



STRATEGIC PLAN

THREE YEAR PLAN – 2014-2015-2016

STRATEGIC PLAN

Building Community Prosperity Through Business. At the Fredericton Chamber of Commerce, it is our purpose to enhance the prosperity of the Fredericton region. We believe we can best serve this purpose through strengthening the regions businesses, which will in turn bring economic prosperity to all.

MISSION STATEMENT

As a premier business association of the greater Fredericton area, the Fredericton Chamber of Commerce provides services, offers a voice, and provides an effective network for our members.

CORE VALUES (KEY STRATEGIC AREAS)

The culture of any organization is defined by its core values. Core values are the guiding principles that guide behavior and define the culture of the organization and everyone within it.

Be a Champion for Business

- Always be a defender of local business;
- Advocate for all businesses;
- Do everything we can to support and strengthen business;
- Have passion for the business community.

Professionalism in All We do.

- Work in an organized manner;
- Be process driven;
- Always provide excellence in learning;
- Ensure persistency in all tasks we take on.

Highest Level of Integrity & Trust

- Be membership driven, always doing what's in the best interest of members;
- Share the philosophy of total inclusion;
- Share empathy toward member issues;
- Only make decisions based on facts;
- Have a solid balance between views and awareness;
- Always operate independently from special interest group.

Committed to the Well Being of the Community

- Share a passion for local business;
- Share empathy for the well being of our community;
- Err on the side of community inclusion;
- Must possess a strong sense of community volunteerism.

Core Purpose and Values make up the organization's Core Ideologies. These ideologies will guide our strategic direction and plans. They will also be what defines our organization's

culture. As such, the core purpose and values will be used in all communication, both internally and externally.

MEMBERSHIP, CHAMBER BOARD, COMMITTEES AND STAFF ENGAGEMENT

Each year, the Fredericton Chamber of Commerce undertakes a survey of its members to gauge member's attitudes, concerns and to learn the issues affecting the business community. The responses from this survey help the chamber board and staff to create a roadmap of the programs and initiatives the chamber should work on during the upcoming year. The chamber has several committees that consist of board members as chairs and chamber members complete the committee roster. These committees identify their priorities and the chairs bring this information to the annual strategic planning session.

GOALS AND OBJECTIVES – OUR STRATEGIC PLAN

It was decided that planning the future for the Fredericton Chamber of Commerce starts with a compelling long-term vision for the organization. From there, the chamber can then plan out three years from now and make more detailed strategic decisions as to where the organization is heading. With a three-year plan established, the chamber can then focus on more detailed plans for the next fiscal year.

VISION FOR THE FUTURE

To have 5,000 members by 2033

The Fredericton Chamber of Commerce will do this by developing a business environment of innovation & sustainability to grow the local economy.

The compelling long-term vision for the chamber is to become a leading force behind growing the local economy. With successful growth will come new businesses and new members. Therefore the chamber will measure its success by the number of members it serves. This vision encompasses the three primary components:

1. The Purpose / Passion – Serving and helping the business community succeed and thrive.
2. Core Competency – Aligning with what the chamber is good at, which is serving and helping the local area businesses grow and prosper.
3. Drives the Economic Engine – With new membership, comes new membership fees and resources into the Chamber.

3-YEAR LONG TERM STRATEGY (TO 2016)

With a compelling long-term vision identified, the sights set on the next three years, and what the Fredericton Chamber of Commerce is committed to accomplishing during that timeframe. In point form, the key initiatives and thrusts over the next three years include:

- For the Fredericton Chamber of Commerce to be constantly relevant to our members and the business community;
- To help make the city of Fredericton known for the highest per capita income;
- To help make the city of Fredericton the leading small city of innovation and stability;

- To support and work with Start-Up Fredericton to make Fredericton the business start-up capital;
- By December 31, 2016 the Fredericton Chamber of Commerce would like to build the membership to 1,200 members;
- The Fredericton Chamber of Commerce will move to a new location near the downtown core and will remain independent from other agencies;
- The Fredericton Chamber of Commerce will identify and pursue “New Age” and growth companies to obtain memberships and possibly partner with them on certain initiatives;
- The Fredericton Chamber of Commerce will identify and implement other sources of income.
- The Fredericton Chamber of Commerce will take a lead and collaborate to host an annual event centered on Economic Development for the region.

IMMEDIATE SHORT TERM GOALS – 2014

The Chamber’s immediate short term goals are described in great detail in the chamber’s annual Business Plan. Chamber staff use these goals to create their annual work plans for themselves and chamber committee chairs create an outline that their committees will concentrate on throughout the year.