

Strategic Plan 2022 - 2024

Vision – Mission - Values

Vision

Niagara to be at our economic and social best

Mission

With broad engagement, we advance the interests of our membership through advocacy and services, building prosperity for the people of Niagara

Values

- Forward-thinking
 - Non-partisan and principled
- Inclusive, collaborative and respectful
 - Accountable and responsible

Strategies 2022 - 2024

**Maximize
Member
Services**

+

**Optimize
Business
Advocacy**

+

**Strengthen
Organizational
Capacity**

=

**Advance
Niagara's
Prosperity**

Strategy 1: Maximize Member Services

In our commitment to continuously deliver value to our members, we will provide relevant programs and services so that businesses can prosper and connect to new customers and partners

Actions:

- Targeted communication to meet the changing and growing needs of our members
- Provide wrap-around services to support member's needs (i.e., EDI, HR, mental health, legal, up- and re-skilling needs, Truth and Reconciliation)
- Provide tools and templates to support business growth to allow businesses to compete globally
- Invest in new technology to modernize engagement initiatives

Outcomes:

- Stronger value for businesses and higher member satisfaction
- Increased revenue sources for GNCC
- Increased community engagement

Strategy 2: Optimize Business Advocacy

Strengthen existing policy development and advocacy by introducing new ways to increase impact and value for members and community

Actions:

- Prioritize key, multi-year policy initiatives (e.g., equitable economic recovery, housing, public transportation, climate change) to ensure maximum impact
- Develop a partnership advocacy model where members invest in key advocacy initiatives and reports (i.e., advocacy papers, stakeholder gatherings)
- Leverage key stakeholders and partners to advance policy
- Maximize communication channels and technology to broaden the reach of key messages and therefore increase community relevancy and engagement

Outcomes:

- Increased level of influence
- Stronger value proposition for members and increased relevancy for broader community

Strategy 3: Strengthen Organizational Capacity

Invest in staff and talent development to support capacity building while at the same time strengthen our brand through targeted stakeholder collaboration and partnerships

Actions:

- Invest in skill development and optimize organizational set-up (i.e., office)
- Expand relevant performance metrics in all areas of the operation
- Integrate Equity, Diversity and Inclusion practices
- Align Advisory Councils to strategies to strengthen their niche relevancy
- Establish key partnerships aimed at advancing Niagara's prosperity and brand strength (i.e., NIA, NHBA)

Outcomes:

- Improved staff retention and satisfaction
- Increased ability to attract and maintain key talent (i.e., staff, councils, board)
- Strengthened position as a critical community partner

Implementation Schedule 2022-2024

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	V	W	X	Y	Z	AA	AB	AC	AD	AE
	GNCC 2022 - 2024 Strategic Plan Implementation Schedule				TODAY	Start	Completed	Underway	Behind																						
					Q1 2022												Q2 2022														
					January 2022				February 2022				March 2022				April 2022				May 2022				June 2022						
					3	10	17	24	31	7	14	21	28	7	14	21	28	4	11	18	25	31	2	9	16	23	30	6	13	20	27
		STRATEGY	Owner	KPI																											
		Maximize Member Services	Corrina																												
		Targeted communication to meet the changing and growing needs of our members																													
		Sub-task # 1		QOTR - Quality, Quantity, Time, Resources																											
		Sub-task # 2																													
		Sub-task # 3																													
		Provide wrap-around services to support member's needs (i.e., EDI, HR, legal, mental health, up- and re-skilling needs, Truth and Reconciliation)																													
		Provide tools and templates to support business growth to allow businesses to compete globally																													
		Invest in new technology to modernize engagement initiatives																													
		Optimize Business Advocacy	Hugo																												
		Prioritize key, multi-year policy initiatives (e.g., equitable economic recovery, housing, public transportation, climate change) to ensure maximum impact																													
		Develop a partnership advocacy model where members invest in key advocacy initiatives and reports (i.e., advocacy papers, stakeholder gatherings)																													
		Leverage key stakeholders and partners to advance policy																													
		Maximize communication channels and technology to broaden the reach of key messages and therefore increase community relevancy and engagement																													
		Strengthen Organizational Capacity	Mishka																												
		Invest in skill development and optimize organizational set-up (i.e., office)																													
		Expand relevant performance metrics in all areas of the operation																													