**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) |