


Strategic Plan
for the
**Orillia District
Chamber of
Commerce**

May 2007



GEORGIAN
YOUR COLLEGE · YOUR FUTURE

Facilitators

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STEPS TO DEVELOP THE PLAN

Step 1

- Outline & Strategic process
- S.W.O.T. Analysis

Step 2

- Stakeholders and Commitments
- Shared values
- Business strategy
- Mission statement
- Image positioning
- Vision & Our Focus
- Critical Success Factors

Step 3

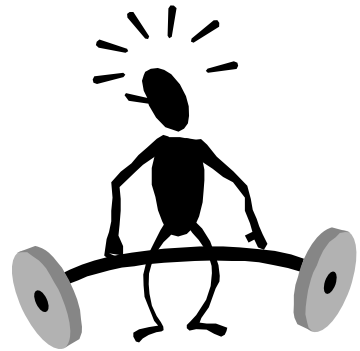
- Goals
- Objectives
- Strategies

Step 4

- Balancing responsibilities
- Implementation planning



S.W.O.T





Internal Strengths

- Size membership – expanding**
- Cross section / breadth**
- Board strength – proactive – skill sets**
- Range of Activities**
- Image within community – busy**
- Networking – member, business to business, welcoming**
- Surrounding township relationship**
- Communication, links**
- Admin – consistency**
- New member growth**



Internal Weaknesses

- Image within community – lobbying weak
- Communication / information – volume
- Complete understanding of benefits
- Member needs what they are, what to do with them
- Want / need to be more pro-active – stronger lobbying, more involvement
- Issues / needs identification – business
- Marketing



Opportunities

- **Lead communication process – voice of business, community advocacy role**
- **Community group integration – reduce duplication, support initiatives**
- **Leadership – association, community groups**
- **Link to City of Orillia – politicians, economic development**
- **Opportunity to promote ourselves – business**
- **Promote education and training – develop action plan, influence community members, retention of skills and development**
- **IGAP study – seniors, population, infrastructure**
- **Lifestyle – heritage, DOMB, strong arts and culture community**



Threats

- Communication fragmentation – needs identification**
- Multitude of needs – capital**
- Lack of community focus**
- Lack of follow through**
- Perceived threat to others**
- Economic climate – real estate, rising costs (taxes, election)**
- Lack of planning with community – population growth**



Stakeholders & Commitments



- The Members
- The Community
- The Environment
- The Employees
- Other Partners



Commitments to Members

- Aid in business development and recognize achievement, solutions, help in infancy/transition
- Research – growth, future need, economy, influences
- Information – proactive in providing
- Advocacy
- Representing voice of members
- Understand member needs
- Providing value to businesses
- Networking opportunities and sense of belonging
- Profile businesses in and outside the community





Commitments to the Environment

Support green strategy to include:

- recycle**
- best practices**
- environment respect**





Commitments to the Community

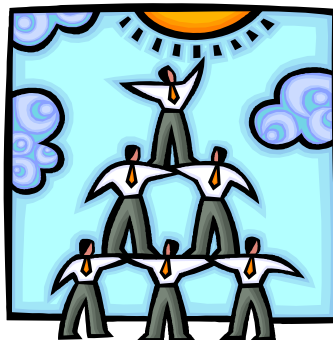
- Put a face to the Chamber – create an identity
- Promote economy through the development and retention of youth and their skill sets
- Voice of business
- Supporting the retention of youth in the area
- Increase the retention growth rate
- Consolidate various non-profit organizations to work towards a common community benefit – ‘quarterback the efforts’
- Supportive – business growth – high level of skills development and retention
- Active participation in local events





Commitments to the Employees

- **Caring, respectful work environment**
- **Competitive and fair compensation**
- **Commitment to professional development**
- **Involvement, clear expectations and feedback on their performance**





Commitments to Other Partners

(Government Agencies)

CDC, Service Clubs, EDC, Lake Country

- Commitment to connect**
- Consolidation -work together more effectively**
- Promotion**
- Product development**





Shared Values

Shared and agreed upon values help us to:

- Implement the mission
- Fulfill our commitments
- Set action plans
- Trust each other

Values are:

- Standards or qualities which are core beliefs and convictions
- What the organization stands for
- Moral and ethical priorities which guide all activities
- Define how we are judged



Our Shared Values

- Integrity
- Leadership
- Transparency (openness) sharing
- Understanding
- Accountability
- Commitment



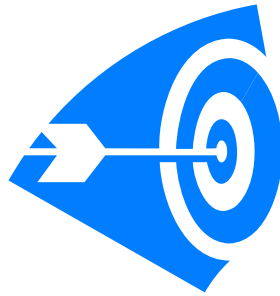


Target market / customer

- Who should be our customers?
- How are our services of benefit to your customers?
- What are the most beneficial services that we offer and how badly do they need them?
- Why do they need the services from us?
- Are they willing to pay for the benefit?
- Is there a competitor now and what is their focus?



Target market / customer



All businesses and organizations

**Primary: profit-oriented companies –
public or**

**private, all sizes, professionals
Educational institutes**

**Affiliates: Service groups, charitable
organizations, non profits, (EDC,CDC,
hospital funds, DOMB, community
groups)**



Mission Statement

1. **WHAT** function does the organization serve (your reason for being)
 2. **HOW** do you make life better for your customers
 3. **For WHOM** do we serve this function
- What is our business strategy?
 - Basic thrust of business, area of expertise
 - Defines the market and users being served
 - Reflects the intent of the vision and values
 - What do we understand that others don't?
 - Cannot be achieved in one year.



Our Mission Statement



A voice for an integrated and prosperous business community that fosters economic development and advocates on behalf of its members.

We do this to promote sustainable growth in the Orillia district.



Image Positioning

- We're the one's that ...
- Position in the minds of members and the community
- Compared to other organizations
- Be unique, find a specific hole and fill it
- You cannot be all things to all people – be different!!
- Be focused – stand out!!
- Positioning begins with the customer in mind

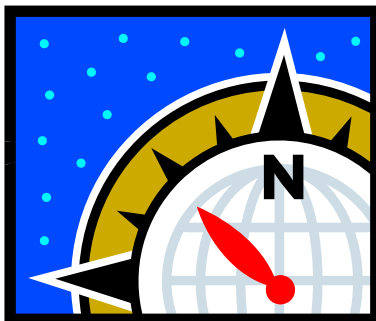


Image Positioning

A conduit for community prosperity.

To connect and be a supportive voice of business.

Creates an environment that encourages the building of business relationships.





Vision & Focus

- WHY the organization exists – “The Big Picture”
- Must be identifiable and understandable by everyone
- It should create a desire for others to be part of it
- What difference do we make
- What is the ultimate result of our work
- Invites other to ask – “tell me more”
- It should challenge and excite people
- Employees should ask “Am I doing it right now?”

“If you don’t know where you are going, any road will take you there”



Some famous examples

Stelco – “Our product is steel, our strength is people”

Walt Disney – “ We make people happy”

Coke – “ We refresh the world”

3M – “ We solve unsolved problems innovatively”



Our Vision & Focus



**“Fostering prosperity for
Your Business – Your Community”**



Critical Success Factors

CSF's

Active, engaged, talented/skills, committed, creative, passionate, diverse – Board of Directors and staff

Reputable reputation

Successful marketing

\$ memberships/sponsorships/funding generation/
financial management

Active membership – committees, event volunteers

Potential Issues

Risk of diminishing \$'s (from City of Orillia)

Insufficient lobbying initiatives

High dependency on key management staff



GOALS, OBJECTIVES & STRATEGIES

1. Goals

- Expand on the Mission statement
- Broad statements of future events that will be achieved
- Timeless and enduring
- Create only 4 or 5
- Build on the strengths
- Compatible with the values
- Will it assist in moving toward the vision?
- Is it acceptable and understandable by everyone?

- Improvement or Growth goals** (things that we do, must continue to do and on which we must improve)
- Innovation goals**
(things we have not done but which we must do for a particular reason)
- Problem Solving goals**
(things which currently hindering our effectiveness)



Our Main Goals



- 1. Consolidate and clarify relationships/roles with community partners**
- 2. Develop a coordinated approach to lobbying.**
- 3. Marketing our mission and vision.**
- 4. Engage and develop membership.**



Objectives

Should:

- Be clear and concise
- Be internally focused
- Start with an action verb that focuses on the accomplishment
- Be a specific measurable result in quantifiable terms
- Must tie-in to a major goal





Our Objectives for:

Goal #1: Consolidate and clarify relationships/roles with community partners.

- a) Assess and inventory who is doing what?
- b) Support and work with 'others' on common initiatives / interests
- c) Communication with 'other' groups



Our Objectives for:

Goal #2: Develop a coordinated approach to lobbying.

- a) Determine who will do it and what resources are required
- b) Receive and determine issues of concern
- c) Plan and implement lobbying / actions



Our Objectives for:

Goal #3: Marketing our mission and vision.

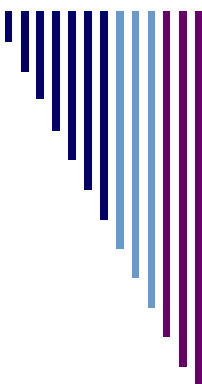
- a) To our members
- b) To our community
- c) To other groups / organizations
- d) To all political representatives
- e) Market Orillia – out there provincially,
nationally, internationally



Our Objectives for:

Goal #4: Engage and develop membership.

- a) Communicate valuable information to and from membership
- b) Run successful events connected to business promotion / improvement
- c) Increase member involvement – committees, events
- d) Board of Directors involvement (acting as ambassadors)



Strategies (tbd)

Specific initiatives that will lead to the accomplishment of the objectives.

Identifies key person responsible with a deadline date.

Detailed in what must be done for each Objective.

- 1. a/a To connect with community organizations: cultural, DOMB, EDC, CDC – seeking information on their activities (focus) and building relationships.**





Lastly

Balancing Responsibilities

- Review the list of strategies to ensure that all major goals have sufficient action plans
- Sort the strategies by person, to ensure the proper work load balancing
- Review the overall deadline dates to ensure that progress is steady and reasonable

To Implement, consider:

- Who will package the strategic plan document?
- How often will progress be measured against the plan?
- What information report will be used to report progress against the plan?
- How often will the core elements of the plan be revisited?