**NCA Strategic Plan DRAFT**

**MISSION**

The North Country Alliance promotes economic and business growth in New York’s North Country region through collaboration, financing, and advocacy.

**CORE VALUES/GOALS**

**Collaboration (among members and local, state and federal partners)**

* Leverage the unique nature of the Alliance (members and organizations/ public-private partnership) to support business growth
* Support implementation regional economic development initiatives

**Access to Capital/Financing**

* Promote job growth and retention
* Strengthening partnerships with other local/regional lenders
* Identify additional capital resources to fill niches/gaps

**Advocacy**

* Provide a voice for membership to educate our elected officials at all levels of government in regards to issues affecting economic vitality of the North Country

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| **Strategic Initiative: Expand & Deepen Member Engagement** |
| **Objective** | **Tactics** | **Measure** | **Accountability** |
| Increase Membership and Member Engagement | 1. Establish Membership Committee
2. Identify new sectors
3. Define outreach plan, timeline, & execute
* Lunchtime Zoom educational?
* Professional Dev’t (i.e., lunchtime chat w/electeds)?
* Have a presence at regional events?

Use member surveys to annually measure obstacles & opportunities  | * New committee established
* Number of active new members
* Number of successful recruiting efforts
 | Membership Committee & staff (CITEC) |
| Improve Board Engagement | 1. President interviews w/inactive board members
2. Establish new board member onboarding
3. All-member committee requirement
4. Better use of the current annual board survey
 | * Updated annual survey & baseline results
* Increase & maintain % of members participating in meetings / events
* Active, results-oriented committees
 | Governance Committee& staff (CITEC) |
| **Strategic Initiative: Expand & Deepen Lender Engagement** |
| Increase Lenders | 1. Identify lenders we aren’t currently working with: past, inactive, new; credit unions, or lenders in specific industries (i.e. Ag)
2. Develop & execute a plan and timeline to deepen existing relationships
 | * Focused lender meetings / events - held bi-annually, covering the region
 | Loan Review Committee & staff (DANC) |
| **Strategic Initiative: Ongoing Stakeholder Engagement** |
| Understanding of NCA by Elected Reps | 1. Maintain list of key elected officials, points of contact
2. Plan & implement regular outreach including a timeline
3. Encourage attendance at NCA events
4. Host “Advocacy Agenda” discussions
 | * Regular communications, include staffers
* Elected Reps attendance at events
* Advocacy Agenda meetings
 | Outreach & Education Committee & staff (DANC) |
| **Strategic Initiative: Ensure Loan Fund Sustainability** |
| Capitalization  | 1. Identify additional funding sources
2. Pursue specific under-resourced sectors or programs with specific goals
 | * Jobs created and retained
* Investments
* Secure at least one new funding program
 | Loan Review Committee& staff (DANC) |
| **Strategic Initiative: Ongoing Communications** |
| Internal & External  | 1. Define key audiences: members, lenders, stakeholders
2. Plan and implement most effective methods to communicate with each
3. Balance of in-person and virtual for board and committee meetings as well as other events of interest
 | * Expanded distribution of E-newsletter
* Annual, regular website updates
* Event participation/hosting (eg. Local Gov Conf)
 | Communications Committee& staff (CITEC) |