

# STRATEGIC PLAN

## 2017-2018



Accepted by Board of Directors: January 19, 2017.



## Strategic Plan 2017 - 2018

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**VISION:** Almaguin Highlands Chamber of Commerce will be the leading voice in the growth and development of business and community.

**MISSION:**

To be the voice for a prosperous business community that fosters pride and collaboration within Almaguin Highlands; and to encourage economic growth on behalf of its members and the communities it represents.

**OBJECTIVE: COMMUNICATION**

- **ACTIVITIES:**

1. Update Marketing Plan
2. Further develop the Almaguin Highlands Chamber of Commerce (AHCC) brand
3. Expand and improve effectiveness of online marketing tools to promote the AHCC, its members and the communities it represents

- **OUTPUTS**

1. Updated Marketing Plan that promotes the effective communication with relevant target markets including members, non-members, citizens, government groups and other stakeholders
  - Unified appearance of all AHCC marketing material
2. Continued development of AHCC brand
3. Online marketing tools
  - New website
  - Social media posts – 1 per week
  - Infrastructure to provide effective access for members and stakeholders to resource and educational materials and opportunities
  - Infrastructure to support the other Objectives listed in this Strategic Plan 2017

- **OUTCOMES**

1. More effective marketing of AHCC, its members, stakeholders and Almaguin Highlands within and outside the region
2. Provide an online venue to share resource and educational opportunities to promote healthy businesses and collaborative regional economic development efforts in Almaguin Highlands



## OBJECTIVE: LEADERSHIP

### • ACTIVITIES:

1. Host the development and growth of the Almaguin Highlands Economic Development Committee (AHEDC) as a venue to address the recommendations from the Business Retention and Expansion Project (BR+E) and ongoing regional economic development initiatives
  - As a committee with a regional focus, the AHEDC should strive to include various types of stakeholders including representatives from AHCC, other not-for profit organizations, the majority of municipalities and/or Economic Development Committees and provincial and federal government representatives
2. Continue to develop constructive relationships with individual municipalities
3. Support municipal Economic Development Committees (EDC) and regional collaboration by securing voting positions for AHCC on every EDC in Almaguin Highlands
4. Support the concept of the regional marketing strategy “Villages of Almaguin”

### • OUTPUTS

1. Almaguin Highlands Economic Development Committee
  - Host the development of the committee and act as the liaison among all stakeholders during the process
  - Support the implementation of regional economic development initiatives including BR+E recommendations and other regional initiatives such as the “Villages of Almaguin” regional marketing strategy
2. AHCC representatives shall attend and provide an AHCC update at, at least 1 municipal meeting for every municipality in Almaguin Highlands
3. On Economic Development Committees that the AHCC has secured voting rights, the AHCC representatives shall attend at least 90% of the associated meetings
4. AHCC shall ensure the completion of the annual production of the Community Guide
5. Support youth development and/or community initiatives within Almaguin Highlands

### • OUTCOMES

1. AHCC as a host and catalyst for more effective and efficient collaboration among stakeholders in Almaguin Highlands
2. Community and business development through exposure to, and interaction with, local stakeholders, the public, government and resources
3. Strong and unified business community throughout Almaguin Highlands via better access to each other and other available resources



## **OBJECTIVE: MEMBERSHIP**

### • **ACTIVITIES:**

1. Improve AHCC reputation and credibility with stakeholders (i.e. members, non-members, governments, citizens)
2. Improve communication with, and engagement of stakeholders
3. Support programming improvements for stakeholders
4. Improve availability and promotion of membership benefits

### • **OUTPUTS**

1. Understand membership needs and wants and keep members informed
  - Maintain contact with all members throughout year
    - In person / email / phone communication with 100% of membership at least 2 times per year (ex. Newsletter, general meetings, socials, phone calls etc.)
    - Interact with 80% of membership once per week via social media
  - Survey membership at least 2 times per year
2. Support programming improvements for stakeholders
  - Improve quality and focus of programs to better meet stakeholder needs
    - Consider BR+E recommendations and membership surveys when supporting and/or developing programs
  - Increase quantity and diversity of programs
    - Support and/or host at least 10 educational and networking opportunities including speakers, workshops and roundtables
3. Develop a membership package
4. Increase, enhance and effectively communicate and promote membership benefit initiatives and opportunities and the value of the benefits

### • **OUTCOMES**

1. Membership growth and retention
  - a. 90% member retention
  - b. 50% membership growth in first year, 25% in second year
2. Strong membership commitment and engagement
  - a. Sufficient volunteers for BOD and Committees



## OBJECTIVE: GOVERNANCE

- **ACTIVITIES:**

1. Ensure all legal and ethical operating obligations as a not-for-profit corporation are completed
2. Annual review of *Strategic Plan*
3. Develop internal operating policies, procedures, best practices and documentation systems
4. Review and revise By-laws annually
5. Establish funding and/or initiative partnerships with government groups and/or organizations to promote the AHCC and Almaguin Highlands.
6. Identify and develop opportunities linking AHCC objectives and government and non-government programs
7. Create more sustainable systems to facilitate human resources demands

- **OUTPUTS**

1. Current, accurate and transparent fiscal governance and reporting
2. Revised and relevant *Strategic Plan*
3. Board of Director's (BOD) liability insurance renewed
4. BOD Manual
5. Creation of task Committees to accomplish Activities and the Strategic Plan and development of associated Terms of Reference to guide committees
6. Revised and relevant By-laws prior to Annual General Meeting. By-law changes approval by appropriate government department
7. Seek out and secure funding and administrative partnerships to support
  - AHCC human resource requirements
  - AHCC and community initiatives including marketing initiatives

- **OUTCOMES**

1. Maintain a relevant and applicable *Strategic Plan* to guide the BOD and the task committees
2. Ensure the longevity of the AHCC and validate the legitimacy of the AHCC among members, stakeholders and for all other potential supporters
3. Promote member confidence in and engagement on BOD
4. Develop working committees to accomplish focused tasks
5. Effective and efficient operation due to relevant and applicable By-laws