

Black River-Matheson Chamber of Commerce



Three Year Strategic Plan

Chamber 2012

1. MOTTO

Black River-Matheson Chamber of Commerce's motto shall be;

“Working Collectively For Our Future.”

2. Vision

Black River-Matheson Chamber of Commerce will be recognized by 2012 as an accredited, premiere and indisputable voice of business in Black River-Matheson Township. The Chamber will be recognized as effective and highly relevant in its representation of members to all levels of government. The Chamber will have built upon its reputation for high quality events and services which enhance members' businesses, tourism, community mindedness and will attract new opportunities in our region.

3. Mission Statement

Black River-Matheson Chamber of Commerce shall be dedicated to promoting and improving trade and commerce and the economic, civic and social welfare of the township of Black River-Matheson.

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Message from the President

After months of hard work from our members and from the Board, we are pleased to present the Strategic Plan of Black River-Matheson Chamber of Commerce for the next three years.

As this is a “living” document, as we move forward over the next three years with the direction and vision of this Chamber, we have the ability to amend and alter the plan as members, new Boards and Committees see fit. As the economy changes and private business opportunities transform, so too does the Chamber to ensure we optimize and enhance the economic climate of our area businesses, community and tourism.

A strong membership provides a united voice which allows for economic, tourism and community prosperity in Black River-Matheson. We always want to hear from the membership and we will continue to bring your voice to all levels of government on issues and benefits for businesses.

Sincerely,

Diane Pearson
President 2008

INTRODUCTION

A Chamber of Commerce is an organization of business, professional and other people who share their viewpoint of promoting good government at all levels, as well as promoting the commercial, industrial, social and civic interests of the community.

Black River-Matheson Chamber was incorporated June 11, 1993.

MEMBERSHIP AND BOARD

- Black River-Matheson Chamber of Commerce is celebrating its 16th year in business and promotes 40 members in business, non profit corporations and private memberships.
- The Board of Directors consists of 9 members. The Board of directors meets on a monthly basis.
- Volunteers take a proactive role in advancing the mission of the Chamber through communications, planning and advice to and from the Board of Directors.

TAKING ACTION

The Board of directors of Black River-Matheson Chamber of Commerce 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 overall strategic priorities are:

- A dynamic and growing membership
- An effective and efficient organization
- Sound financial management
- Business opinion leader
- Leadership in events, seminars, programs and benefits for economic growth
- Relationship with Township of Black River-Matheson

Note: Year 1 = October 2009 to November 2010; Year 2 = November 2010 to October 2011; Year 3 = November 2011 to October 2012

These strategic priorities reflect the key areas of focus for Black River-Matheson Chamber of Commerce during the next three years.

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

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

Strategic Priority #1: An Effective and Efficient Organization

Strategy	Operations	People
<p>Optimize the Human Resources Management needs of volunteers and the Chamber</p>	<p>Execute Operations Plan:</p> <ul style="list-style-type: none"> Undertake a review of volunteer roles and responsibilities Develop tools and strategies that not only train volunteers, but also support them in their employment and as members of the community. Develop a Code of Conduct Ensure good understanding and positive relationships with other organizations in order to properly and effectively redirect public requests to their proper destination 	<p>Executive</p>
<p>Develop a volunteer recruitment retention & recognition strategy.</p>	<ul style="list-style-type: none"> Assign volunteer coordination responsibilities Review roles and responsibilities guide for Board of Directors Develop a comprehensive recognition program for volunteers Review roles and responsibilities of a volunteer Conduct an evaluation of the new initiatives 	<p>Executive</p>

Strategic Priority #1: An Effective and Efficient Organization

Strategy	Operations	People
Standardize the Brand	Ad Hoc Committee to standardize this Chamber's brand for all marketing and communications material. Ensure communications from Chamber is utilizing new standardized brand	Executive

Strategic Priority #2: Sound Financial Management

Strategy	Operations	People
<p>Establish an investment plan with annual outcomes</p>	<p>Establish an investment policy and strategy for recommendation to the Board of Directors</p> <p>Set one year investment income target and actively manage investments</p> <p>Evaluate the effectiveness of the strategy each year</p>	<p>Executive</p>
<p>Establish minimum annual revenue growth rate targets</p>	<p>Determine the annual revenue growth rate of the Chamber during the last five years</p> <p>Determine a manageable and acceptable annual revenue growth rate, to be approved by the Board of Directors.</p> <p>Evaluate the effectiveness and accuracy of the goals for year 1 and establish new annual revenue growth rate for year 2</p> <p>Evaluate the effectiveness and accuracy of the goals for year 2 and establish new annual revenue growth rate for year 3</p>	<p>Executive</p>

Strategic Priority #2: Sound Financial Management

Strategy	Operations	People
<p>Establish maximum annual operating expense growth rate targets</p>	<p>Determine the annual operating expenditure growth rate of the Chamber during the last five years</p> <p>Determine a manageable and acceptable operating expenditure growth rate, to be approved by the Board of Directors</p> <p>Evaluate the effectiveness and accuracy of the goals for year 1 and establish new operating expenditure growth rate for year 2</p> <p>Evaluate the effectiveness and accuracy of the goals for year 2 and establish new operating expenditure growth rate for year 3</p>	<p>Executive</p>

Strategic Priority #3: A Dynamic and Growing Membership

Strategy	Operations	People
<p>Develop an annual targeted membership recruitment strategy</p>	<p>Launch membership “leads management system” to monitor potential members</p> <p>Marketing strategy - Membership strategy - Media releases</p> <p>Evaluate existing member programs and services</p> <p>Develop a targeted value proposition for small, medium, and large potential members</p> <p>Establish an annual net membership growth target</p> <p>Execute Chamber marketing strategy</p> <p>Introduce one new membership program or service</p> <p>Establish an annual net membership growth target</p> <p>Evaluate the results of the ongoing membership recruitment strategy and the membership management system</p>	<p>Executive</p>
<p>Membership fees that reflect the value gained from membership</p>	<p>Develop a membership fee increase target that is based on an analysis of other Chamber of Commerce in the district.</p>	<p>Executive</p>

Strategic Priority #3: A Dynamic and Growing Membership

Strategy	Operations	People
Develop a retention strategy for new and existing members	Send exiting survey to members Initiate an online exit survey for members who cancel their memberships (send a reminder thanking them and asking them to fill out the exit survey) Establish an annual membership retention target	Executive
Engage and involve members	Increase attendance to meetings and member awareness Maintain relevancy and value of events Highlight diversity of members	Executive
Increase the 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 Member education of “Benefits and Services” Enhance and facilitate inter-member trade ie: member to member discounts Establish a mechanism for member access to professional development Implement at least one new service per year	Executive

Strategic Priority #4: Business Opinion Leader

Strategy	Operations	People
<p>Advance the view that the Chamber is a tangible force for business, tourism and community change and growth</p>	<p>Promote the Chamber’s priorities in the community and to the government through the media, at events and through the Chamber’s own communication mechanisms</p> <p>Host public debates during municipal, provincial and 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 – Grow the area of advocacy: be proactive and clear on stand</p>	<p>Executive</p>
<p>Undertake annual membership surveys on membership issues</p>	<p>Conduct membership survey on services and government affairs</p> <p>Evaluate the effectiveness of the survey, including response rate</p>	<p>Executive</p>

Strategic Priority #4: Business Opinion Leader

Strategy	Operations	People
<p>Actively develop and promote Chamber policy positions to government and participate in public consultation processes</p>	<p>Regularly examine the focus and relevance of Chamber policy</p> <p>Examine the need for more 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 organizations</p>	<p>Executive</p>

Strategic Priority #5: Leadership in events, seminars, programs and benefits for economic growth

Strategy	Operations	People
Continually evaluate and make adjustments to events	<p>The Chamber will continue to operate successful events during the next year -Home Show – July 1st Barbeque – Annual General Meeting – Awards Banquet - Dasher Dayz In addition to these events, other “timely” smaller events / seminars may be hosted by the Chamber in partnership with other agencies, members etc. Ensure that ll events have a clear purpose and are always cost effective and maintain relevancy and value of events Networking is one of the most important purposes of Chamber events; therefore, we will seek new innovative ways to promote networking Develop detailed event plans for existing and new events Exceed the expectations of members at every event Evaluate changes undertaken and make necessary adjustments</p>	Executive
Seek new events and opportunities	<p>Potential Ideas: Volunteer Appreciation Night – Newsletter – Website – Timely seminars – New members introductions – Chamber Signs at all Highway Entrances – Guest speakers at regular meetings</p>	Executive

Strategic Priority #6: Relationship with Township of Black River-Matheson

Strategy	Operations	People
Relationship with various levels of government and other community partners	Community facilities Community committees United voice of membership Liaise with other Chambers Liaise with Canadian Chamber of Commerce, Ontario Chamber of Commerce, Northeastern Ontario Chamber of Commerce	Executive

Financial Implications and Performance Measurement

Strategic Priorities	Financial Implications	Performance Measures and Timelines
An effective and Efficient Organization	<ul style="list-style-type: none"> -additional Training Costs -implementation of some items may require financial resources 	<ul style="list-style-type: none"> -strategic plan -evaluation of effectiveness of training
Sound Financial Management	<ul style="list-style-type: none"> -investments, revenues and expenditures reviews will have a positive impact on the Chamber's financial outlook 	<ul style="list-style-type: none"> -net benefit each year in budgeting -add to investments in years of increased financial stability
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 -annual net increase in members (closed accounts vs.new members) -exit surveys to those canceling their membership
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"> -Policy papers, positions to government

Strategic Priorities	Financial Implications	Performance Measures
Leadership in events, seminars, programs and benefits for economic growth	-addition of some events and changes to others will result in a positive impact on the Chamber's financial outlook -knowledge of other offering expertise to our member ie. Human Resources, financial, legal, small business start ups, funding programs, etc. No financial impact – benefit to members	-Increased attendance at events -feedback from attendees
Relationships with various levels of government and other community partners	-liaise with all other community organizations, municipality and other Chambers	-ongoing