FREDERICTON
CHAMBER
OF COMMERCE
The Voice of Business
STRATEGIC
PLAN
2025 - 2028

The Fredericton Chamber of Commerce was established in 1874 and has continued to grow its membership steadily as the united voice of its members. With **over 1000 members**, it is the largest chamber of commerce in New Brunswick.

As an active member organization focused on supporting the business community through advocacy, policy development, member services and events, the Fredericton Chamber is ready to focus on the next three to five years through its strategic plan.

FOUNDATIONAL STATEMENTS

The initial meeting with the executives of the Board of Directors and the CEO of the Chamber was focused on establishing a clear vision, values and mission statement. These foundational statements were re-evaluated at the full board/staff meeting and again with the participation of members that had not yet been consulted. The summary of those meetings are below.

Vision Statement

A vision speaks to what an organization hopes to have achieved by the end of the term of its strategic plan.

The vision statement for the Fredericton Chamber of Commerce is:

An innovative, productive community where all can prosper.

Values Statement

Identifying shared values speaks to why an organization exists and its core values in implementing its works. These are guide posts that determine whether or not certain activities or approaches align with the core values of the organization.

The values statement for the Fredericton Chamber of Commerce is:

Together, we are building stronger businesses and organizations for a stronger community.

Mission Statement

A mission speaks to how an organization will achieve its vision while respecting its values.

The mission statement for the Fredericton Chamber of Commerce is:

Being the voice of business, connecting people and providing crucial support to our members.

KEY RESULT AREAS

In strategic planning, the most important part is the action plan to ensure that the strategy is actually implemented and realizes real benefits for the organization. To facilitate this, a group of key result areas is often defined in order to group goals and actions that work together for a common purpose. These are known as the Key Result Areas (KRAs).

- **Revenue Diversification**
- **Talent and Culture**
- **Efficiency**
- **Brand and Member Management**

Revenue Diversification—In order to continue to provide services and expand into new markets and service delivery, revenue strategy must be evaluated and gauged for growth and minimizing risks. Focusing on growing revenue options while expanding services.

Talent and Culture—Cultivating and maintaining the positive culture of staff in the current organization is important, but the organization must more closely resemble its members and the community it represents.

Efficiency—Preparation for future growth includes evaluations of technology and roles within the organization to maximize existing resources in order to provide a solid foundation for adoption of new technologies and processes.

Brand and Member Management—As the membership of the organization continues to grow, the organization must ensure that they continue to serve their members in the way they require and that brand recognition continues to be positive and protected.

Strategic Goals, Actions and Measures

Each identified Key Result Area is broken down further into strategic goals. These goals are executed through the identified actions of the staff, and completion is measured through established guides.

KRA 1—REVENUE DIVERSIFICATION		
Strategic Goal	**Operational Goal**	**Measurement**
Goal 1—Evaluation of buying a building to generate revenue—review of financial, infrastructure, maintenance and resource requirements and ongoing needs in owning a building to generate revenue.	**1.1.1** Populate and engage a task force or committee responsible for building research. **1.1.2** Creation of a complete business case for owning versus renting, including cost analytics, return on investments, geographical location,and structural requirements. **1.1.3** Identify brokerage options, financial position and bank support, and timelines.	Completed evaluation guide to use to make the decision including all the parameters identified.
Goal 2—Services offered—evaluation of all services currently provided (including the health care plan) and areas for further services to be added.	**1.2.1** Perform a competitor analysis-environmental scan of competitor services and offerings to determine member needs, competitor strength, and identify current market gaps that the organization may be poised to fill. **1.2.2** Competitor/partner evaluations—determine if there are potential areas to partner, where services overlap, where services are unique. **1.2.3** Apply gap analysis findings to determine priority of services to be offered or removed, including any staff training, resources or equipment required to deliver. **1.2.4** Establish committee to perform research, including stakeholder engagement to determine what is needed in an ideal health plan, including costs, coverage and expansion. **1.2.5** Meet with current health plan provider and seller to determine ability to meet needs. **1.2.6** Perform gap analysis between what is needed and what can be provided. If current provider cannot meet needs, evaluate alternative options.	Completed gap analysis comparing existing services to identified services to adopt.

Goal 3—Recession planning—preparation for needs of the organization in the case of a recession, including staffing, budget, infrastructure and member needs.	**1.3.1** Prioritization of all services currently being delivered and those identified in short, medium and long term and determination of all staffing, resources and/or equipment to deliver. **1.3.2** Apply risk versus reward evaluations to those priority services and develop a hierarchy of importance within those identified.	Business continuity outlines that prioritize essential services and resources/staffing required to administer.

KRA 2— TALENT AND CULTURE		
Strategic Goal	**Operational Goal**	**Measurement**
Goal 1—Increase board diversity—establish a dedicated plan in order to ensure that the board of directors more closely resembles the membership, including planning for alternative succession in case of existing plans not being fulfilled.	**2.1.1** Creation of short, medium and long-term targets for board diversity including gender, ethnicity, age, sexual orientation, cultural background, industry involvement, and physical abilities. **2.1.2** Creation of explicit recruitment strategies to support identified targets.	Strategy to support identified targets and recruitment timelines.
Goal 2—Identification of staffing needs—evaluation of time and resources spent in areas of the operations and determine whether roles and responsibilities should be adjusted.	**2.2.1** Review of roles and responsibilities of existing staff focusing on work capacity, skills framework and identification of overlap within roles. 2.2.2 Using gap analysis above, identify areas of need and areas of abundance to adjust as required.	Clear summaries of work capacities, skills in place and those identified for professional development, and organizational chart to meet the needs of the growing community.

Goal 3—Succession planning—dedicated planning for all roles within the organization, as well as the board for succession and business continuity. This planning includes training, timelines and any resources required.	**2.3.1** Identification of all key roles within the organization and board including a skills analysis, value add needs, certifications required, training needs to develop a succession plan to backfill each role through cross-functional training. **2.3.2** Develop board governance succession plan with resiliency (aka Plan B) if initial plan is not fulfilled. **2.3.3** Focus recruitment and retention efforts on succession plan requirements.	Succession plan for operational and board members outlining key roles and those identified for succession, including timeline of any training required to fulfill the roles.

KRA 3—EFFICIENCY		
Strategic Goal	**Operational Goal**	**Measurement**
Goal 1—Technology use, upgrade and innovation—evaluation of existing technology to identify gaps and potential security threats. Planning for technology upgrades, including budget for sourcing, implementation and support.	**3.2.1** Perform inventory of existing technology to establish prioritization of updates and replacements including costs associated to include in budget planning. **3.2.2** Creation of educational materials to share with others including use cases, implementation guidelines for best practices and thought leadership opportunities such as speaking engagements or training webinars for members.	Inventory of all technology, including expected replacement timelines. Development of thought leadership materials, including video tutorials for training, hosting lunch and learn and/or other in-person promotional events to illustrate best practices.
Goal 2—SMART technology evaluations (AI)—evaluations of potential efficiencies through the use of technology advances, including but not limited to Artificial Intelligence.	**3.3.1**—Using inventory of technology gathered in Goal 2, identify advances currently available and what professional development would be required to implement fully. **3.3.2** Adopt process established in Goal 2, use learnings from internal implementation to share with members as best practices.	Framework of professional development needs of staff for short, medium and long-term goals.
Goal 3—Data collection— best practice quantitative and qualitative survey and engagement to gather data from members and potential members.	**3.4.1** Establish a committee including staff to identify what metrics should be gathered, including member preferences for Chamber focus and what that data will be used for, including creation of a data diagram workflow. **3.4.2** Evaluate current CRM to determine what its use and benefits are and if alternatives are required.	Full checklist of identified KPIs, method of measure, and data diagram workflow to use for input and decisions.

KRA 4—BRAND AND MEMBER MANAGEMENT		
Strategic Goal	**Operational Goal**	**Measurement**
Goal 1—Brand cultivation and protection—dedicated planning to ensure that brand awareness remains high through communication and marketing strategies, and that all members and public facing communications are using brand guidelines.	**4.1.1** Establish committee or task force to formulate alignment between strategy, values and messaging for organization **4.1.2** Identification of work plans to ensure that communications are handled by appropriate staff so that all messaging is controlled, fits the brand strategy and is through the appropriate vectors. **4.1.3** Establish plan including budget and timelines needed for a brand audit and refresh	Budget, timing and potential vendor to provide brand audit and refresh with guidelines.
Goal 2—Reputation management—development of strategic plan to ensure that partnerships and affiliations are adhering to the foundational statements of the organization and that services being offered are following all industry best practices.	**4.3.1** Development of an Environment, Social and Governance policy which builds out the Chamber's values, vision and mission **4.3.2**. Establish checklist of business practices/affiliations that are priority factors in partners **4.3.3** Adopt monitoring practices of media, including reviews, online engagements, social media and customer feedback surveys.	ESG policy with parameters to use for partner evaluations.
Goal 3—Member expectations and other privacy—development of semi-legal documents, including but not limited to member contracts, focusing on privacy considerations in chamber promotions and events.	**4.4.1** Establish member expectations at the beginning of the membership relationship and ensure that all current and future members acknowledge and accept the parameters,including but not limited to termination of membership, protection of member data, adherence to societal rules and regulations. **4.4.2**. Establish a member permission agreement as part of membership that outlines acceptance of publicity rights by the Chamber, including the use of their likeness, image, names or other identifying aspects of identity.	Completed membership code of conduct and what to expect document, and completed member permission agreement.