



2023-2028 STRATEGIC PLAN



Leadership Niagara
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MESSAGE FROM THE CHAIR

It is with great pride and excitement that I present Leadership Niagara's new strategic plan. Like our entire region, the last few years have tested our commitment and resiliency to supporting the growth of community leadership in Niagara. But with the support of our community partners, and the commitment of our dedicated volunteers, we are poised to continue our work in developing community leaders for a stronger and more engaged Niagara.

We know that a strong community is based on the foundation of strong leadership. By further encouraging and strengthening the development of community leaders, we hope to support a legacy of leadership. This new beginning will focus on ensuring accessibility to the program and embracing the ever-increasing diversity of the region. With the support of community and business leaders, and the enthusiastic work of our executive director and committee volunteers we are excited to take on this challenge!

David Veres
Chair, Board of Directors
Leadership Niagara



COMMUNITY

Commitment Statement

We commit to empowering our participants to become advocates for a positive change in our community, by encouraging them to engage in service projects, volunteer work, leadership opportunities, and other activities that aid in creating a stronger Niagara.

OUR TEAM

David Veres, Chair

Jeff McGuffin, Vice Chair

Ruth Gatzke, Treasurer

Meredith Maxwell

Lesley Calvin

Christopher Yendt

Valerie Sadler

Jessica Coutinho

Tara Stephens

Tracy Fazzari

Front Cover Photo Credit : Brad Demers

LAND Acknowledgement

Leadership Niagara acknowledges the land on which we gather is the traditional territory of the Haudenosaunee and Anishinaabe peoples, many of whom continue to live and work here today. This territory is covered by the Upper Canada Treaties and is within the land protected by the Dish With One Spoon Wampum agreement. Today this gathering place is home to many First Nations, Métis, and Inuit peoples and acknowledging reminds us that our great standard of living is directly related to the resources and friendship of Indigenous peoples.

MESSAGE FROM THE EXECUTIVE DIRECTOR

Hello Niagara Community!

I am delighted to have recently been appointed Executive Director of Leadership Niagara. It is an honour to be selected for this role, and I look forward to working with business leaders and community organizations interested in strengthening community leadership in Niagara.

This document outlines the organization's five-year strategic plan, which focuses on four priorities: Relationship Building & Strategic Alignment, Building a Sustainable Future, Community and Leadership Development, and People Engagement.

As a result of the Strategic Plan's key areas, Leadership Niagara will be able to develop and deliver LN's Community Leadership Development Program to Niagara leaders who are actively developing the skills necessary to become positive influencers within their own professional or personal community groups, as well as provide them with the resources they need to handle any and all challenges they might encounter.

By implementing this program, I will be able to set a path for myself and the Board of Directors to discuss the organization's immediate needs and future direction in order to ultimately promote civic leadership and community involvement through LN's Community Leadership Development Program.

During the next five years, Leadership Niagara will grow in many unique and different ways. I am looking forward to working with you and the Board of Directors, the PAC committee, and many volunteers to provide Niagara leaders with an exceptional Community Leadership Development Program.

It is with sincere gratitude that we thank you for supporting our commitment to empower the participants to become advocates for positive change in Niagara that will, in turn, create a stronger Niagara.

Terry Dow
Executive Director



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OUR MISSION

Provide diverse learning experiences that will inspire leadership and contribute to a vibrant, prosperous, community-minded Niagara.

OUR VISION

Inspiring leaders. Building community.

OUR VALUES

Engagement

Community involvement, that creates an inclusive environment for our partners that builds and strengthens relationships

Creativity

Embracing innovative and imaginative approaches with passion and desire, that creates transformative and impactful ideas

Collaboration

Working together in a respectful and purposeful way, to achieve a common goal

Authenticity

Sincerity and honesty, displayed in a non-judgmental and values-based to actions and activities

STRATEGIC DIRECTIONS

Relationships are central to the collective community approach taken by Leadership Niagara. Selecting the right organizations to work with; collaborate with; and learn from will position LN to thrive in advancing the concepts of community leadership.

POSITIONING: Strategic Alignment of the Organization

Explore areas of opportunity to create a long-term sustainable funding model.

POSSIBILITIES: A Sustainable Future

Providing experiential learning opportunities to develop the skills and acumen needed to be an active and engaged community leader within Niagara.

PROGRAMMING: Community and Leadership Development Learning Opportunities

Engaging a diverse group of community minded individuals to volunteer, learn and collaborate for the betterment of the Niagara region.

PEOPLE: A Focus on Engaging People

STRATEGIC ALIGNMENT OF THE ORGANIZATION

AREAS OF FOCUS




- Identify and define partnership opportunities and organizational alignments.
- Create an engagement strategy that positions LN activities and their benefits to the region.

INDICATORS of SUCCESS

- Development of a partnership template in year one
- Formalized partnership arrangements with all founding partners in year one
- Secure a Media and Marketing partner.
- Increase social media following by 20% in year one, and 15% each subsequent year.
- Media and organizational inquiries that generate a minimum of five new/renewed delivery support partnership in each of the first two years of the plan.
- Launch of a communication plan in year one
- Launch of a marketing plan in year two
- A minimum of one alumni engagement activity every year
- A minimum of one alumni member on the LN board and committees

A SUSTAINABLE FUTURE

AREAS OF FOCUS

-  Diversify our sources of funding through partnerships.
-  Develop information tracking systems to support organizational decision-making.
-  Broaden the organizational corporate status to allow for enhanced revenue streams.

INDICATORS of SUCCESS

- Achieve charitable status within 2 years.
- Sponsorship & Grants funding 2 years of sustainability
- Successfully obtaining core sponsorship of the Community Leadership Development Program, funding operating costs
- MOA established with 2 organizations outlining collaborative partnerships.

COMMUNITY & LEADERSHIP DEVELOPMENT

AREAS OF FOCUS

- Assess, evaluate, and develop program content to consistently focus on Community Leadership, while embracing emerging trends and topics
- Investigate opportunities for diversification of programming and delivery through partnership development.

INDICATORS of SUCCESS

- Development and delivery of "signature" program during 23/24 year
- Identify a minimum of one additional program opportunity in year one.
- Development and delivery of a minimum of one additional program opportunity in year two
- Continued creation of new and innovative community leadership offerings reflective of the needs of Niagara
- Regular collection and review of program feedback surveys from participants and employers

A FOCUS ON ENGAGING PEOPLE

AREAS OF FOCUS

-  Create a safe and supportive learning environment for staff, volunteers, and participants to contribute, grow and develop
-  Create broader program and organizational access to enhance the diversity of participants and volunteers
-  Engage alumni and program participants to support the promotion and advocacy of LN

INDICATORS of SUCCESS

- Consistent positive comments related to a safe and supportive learning environment feedback surveys
- Successful onboarding and retention of new volunteers to Board and Program Advisory Committee as reflected through annual feedback surveys
- New staff hired and retained.
- Number of organizations sending participants to the signature program increases by 2 by end of year two.
- Increase the number of Board, PAC and Program participants self-identification as representative of a marginalized group.
- Range of bursaries and scholarships to support participation in program opportunities created in year one.
- Alumni engagement plan created in year one.
- Creation of an accurate database of LN alumni by year two

NEXT STEPS

Leadership Niagara understands that strategic planning is a continuous process which begins with the development of a collective vision.

We will translate our vision into reality via strategies that build on our strengths and seize opportunities over the next three years.

The staff of Leadership Niagara will design an implementation plan to further define what success looks like and how each goal will be achieved. Specific actions, responsibilities and timelines will be outlined as well as measures to ensure accountability and a sustainable operating budget.

Leadership Niagara's board will incorporate this strategic plan into staff performance reviews and assess its progress quarterly.

This document will act as the backbone of the organization in our quest to build a brighter future for Leadership Niagara and the community we serve. The board, committee(s) and staff will continuously utilize this document and be accountable for achieving the outcomes.