

Strategic Plan 2019-21

GROW

Broaden reach & services
to transform into a
bus. service organization

CONNECT

Be a broker to build
a more sustainable &
prosperous community

INFLUENCE

Power commerce &
community through
education & advocacy

INVEST

Ensure financial health
& long-term viability

COMMUNICATE

Transform the conversation and accelerate growth

GROW

Broaden reach and services to transform into a business service organization

External

1. Research and implement leading-edge customer retention
2. Explore the market opportunities and provide customized communication services
3. Launch an improved value proposition

Internal

1. Align organizational resources, board, councils and volunteer resources in support of effective strategic plan implementation
2. Develop talent management strategy to maximize operational excellence
3. Embed mission, vision and values into our core organization's culture and business practice
4. Define member engagement indicators and implement metrics to reflect growth, retention, and engagement

CONNECT

Be a broker to build a more sustainable and prosperous community

1. Define and establish Broker role and responsibilities
2. Engage key stakeholders and strategic clusters inside and outside the region (harvest domestic and international networking opportunities)
3. Identify strategic partnership opportunities and develop responsive partnership models
4. Establish and implement clear deliverables that shape Niagara's agenda in support of consumer groups, tribes, target industries
5. Implement customized outreach processes
6. Market Niagara's value proposition (land availability, transportation, workforce skillset, lifestyle etc.) within and outside the region

INFLUENCE

Power commerce & community through education & advocacy

1. Areas of Focus

- Identify economic growth and social responsibility priorities
- Support employers and educators in the transition to a knowledge economy
- Provide direct policy input to local, regional, provincial & federal governments
- Drive political accountability and governance in support of all organizations

2. Utilize external expertise and partner to maximize impact (be intentional about key relationships – economic dev; post-secondary etc.)

3. Implement

- success criteria to measure outcome
- establish reach and engagement metrics

INVEST

Ensuring our long-term health and viability

- Grow revenue through
 - increasing number of clients
 - additional service offerings
 - customized pricing for existing services
- Manage expenses by maximizing systems and re-evaluating existing services
- Invest in talent and skill development

KPI's to include

1. Increased customer retention
2. Increased customer base
3. Satisfaction rate at __%
4. Increased annual revenue
5. AR target at __% of revenue
6. Cashflow to be at __
7. Social media growth and engagement
8. Community engagement: i.e. measurement of meetings w. politicians, roundtables