



Nigerians in the Region of Waterloo (NIROW)

# 2026-2029 Strategic Plan



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# Executive Summary



Nigerians in the Region of Waterloo (NIROW) is a community-driven organization dedicated to empowering Nigerians to thrive socially, economically, and culturally in Canada.

Over the next three years (2026–2029), NIROW will focus on strengthening its organizational capacity, deepening community connections, and creating sustainable systems that enable Nigerians in the Waterloo Region to flourish.



This strategic plan outlines NIROW's shared vision for the future: to become a central hub of excellence and belonging for Nigerians in the region. It builds on the collective aspirations, reflections, and priorities identified by NIROW's leadership and members during its 2025 strategic planning process.

The plan defines four strategic priorities: Organizational Development, Resource and Knowledge Hub, Leadership and Capacity Building, and Community Development and Partnerships, each with actionable goals, measurable outcomes, and clear accountability mechanisms.



# Organizational Overview

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## About NIROW

Nigerians in the Region of Waterloo (NIROW) was established to create a supportive, inclusive, and vibrant network for Nigerians living, studying, and working in the Region of Waterloo. NIROW provides programs, resources, and opportunities that help community members navigate life in Canada while maintaining cultural pride, building capacity, and contributing to society.



# Vision and Mission

## Vision

A thriving, multigenerational Nigerian community in the Region of Waterloo that is empowered, connected, and equipped to create lasting impact in Canada and beyond.

## Mission

To build a strong and vibrant Nigerian community through capacity building, collaboration, and community engagement that fosters growth, inclusion, and shared prosperity.



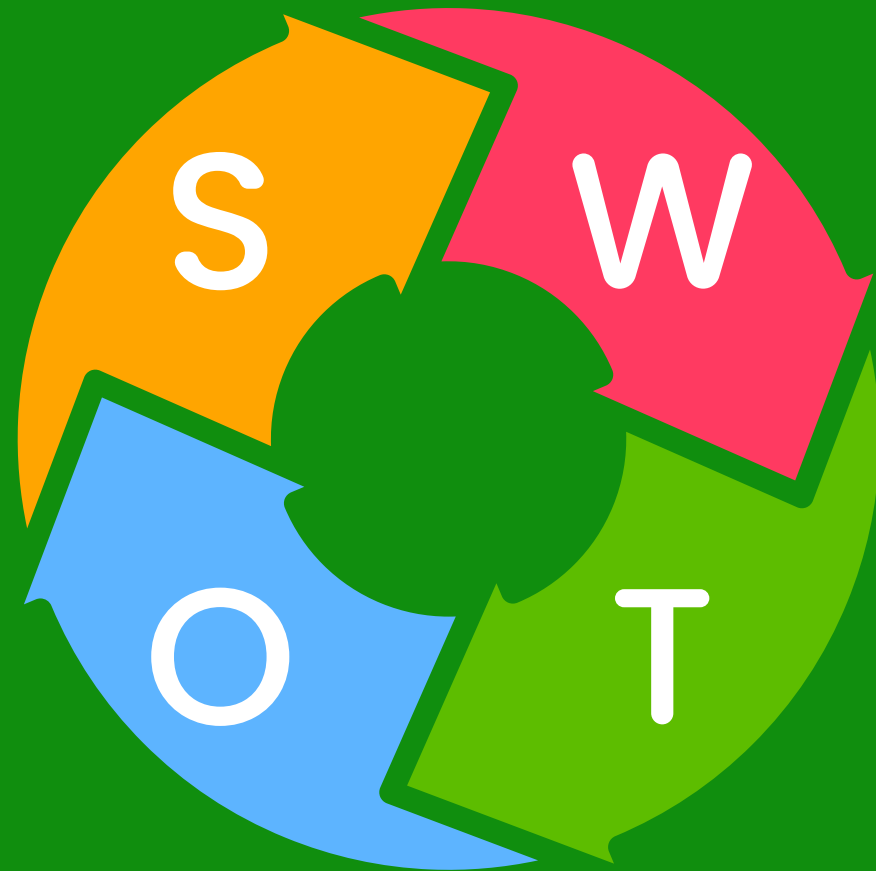




# Values

- Empowerment
- Support
- Integrity
- Excellence
- Service
- Inclusion
- Love

# Environmental Scan (SWOT Summary)

**Strengths:**

Resilient, educated, and resourceful community members; passionate and committed leadership; supportive local ecosystem and partner organizations; strong sense of identity and connection.

**Weaknesses:**

Limited organizational structure and formal systems; internal divisions; overreliance on volunteers; limited economic resources and funding base.

**Opportunities:**

Supportive environment for newcomers; potential for partnerships with local institutions; emerging leaders and professionals; access to community development grants.

**Threats:**

Changing immigration policies; housing and cost-of-living pressures; limited access to sustainable funding; risk of disengagement due to unmet expectations.

# Strategic Plan #1

## Organizational Development

**Goal:** Strengthen NIROW's internal capacity, governance, and sustainability to support long-term community impact.

### Objectives and Key Actions:

- Formalize governance structure and clarify leadership roles.
- Develop and implement administrative systems (finance, HR, communications).
- Secure and maintain a permanent resource space for NIROW operations.
- Recruit key staff and establish sustainable funding streams.

### Measurable Outcomes (by 2029):

- 3 full-time/part-time staff in place.
- NIROW operates from its own physical space.
- Annual operating budget of at least \$250,000.
- Governance manual and policies adopted and reviewed annually.







# Strategic Plan #2

## *Resource and Knowledge Hub*

**Goal:** Establish NIROW as the go-to hub for Nigerians in the Region of Waterloo to access resources, information, and support.

### **Objectives and Key Actions:**

- Develop an online and physical “Resource Centre” with curated information on
- housing, employment, education, and legal rights.
- Offer orientation programs for newcomers.
- Build and maintain partnerships with local institutions.
- Host at least two major community networking events annually.

### **Measurable Outcomes (by 2029):**

- Fully operational NIROW Resource Centre (First online then physical).
- 1,500 Nigerians access NIROW’s resources annually.
- At least 10 institutional partners formally engaged.
- Quarterly community learning events hosted.



# Strategic Plan #3

## *Leadership and Capacity Building*

**Goal:** Equip Nigerians with skills, mentorship, and leadership pathways to contribute meaningfully to society and the local economy.

### **Objectives and Key Actions:**

- Launch a “Nigerian Leadership Pathways” program.
- Develop mentorship and internship opportunities for youth and newcomers.
- Create entrepreneurship and career development programs.
- Provide workshops on financial literacy and wealth building.

### **Measurable Outcomes (by 2029):**

- 500 community members trained through leadership and skills programs.
- 250 youth mentored and placed in internships.
- 500 participants complete entrepreneurship or financial literacy programs.
- 100 NIROW members serve on local boards or advisory committees.





# Strategic Plan #4

## ***Community Development and Partnerships***

**Goal:** Strengthen community cohesion and well-being through service, advocacy, and shared prosperity.

### **Objectives and Key Actions:**

- Operate a community food bank and coordinate housing support referrals.
- Provide cultural and social programs that foster connection and pride.
- Create a grief and wellness support network.
- Engage youth through career pathways and volunteerism.
- Lead advocacy on issues affecting Nigerians in the Region of Waterloo.

### **Measurable Outcomes (by 2029):**

- 500 households served annually through support programs.
- 20 active partnerships for housing, wellness, and youth services.
- Annual “Nigerian Cultural Week” established as a community highlight.
- 75% of surveyed members report an increased sense of belonging.



# Implementation and Evaluation Framework

Progress will be reviewed annually through community consultations, partner feedback, and internal assessments. NIROW will publish an annual “Impact Report” highlighting achievements, stories, and data to demonstrate transparency and learning.

## Conclusion

This Strategic Plan (2026–2029) represents NIROW’s collective vision to create a strong, inclusive, and empowered Nigerian community in the Region of Waterloo. It is both a roadmap and a call to action to build systems, partnerships, and programs that nurture leaders, create opportunities, and sustain generations.

Together, under one NIROW umbrella, Nigerians in the Region of Waterloo will thrive.



# Thank You

*For further inquiries and information*

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