

Strategic Plan 2006

The Mission of the Fredericton Chamber of Commerce

- Promote the aims of our members and to act in their best interest.
- Provide tangible services for small business.
- Be the premier business association in Fredericton.
- Be the voice of an advocate for business.
- Provide an effective network for Fredericton Business.
- Provide a synergy vehicle for business.
- Meet expectations of members.

History

The Fredericton Chamber of Commerce is an award winning organization, having received the “Chamber of the Year” Award from the Atlantic Provinces Chamber of Commerce six times over the past ten years. With more than 850 business members, the Fredericton Chamber is one of the largest Chambers in Atlantic Canada.

Established in 1874, the Fredericton Chamber of Commerce is a not-for-profit membership business organization. It is a vehicle for business people from large or small businesses, to progress together. The united voice of members expressed through the Chamber, has a positive impact on issues facing business and the community at large.

The Chamber has an excellent working relationship with municipal, provincial and federal officials, Enterprise Fredericton, Downtown Fredericton Inc. and Business Fredericton North. Through the efforts of its Board of Directors, the Chamber assists in the maintenance and development of social and economic standards that the citizens of Fredericton have come to expect and enjoy.

Looking to the future, the Chamber is dedicated to addressing current issues and partnering with organizations to provide continued growth and prosperity to the Fredericton area and its business community.

A.) Provide leadership in economic development initiatives in greater Fredericton

Strategic Objectives	Action Plan	Completion date	Staff	Committee
1) Enhance the profile of the Chamber in economic development and exceed the expectations of the Chamber membership.	<ul style="list-style-type: none"> ▪ Determine what members want/need ▪ Determine what is possible, what works and doesn't work ▪ Determine whether to focus on local, provincial, federal or global issues? ▪ Examine the feasibility of creating a package on how to begin a business, with steps to follow ▪ Continuous marketing of what the chamber does and distribute through the newsletter and Daily Gleaner ▪ Examine the feasibility of launching an electronic newsletter 	September 2006	General Manager, President	Executive Committee
2.) To define our role in economic development in Fredericton	<ul style="list-style-type: none"> ▪ Examine the feasibility of developing a road map for economic development ▪ Partner with economic development agencies to ensure that the Chamber does not duplicate existing efforts 	September 2006	General Manager, President	Executive Committee

<p>3.) To enhance the Chamber’s role as an advocate on federal government issues</p>	<ul style="list-style-type: none"> ▪ The goals of the Federal Government Affairs Committee should remain in order to achieve those goals established by the Chamber ▪ Examine ways to enable better information sharing between members and the Chamber on government issues ▪ Examine ways to liaise with the Canadian Chamber of Commerce and enhance lobbying efforts relation to national policy issues ▪ Develop priorities for the upcoming federal election ▪ Organize meetings with Federally elected officials 	<p>General Manager, President, Past-President</p>	<p>June 2006</p>	<p>Federal Government Affairs</p>
<p>4.) To increase cooperation and partnership opportunities with other jurisdictions</p>	<ul style="list-style-type: none"> ▪ Determine the right way to build stronger partnerships with regional chambers of commerce and other agencies ▪ There is a need for an economic development “quarterback” to enhance cooperation and coordination ▪ Examine the legitimacy and potential impact of regional favoritism on the Fredericton region ▪ Examine ways to enhance support for the growth of air service in the Fredericton region ▪ There is currently strong cooperation and information sharing between the Moncton Chamber of Commerce and the Saint John Board of Trade – how can this be carried forward to promote regional cooperation? 	<p>General Manager</p>	<p>November 2006</p>	<p>Board of Directors</p>

<p>5.) Explore ways to enhance cooperation and new opportunities for Chamber members at Canadian Forces Base Gaagetown</p>	<ul style="list-style-type: none"> ▪ Hold discussions with Colonel Jeston to examine opportunities for working together with C.F.B. Gaagetown ▪ Host an information session about the Chamber at C.F.B. Gaagetown ▪ Examine the feasibility of holding a bus tour of C.F.B. Gaagetown 	<p>General Manager</p>	<p>September 2006</p>	<p>Board of Directors</p>
<p>6.) Increase awareness and understanding of existing funding available for business from government</p>	<ul style="list-style-type: none"> ▪ Examine ways to increase member awareness of existing funding available from government sources ▪ Fredericton appears to not receive an equitable level of support from government to attract new business opportunities – what role should Chamber play in order to ensure that Fredericton receives an equitable level of support from government ▪ Develop partnerships with the Community Business Development Corporation Venture Capital program ▪ Examine the strengths that Fredericton has to offer for new potential companies interested in relocating 	<p>President, General Manager</p>	<p>May 2006</p>	<p>Board of Directors</p>
<p>7.) The Fredericton Chamber of Commerce’s role in the advancement of Atlantica in Atlantic Canada, New England & Quebec</p>	<ul style="list-style-type: none"> ▪ The Chamber of Commerce Board of Directors should accept the recommendation of the Atlantica Task Force to partner with a New England city such as Augusta, ME ▪ Seek increased involvement with the Atlantic Provinces Chamber of Commerce Atlantica Committee 	<p>General Manager, President, Atlantic Provinces Chamber of Commerce</p>	<p>November 2006</p>	<p>Board of Directors</p>

<p>8.) To develop a list of best practices criteria for retention and recruitment</p>	<ul style="list-style-type: none"> ▪ Await the results of the Business Retention survey undertaken by Enterprise Fredericton and examine appropriate actions ▪ Examine seminars for seeking and retaining new immigrants as employees in partnership with Enterprise Fredericton ▪ Develop a strategy to support families experiencing employment transitions 	<p>General Manager</p>	<p>May 2006</p>	<p>Board of Directors</p>
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B.) Provide an effective networking system for Chamber members

Strategic Objectives	Action Plan	Completion date	Staff	Committee
<p>1.) Organize and promote a well rounded mix of networking opportunities for Chamber members</p>	<ul style="list-style-type: none"> ▪ Offer a training session for members of the Chamber’s Ambassador’s Committee in order to promote increased networking at events ▪ Examine the feasibility of adding another event such as a trade show (Showcase Fredericton) or a social event that at a different time to meet the demand from members interested in hosting Business After Hours. 	<p>May 2006</p>	<p>Events Coordinator, General Manager</p>	<p>Board of Directors</p>

C.) Be the voice and advocate for business in Fredericton

Strategic Objectives	Action Plan	Completed by	Staff	Committee
<p>1.) Enhance the level of awareness of the Chamber’s advocacy efforts.</p>	<ul style="list-style-type: none"> ▪ Review the Chamber’s existing exit interview process with members that do not continue their membership with the Chamber of 	<p>November 2006</p>	<p>Membership and Marketing</p>	<p>Board of Directors</p>

	<p>Commerce</p> <ul style="list-style-type: none"> ▪ Review the Chamber’s existing practice of purchasing ad space in the Daily Gleaner to highlight accomplishments of the Chamber of Commerce in order to achieve even greater value ▪ Investigate other methods of information sharing with members of the Chamber of commerce, including broader email distribution lists, opinion-editorials, televised town hall meetings and direct mail 		<p>Director, Membership Services Coordinator</p>	
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D.) Be a relevant educational and informational source for Chamber members

Strategic Objectives	Action Plan	Completion date	Staff	Committee
<p>1.) Present timely information sessions on current “hot issues”.</p>	<ul style="list-style-type: none"> ▪ Strive to develop timely sessions that fit the current interests and needs of Chamber members, including through the use of member polls. ▪ Examine the feasibility of a major annual educational conference for business professionals. 	<p>November 2006</p>	<p>General Manager, Events Coordinators</p>	<p>Board of Directors</p>
<p>2.) Promote educational sessions of importance to business operations of Chamber members</p>	<ul style="list-style-type: none"> ▪ Examine the feasibility of partnering with the College of Extended Learning at the University of New Brunswick to host educational sessions in partnership with the Chamber of Commerce. ▪ Examine the feasibility of offering educational 	<p>November 2006</p>	<p>General Manager, Events Coordinators</p>	<p>Board of Directors</p>

	sessions at different times of the day, including mornings and after work.			
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E.) Provide tangible benefits for Chamber members

Strategic Objectives	Action Plan	Completion date	Staff	Committee
1.) Maintain a relevant assortment of beneficial products and programs for Chamber members.	<ul style="list-style-type: none"> ▪ Review the Chamber's existing strategy to promote and communicate membership benefits to existing and potential members of the Chamber of Commerce. ▪ Examine the feasibility of an educational curriculum that would include a system of credentials for participants. ▪ Examine new methods of promoting increased use of the Member to Member program ▪ Continue examining website tools and services that could benefit the members of the Chamber of Commerce. ▪ Develop and launch a medium to large-scale trade show for the Fredericton area. ▪ Review welcome package for new members. ▪ Examine the feasibility of launching radio ads periodically throughout the year to promote new members of the Chamber of Commerce. ▪ Continue to regularly meet with companies to explain new and existing membership 	November 2006	Membership and Marketing Director, Membership Services Coordinator	Board of Directors

	benefits.			
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F.) Provide a strong organizational infrastructure for operations of the Chamber

Strategic Objectives	Action Plan	Completion date	Staff	Committee
1.) Provide clear vision and direction for staff and volunteers of the Chamber	<p>Review and Reflection</p> <ul style="list-style-type: none"> ➤ Examine the mission and vision of the Chamber of Commerce ➤ Review the role of staff in relation to the roles of board members ➤ Examine the current committee structure of the Chamber of Commerce and recommend any potential reduction in the number of committees ➤ Host a transition meeting with incoming and outgoing co-chairs of committees to ensure greater continuity and encourage strategic decision making <p>A Proactive Board of Directors</p> <ul style="list-style-type: none"> ➤ Develop a Compact Disc that includes detailed background information for new and returning board members, in addition to the board binder ➤ Examine new ways to add value to the experience of board members, including increased recognition ➤ Develop a strategy for increased diversification of the board of directors ➤ Establish open forums for all board meetings to enable more active information sharing at board of directors meetings 	November 2006	General Manager	Executive Committee

	<p>Planning for the Future</p> <ul style="list-style-type: none"> ➤ Review existing one-year a business plan, communication plan, events plan and marketing plan to ensure their continued accuracy and relevance. ➤ As a part of the Chamber’s regular membership drive, increased media coverage and advertising should be considered, including purchasing radio ads ➤ Examine the resource challenges associated with the Chamber’s high rate of membership growth (50% increase in 5 years), including staffing and others. ➤ Examine new ways to diversify revenue streams for the Chamber of Commerce. Staff should strive to increase other funding sources, outside of membership fees ➤ The Chamber of Commerce does not wish to pursue a capital campaign to partially finance the cost of constructing a new office building. 			
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