emerging
leaders

Implementation Plan
2011-2014

about

Emerging Leaders London Community Network (Emerging Leaders) is an incorporated nonprofit focused on the retention, development and engagement of emerging talent as a means to a more vibrant, inclusive and dynamic London community for the future.

This Implementation Plan was approved by Emerging Leaders' Board of Directors on INSERT DATE HERE.

The foundations for this implementation plan and companion strategic plan were developed during a working session facilitated by F.J. Galloway & Associates Inc.

Emerging Leaders is a proud member of:

PILLAR
nonprofit network

Emerging Leaders is funded in part by:

London
CANADA

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1   INTRODUCTION

Emerging Leaders was formed in 2006 as a community initiative focused on the retention, development and engagement of emerging talent as a means to a more vibrant, inclusive and dynamic London community for the future. The organization set out to do this through social and professional events, and research on the concerns and interests of the emerging talent. The key objective was to provide emerging talent with a voice on the opportunities and challenges facing London, as well as to help foster a strong commitment to the community and emerging leaders through connecting them with local leaders and each other. The organization has been driven by the commitment, skills and contributions of a group of volunteers who have actively participated in the formation and growth of the organization.

Between 2009 and 2010, Emerging Leaders has been operating primarily on a developmental, ad-hoc basis without a strategic plan, organizational structure or funding model. This approach has presented a series of challenges in attracting and retaining volunteers, sustaining member engagement and creating enhanced value for the brand. In support of moving the organization from a developmental to a more stable perspective, the Board of Directors was successful in securing a Trillium Grant for 2011 and 2012 that will provide for staffing resources and other funding to move the organization forward.

In the winter of 2010, the Board of Directors identified a need to develop the first generation Strategic Plan for Emerging Leaders. It was recognized, that a clear Vision and Strategic Directions were needed in order to move on from its formation phase and to establish evident strategic priorities to facilitate the sustainability and ongoing growth and development of the organization.

On Friday March 25th 2011, fourteen members of Emerging Leaders (the Board of Directors) and the staff person (the Community Energizer) met with the facilitator to develop a Strategic Plan for 2011 to 2014. The Strategic Planning Workshop included a presentation on trends; the development of a strengths, weaknesses, opportunities and threats assessment; the review and redevelopment of the original Vision and Mission of the organization; and the development of four Strategic Directions with associated objectives to be pursued during the 2011 to 2014 period.

This Implementation Plan contains the programs, service, activities and associated deadlines & measurements that are required to achieve the objectives of the Strategic Plan approved by Emerging Leaders in September 2011. This is a companion document to be used in conjunction with the Strategic Plan to achieve the strategic directions of Emerging Leaders. Within this document are implementation charts that are to help facilitate the development of the implementation approaches for each of the strategic directions and their associated objectives.

2   VOLUNTEER IMPLEMENTATION COMMITTEES

Emerging Leaders is a young and growing non-profit organization who's events, programming and services rely heavily on the strength and support of a large volunteer based to plan, develop and deliver them to its membership base and the community at large. Volunteers who are engaged within Emerging Leaders are passionate individuals who plan events, mobilize volunteers, lead and facilitate action, are creative, build partnerships, and at the very core are people who just roll up their sleeves and get stuff done to make London a better place.

The tasking that Emerging Leaders has identified as strategic objectives, which are outlined in this Implementation Plan, are primarily developed and lead by the following volunteer implementation committees with support from the Community Energizer.

2.1   ADVOCACY COMMITTEE (FORMERLY MARKET RESEARCH & INTELLIGENCE)

The Advocacy Committee's role is to develop multi-dimensional advocacy initiatives to support the work of Emerging Leaders, focusing on supporting emerging leaders to become strong and effective self-advocates for the realization of their own ideas, talents and potential. In addition to supporting the membership base of Emerging Leaders, the Advocacy Committee will undertake organizational advocacy initiatives on broader community topics and themes of interest to its membership, utilizing member surveys, position papers, presentations and other tools.

The Advocacy Committee will achieve these objectives by developing surveys, organizing think-tanks and online discussion groups, and researching trends affecting the EL demographic; communicating trends and opinions to community partners, the public, and politicians annually and as needed for timely local issues.

2.2   PROGRAMMING COMMITTEE (FORMERLY COMMUNITY PROJECTS & PROFESSIONAL DEVELOPMENT)

The Programming Committee's role is to organize professional development opportunities to assist emerging leaders with personal development and career advancement in support of retaining talent within our community. In addition, this committee is also tasked with developing community projects that foster a culture of involvement and investment among emerging leaders through community based action.

The Programming Committee will reach these goals by developing initiatives, programs and events that educate, advocate, and promote action to improve the community; assist with mobilization of volunteers and project management for Emerging Leaders programming and by creating opportunities for emerging leaders to learn, grow, and be mentored through mentorship, resource centre, networking, engagement and other strategies.

2.3 RELATIONSHIP BUILDING COMMITTEE (FORMERLY RELATIONSHIP BUILDING AND NETWORKING)

In collaboration with existing networking and social groups, the Relationship Building Committee's role is to create opportunities for networking, socializing, and relationship building that establish visibility, connections and capacity for the organization. Emerging Leaders will avoid duplication of existing efforts, and will work to develop new and unique programs and events with partner organizations and events.

The Relationship Building Committee will attain these goals by creating and promoting opportunities for emerging leaders to connect in support of personal and professional development, and also to make life in London more exciting, inspiring and fun.

2.4 FUND & AWARENESS DEVELOPMENT COMMITTEE (FORMERLY FUND DEVELOPMENT & MARKETING)

The Fund and Awareness Development Committee's role is to investigate, cultivate and secure the resources & attention needed to help Emerging Leaders accomplish its mission. By undertaking organizational initiatives focused on fund development and awareness generation, the Fund & Awareness Development Committee will support both the sustainability and growth of Emerging Leaders.

The Fund and Awareness Development Committee will identify and develop strategies, proposals and other approaches that align with the Mission and Vision of Emerging Leaders in order to generate funds and awareness for the organization. Strategies may include but are note limited to the following: investigating and writing grant applications; cultivating donors and sponsors for financial and in-kind support; developing revenue-generating events; developing new funding sources, including the EL membership model; developing and assessing marketing and communication strategies that support both member & sponsor attraction and engagement via both traditional and social media tools.

3 IMPLEMENTATION PLAN

3.1 PRIORITY RANKING

The implementation charts found in Section 4 of this plan outline the areas of effort from the Strategic Plan and the strategic objectives that address these areas. These charts identify priority setting for each of the objectives, as well as the parties responsible, timelines, tasking and approval requirements.

In terms of understanding priorities given to each objective outlined in the chats, the following three level priority setting framework has been provided:

- A# – objectives within the various Strategic Priorities / Directions that are the highest priority and need immediate initiation, though they may take a shorter or longer time to be completed. Also represent objectives that may need to be completed before other objectives can be initiated, as the follow-up objective may be dependent on the outcomes of an A priority objective.

- B# – involves objectives that are dependent on another objective to be completed first or can be initiated in the second or third year of the Strategic Plan's implementation as they may not have imminent requirements

- C# – objectives that are important to the organization, but could be undertaken in years three to four, depending on the resources and capacities of the organization to implement the multiple objectives within its Strategic Plan.

Within each priority level outlined above various areas of effort have been ranked according to which areas should be addressed first (1), second (2) and so on. While this specific ordering has been provided to add an additional level of organizational structure and tasking guidance, it is very much dynamic in the sense that with time and development of projects the ranking of these areas may change along side priorities. If it is found that the ordering of the priority rankings needs to be re-evaluated, this Implementation Plan will be reviewed along side the Strategic Plan to ensure consistency and continuity across all areas of effort.

	Objective	Priority Ranking	Tasking	Project Lead/Team	Reporting Dates	Due Dates	Metrics	Approval Requirements
Area of Effort No. 1		**To undertake organizational development initiatives that support both the sustainability and growth of Emerging Leaders, focusing on:**						
1.1	**Attract new members and retain existing emerging leaders to increase the strength, influence and capacities of the organization**	**A1**	1.1.1 Membership	Initial Launch - Fund & Awareness Development Committee Membership Committee Formation - Board of Directors Membership Committee/Fund & Awareness Development Committee	Jun 2011 - report on membership structure Jan 2012 – form membership committee Dec (ANNUAL) – membership launch report Mar-Apr (ANNUAL) – review membership structure and program Jun (ANNUAL) – launch new membership	May (ANNUAL) – formal membership guidelines Jul–Oct (ANNUAL)- initial membership push Sept-Nov (ANNUAL) – student membership push Jan-Apr (ANNUAL) – secondary membership push	• 100 members during initial launch (October 2011), including students • 100 for remainder of year • 250 members by July 2012	• Board of Directors to approve initial structure and any substantial changes from year to year

Objective	Priority Ranking	Tasking	Project Lead/Team	Reporting Dates	Due Dates	Metrics	Approval Requirements
Area of Effort No. 1			**To undertake organizational development initiatives that support both the sustainability and growth of Emerging Leaders, focusing on:**				
1.2 **Engage with members and non-members to earn their "permission" to represent them in the programs and advocacy work of the organization**	**B1**	1.2.1 Feedback Surveys	Advocacy Committee	Nov (ANNUAL) – intake survey results Feb (ANNUAL) – report on previous survey & plan next survey Aug (ANNUAL) – report on previous survey & plan next survey	Jun (ANNUAL) – intake survey May (ANNUAL) – distribute survey Nov (ANNUAL) – Distribute survey	• Number of responses • Quality of responses	• Board of Directors to approve initial surveys
1.3 **Developing outcome and performance measures for the organization that give evidence to the value, importance and effectiveness of Emerging Leaders in benefiting emerging talent and London**	**A6**	1.3.1 Performance Measurement Document	Advocacy Committee	Jan 2012 – start planning Aug ANNUAL - Review	April 2012 – first milestone Nov 2012– final plan	• Member Surveys • Community & Organization Survey • Engagement – number of people across EL programming	• Board of Directors

	Objective	Priority Ranking	Tasking	Project Lead/Team	Reporting Dates	Due Dates	Metrics	Approval Requirements
	Area of Effort No. 1		**To undertake organizational development initiatives that support both the sustainability and growth of Emerging Leaders, focusing on:**					
1.4	**Develop and evaluate partnerships with community organizations, businesses and others that support Emerging Leaders' Vision and Mission, and enhance its sustainability**	**B2**	1.4.1 Strategic Partnership Model	Board of Directors	Jan 2012 – start planning May ANNUAL - review	Apr 2012 – first milestone Aug 2012 – final plan	• Evaluate current partnerships • Number of new partnerships	• Board of Directors • Partners
1.5	**Develop and assess marketing and communication strategies that support member attraction and engagement via both traditional and social media tools**	**B3**	1.5.1 Communications Plan	Fund & Awareness Development Committee	Jan 2012 – start planning May (ANNUAL) - review	Jun 2012 – first milestone Sep 2012 – final plan	• Number of downloads of media kit • Increased brand awareness • Online following (facebook, twitter, newsletter etc.)	• Board of Directors to approve

	Objective	Priority Ranking	Tasking	Project Lead/Team	Reporting Dates	Due Dates	Metrics	Approval Requirements
	Area of Effort No. 1		**To undertake organizational development initiatives that support both the sustainability and growth of Emerging Leaders, focusing on:**					
1.6	**Identify and develop organizational sustainability strategies, proposals and other approaches that align with the Mission and Vision of Emerging Leaders**	**A4**	1.6.1 Fund Development Plan	Fund & Awareness Development Committee with Board of Directors	Jan 2012 – start planning Dec (ANNUAL) - review	Apr 2012 – ready to approach titan sponsors Aug 2012 – titan sponsors secured	• Titan Sponsors – 3-5 Organizations/businesses @ $10 000/y for multiple year • Renewal/attrition rates	• Board of Directors to Approve Plan • Board to approve sponsors based on plan
			1.6.2 Grant Application Database (inc. boiler plates)	Fund & Awareness Development Committee	Apr/Oct - reporting on new grants and what funding might be obtainable	Ongoing	• "Boiler Plate" Applications • Database Growth • Grants Applied for & received	• Community Energizer

Objective		Priority Ranking	Tasking	Project Lead/Team	Reporting Dates	Due Dates	Metrics	Approval Requirements
Area of Effort No. 2			To develop, implement and evaluate, on an ongoing basis, capacity and opportunity building initiatives that achieve the aspirations of London's emerging leaders and the Vision and Mission of the organization, focusing on:					
2.1	**Providing networking initiatives that establish visibility, connections and capacity for the organization**	**B4**	2.1.1 Holiday Mixer	Relationship Building Committee	Feb 2011 – pick date & start planning

Feb 2013 – review & report | May 2012 – first milestone

Aug 2012 – second milestone

Dec 2012 – event | • Number of partner organizations
• Number of people in attendance
• Membership registrations (for EL and other organizations) | • Board of Directors - Budget
• Partner Orgs
• Venue
• Community Energizer for Day to Day |
| | | | 2.1.2 Monthly Community Connections | Relationship Building Committee | May & Nov (ANNUAL) - status of community connections and new upcoming potential ones | Ongoing – 1 per month | • Responses from community groups and organizations
• Track EL attendance at events (will vary based on type of event) | • Partner organizations
• EL members |
| 2.2 | **Developing programs and resources that actively support the formation, incubation and success of emerging leaders ideas and talents** | **C1** | 2.2.1 Incubator | Programming Committee | Feb 2013 – start planning

Dec 2013 – report & review | May 2013 – first milestone

Sept 2013 - Launch | • Number of businesses on board
• Success stories from new businesses | • Partner organizations
• Businesses using services |
| 2.3 | **Celebrating and creating awareness of the successes of Emerging Leaders and it's members** | **C2** | 2.3.1 Emerging London Awards | Programming Committee | Jan – ANNUAL – report/review | Apr – ANNUAL – launch nominations (begin 2013)

May - ANNUAL – review nominations

Aug – ANNUAL – awards presentations | • Number of nominations
• Quality of people being nominated
• Responses from those nominated
• Responses from the community | • Board of Directors – to approve initial awards outline
• Review Committee – to review nominations and select recipients |
| | | | 2.3.3 Media Releases | Community Energizer & Fund & Awareness Development Committee | Ongoing | Within 1 week before/after a big success/event | • Inquiries after release
• Hits on website and other online sources | • Fund & Awareness Development Committee Co-Chairs |

Objective		Priority Ranking	Tasking	Project Lead/Team	Reporting Dates	Due Dates	Metrics	Approval Requirements
Area of Effort No. 3			To develop multi-dimensional advocacy initiatives to support the work of Emerging Leaders, focusing on:					
3.1	**Support emerging leaders to become strong and effective self-advocates for the realization of their own ideas, talents and potential.**	A3	3.1.1 Pro2Peer Groups	Programming Committee	Jun 2013 – planning begins Mar 2014 – report & review	Apr 2013 – first milestone Jul 2013 – 2nd milestone Oct 2013 – program starts	• Number of partners • Number of participants • Feedback from partners • Feedback from participants	• Board of Directors for initial project • Potential participants/partners on topics to be covered •
			3.1.2 Leadership London	Programming Committee	Dec 2011 – Report from Creative Cities Fund Jan - ANNUAL – Review of past/plan upcoming	Nov 2011 – program wraps May – ANNUAL – program begins Nov – ANNUAL – program ends	• Number of participants • Feedback surveys • Number of referrals in later years • Program Growth	• Current participants • Board of Directors • Programming Committee
3.2	**Undertaking organizational advocacy initiatives on broader community topics and themes of interest to emerging talent, utilizing member surveys, position papers, presentations and other tools**	A5	3.2.1 White Papers (includes Health Check: State of the Community	Advocacy Community	June – ANNUAL – plan next and Report on existing (begin 2012)	Oct – ANNUAL – 1st milestone FEB – ANNUAL – 2nd milestone	• Response from members • Reponses from the community at large • Use by other organizations and businesses • Request for future papers	• Board of Directors to approve topics & papers • Members to choose topics • Members approve, endorse and approve distribution
			3.2.2 Presentations	Community Energizer & Board Co-Chairs	Ongoing	Ongoing	• Number of requests • Number of presentations • Number of downloads • Response at presentations	• N/A

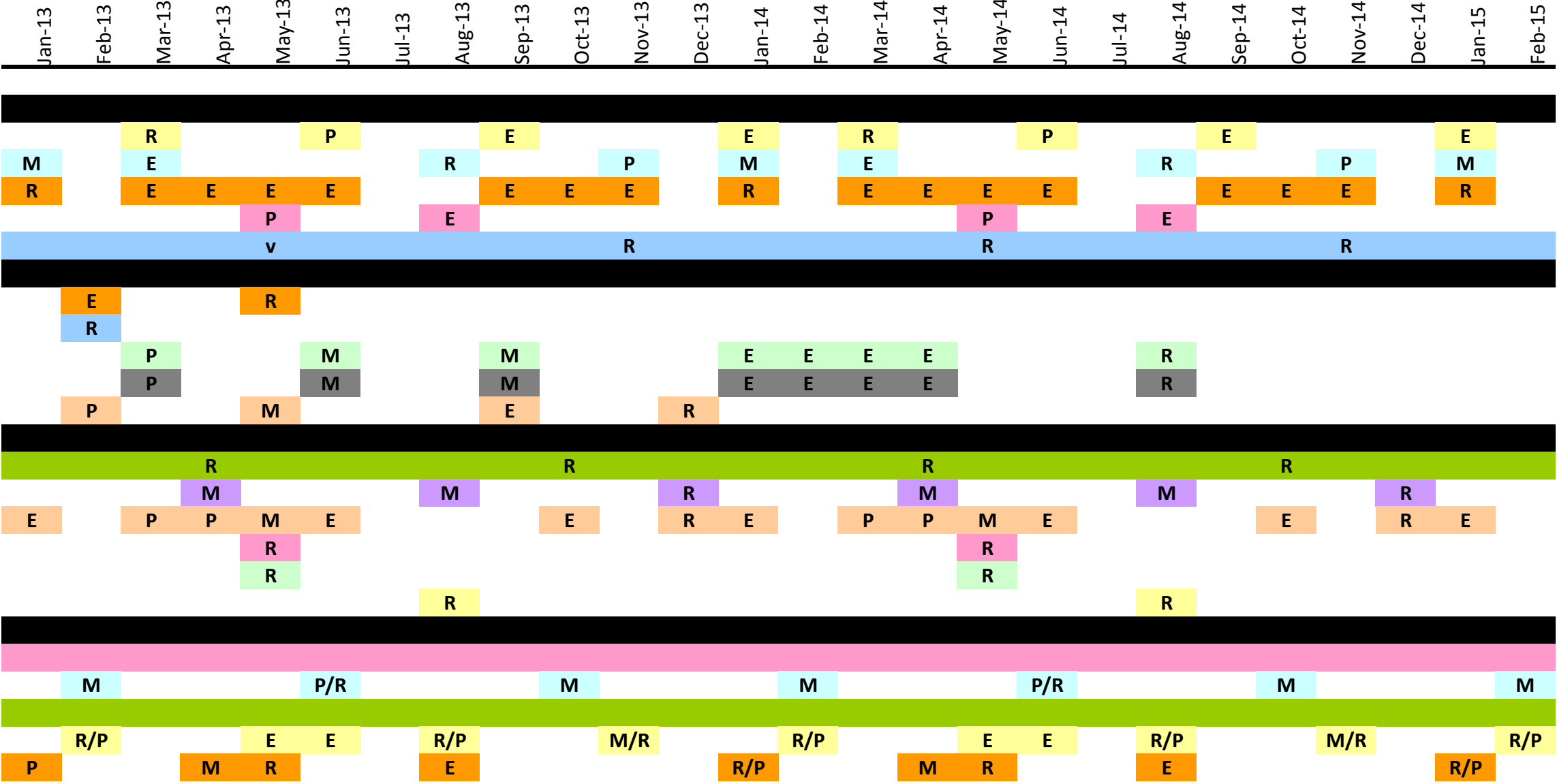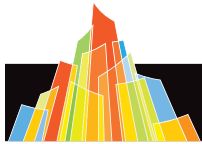| Objective		Priority Ranking	Tasking	Project Lead/Team	Reporting Dates	Due Dates	Metrics	Approval Requirements
Area of Effort No. 4			To develop and deliver initiatives that focus on the attraction and retention of twenty-two to forty-four year olds in London, focusing on:					
4.1	**Team with community organizations / partners to attract emerging leaders to London**	**C3**	4.1.1 Live. Play. Stay. Recruitment Campaign	Fund & Awareness Development Committee	Mar 2013 – start planning August 2014 – report & review	Jun 2013 – 1st milestone Sep 2013 – 2nd milestone Jan 2014 – Apr 2014 – program runs	• Number of students who attend program • Number of students who stay in London • Feedback survey • Response from institutions	• Post Secondary Students • Partners & Educational institutions • Board of Directors
4.2	**Retain emerging leaders in London through mentorship, resource centre, networking, engagement and other strategies**	**A2**	4.2.1 MentorNET	Programming Committee	Aug – ANNUAL – review Nov – ANNUAL – plan	Jan 2011 – milestone Mar – ANNUAL - launch	• Number of relationships that continue • Number of matches made • Renewing Mentors • Overall interest in program	• POD to approve participants • Mentors to approve Mentees & vice versa
			4.2.2 The Next Step	Programming Committee	Apr 2012 – start planning May 2013 – review of event	August 2011 – milestone Nov – 2012 – milestone Feb 2013 - event	• Number of attendees • Number of organizations • Feedback survey	• Creative Cities Funding • Board of Directors for official Program
			4.2.3 OnBoard!	Programming Committee	Mar – ANNUAL – review Jun – ANNUAL – planning	Sep – ANNUAL – launch/event Jan – ANNUAL – 2nd Round	• Number of attendees • Number of organizations • Feedback survey	• Community Energizer

4   Implementation Gantt Chart

Ranking	Project Name	Area of Effort	Responsibility	Jan-12	Feb-12	Mar-12	Apr-12	May-12	Jun-12	Jul-12	Aug-12	Sep-12	Oct-12	Nov-12	Dec-12
Reoccuring Programming															
A2	OnBoard	4.2.3	Programming Committee			R			P			E			
A2	Mentor NET	4.2.1	Programming Committee	M	E						R			P	
A3	Leadership London	3.1.2	Programming Committee	R/P		E	E	E	E			E	E	E	
N/A	Annual General Meeting	N/A	Community Energizer						P		E				
B4	Monthly Community Connections	2.1.2	Relationship Building Committee	Monthly ->					R					R	
Core Programming															
A2	The Next Step	4.2.2	Programming Committee				P				M			M	
B4	Holiday Mixer	2.1.1	Relationship Building Committee			P		M			M				E
A3	Pro2Peer Group	3.1.1	Programming Committee												
C3	Live Stay Play	4.1.1	Fund & Awareness												
C1	Incubator	2.2.1	Programming Committee												
Support Services															
A4	Grant Application Database	1.6.2	Fund & Awareness	Ongoing ->			R						R		
A4	Fund Development Plan	1.6.1	Fund & Awareness/Board of Directors	P			M				M				R
A1	Membership Launch	1.1.1	Membership/Fund & Awareness	M		P	P	M	E				E	R	
B3	Communications Plan	1.5.1	Fund & Awareness	P					M			M			
B2	Strategic Partnership Model	1.4.1	Board of Directors	P			M				M				
A6	Performance Measurement Document	1.3.1	Advocacy Committee	P			M				R			M	
Reporting															
C2	Media Releases	2.3.3	Fund & Awareness	Ongoing ->											
A5	White Papers	3.2.1	Advocacy Committee							P			M		
A5	Presentations	3.2.2	Staff & Board Members	Ongoing ->											
B1	Feedback Surveys	1.2.1	Advocacy Committee		R/P			E	E		R/P			M/R	
C2	Annual Awards	2.3.1	Programming Committee												

CODE KEY

E=Event   R=Review/Report   P=Plan   M=Milestone