

Chamber 2010



Three Year Strategic Plan





Vision

The Fredericton Chamber of Commerce brings value to our members through high quality events and services while acting as a leading advocate for business issues. As the voice of the Fredericton business community, the chamber seeks to enhance a strong business climate; we is committed to advancing existing business and attracting new opportunities while influencing public policies. The chamber increases membership by engaging productive business leaders and harnessing opportunities for our members.

Mission

As the 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.

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Message from the President



It is my pleasure to present this strategic planning document to assist you in understanding where your chamber of commerce is planning to be in the next three years.

Our purpose in setting upon this exercise is to give clarity of purpose for ourselves, the staff and our valued members. I believe,

as do my colleagues on the board of directors, that we have established challenging targets and ambitious timelines to achieve many important goals.

I trust that this document will give you a true sense of the vision we have established as your representatives on the chamber's board of directors.

As always, I welcome your feedback and advice as we work together to achieve the important goals we have set for the next three years.

Peter Lindfield

President 2007-08,
Fredericton Chamber of Commerce

Message from the General Manager



I am pleased to have been a part of the development of this strategic document for the benefit of the members of the Fredericton Chamber of Commerce. The efforts of the board of directors and staff to create this document cannot be overstated. The Fredericton Chamber of Commerce is an award-winning organization that has been recognized for membership growth, effective advocacy efforts and top quality events. These successes are great motivators to reach higher and go further to advance the issues that matter to our members.

Today, we have set the course for an ambitious and targeted agenda for action. My staff and I welcome your involvement and ideas as we work together to advance a common vision for growth and prosperity for our members.

Anthony Knight

General Manager
Fredericton Chamber of Commerce

Introduction

The Fredericton Chamber of Commerce was established in 1874 by community pioneers who saw the need for leadership in the business community. Over the past 133 years, the Chamber has initiated great change and advanced new ideas in the community to make Fredericton the smart city that it is today.

Former board members have gone on to lead extraordinarily successful businesses and some have even gone on to serve as Mayors, Members of the Legislative Assembly and Members of Parliament.

Today, the Fredericton Chamber of Commerce continues to strive to make an impact on our community through leadership and innovation that encourages development and prosperity in our community.

In June 2007, the Fredericton Chamber of Commerce received the Atlantic Province's Chamber of the Year Award for the fifth consecutive year, an unprecedented level of success. In order to continue on a path to success, the chamber has developed this plan to advance new initiatives for the benefit of our members.

This plan is intended to set clear priorities and identify areas where leadership can be taken. Join us as we work together achieve these goals together.

Membership, Board and Staff Engagement

Annually, the Fredericton Chamber of Commerce undertakes a survey of its members to monitor attitudes, concerns and issues affecting the business community.

The Chamber also hosts more than three thousand attendees at events throughout the year, where members of the chamber share ideas, bring forward concerns and maintain a continuous dialogue in the organization.

The Chamber's website was completely revamped in 2006 and has the capability to encourage feedback and engage members at a higher level.

The board of directors meets on a monthly basis and sets the strategic direction for the Chamber and ensures that staff have adequate tools and resources to meet the strategic objectives it establishes for the organization. Members of the board of directors met in early June 2007 to establish this plan of action.

Staff take a proactive role in advancing the mission of the Chamber through proactive communications, planning and advice to the board of directors.

Taking Action

The board of directors of the chamber recognized that in order to be strategic and to give the organization the necessary time to implement key initiatives, a three year plan would be necessary.

The title of this document, ***Chamber 2010***, is intended to reflect our three year approach to this strategy.

The overall strategic priorities of ***Chamber 2010*** include:

- Leadership in Economic Growth
- An Effective and Efficient Organization
- Sound Financial Management
- A Dynamic and Growing Membership
- Business Opinion Leader
- Unforgettable Events

These strategic priorities reflect the key areas of focus for the Fredericton Chamber of Commerce during the next three years.

The following outlines actions that will be taken and are organized under the headings of Strategy, Operations and People.

***Chamber 2010:
Leadership in Economic Growth***



Leadership in Economic Growth is an essential ingredient of any successful chamber of commerce. We must plant seeds and promote an aggressive vision for growth and prosperity in our community.

Leadership in Economic Growth		
Strategy	Operations	People
<p>1. Proactive planning and coordination to support members through global economic change</p>	<p>Year 1 Dedicate one article in the chamber newsletter focused on global economic issues</p> <p>Actively pursue the establishment of an Atlantic Canada office for the Canadian Advanced Technology Association</p> <p>Continue to advance the chamber’s economic development committee’s Productivity Matters agenda.</p> <p>Support members in identifying new markets for exporting by partnering with Export Development Canada</p>	<p>LEAD: <i>General Manager</i></p> <p>SUPPORT: <i>Administrative Assistant & Events Coordinator</i></p>
	<p>Year 2 & 3 Host at least one presentation on the challenges associated with global economic change</p> <p>Support members in identifying new markets for exporting by partnering with Export Development Canada</p> <p>Continue to advance the chamber’s economic development committee’s Productivity Matters agenda.</p> <p>Develop partnerships with Department of Business New Brunswick and Enterprise Fredericton to support immigrant entrepreneurs</p>	
<p>2. Encourage economic growth in the community</p>	<p>Year 1 Co-host a half day meeting with the investment branch of Business New Brunswick to communicate the successes, opportunities and challenges associated with doing business in</p>	

Leadership in Economic Growth		
Strategy	Operations	People
through the establishment of partnerships with local, provincial and national economic development agencies	<p>Fredericton</p> <p>Establish a memorandum of understanding with the Capital Region Tourism Association to support the growth and development of the association</p> <p>Increase efforts in partnership with the Greater Fredericton Airport Authority to attract additional air service from Fredericton.</p> <p>Continue to support Innovation Fredericton</p>	<p>LEADS: <i>President, General Manager</i></p> <p>SUPPORT: <i>Events Coordinator, Economic Development Committee</i></p>
	<p>Year 2</p> <p>Host an event with the Minister responsible for the Atlantic Canada Opportunities Agency</p> <p>Develop a new partnership with Innovation Fredericton</p> <p>Develop a new partnership with the NB Innovation Foundation</p> <p>Continue partnership with the Capital Region Tourism Association to support the growth and development of the association</p> <p>Launch a discussion paper on attracting investment</p>	
	<p>Year 3</p> <p>Launch an economic growth report card for Fredericton</p> <p>Continue partnership with the Capital Region Tourism Association to support the growth and development of the association</p> <p>Evaluate and determine whether to continue new partnerships established in year 2</p>	
3. Promote and actively	<p>Year 1</p> <p>Actively promote the economic interests of the Fredericton region as a member of the</p>	

Leadership in Economic Growth		
Strategy	Operations	People
participate in initiatives that promote local, provincial and regional cooperation in economic development	Atlantic Provinces Chambers of Commerce Board of Directors Actively promote the economic interests of the Fredericton region as a member of the New Brunswick Chamber of Commerce Board of Directors Participate in the Urban Chamber Caucus Participate in annual meetings with the Saint John Board of Trade & Greater Moncton Chamber of Commerce	<p style="text-align: center;">LEADS: President & General Manager</p>
	<p>Year 2 & 3</p> Actively promote the economic interests of the Fredericton region as a member of the Atlantic Provinces Chambers of Commerce Board of Directors Actively promote the economic interests of the Fredericton region as a member of the New Brunswick Chamber of Commerce Board of Directors Participate in the Urban Chamber Caucus Participate in annual meetings with the Saint John Board of Trade & Greater Moncton Chamber of Commerce	

*Chamber 2010:
An Effective & Efficient Organization*



An Effective & Efficient Organization is the foundation on which the Fredericton Chamber of Commerce has grown and thrived. A robust leadership organization requires that all its moving parts have clearly defined roles, with people who are committed to a common purpose.

<i>An Effective and Efficient Organization</i>		
Strategy	Operations	People
1. Implement a Chairperson and CEO model for the senior volunteer and staff positions in the chamber	Year 1 Initiate a bylaw and position description review of the role of President and the role of General Manager and report to the Executive Committee a new model and any associated costs Set a date for a special meeting of the membership to adopt proposed changes to the bylaws	LEAD: President
	Year 2 & 3 Ensure full implementation is completed by no later than June 2008 Conduct an evaluation of the new model in year 3	
2. Develop a volunteer recruitment, retention & recognition strategy	Year 1 Assign volunteer coordinator responsibilities to a staff member Develop a roles, responsibilities and outcomes charter for the board of directors Develop a new format for board and executive meeting agendas that focuses on the future and strategic objectives Develop a decision-making authority matrix for senior staff and the board of directors	LEADS: President & General Manager

An Effective and Efficient Organization		
Strategy	Operations	People
	<p>Year 2 & 3</p> <p>Develop a comprehensive recognition program for volunteers</p> <p>Establish a volunteer policy for the chamber</p> <p>Establish a volunteer rate for events hosted by the chamber</p> <p>Conduct an evaluation of the new initiatives in year 3</p>	
<p>3. Meet the Human Resource Management needs of employees and the chamber</p>	<p>Year 1</p> <p>Undertake a review of staff roles, responsibilities and compensation</p> <p>Adopt a wellness policy for employees of the chamber</p> <p>Strive to provide a positive work environment for employees</p> <p>Establish employee training goals</p> <p>Examine the need for full employee attendance at events</p> <p>Develop tools and strategies to support employees in their employment and as members of the community</p> <p>Ensure good understanding and positive relationships with other organizations in order to properly and effectively redirect public requests to their proper destination</p> <p>Year 2 & 3</p> <p>Continue implementation of year 1 initiatives</p> <p>Conduct an evaluation of the new initiatives in year 3</p>	<p>LEADS: General Manager & Management Committee</p>

***Chamber 2010:
Sound Financial Management***



Sound Financial Management gives the leadership of the Fredericton Chamber of Commerce the independence and capacity to meet its mission. An even-handed approach to managing the balance sheet of the chamber will make tough decisions more easily managed in the future.

Sound Financial Management		
Strategy	Operations	People
1. Establish an investment plan with annual outcomes	Year 1 Examine potential investment options Review the purpose and need of the Building Fund Establish an investment policy and strategy for recommendation to the board of directors	LEADS: <i>General Manager & Treasurer</i> SUPPORT: <i>Executive Committee</i>
	Year 2 & 3 Set one year investment income target and actively manage investments Evaluate the effectiveness of the strategy each year	
2. Establish maximum annual operating expense growth rate targets	Year 1 Determine the annual operating expenditure growth rate of the Chamber during the last five years Determine a manageable and acceptable operating expenditure growth rate, to be approved by the board of directors	LEADS: <i>General Manager & Treasurer</i> SUPPORT: <i>Executive Committee</i>
	Year 2 Evaluate the effectiveness and accuracy of the goals for year 1 and establish new operating expenditure growth rate for year 2	
	Year 3 Evaluate the effectiveness and accuracy of the goals for year 2 and establish new operating expenditure growth rate for year 3	
3. Establish minimum annual revenue growth	Year 1 Determine the annual revenue growth rate of the Chamber during the last five years	

Sound Financial Management		
Strategy	Operations	People
rate targets	Determine a manageable and acceptable annual revenue growth rate, to be approved by the board of directors	LEADS: <i>General Manager & Treasurer</i> SUPPORT: <i>Executive Committee</i>
	Year 2 & 3 Evaluate the effectiveness and accuracy of the goals for year 1 and establish new annual revenue growth rate for year 2 Evaluate the effectiveness and accuracy of the goals for year 2 and establish new annual revenue growth rate for year 3	

***Chamber 2010:
A Dynamic & Growing Membership***



A Dynamic and Growing Membership is the true measure of our organization. The membership defines the focus and activities of the chamber. The chamber is challenged to reach higher and go further to demonstrate value that exceeds the expectations of our members.

<i>A Dynamic & Growing Membership</i>		
Strategy	Operations	People
	Establish an annual net membership growth target	
2. Membership fees that reflect the value gained from membership	Year 1 Implement a permanent one-time registration fee for new members of the chamber in order to more accurately reflect the administration costs of membership Change the prorated membership fees structure to a quarterly change Develop a membership fee increase target that is based on an analysis of other chambers of commerce in the region and competitors	LEAD: <i>Membership and Marketing Director</i> SUPPORT: <i>Membership Services Coordinator</i>
	Year 2 Develop a membership fee increase target that is based on an analysis of other chambers of commerce in the region and competitors	
	Year 3 Develop a membership fee increase target that is based on an analysis of other chambers of commerce in the region and competitors	
3. Develop a retention strategy for new and existing members	Year 1 Initiate an online exit survey for members who cancel their memberships Establish an annual membership retention target Enhance efforts to increase individual employee involvement in the chamber	LEAD: <i>Membership and Marketing Director</i> SUPPORT: <i>Membership Services Coordinator and Ambassadors Committee</i>
	Year 2 & 3 Establish an annual membership retention target	
	Year 1	
4. Increase the	Year 1	

<i>A Dynamic & Growing Membership</i>		
Strategy	Operations	People
number and quality of member services and programs	Conduct an evaluation of potential services that could be offered to the membership at a discounted rate Implement at least one new service in year 1	LEAD: <i>Membership and Marketing Director</i>
	Years 2 & 3 Implement at least one new service	SUPPORT: <i>Membership Services Coordinator</i>

*Chamber 2010:
Business Opinion Leader*



As a ***Business Opinion Leader***, the Fredericton Chamber of Commerce has an important role in promoting the views and concerns of its members. That opinion will influence public policy and impact the views of the citizens of Fredericton. This duty requires thoughtful consideration and reflection in order to meet the high standards associated with views of the Fredericton Chamber of Commerce.

<i>Business Opinion Leader</i>		
Strategy	Operations	People
<p>1. Advance the view that the Chamber is a tangible force for business change and growth</p>	<p>Year 1 Promote the chamber’s economic development priorities in the community and to government through the media, at events and through the chamber’s own communication mechanisms</p> <p>Encourage more active participation from the membership in the formulation of chamber policies</p> <p>Post all newspaper articles in which a chamber representative is quoted on the chamber website</p> <p>The chamber will continue to develop positions based on credible research</p>	<p>LEADS: <i>President & General Manager</i></p>
	<p>Years 2 & 3 Host public debates during municipal, provincial & federal elections</p> <p>Enhance connections between events, marketing and advocacy by the chamber</p> <p>Encourage more active participation from the membership in the formulation of chamber policies</p>	
<p>2. Establish full-time research coordinator position</p>	<p>Year 1 Hire an employee on a one year contract in order to validate the need for the position</p> <p>Develop a position description for the position</p> <p>Develop a detailed work plan for the position</p> <p>Seek outside funding to support the position and potential partnership opportunities</p>	<p>LEAD: <i>General Manager</i></p>

<i>Business Opinion Leader</i>		
Strategy	Operations	People
	<p>associated with sharing the position with other business associations in the city</p> <p>Year 2 &3 Evaluate the performance and outcomes related to the establishment of this position and make a decision on whether the position will become full-time permanent</p> <p>Conduct an evaluation of the new position in year 3 to determine the long term need for the position</p>	<p>SUPPORT: Management Committee</p>
<p>3. Undertake annual membership surveys on membership issues</p>	<p>Years 1, 2 & 3 Conduct membership survey on services and government affairs</p> <p>Evaluate the effectiveness of the survey, including response rate</p>	<p>LEAD: General Manager SUPPORT: Administrative Assistant, Membership and Marketing Director</p>
<p>4. Actively develop and promote Chamber policy positions to government and participate in public consultation processes</p>	<p>Year 1 Regularly examine the focus and relevance of Chamber policy committees</p> <p>Examine conducting open debate forums for specific issues to engage members and encourage involvement in the formulation of policy positions taken by the Chamber</p> <p>When developing policy positions, seek opportunities to coordinate with other business organizations</p> <p>Year 2 & 3 When developing policy positions, seek opportunities to coordinate with other business organizations</p>	<p>LEADS: President & General Manager</p>

**Chamber 2010:
Unforgettable Events**



We strive to offer **Unforgettable Events** every time we call together the members of the chamber. Morning, noon and night – every event is important and a reflection of the organization, its board and staff. We will seek new ways to bring additional value, interest and even entertainment to our existing and new events.

Unforgettable Events		
Strategy	Operations	People
<p>1. Continually evaluate and make adjustments to events</p>	<p>Year 1 The chamber will continue to operate its very successful line up of events during the next three year period including, Business After Hours, Golf Tournament, Business Expo, Business Excellence Awards, State of the City Address, State of the Province Address, Distinguished Citizens Awards and Annual Banquet. In addition to these major events, several smaller events will be hosted by the chamber in partnership with government agencies, chamber members and political events.</p> <p>Launch the Productivity Matters Education Series, in partnership with ACOA, Department of Postsecondary Education, Training and Labour and Enterprise Fredericton</p> <p>Ensure that all events have a clear purpose and are always cost effective</p> <p>Networking is one of the most important purposes of chamber events; therefore we will seek new and innovative ways to promote networking</p> <p>Relocate the State of the Province Address to the Aitken University Center</p> <p>Develop detailed event plans for existing and new events</p> <p>State of the City Address to become an evening event</p> <p>Year 2 & 3 Exceed the expectations of members at every event and keep our competitors guessing</p> <p>Evaluate changes undertaken in year one and make necessary adjustments</p>	<p>LEADS: General Manager & Events Coordinator</p>
<p>2. Establish five new events</p>	<p>Year 1 Establish an investors forum in coordination with the New Brunswick Chamber of Commerce Annual Banquet to be hosted by the Fredericton Chamber of Commerce in May 2008</p>	<p>LEADS: General Manager &</p>

<i>Unforgettable Events</i>		
Strategy	Operations	People
	Establish a Christmas Ball in December 2007	<i>Events Coordinator</i>
	Year 2 Establish a Deputy Ministers Forum in October 2008	<i>SUPPORT: Membership and Marketing Director</i>
	Establish an Employee Appreciation Luncheon in April 2009	
	Year 3 Establish a new year end membership appreciation event	

Financial Implications and Performance Measures

<i>Strategic Priorities</i>	<i>Financial Implications</i>	<i>Performance Measures</i>
1. Leadership in Economic Growth	<ul style="list-style-type: none"> All activities have neutral impact on the chamber's financial outlook 	<ul style="list-style-type: none"> Quantity of articles published Quantity of events and attendance by members Activity associated with new partnerships established
2. An Effective and Efficient Organization	<ul style="list-style-type: none"> Salary implications for CEO Additional training costs Implementation of wellness policy will require additional financial resources 	<ul style="list-style-type: none"> Evaluation of CEO/Chair implementation Evaluation of effectiveness of training Evaluation of effectiveness of wellness policy
3. Sound Financial Management	<ul style="list-style-type: none"> Targets for investments, revenue and expenditures will have a positive impact on the chamber's financial outlook 	<ul style="list-style-type: none"> Targets for investments, revenue and expenditures
4. A Dynamic and Growing Membership	<ul style="list-style-type: none"> Membership growth and retention will have a positive impact on the financial outlook of the chamber Additional marketing expenses 	<ul style="list-style-type: none"> Membership growth and retention rates
5. Business Opinion Leader	<ul style="list-style-type: none"> Most expenses and revenues will have a neutral impact on the financial outlook of the chamber 	<ul style="list-style-type: none"> Quantity of media articles and stories which feature chamber representatives Quantity of policy papers that are produced by the chamber
6. Unforgettable Events	<ul style="list-style-type: none"> The addition of some events and changes to others will result in a positive impact on the chamber's financial outlook When adding further value to chamber events, must be cognisant of the impact on the chamber's profit margin for events 	<ul style="list-style-type: none"> Attendance at events Feedback from attendees Impact on event management staff