

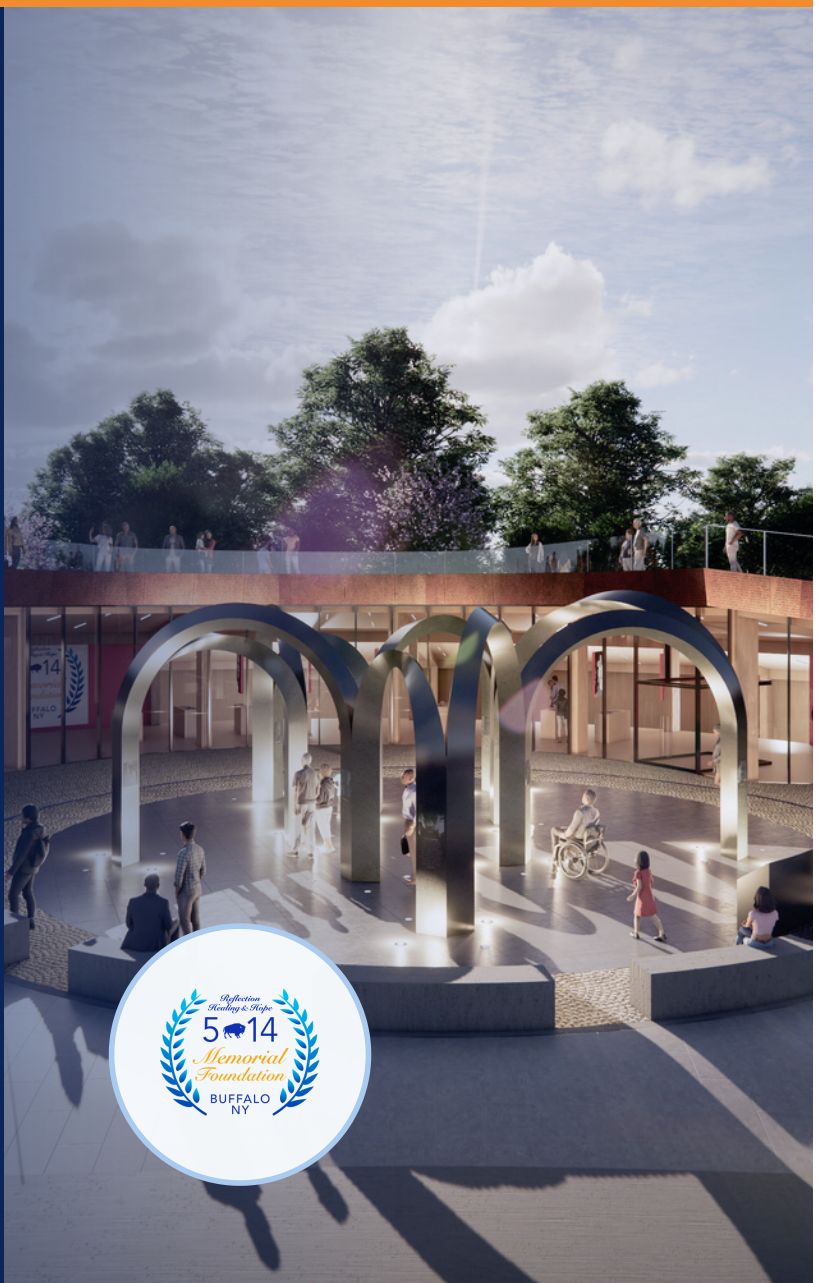
5/14 MEMORIAL
FOUNDATION

Strategic Plan 2027– 2029

Building Legacy Out
of Memory

BUFFALO,
NEW YORK

• LONG-
FORM
PLAN



WELCOME

A roadmap for lasting action.

This plan turns the lessons of May 14 into a lasting commitment: a living memorial site, a trusted institution, and a place where remembrance moves people toward healing, learning, and opportunity.

“We have been irrevocably and painfully changed by what happened that day, but we refuse to be reduced by it.”

Chad W. Houston Sr. · Executive Director

The 5/14 Memorial Foundation was born from a moment our community did not choose: the racist attack of domestic terrorism on May 14, 2022, in Buffalo, New York. The work before us carries the weight of that loss and the responsibility of building forward with dignity.

From the beginning, the Foundation listened to survivors, victims' families, residents, faith leaders, and partners. What emerged was a shared vision for more than a monument frozen in time: an active campus alive with purpose, where people can access services, explore art, learn history, and feel safe.

The 5/14 Living Memorial & Healing Center will be a sacred site that acknowledges our deepest wounds while demonstrating the very best of who we are. Through existing community organizations and new partnerships, it will create room for reflection, dialogue, healing, cultural pride, and action.

THE FOUNDATION

Mission, vision, and the values that guide the work.

MISSION

Build and sustain a living memorial site that honors the lives stolen on May 14, 2022, and supports those most impacted by the tragedy.

VISION

Build the Living Memorial & Healing Center into a lasting symbol of restoration: honoring memory, advancing healing, and shaping a national model for purposeful, dignified response.

Compassion

Empathy, understanding, and care for all impacted by tragedy.

Community

Unity, partnership, and collective action to create change.

Social Justice

Equity, respect, and attention to the roots of hate and violence.

Healing

Emotional, physical, and spiritual well-being for individuals and communities.

Racial Education

Learning, awareness, and dialogue that build understanding and prevent harm.

Integrity

Honesty, transparency, and accountability in all that we do.

Three phases. One living commitment.

The Foundation will move from building the institution, to activating community impact, to sustaining the vision for generations to come.

01



Build the Foundation

Establish the physical campus and the organization capable of carrying the mission forward.

- Strengthen governance and Board effectiveness
- Build fundraising and donor stewardship infrastructure
- Launch listening sessions and early healing initiatives
- Publish a Year One Impact Report

02



Activate Community Impact

Bring the completed Center to life through programs, partnerships, and meaningful participation.

- Expand staff, volunteer, and partnership capacity
- Grow healing, wellness, and educational programs
- Increase campus events and public participation
- Diversify funding and grow giving

03



Sustain the Vision

Evaluate impact, refine services, and prepare the Foundation for its next chapter.

- Measure trust, engagement, and outcomes
- Evaluate programs and organizational capacity
- Advance regional and national partnerships
- Develop the 2030–2032 Strategic Plan

Six connected pillars.

Healing, community engagement, and education are the Foundation's programmatic impact. Space activation brings that work to life. Operational excellence and financial stewardship make it sustainable.

Pillar 01

Healing & Wellness

Be a trusted center for emotional, mental, spiritual, and collective well-being for individuals, families, and communities impacted by trauma.

GOALS

- Deliver culturally responsive healing and wellness programs.
- Expand trauma-informed services through strategic partnerships.
- Foster spaces for remembrance, reflection, resilience, and restorative dialogue.
- Continuously improve healing initiatives.

KEY STRATEGIES

- Maintain a year-round calendar of workshops, support groups, and commemorative events.
- Partner with mental-health providers, healthcare organizations, faith communities, and wellness practitioners.
- Apply trauma-informed principles to every program and visitor experience.

HOW WE WILL MEASURE PROGRESS

Programs offered, participation and repeat attendance, active wellness partnerships, and participant-reported well-being.

Pillar 02

Community Engagement

Cultivate authentic, inclusive relationships that empower community voices and inspire collective action in advancing the Foundation's mission.

GOALS

- Build sustained relationships with community members.
- Increase meaningful opportunities for participation.
- Maintain transparent, two-way communication.
- Strengthen awareness and public trust.

KEY STRATEGIES

- Implement a comprehensive community-engagement strategy.
- Host regular conversations, listening sessions, and neighborhood meetings.
- Create volunteer and ambassador programs.
- Use storytelling, newsletters, and social media to deepen digital engagement.

HOW WE WILL MEASURE PROGRESS

Engagement events and participation, volunteer recruitment and retention, trust surveys, and growth in digital reach.

Pillar 03

Education

Educate current and future generations about May 14 while promoting racial equity, cultural understanding, civic responsibility, and social justice.

GOALS

- Develop educational experiences and exhibits.
- Expand partnerships with schools, colleges, and cultural institutions.
- Promote learning through dialogue and civic engagement.
- Become a regional educational resource.

KEY STRATEGIES

- Develop curriculum and educational toolkits.
- Create school, college, and youth engagement programs.
- Host lectures, symposiums, and public education series.
- Support research and documentation related to May 14 and community resilience.

HOW WE WILL MEASURE PROGRESS

Programs delivered, student and educator participation, education partnerships, resource use, and participant learning outcomes.

Pillar 04

Space Activation & Partnerships

Create vibrant, welcoming spaces for healing, education, remembrance, and community connection through meaningful partnerships.

GOALS

- Activate the Center year-round.
- Establish the Center as an anchor and hub in the Jefferson Corridor.
- Expand strategic partnerships and maximize use of Foundation spaces.

KEY STRATEGIES

- Develop an annual programming calendar.
- Create a partnership framework and sponsorship opportunities.
- Host cultural events, exhibits, meetings, and community gatherings.
- Build collaborative programs with nonprofit, arts, healthcare, and education partners.

HOW WE WILL MEASURE PROGRESS

Facility utilization, events hosted, partnerships established, attendance, and partner renewal rates.

Pillar 05

Operational Excellence

Build a high-performing, accountable, sustainable organization with the governance, people, systems, and practices to fulfill its mission.

GOALS

- Complete the Living Memorial & Healing Center on time and within budget.
- Strengthen infrastructure, leadership, and staffing.
- Enhance Board governance and organizational accountability.
- Improve performance measurement and continuous improvement.

KEY STRATEGIES

- Develop policies, procedures, and operating systems.
- Implement staff development and succession planning.
- Conduct annual Board education and governance assessments.
- Create dashboards and key performance indicators.

HOW WE WILL MEASURE PROGRESS

Strategic milestones, staffing and retention, Board assessment results, annual work-plan completion, and organizational assessments.

Pillar 06

Financial Stewardship

Ensure long-term financial sustainability through responsible stewardship, diversified revenue, and transparent resource management.

GOALS

- Diversify revenue and build long-term reserves.
- Strengthen financial management and transparency.
- Advance a comprehensive fundraising development plan.
- Launch a \$35 million endowment campaign.

KEY STRATEGIES

- Build annual giving, major gifts, grants, corporate sponsorships, and planned giving.
- Establish financial policies and reserve targets.
- Provide regular financial reporting and donor stewardship communications.

HOW WE WILL MEASURE PROGRESS

Fundraising revenue, donor growth and retention, grant and sponsorship revenue, operating reserves, and annual audit results.

GOVERNANCE & ACCOUNTABILITY

Progress will be visible, measured, and shared.

The Board of Directors will oversee implementation through committee reporting, a strategic dashboard, and annual review. The plan is intentionally living: responsive to evolving needs while grounded in mission and values.

HOW WE WILL STAY ACCOUNTABLE

From vision to action.

QUARTERLY

Board Committee implementation reports and Executive Director updates.

ANNUAL

Organizational goals and work plans, financial review, and an Annual Community Impact Report.

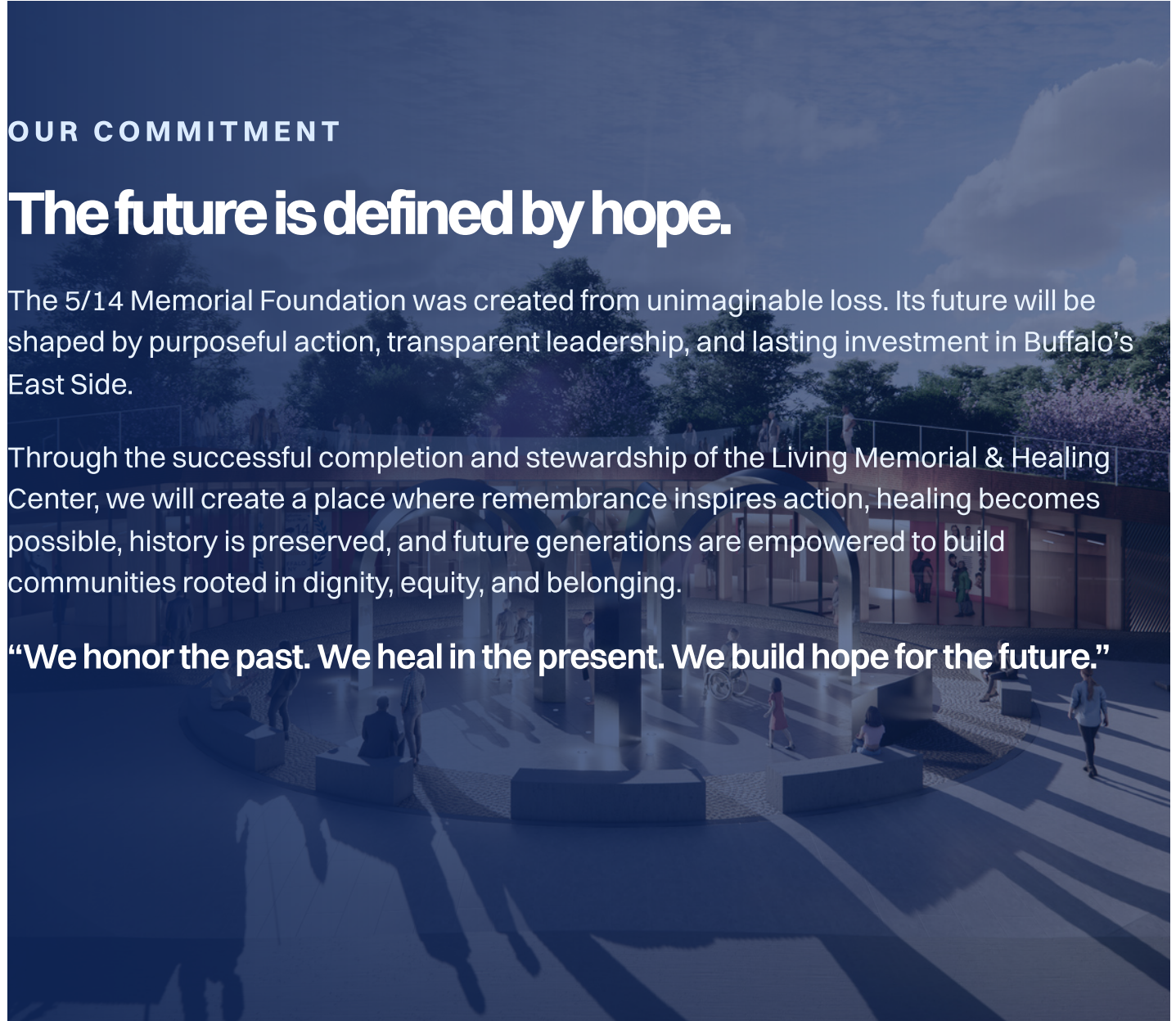
ONGOING

Community feedback, stakeholder engagement, construction milestones, budget adherence, and operational readiness.

BOARD OVERSIGHT BY STRATEGIC PILLAR

STRATEGIC PILLAR	LEAD BOARD COMMITTEE	PRIMARY OVERSIGHT
Healing & Wellness	Community Outreach Committee	Healing initiatives, wellness programming, survivor and family engagement, and community impact.
Community Engagement	Community Outreach Committee	Stakeholder engagement, public outreach, partnerships, and transparent communication.
Education	Memorial Design & Curation Committee	Educational programming, historical interpretation, exhibits, and preservation of the May 14 legacy.
Space Activation & Partnerships	Acquisition & Construction Committee	Construction, milestones, operational readiness, facility activation, and year-round partnerships.

STRATEGIC PILLAR	LEAD BOARD COMMITTEE	PRIMARY OVERSIGHT
Operational Excellence	Governance Committee	Organizational performance, governance, policies, staffing, leadership development, and implementation.
Financial Stewardship	Finance & Audit Committee, with Fundraising Committee	Financial sustainability, budgeting, investments, fundraising performance, donor stewardship, campaign progress, and long-term planning.

An architectural rendering of the 5/14 Memorial Foundation building and plaza. The building features a modern design with large glass windows and a prominent circular plaza in front. The plaza is paved with light-colored tiles and has several people walking and sitting on low concrete walls. The background shows trees and a clear sky.

OUR COMMITMENT

The future is defined by hope.

The 5/14 Memorial Foundation was created from unimaginable loss. Its future will be shaped by purposeful action, transparent leadership, and lasting investment in Buffalo's East Side.

Through the successful completion and stewardship of the Living Memorial & Healing Center, we will create a place where remembrance inspires action, healing becomes possible, history is preserved, and future generations are empowered to build communities rooted in dignity, equity, and belonging.

“We honor the past. We heal in the present. We build hope for the future.”

5/14 Memorial Foundation · Buffalo, New York

STRATEGIC PLAN 2027-2029

This long-form plan is designed to be shared online via the QR code on the Strategic Plan at a Glance.