

♦ Strategic Planning

Every three years the Chamber Board establishes a set of goals and strategies to achieve. Reaching towards these objectives keeps your Chamber progressive, efficient, and focused. The four strategic goals for **2017 through 2020** cover membership growth, advocacy, communication and organizational growth .

Organizational Growth

1. By 2020 implemented personnel plan which includes professional development, job roles & regular staff evaluations
 - Full plan including policies and procedures, salary grades, bonus/commission criteria and employee handbook completed in 2018 with 2019 action item of implementation.
 - Re-evaluate staff structure and positions
2. By 2020 define and understand core services of the chamber
 - Defining core services, evaluation of contracts and a case by case review of programming completed in 2018.
 - Add member to member discounts

Membership

1. Establish ROI based on tangible & non-tangible benefits
 - ROI established and calculator built in 2018
 - Add in % along with \$ value to the calculator
 - Promotion of the calculator
2. Attrition of membership < 5% per year
 - Member Relations Representative as a permanent position for retention and sales
 - Include in board package cancelled members that month
 - Retention: Business case to retain members
3. # of new members a minimum of 10% per year
 - Create a new membership package
 - Request from City emails from new businesses licenses
 - Evaluate membership model
 - Evaluate offering the remainder of membership year complimentary in October as an end of the year sales promotion.

Communication

1. Direct communication to increase by 10% by 2020
 - Member Relations Representative
 - Admin to provide board members 3 question business cards for easy chamber talking points with members
 - Provide board members with a business card valuation and high level benefits of chamber membership
2. By 2020 Chamber Masters will be fully implemented
 - Provide incentive and directive to staff to increase usage. Could put a target to reach linked to bonus

Advocacy

1. Direct contact with 50% of 2020 membership (including one new collaborative partnership)
 - Member Relations Representative to gather advocacy issues from members
 - Promote ACC Vote Prosperity campaign
2. By 2020 6 new or renewed policies based on needs and research
 - Annual survey to members
 - Board member 3 questions survey and have roundtable at board meetings to update
3. By 2020 a minimum of 2 meetings with each of membership, municipal government, provincial government and federal government.
 - Implement Elected Officials Event
 - Hold meetings based on issues
4. Advocacy updates shared a minimum of once every 2 months
 - Newsletter
 - Website
 - Press releases
 - Social media