Fredericton Chamber of Commerce
STRATEGIC PLAN - 2016 - 2026
Vision and Goals are the 10-year picture

STRATEGIC PATH - 2016 - 2018
Actions will be measured every 90 days

Strategic Planning answers three key questions about our organization:

1. **Where do we stand today? (SWOT)**
2. **Where are we going? (Hedgehog / Path / Change Agenda)**
3. **What are the key actions that will get us there?**

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1. **WHERE DO WE STAND TODAY?** Defined as below;
    a. Whats going on in the world that could impact us? (tool is PESTLE - Political, economic, social, technical, legal & environmental) (Opportunities & Threats)
    b. What's going on in our market? (tool is Porters 5 forces - competition, suppliers, buyers, substitutes, and potential entrants) (Opportunities & Threats)
    c. What's going on in our organization? (Strengths & Weaknesses)

SWOT - Answers the question "Where do we stand?" Chamber's Biggest (top 3) Issues

Strengths - TEAM / VOICE / REPUTATION
Weaknesses - 1. Understanding Member Needs 2. Analysis of the #, type and quality of events 3. Getting our message out
Opportunities - 1. Focused Vision 2. Understanding Member Needs 3. Export & Trade
Threats - 1. Economy 2. Lack of Vision 3. Redundancy

Quarterly Check up - Is there any new S, W, O or T that is greater than those noted?

SWOT   January, 2016

	Strengths	Weaknesses
Internal	• Team (31.5) • Voice (30.6) • Reputation (17.1)	• Understanding member needs (67.2) • Analysis of the # of events (25.8) • Getting the message out (14.7)
	Opportunities	**Threats**
External	• Focused vision (24.4) • Understand member needs (12.5) • Export & Trade (2.3)	• Economy (16.3) • Lack of Vision (11.5) • Redundancy (7.1)

2. WHERE ARE WE GOING?

a.   **HEDGEHOG** - 10 years / 3 components;
Vision (Passion) - COMMUNITY PROSPERITY THROUGH BUSINESS
Value Proposition (mission) - Help Business Improve, Innovate & Grow
through networking, shared services, advocacy, and events
Financial Model - Events, Membership, Referrals & Marketing Fees, Grants

Fredericton Chamber
Hedgehog

January, 2016

VISION
(PASSION)

Community prosperity through business

VALUE PROPOSITION

Help business improve, innovate, and grow through networking, shared services, advocacy, and events

FINANCIAL DRIVER

Events
Membership
Referrals
Grants
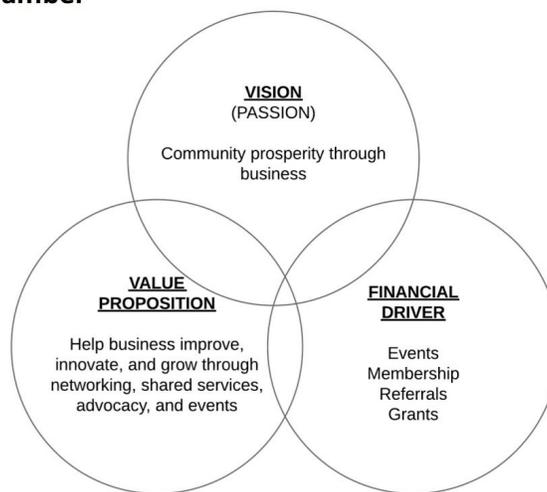
b.   **GOALS** (10 year outcomes - in the Fredericton Region)
-   Increase GDP
-   Increase total people working
-   Increase % of people working
-   Increase population
-   Increase quality of life
-   Improve 5 & 10 year member retention

c.   **PATH** - 1 - 3 years (path with objectives & objectives become your scorecards)

Path - Improvement Focus Areas -
-   We have 4 focus areas: Members / Events / Right Data / Choice
-   This means… all improvement work must be in one of those 4 areas
-   ON projects (these are adding, deleting or changing how we do our work)

Objectives / Metrics
1.	Members:
   a.	Grow & Attract / # of new members
   b.	Improve one year retention / % retention 1 year
   c.	Retain Members / % members retained
   d.	Increase the % of members who are improving innovating and growing / % of members with 10% growth in revenue / % of members with 10% growth in employees

2.	Events:
   a.	Focused events that increase prosperity / Total attendance improvement - same event year over year

3.	Value Management (Right Data)
   a.	Data available real time / % of metrics available in real time

4.	Choice
   a.	Right people making the right choices / Attendance at monthly & quarterly board meetings / number of choices that match our vision / board attendance at choice meetings

d.	**Change Agenda** - 90 days - (actions are projects (on work), plans (in work), people requirements) - describes 'from' / 'to' / and 'how' for the focused improvement area - (Members / Events / Right Data / Choice)

1. Members;
   a. From low % growth To High % growth
   b. From Stagnant Business economy to growing business economy

2. Events;
   a. From Low attendance to high attendance
   b. From Many Events to Value-Based Events

3. Right Data;
   a. From Guts-based decisions to evidence-based decisions
   b. From Data to repeatable metrics
   c. From Financial Accounting to Management Accounting

4. Choice;
   a. From being everything for everybody to Clarity of Purpose, priority & people

3.   WHAT ARE THE KEY ACTIONS THAT WILL GET US THERE;

a.   Improvement Projects (ON work)
   - On Boarding Process
   - Client one to one survey
   - Event Review
   - Metrics
   - Develop 90 day BOD agenda

b.   New Operating Plans (IN work)
   - BIMP projects - Succession Planning and Sponsors
   - Export Accelerator
   - Parliamentary Breakfast

c.   Every 90 days
   - SWOT
   - Hedgehog
   - Path / Objectives
   - Change Agenda (From/ To)
   - Actions / Improvement Projects "ON" work / New "IN" work / People changes

d.   Monthly
   - Changing the "IN" and "ON" and people requirements

e.   Weekly
   - Status updates progress on "IN / ON"