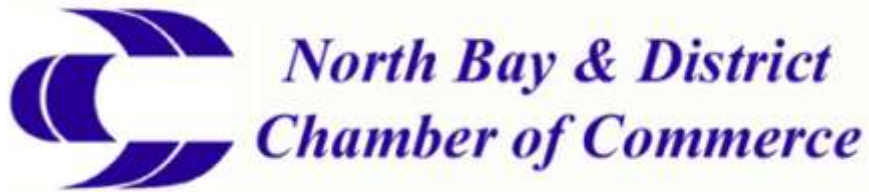


- Three Year Strategic Plan
- Chamber 2012

**Final Draft**



## **Vision**

*The North Bay & District Chamber of Commerce will be recognized by 2012 as an accredited, premiere and indisputable voice of business in North Bay and area. 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 and will attract new opportunities for business in the region.*

## **Mission Statement**

To be the voice of business committed to the enhancement of economic prosperity and quality of life in North Bay and area.



## Table of Contents

|  |       |
|--|-------|
| Message from the President.....                                      | 4     |
| Introduction.....  | 5     |
| Engagement of Membership, Board and Staff.....                       | 6     |
| Taking Action.....   | 7     |
| Strategic Priority #1 - An Effective and Efficient Organization..... | 8-10  |
| Strategic Priority #2 - Sound Financial Management.....              | 11-13 |
| Strategic Priority #3 - A Dynamic and Growing Membership.....        | 14-17 |
| Strategic Priority #4 - Business Opinion Leader.....                 | 18-20 |
| Strategic Priority #5 - Leadership in Events.....                    | 21-22 |
| Strategic Priority #6 – Relationship with City of North Bay.....     | 23    |
| Financial Implications and Performance Measurement.....              | 24-25 |



*North Bay & District  
Chamber of Commerce*

## Message from the President

---



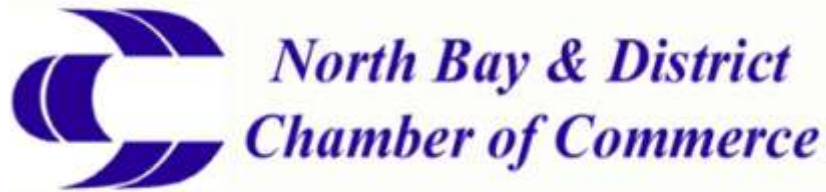
After months of hard work from the Strategic Planning committee with input from the board and all other committees, we are pleased to present the Strategic Plan of the North Bay & District Chamber of Commerce for the next 3 years.

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.

A strong membership provides a united voice which allows for economic and community prosperity in North Bay & District. 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,  
NORTH BAY AND DISTRICT  
CHAMBER OF COMMERCE

Sean Lawlor  
President 2009

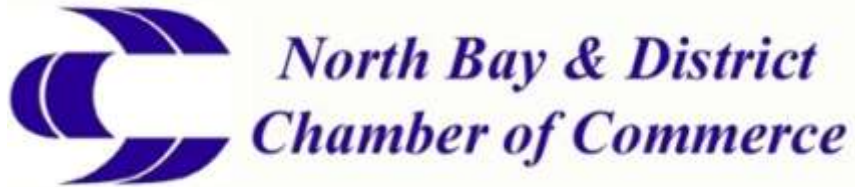


## Introduction

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.

Originally called the North Bay Board of Trade and chartered in 1894, our name was changed to the North Bay and District Chamber of Commerce in 1956.





## **Membership, Board, and Staff Engagement**

- The North Bay & District Chamber of Commerce is celebrating it's 115<sup>th</sup> year in business and promotes over 850 member businesses in our region.
- The Board of Directors consists of 24 members with the recent addition of one board member from the Young Professionals membership category for a total of 25 directors on a two-year term. The board of directors meets on a monthly basis and sets strategic direction for the Chamber and ensures that committees and staff have adequate tools and resources to meet the strategic objectives that are established for the organization.
- Staff 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 the North Bay & District 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:

1. An effective and efficient organization
2. Sound financial management
3. A dynamic and growing membership
4. Business opinion leader
5. Leadership in events, seminars, programs and benefits for economic growth
6. Relationship with the City of North Bay, as Managers of the Regional Tourist Information Centre and Dionne Quints Museum

Note – Year 1 = June 2009 to May 2010; Year 2 = June 2010 to May 2011; Year 3 = June 2011 to May 2012

These strategic priorities reflect the key areas of focus for the North Bay & District 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>1. Optimize the Human Resources Management needs of employees and the Chamber</p> | <p>Year 1</p> <p>Execute Operations Plan:</p> <ul style="list-style-type: none"><li>Undertake a review of staff roles, responsibilities and compensation (June 30, 2009) – VP and ED</li><li>Develop tools and strategies that not only train employees but also support them in their employment and as members of the community</li><li>Develop a Code of Conduct (September 30, 2009)</li><li>Ensure good understanding and positive relationships with other organizations in order to properly and effectively redirect public requests to their proper destination.</li></ul> <p>Year 2 &amp;3</p> <ul style="list-style-type: none"><li>Continue implementation of year 1 initiatives</li><li>Conduct an evaluation of the new initiatives in year 3</li></ul> | <p>LEADS:<br/>ED and Executive<br/>(or designate from the Executive - VP)</p> |



## Strategic Priority #1 - An Effective and Efficient Organization

| Strategy   | Operations   | People                             |
|--|--|------------------------------------|
| <p>2. Develop a volunteer recruitment retention &amp; recognition strategy</p> | <p>Year 1</p> <p>Assign volunteer coordination responsibilities to a staff member - EA</p> <p>Review Roles and responsibilities guide for board of directors (October 30, 2009)</p> <p>Develop a new format for board and executive meetings, agendas that focus on the future and strategic objectives – have a committee that reviews strategic objectives and measurements, every 6 months (October 30, 2009)</p> <p>Mandate Terms of Reference for each committee – what committees are necessary?</p> <p>Develop a decision-making authority matrix for senior staff and the board of directors (ie/ revamp Organizational Chart)</p> <p>Year 2 &amp; 3</p> <p>Develop a comprehensive recognition program for volunteers</p> <p>Review roles and responsibilities of a volunteer</p> <p>Conduct an evaluation of the new initiatives in Year 3</p> | <p>LEADS:<br/>President and ED</p> |



## Strategic Priority #1 - An Effective and Efficient Organization

| Strategy                 | Operations   | People  |
|--------------------------|--|---|
| 3. Standardize the Brand | <p>Year 1</p> <p>AdHoc Committee to standardize this Chamber's brand for all marketing and communications material</p> <p>Year 2 &amp; 3</p> <p>Ensure communications from Chamber is utilizing new standardized brand</p> | <p>LEADS:<br/>President and ED,<br/>AdHoc Committee<br/>Chair</p> |



## Strategic Priority #2 - Sound Financial Management

| Strategy  | Operations  | People  |
|---|---|---|
| <p>1. Establish an investment plan with annual outcomes</p> | <p>Year 1</p> <p>Examine potential investment options</p> <p>Review the purpose and needs for the reserves</p> <p>Establish an investment policy and strategy for recommendation to the board of directors</p> <p>Year 2 &amp; 3</p> <p>Set one year investment income target and actively manage investments</p> <p>Evaluate the effectiveness of the strategy each year</p> | <p>LEADS:<br/>ED &amp; Treasurer</p> <p>SUPPORT:<br/>Executive Committee<br/>Finance &amp; Admin.<br/>Committee</p> |



## Strategic Priority #2 - Sound Financial Management

| Strategy   | Operations   | People   |
|--|--|--|
| <p>2. Establish minimum annual revenue growth rate targets</p> | <p>Year 1</p> <p>Determine the annual revenue growth rate of the Chamber during the last five years</p><br><p>Determine a manageable and acceptable annual revenue growth rate, to be approved by the board of directors</p><br><p>Year 2 &amp; 3</p> <p>Evaluate the effectiveness and accuracy of the goals for year 1 and establish new annual revenue growth rate for year 2</p><br><p>Evaluate the effectiveness and accuracy of the goals for year 2 and establish new annual revenue growth rate for year 3</p> | <p>LEADS:<br/>ED &amp; Treasurer</p><br><p>SUPPORT:<br/>Executive Committee<br/>Finance &amp; Admin.<br/>Committee</p> |



## Strategic Priority #2 - Sound Financial Management

| Strategy   | Operations  | People   |
|--|---|--|
| <p>3. Establish maximum annual operating expense growth rate targets</p> | <p>Year 1</p> <p>Determine the annual operating expenditure growth rate of the Chamber during the last five years</p><br><p>Determine a manageable and acceptable operating expenditure growth rate, to be approved by the board of directors</p><br><p>Year 2</p> <p>Evaluate the effectiveness and accuracy of the goals for year 1 and establish new operating expenditure growth rate for year 2</p><br><p>Year 3</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>LEADS:<br/>ED &amp; Treasurer</p><br><p>SUPPORT:<br/>Executive Committee<br/>Finance &amp; Admin.<br/>Committee</p> |



## Strategic Priority #3 - A Dynamic and Growing Membership

| Strategy   | Operations  | People   |
|--|---|--|
| <p>1. Develop an annual targeted membership recruitment strategy</p> | <p>Year 1</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 a annual net membership growth target</p> <p>Year 2 &amp; 3</p> <p>Revise competitive analysis of primary and secondary competitors for chamber members</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>LEAD:<br/>Membership Services Coordinator</p> <p>SUPPORT:<br/>Membership Strategy Committee</p> |



## Strategic Priority #3 - A Dynamic and Growing Membership

| Strategy  | Operations   | People  |
|---|--|---|
| <p>2. Membership fees that reflect the value gained from membership</p> | <p>Year 1</p> <p>Maintain the prorated membership fees structure to a quarterly change</p> <p>Develop a membership fee increase target that is based on an analysis of other Chambers of Commerce in the region</p> <p>Year 2 &amp; 3</p> <p>Review opportunity to implement a permanent one-time registration fee for new members of the Chamber in order to more accurately reflect the administration cost of membership</p> <p>Develop a membership fee increase target that is based on an analysis of other Chambers of Commerce in the region (suggestions: annual Cost of Living increase each year, annual 2% increase each year, no increase being at the discretion of the board in that specific year)</p> <p>Develop a membership fee increase target that is based on analysis of other Chambers of Commerce in the region</p> | <p>LEAD:</p> <p>Membership Services Coordinator</p> <p>SUPPORT:</p> <p>Membership Strategy Committee</p> <p>Membership Strategy Committee</p> |



## Strategic Priority #3 - A Dynamic and Growing Membership

| Strategy  | Operations   | People  |
|---|--|---|
| <p>3. Develop a retention strategy for new and existing members</p> | <p>Year 1</p> <p>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)</p> <p>Establish an annual membership retention target</p> <p>Enhance efforts to increase individual employee involvement in the Chamber</p> <p>Year 2 &amp; 3</p> <p>Establish an annual membership retention target</p> | <p>LEAD:</p> <p>Membership Services Coordinator</p> <p>SUPPORT:</p> <p>Membership Strategy Committee</p> <p>Board of Directors as Ambassadors</p> |



## Strategic Priority #3 - A Dynamic and Growing Membership

| Strategy  | Operations  | People   |
|---|---|--|
| <p>4. Engage and involve members</p>                                      | <p>Year 1, 2 &amp; 3</p> <p>Maintain relevancy and value of events</p> <p>Highlight diversity and quality of members</p>  | <p>LEAD:<br/>Membership Services Coordinator</p> <p>SUPPORT:<br/>Membership Strategy Committee</p> |
| <p>5. Increase the number and quality of member services and programs</p> | <p>Year 1</p> <p>Conduct an evaluation of potential services that could be offered to the membership at a discounted rate</p> <p>Member Education of “Benefits and Services”</p> <p>Enhance and facilitate inter-member trade (ie; Member to Member discounts)</p> <p>Establish a mechanism for member access to professional development</p> <p>Implement at least one new service in year 1</p> <p>Year 2 &amp; 3</p> <p>Implement at least one new service</p> | <p>LEAD:<br/>Membership Services Coordinator</p> <p>SUPPORT:<br/>Membership Strategy Committee</p> |



## Strategic Priority #4 - Business Opinion Leader

| Strategy   | Operations   | People                               |
|--|--|--------------------------------------|
| <p>1. Advance the view that the Chamber is a tangible force for business change and growth</p> | <p>Year 1</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>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 in credible research</p> <p>Enhanced communication with and for other associations (ie/CCC)</p> <p>Year 2 &amp; 3</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>LEADS:<br/>President &amp; ED</p> |



## Strategic Priority #4 - Business Opinion Leader

| Strategy  | Operations   | People   |
|---|--|--|
| <p>2. Establish a research coordinator position</p> | <p>Year 1</p> <p>Partner with Nipissing University Political Science students</p> <p>Develop a detailed work plan for process and procedure of research, position and resolution requirements</p> <p>Develop a process for background and resolutions to be presented to the board for approval</p> <p>Year 2</p> <p>Investigate hiring a research/policy person, on a one year contract – could be a shared position with another association in the city</p> <p>Year 3</p> <p>Evaluate the performance and outcomes related to the establishment of this position and make a decision on whether the position would become full-time permanent</p> | <p>LEAD:<br/>ED</p> <p>SUPPORT:<br/>Government Affairs<br/>Committee</p> |



## Strategic Priority #4 - Business Opinion Leader

| Strategy   | Operations  | People  |
|--|---|---|
| <p>3. Undertake annual membership surveys on membership issues</p>   | <p>Year 1, 2 &amp; 3</p> <p>Conduct membership survey on services and government affairs</p> <p>Evaluate the effectiveness of the survey, including response rate</p>   | <p>LEAD:<br/>ED</p> <p>SUPPORT:<br/>EA, Membership &amp; Government Affairs Committee</p> |
| <p>4. Actively develop and promote Chamber policy positions to government and participate in public consultation processes</p> | <p>Year 1</p> <p>Business Leader Forum – January 13, 2009</p> <p>Regularly examine the focus and relevance of Chamber policy and committees</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>Year 2 &amp; 3</p> <p>When developing policy positions, seek opportunities to coordinate with other organizations</p> | <p>LEADS:<br/>President &amp; ED</p> <p>SUPPORT:<br/>Executive Committee</p>              |



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

| Strategy  | Operations  | People  |
|---|---|---|
| <p>1. Continually evaluate and make adjustments to events</p> | <p>Year 1</p> <p>The Chamber will continue to operate successful events during the next year: Business After Hours, Golf Tournament's, Small Business Week, Evening of Excellence, AGM, etc. In addition to these events, other "timely" smaller events/seminars (possibly sector specific – not just for new businesses, but for those longtime businesses needed new, fresh ideas) will be hosted by the Chamber in partnership with other agencies, members, etc.</p> <p>Ensure that all events have a clear purpose and are always cost effective – maintain relevancy and value of events</p> <p>Networking is one of the most important purposes of Chamber events; therefore we will seek new innovative ways to promote networking</p> <p>Develop detailed event plans for existing and new events</p><br><p>Year 2 &amp; 3</p> <p>Continue applicable events</p> <p>Exceed the expectations of members at every event</p> <p>Evaluate changes undertaken in year one and make necessary adjustments.</p> | <p>LEADS:</p> <p>All staff dependent on event</p><br><p>SUPPORT:</p> <p>Programs &amp; Special Events Committee</p> |



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

| Strategy                             | Operations   | People  |
|--------------------------------------|--|---|
| 2. Seek new events and opportunities | Potential Ideas:<br>State of the City/Municipalities address with the Mayors<br>Membership Appreciation event<br>Ministers Forum<br>Theme dinners<br>Timely Seminars<br>New Members introductions<br>Business Hall of Fame | LEADS:<br>All staff dependent on event<br><br>SUPPORT:<br>All Committees dependent on event |



## Strategic Priority #6 – Relationship with City of North Bay, as Managers of the Regional Tourist Information Centre and Dionne Quints Museum

| Strategy   | Operations   | People  |
|--|--|---|
| <p>1. Relationships with various levels of government and other community partners</p> | <p>Year 1</p> <p>Information Centre, Museum and Gift Shop detailed in the Operations Plan</p> <p>Revisit Lease – City of North Bay</p> <p>Ongoing meetings with Provincial and Federal representatives</p> <p>Liaise with district municipalities</p><br><p>Year 2 &amp; 3</p> <p>Liaise with all levels of government</p> <p>Regional Municipalities – Sport Tourism Initiative</p> | <p style="text-align: center;">LEADS:<br/>Executive and ED</p><br><p style="text-align: center;">SUPPORT:<br/>All Committees</p><br><br><p style="text-align: center;">Hospitality<br/>Sector/City of North<br/>Bay</p> |

| Strategic Priorities                       | Financial Implications   | Performance Measures and Timelines   |
|--|--|--|
| 1. An Effective and Efficient Organization | <ul style="list-style-type: none"> <li>• Salary Implications</li> <li>• Additional Training costs</li> <li>• Implementation of some items may require financial resources</li> </ul>             | <ul style="list-style-type: none"> <li>• Strategic Plan</li> <li>• Operations Plan (September 30, 2009)</li> <li>• Code of Conduct (September 30, 2009)</li> <li>• Directors and Volunteers Roles &amp; Responsibilities (October 30, 2009)</li> <li>• Communications Plan</li> <li>• Staff Evaluations (May 2009)</li> <li>• Evaluation of effectiveness of training</li> </ul> |
| 2. Sound Financial Management              | <ul style="list-style-type: none"> <li>• Investments, revenues and expenditures reviews will have a positive impact on the Chamber's financial outlook</li> </ul>                                | <ul style="list-style-type: none"> <li>• Net benefit each year in budgeting</li> <li>• Add to reserves in years of increased financial stability</li> </ul>  |
| 3. A Dynamic and Growing Membership        | <ul style="list-style-type: none"> <li>• Membership growth and retention will have a positive impact on the financial outlook of the Chamber</li> <li>• Additional marketing expenses</li> </ul> | <ul style="list-style-type: none"> <li>• Membership growth and retention</li> <li>• Annual net increase in members (closed accounts vs. new members)</li> <li>• Exit surveys to those canceling their membership</li> </ul>  |
| 4. Business Opinion Leader                 | <ul style="list-style-type: none"> <li>• Most expenses and revenues will have a neutral impact on the financial outlook of the Chamber</li> </ul>  | <ul style="list-style-type: none"> <li>• Policy papers, positions to government</li> <li>• Media articles and stories which feature Chamber representatives</li> </ul>   |

| Strategic Priorities   | Financial Implications   | Performance Measures   |
|--|--|--|
| <p>5. Leadership in events, seminars, programs and benefits for economic growth</p>    | <ul style="list-style-type: none"> <li>•Addition of some events and changes to others will result in a positive impact on the Chamber's financial outlook</li> <li>•When adding further value to Chamber events, must be cognizant of the impact on the Chamber's profit margin for events</li> <li>•Knowledge of others offering expertise to our members ie/ Human Resources (Get Trained Workers), financial, legal, small business start-ups, funding programs, etc. No financial impact – benefit to members</li> </ul> | <ul style="list-style-type: none"> <li>•Events, seminars, programs must be fundraisers or revenue neutral</li> <li>•Increased attendance at events</li> <li>•Feedback from attendees</li> <li>•Impact on event management – feedback from staff</li> </ul> |
| <p>6. Relationships with various levels of government and other community partners</p> | <p>Revisit Lease with City of North Bay – potential positive impact on chamber operations</p> <p>Liaise with all other municipalities, provincial and federal representatives as required</p>  | <p>September 2009</p> <p>Ongoing</p>   |