



2016–2018

Strategic Planning Document

AEC VISION

To make the Arctic a favorable place to do business

AEC MISSION

To facilitate sustainable Arctic economic and business development

AEC GOALS

- Facilitate responsible business and economic development of the Arctic and its communities
- Share and advocate for best practices, technological solutions, and standards
- Support market accessibility
- Provide advice and a business perspective to the work of the Arctic Council

Success Defined at the End of the Plan Period

1. We have a fully-functioning, efficient organization;
2. We have sufficient, sustainable funding from our members;
3. We associate ourselves with only well-respected, business-oriented ethical organizations;
4. We provide meaningful benefits to our members;
5. Annual meetings, workshops, etc. are well attended and worth the AEC's and participant's investments;
6. We are well-respected throughout the different Arctic regions, and recognized as a stakeholder in Arctic policy formulation;
7. We promote meaningful investment in the Arctic;
8. We advocate and support responsible development and the regulation of that development;
9. We are recognized by the Arctic Council as its preferred adviser concerning business development in the Arctic.

AEC Strategic Pillars



1. Establishing strong market connections between the Arctic states
2. Encouraging public-private partnerships for infrastructure investments
3. Promoting stable and predictable regulatory frameworks
4. Facilitating knowledge and data exchange between industry and academia
5. Traditional indigenous knowledge, stewardship and a focus on small businesses

Pillar Review

ORGANIZATIONAL

Developing the Foundation for Success

As a newly created organization, the AEC's first pillar is to establish the framework for a sustainable organization that is well-managed, controlled and efficient. Below outlines our organizational goals.

GOALS

Agree upon appropriate organizational structure and roles/responsibilities of various functions; gain acceptance from members.

Set appropriate bylaws or equivalent to support agreed upon structure; gain acceptance from members.

Set appropriate policies and other AEC-related documents to be reasonable and consistent with existing practices.

Establish a functional, user friendly website and portal with updates regularly.

Establish a presence on social media and update regularly.

Develop Membership levels and dues to support the organization; determine what rights and responsibilities are related to different membership levels.

Establish a rolling 3 year strategic planning process.

Establish a sound budgeting process and accounting/ financial reporting system.

Ensure that the Secretariat has the necessary resources and guidance to be successful.

Establish a sound goal setting and evaluation process for the Director of the AEC Secretariat.

Determine meeting & workshop schedules and distribute to members.

Deliver on successful annual meeting in 2016, 2017 and 2018.

STEWARDSHIP

Working Together for a Better Arctic

After setting a strong organizational structure, our second pillar is to set the foundation for collaboration and stewardship among Arctic stakeholders and members of the AEC. A driver for responsible economic development will include providing stakeholders and members with collaboration opportunities and guidance on how to be a good Arctic steward. We will maximize networks, information flow, and knowledge for our members and stakeholders while acting in a responsible manner as it relates to Arctic activity.

GOALS

Establish strong market connections between Arctic States.

Encourage cross-border projects and partnerships.

Ensure that the AEC remains current on all events, policies or issues impacting the Arctic.

Develop our position papers on public policy issues and on our overarching themes.

Disseminate quarterly updates to Members.

Advocate for appropriate stakeholders to have a seat at the table on key Arctic decisions.

Work closely with the Arctic Council.

Provide linkage between industry and academia.

Only associate with organizations, corporations and countries that meet the ethical and moral standards of the AEC.

Advocate for capacity building as well as promotion of traditional Arctic livelihoods.

Engage the Stewardship Working Group to address goals under this pillar.

ECONOMIC GROWTH

Supporting and Advocating for Responsible Development of the Arctic

Through a strong organizational structure and clear direction, the third pillar of the AEC will work to actively support and create networks to advocate for responsible development and meaningful economic growth in the Arctic.

GOALS

Promote a responsible and balanced approach to environmental stewardship and economic growth.

Support a stable, predictable and transparent business climate through advocacy.

Establish the AEC with non-Arctic stakeholders as the premiere partner to facilitate Arctic relationships aligned with attracting pan-Arctic investment opportunities.

Maintain awareness of up-to-date and expected economic activity in the Arctic.

Promote, support and advocate for economic growth that benefits impacted communities.

Foster and promote public-private partnerships in the Arctic.

Remain active in supporting reasonable, stable and predictable regulation.

Establish and activate working groups to focus efforts on the following or such other working groups the Executive Committee deems necessary from time-to-time:

- Maritime
- Telecommunications
- Resource development
- Stewardship
- Tourism
- Fishing & other marine resources
- Aviation
- Investment & infrastructure

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