

Fredericton Chamber of Commerce
Strategic Plan
2000-2001



“Taking Care of Business!”

(July 10, 2001)

**Fredericton Chamber of Commerce
Strategic Plan
2001-2002**

(July 11, 2001)

On July 10, 2001, members of the Board of Directors, Directors from the previous year, and staff met to review the Fredericton Chamber of Commerce Strategic Plan and discuss key issues of the business community. Facilitated by Sean Cooper (Executive Director of the Atlantic Provinces Chamber of Commerce), the group met for a morning session. Those who participated in the strategic planning session are:

Mac MacFarlane	Les Smith
Ken Savage	Don Good
Patricia Donnelly	Marjorie Tomlinson
Ron Forsythe	Jeff Hamilton
Tim Cairns	Adam Sprague
Laura Arnold	Rivers Corbett
Tammy Hayes	Dan Koncz
Suzanne Gregg	Weldon LeBlanc
Gail Steeves	Kristin Clowater (then O'Donnell)
Sean Cooper (APCC)	

During the strategic planning session, the following process was followed:

- Reviewed the current operations of the Fredericton Chamber of Commerce
- Reviewed the objectives of the 2000-2001 Strategic Plan
- Identified key issues to be addressed during this session

Specific areas were determined to require in-depth analysis during the upcoming year:

- Improved communication with the membership and the public
- Improved marketing of the benefits to Chamber members
- Additional focus on recruitment and retention of members
- Strengthening of the role of the Chamber volunteer

The following report indicates specific actions to be implemented along with a time frame and person(s) who would be responsible for completing the indicated tasks.

Mission Statement

”Taking Care of Business”

1. Promote the aims of our members and to act in their best interest.
2. Provide tangible services for small business.
3. Be the premier business association in Fredericton.
4. Be the voice of an advocate for business.
5. Provide an effective network for Fredericton Business.
6. Provide a synergy vehicle for business.
7. Exceed expectations of members.

I. Promote the aims of our members and act in their best interests

Strategic Objectives	Action Plan	Completion date	Staff	Committee
1. Be attuned to the needs and concerns of the Chamber membership in terms of issues, services, programs and events	1. Undertake a survey of the Chamber membership to determine needs.	Fall 2001	WL/KC	Commun.
	2. Using membership database, segment the membership into key groups and determine needs of specific member sectors (ie.cross reference survey results with specific groupings of Chamber members).	January 2002	KC	
	3. Undertake a series of forum-type meetings of various member sectors to determine needs of these specific sectors. (ie: retail, IT businesses, etc.)	April 2002	Staff	
1. Establish a clear understanding of the role of the Fredericton Chamber of Commerce relating to economic development.	1. Meet with the Executive of GFEDC to determine the role of the Fredericton Chamber of Commerce in the revised format of Community Economic Development Agencies.	October 2001		Executive

II. Provide tangible services for small business

Strategic Objectives	Action Plan	Completion date	Staff	Committee
1. Enhance the participation of members in Chamber benefits and programs.	1. Develop a strategy to enhance the participation of members in the various benefits offered by the Fredericton Chamber of Commerce	January 2002	KC/KA	Mem. Mkting
	2. Explore additional “added value” benefits for members	January 2002	KC/KA	Mem. Mkting
	3. Focus on programs such as “See A Member First” and “New Members Taste Like Chicken”.	February 2002	KA	Mem. Mkting
	4. Explore opportunities to partner with other organizations such as GFEDC, DFBN, and MSBDA in co-hosting benefits and programs	Fall 2001	Staff	All
	5. Contact partner organizations to use their data bases to market Chamber benefits to non-members	Nov 2001	KA	none

III. Be the premier business association in Fredericton

Strategic Objectives	Action Plan	Completed by	Staff	Committee
1. Increase the size of the Chamber membership to enhance the influence of the Chamber as a premier business organization	1. Develop a “Retention and Recruitment Strategy” to build the Chamber membership; recruitment to attract new members to the Chamber; retention to reduce the number of cancelled memberships annually.	January 2002	KC/KA	Mem. Mkting
	2. Evaluate the effectiveness of the “exit survey” conducted when businesses cancel their membership with the Chamber.	December 2001	KA	none
2. Ensure that volunteers of the Chamber have a clear understanding of their roles and responsibilities.	1. Prepare clear job descriptions for volunteers outlining their responsibilities to the Fredericton Chamber of Commerce	April 2002	WL	Exec
3. Recruit and retain qualified volunteers to act in the best interests of the Fredericton Chamber of Commerce.	1. Generate a list of names of potential volunteers to participate in the committees of the Fredericton Chamber of Commerce.	Fall 2001	All	All
	2. Increase the recognition/rewards given to volunteers.	April 2002	WL	None
	3. Whenever possible, match a “veteran” Board member with a “rookie” Board member (or volunteer) to provide experience to new volunteers and to ensure consistency and continuity to committees.	Ongoing	WL	Board
	4. Enhance the awareness of the activities of the committees by publishing their activities in the <i>Chamber News</i> and the Chamber “e-letter”.	Ongoing	KC/WL	All
	5. When establishing the committees, Committee Co-chairs will consider employees of companies who are not on the contact list of the Chamber database to work on various issues and subcommittees.	Ongoing	All	All
	6. To provide meaningful volunteer work for committee members, Co-chairs will consider the establishment of sub committees where feasible.	Ongoing	All	All
	7. To ensure adequate succession planning, use committees as a vehicle to orient Chamber members of the activities of the Chamber, and to provide succession planning for other levels of operations for the Chamber. (ie. Committee member→co-chair→Board member→Executive→President)	ongoing	all	all

IV. Be the voice and advocate for business in Fredericton

Strategic Objectives	Action Plan	Completion date	Staff	Committee
1. Proactively address the business issues and concerns on behalf of the membership of the Chamber	1. Develop a template to evaluate the level of Chamber involvement to a specific issue.	February 2002	WL	Commun. And Executive
2. Enhance the awareness of efforts undertaken by the Chamber on behalf of the members and the business community at large.	1. Prepare a report outlining the communications efforts of the Fredericton Chamber of Commerce during 2000-2001.	December 2001	WL/KC	None
	2. Using the results of the Communications Report, review communications tools of the Chamber and develop a comprehensive strategy to coordinate the communications efforts of the Chamber. <ul style="list-style-type: none"> • <i>Chamber News</i>, website, e-mail notices, fax notices, e-letter, direct mail, advertising efforts, media coverage (media releases, media coverage from events and issues, and the Atlantic Chamber Journal). 	April 2002	WL/KC	Commun.

V. Provide an effective network of Fredericton business

Strategic Objectives	Action Plan	Completion date	Staff	Committee
1. Recognizing the importance of networking to the membership, provide an environment that allows members to extend their contacts throughout the business community.	1. Maintain a strong line-up of events and functions for members to attend to provide ample networking opportunities.	Ongoing	All	None
	2. Strengthen the role of the Ambassadors Program to assist new/existing members to network.	January 2002	KA\KC	Mem. Mkting
	3. Develop new methods to encourage members to interact.	ongoing	all	Mem. mkting

Areas of progress:

- Partnerships established with GFEDC, DFBN, City of Fredericton, and provincial elected officials
- Progress on issues such as the grant/tax review and the airport

Areas of potential:

- Improved communications with members and public
- Improved participation of members (volunteers)
- Improved participation with NBCC/APCC
- Increase membership through retention and recruitment activities
- Improved growth in sponsorship revenue

Obstacles (in 3-5 years):

- Competing organizations
- Loss of focus (need to identify areas of growth)
- Possible lack of “branding” of the Fredericton Chamber of Commerce
- Pending Provincial election in 2003
- Strain on resources (financial/volunteers/staffing)
- Changes re: CEDA’s (impact on economic development initiatives)