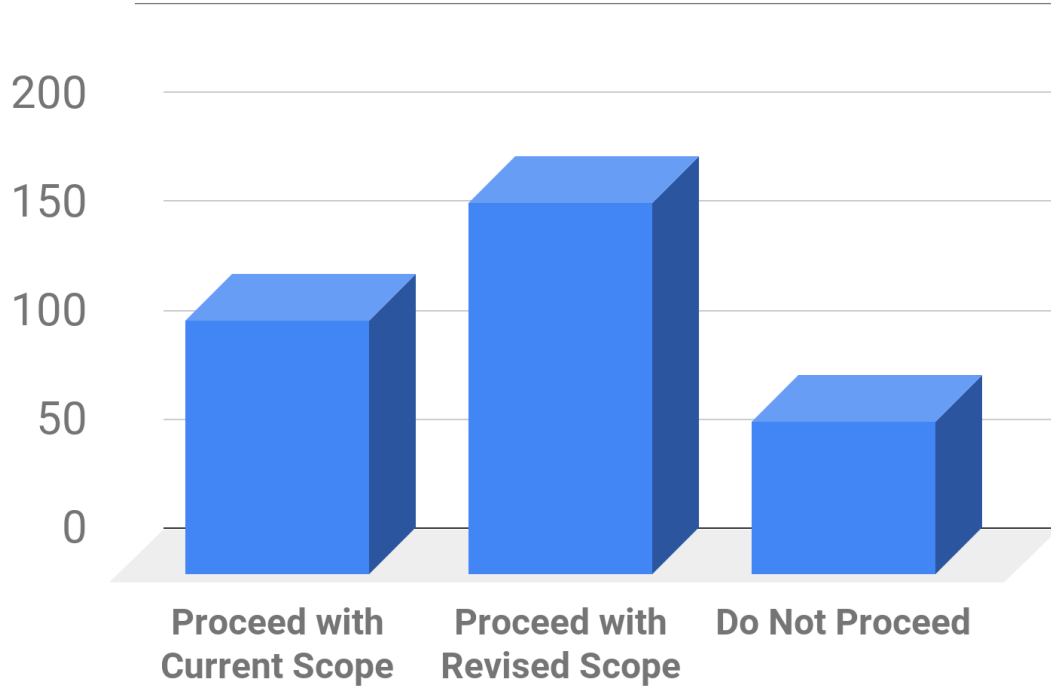
Demographic Data (Households) - 2018



Demographic Trends (Households) - 2013 to 2018



248 - Next Steps



Top Themes from Community Input

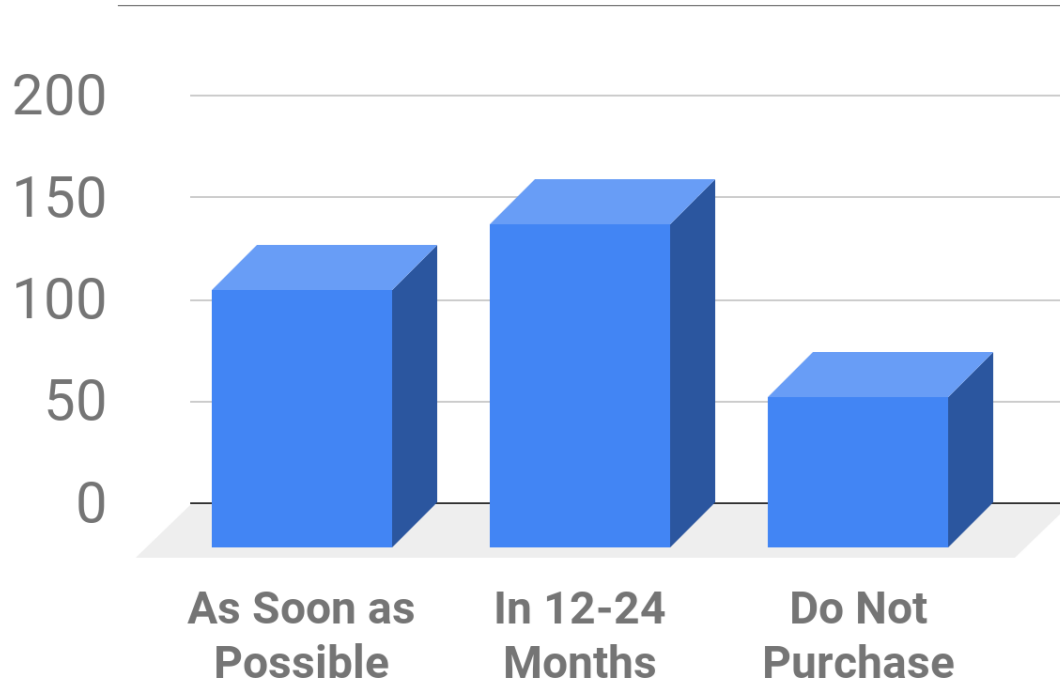
- Start small, split Phase 1 into smaller phases
- Reduce cost from \$9.75 to \$6.0 million
- Start as soon as practicable
- Some of the 248 donors may have committed to pay off 75th
- Reignite Barakah investment model
- Weekend school is the real need
- Responses were correlated with respondents' geography

248 - Next Steps

- *SPC Recommendations*

- Reduce cost from **\$9.75 million to \$6.0 million**
- Begin with a **reconfigurable space for the Weekend School** and other educational activities
- Space should be **expandable and scalable**
- **Jumpstart the dialogue with Barakah investors** and donors and **restore their confidence** through transparency and a clearly defined roadmap
- Develop a clear plan to **ensure that the Barakah debt for 248 and the seller financing for 75th are adequately serviceable**

75th - Acquisition of Contiguous East Lot



Top Themes from Community Input

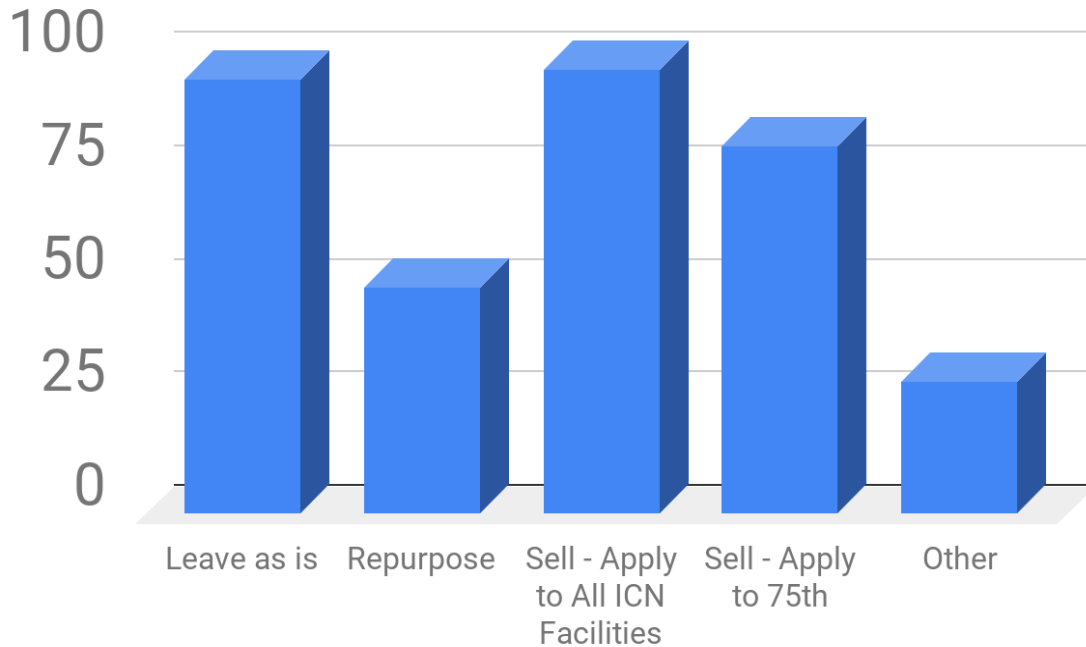
- Development cost is unknown
- The impact on ingress and egress on 75th Street is unknown
- The purchase must be viewed in the context of Olesen's future
- It benefits only Jumaah and Ramadan
- Focus on developing and improving existing facilities

75th - Acquisition of Contiguous East Lot

-SPC Recommendations

- **Delay for up to two years** while signing a **right of first refusal** with current owner
- During that period address:
 - Development cost
 - Traffic flow
 - Other necessary due diligence
- Regain community trust by making **material progress on 248** before moving forward on this project
- As with 248, develop plan to **ensure that debt is serviceable**

Olesen - Future Plans



Top Themes from Community Input

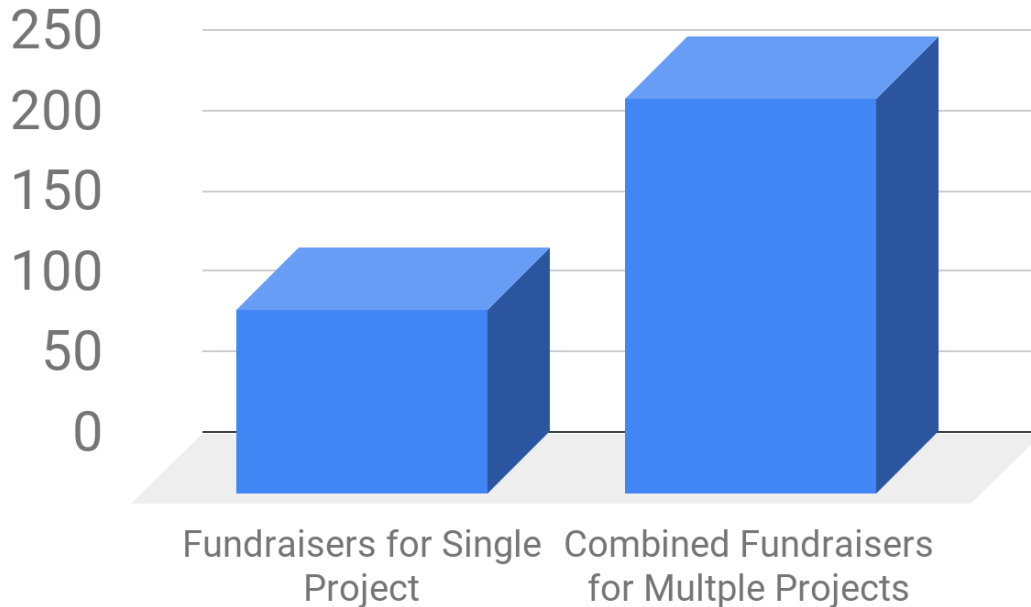
- No need for two facilities so close to each other
- 75th was envisioned as a solution for issues related to Olesen
- Emotional attachment to Olesen

Olesen - Future Plans

- *SPC Recommendations*

- Begin exploring the **systematic phase-out of Olesen**, particularly in the context of the **development and progress of other facilities**
- Consider a **potential complete phase-out (including possible sale)** once **248th and 75th** are developed and stabilized

Capital Access - Fundraisers



Top Themes from Community Input

- Donors should have option to allocate their donations to multiple long-term projects
- Fundraiser fatigue
- Single-project fundraisers tend to create community polarization
- Combined fundraisers are more efficient, but individual fundraisers are more focused and reduce competition
- Cannot rely only on donations alone

Capital Access – Fundraisers

-SPC Recommendations

- **Combined fundraisers** with clear messaging in advance and **options for donors to allocate donations among projects**
- **Comprehensive information** on all long-term projects to be presented at fundraiser
 - Long-term purpose and benefit to ICN as a whole
 - Total project cost
 - Acquisition cost, buildout/expansion cost, future operating costs
 - Currently available and needed funds
 - Project status, including any revisions to scope
- Provide **periodic project status** (including financial) updates to community
- Explore **other channels for raising capital**

Governance

-SPC Recommendations

- We recommend a governance structure that emphasizes:
 - A **balance** between central and local empowerment and accountability
 - Geographical, gender, age and ethnic **diversity**
 - **Uniformity, fairness and efficiency** in decision making, for example
 - Religious affairs
 - Long-term strategic planning
 - Operations
 - A **unified capital access strategy** and appropriate allocation of capital
- Many of the above elements are **already in place** in varying degrees, but may need to be formalized

ICN Membership

- *SPC Recommendations*

- All committee members **should be ICN members**
- All Members should select a **primary masjid**
 - This will allow for voting on local masjid matters
- Membership benefits should be **more than just voting** and should be clearly articulated e.g. discounts on ICN programs and activities
- **Simplify** membership signup and renewal process
- Consider an option for donors to automatically become members using an **opt-in process**



ICN Strategic Planning Committee Update

Board Resolution

MAY 19, 2019

248 - Next Steps

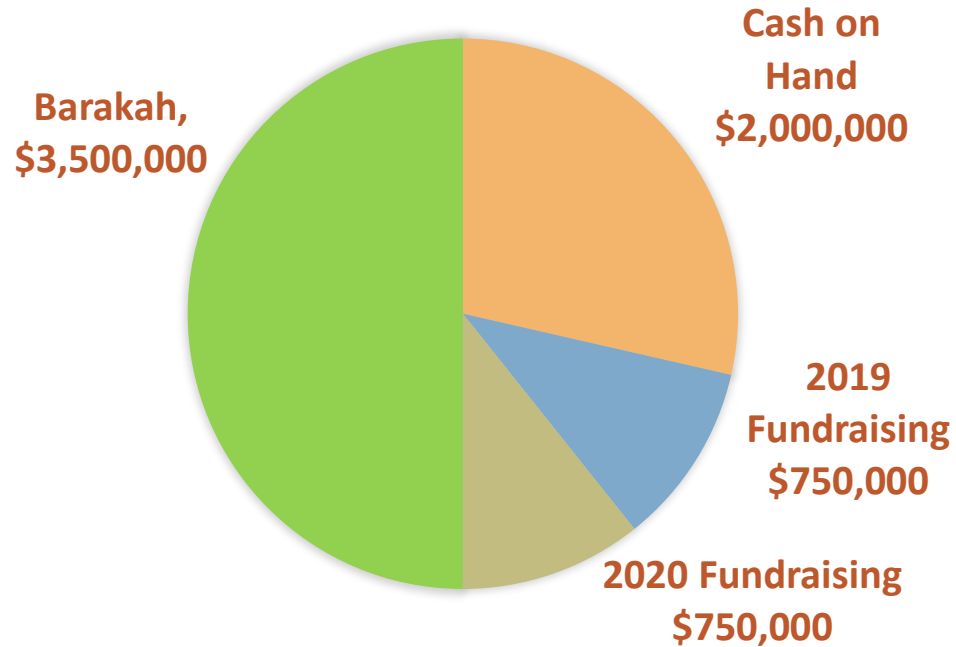
– *Board Resolution*

Build Masjid in Phase 1 with:

- Dedicated prayer area,
- Full-Time School (meet FTS needs for next 5 years)
- Multi-purpose hall with potential revenue generation

Men's Prayer Hall Capacity	400
Women's Prayer Hall Capacity	200
Class rooms	4
Offices (Imam, Finance)	2
Conference Room and Baby Room	2
Washrooms (Mens and Womens)	2
Atrium	2,000 sqft
Kitchen	1
Multipurpose Hall in Basement	13,000 sqft
Total Building Area	29,500 sqft
Parking	500
Total Costs	\$6,850,000
PayBack	6 Yrs - \$661,940 / yr

248 - Next Steps – *Funding Plan*



Goal is to Keep Total Project Cost to \$7 Million

75th - Acquisition of Contiguous East Lot – *Board Resolution*

75th land will not be purchased until 50% of the financial burden (barakah repayment) of 248th is paid off

Olesen – Next Steps

– *Board Resolution*

Leave Olesen as is for now. Will reevaluate the decision after 2 to 3 years