

**emerging
leaders**

Strategic 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 Strategic Plan was approved by Emerging Leaders' Board of Directors on Wednesday September 7th, 2011.

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

Introduction

Emerging Leaders was formed in 2006 as a community initiative to attract and retain London, Ontario's twenty-two to forty-four year olds in the community. The organization set out to do this through social and professional events, and research on the concerns and interests of this age group. The key objective was to provide this demographic 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 2011, 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 and the staff person 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 which is available in Appendix I; 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 document represents a draft Strategic Plan for Emerging Leaders. It will be reviewed by the workshop participants and further developed as appropriate by the Strategic Planning Committee. Once finalized and approved by the Board of Directors, an Implementation Plan will be developed. Within this document, are implementation chart templates that can facilitate the development of the implementation approaches for each of the Strategic Directions and their associated objectives.



Emerging Leaders is a proud member of:



Emerging Leaders is funded in part by:



VISION



**London's Emerging Leaders:
Talented, Engaged, Here**

MISSION



**Unleashing the talents and
potential of Emerging Leaders.
Unleashing London.**

Principles and Values

Principles and Values have three functions within a Strategic Plan. First, they provide opportunities to further articulate key themes within the Mission Statement. Second, and potentially most importantly, they identify how the organization views and will treat and interact with people. Third, they can identify an organization's key accountabilities.

The following Principles and Values have been developed for Emerging Leaders.

Principle 1 Collaboration and Engagement

The importance of collaboration, partnering and engagement as the foundation for unleashing the talents and potential of both the emerging leaders and Londoners.



Principle 2 Diversity and Inclusion

The importance of reflecting the diversity of our community, and ensuring the full participation of all interested Londoners.



Principle 3 Being Responsible

Being socially, environmentally and fiscally responsible as contributing members of the London community.

Principle 4 Entrepreneurship and Community Aspirations

Actively fostering entrepreneurship across the London community that achieves the aspirations and meets the needs of emerging leaders and Londoners.



Principle 5 Change Through 'Progressive Disruption'

Actively pursuing change through fostering innovation, being remarkable and being 'progressively disruptive' in contributing to the future potential and development of London.

Principle 6 Impact Through Leadership

In exercising vision, leadership and action in meeting the needs and delivering real benefits.



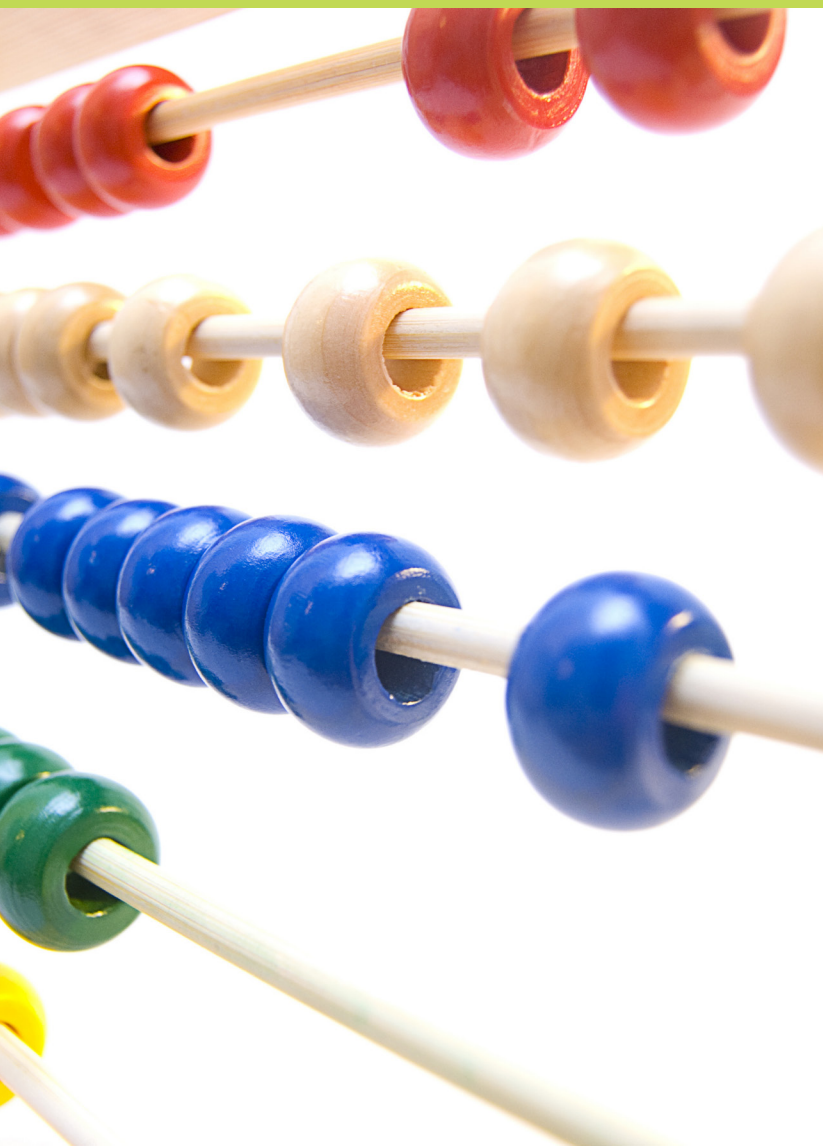
Principle 7 Vibrant

In developing an organizational culture that nurtures excitement, exploration, engagement and sharing as a basis to attract, retain and inspire London's emerging leaders.



Principle 8 Accountability

In being accountable to our members and the community for the goodwill and resources provided, and being transparent, fair and acting with integrity in all that we do.

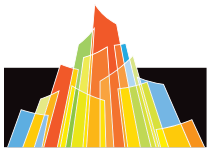


Strategic Directions

Areas of Effort represent the first level in operationalizing a Strategic Plan. They identify the Strategic Priorities / Directions that the organization feels it needs to focus on to advance toward the achievement of its Vision and Mission.

The following four Areas of Effort have been developed for Emerging Leaders for the 2011 to 2014 period:

1. 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.
2. To undertake organizational development initiatives that support both the sustainability and growth of Emerging Leaders.
3. To develop multi-dimensional advocacy initiatives to support the work of Emerging Leaders and contribute to the economic, social and cultural development of the London community.
4. To develop and deliver initiatives that focus on the attraction and retention of twenty-two to forty-four year olds in London.



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