



East Hants & Districts

CHAMBER OF COMMERCE

Strategic Plan

2010 - 2012

Approved by: Board of Directors

Date: March 2010

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1 Message from the President

March 2010

Dear Friends:

On behalf of the Board of Directors, It is my pleasure to present the three-year Strategic Plan of the East Hants and Districts Chamber of Commerce.

Our Chamber of Commerce has a great history. Founded in 1986, we are a not-for-profit organization designed to offer the business community a voice in matters of collective economic interest, while providing our members with services designed to assist them in their ability to do business. The Chamber's mandate is to communicate among members, between the Chamber and the business community, and to plan events that will provide members with business opportunities.

Today, our 152 active members from a diverse business community serve a rural/urban area in the Central part of this beautiful Province.

It's an exciting time to have a business in East Hants - our entire community is experiencing tremendous growth, and in fact it's one of the fastest growing areas in the Atlantic Provinces! Businesses are poised to take advantage of this growth and the Chamber is here to assist you with that opportunity.

It's our intention to make the Chamber a valuable tool for you to promote your organization's message to other businesses and to the community at large.

That said, we want our members actively involved not only in the above-mentioned activities, but it's also very important to let your Chamber know what else you would like us to do to assist you and our general membership. Of course, we'd like your assistance in that, so get ready to get involved, to get busy and to improve the profile of your organization and the entire East Hants and Districts business community

Our Strategic Plan has been prepared to serve you, our members, and we expect your commitment and energy will be buoyed by this Plan for 2010-2012.

2 Our vision

- *Growing, supporting, advocating for, and promoting business in all communities of East Hants and District.*

3 Our mission statement

- *To effectively influence any major issues which are deemed to have an impact on the economic strength, prosperity, and interests of our communities, and to provide our members with services designed to enhance their business opportunities.*

4 Our core values and principles

- *Our Chamber does business with honesty and integrity*
- *Our Chamber is democratically based, transparent and encourages openness*
- *Our Chamber has a vision*
- *Our Chamber works as a team and communicates effectively with members*

5 Our strategic priorities 2010 – 2012

- ✓ 5.1 A strong, effective, and sustainable organization

- ✓ 5.2 Membership services and support

- ✓ 5.3 Advocacy on behalf of membership

- ✓ 5.4 Effective regular membership communication, and promotion of the Chamber

- ✓ 5.5 An important resource to members and stakeholders

6 Our strategic goals, outputs, and actions

Priority 1 - A strong, effective, and sustainable organization

Output – a strong and well-structured organization that actively promotes and develops business in East Hants and surrounding areas.

General action plans:

- Maintain a strong fiscal position
- Maximize available funding from all sources
- Maintain an effective structure and resources to maintain our viability
- Maintain three-year strategic and financial plans
- Meeting agendas prepared to promote the mission of the Chamber
- Maintain effective By Laws and policies
- Make use of current technology

Priority 2 – Membership services and support

Output – members will receive services and support from the Chamber

General action plans:

- To provide services to members in return for dues and as an incentive for new members
- To provide events that promote networking
- To promote business among the members of the Chamber

Priority 3 - Advocacy on behalf of the Chamber

Output – a united voice on behalf of the Chamber on issues to positively impact business and quality of life in the community at large.

General action plans:

- To monitor government legislation affecting the business community.
- To maintain a link with other local, regional and national business organizations

Priority 4 – Regular communication and promotion

Output – members will be up to date on objectives, current activities, and opportunities of the organization. Members will be given the opportunity to acquire tools to promote the Chamber.

General action plans:

- Maintain accurate membership lists
- Develop and maintain an efficient web site to maximize accessibility
- Develop and implement a communications plan to inform members and stakeholders
- Develop a “who we are” document to be used for educational and promotional purposes
- Encourage ways that members can promote the value of the East Hants and Districts Chamber of Commerce to potential members
- Develop an annual award program to recognize contribution of membership
- Regularly inform the public of Chamber of Commerce accomplishments

Priority 5 - An important resource to members and stakeholders

Output –the Chamber of Commerce and its members are recognized by the public as an important asset to our community

General action plans:

- Regularly inform the community of the resources available in the organization
- Board of Directors and Committee agendas should provide regular opportunities to examine the state of commerce and opportunities for the future
- Determine the level of resources required to implement the strategic goals and action plans
- Arrange regular official communication with key stakeholders to discuss common issues relating to business and commerce

7 Our continuous improvement and review process

The Strategic Plan should contain a formal review process. It outlines the roles and responsibilities of the Board of Directors of the East Hants and Districts Chamber of Commerce to carry out a regular review of the plan, and to ensure its success and continuance. It is important to recognize that this document is a three-year plan and is flexible enough that amendments can be made by the Board of Directors as required.

The strategic plan is an important document for the Board, Committees, and membership. Too often, organizations have invested resources in developing a strategic plan, only over a short period of time have it lose its importance on the future direction of the organization.

The Strategic Planning Committee has a mandate to review the plan and make recommendations to the Board of Directors for amendments. As well, the President will provide to the membership at regular intervals an update on the progress made on the goals and action plans. The President and Committees will present an annual report to the membership that provides an update as to the activities undertaken to carry out the plan. At least on a quarterly basis the agenda of the Board of Directors will include time to discuss the progress and status of action plans approved within the strategic plan.

Section 8 indicates the format of the final specific action plans to complete the strategic plan.

8 Our specific actions

Priority # 1 - A strong, effective, and sustainable organization

<u>Specific Action</u>	<u>Responsibility</u>	<u>Timeframe</u>
Approve annual budget prior to the beginning of each fiscal year	Board of Directors	November annually
Prepare Financial Accountability Policy	Treasurer, President draft for Board of Directors	Q4 2010
All members of Board of Directors search for sources of income to support the activities of the Chamber	Board of Directors	Review May and November annually
Review the committee roles and board structure every three years beginning in 2010	Board of Directors	Q2 2010
Ensure that an effective nominating process is put in place to ensure continuity of Executive of EHDCC	Chair Nominating Committee	Q1 annually
Undertake a review of the Strategic Plan in October of each year, prior to the preparation of the annual budget for the following fiscal year	Board of Directors	Q4 annually

Priority # 1 (cont'd) - A strong, effective, and sustainable organization

<u>Specific Action</u>	<u>Responsibility</u>	<u>Timeframe</u>
Appoint Committee to Update by laws and policies	Governance Committee/Board of Directors	Prior to December 31, 2010
Identify all current technology to carry out the operation of the Board, such as accounting software, communication needs, publishing software etc.	President, Office Manager, Treasurer	Q3 2010
Review strategic plan and amend as required	Strategic Plan Committee	Q3 2011

Priority # 2 - Membership services and support

<u>Specific Action</u>	<u>Responsibility</u>	<u>Timeframe</u>
Define specific services that the Chamber is able to provide for 3-year period	Membership Committee	Q4 2010
Develop list each year of events to be included in the annual financial plan	Events Committee/Board of Directors	Q 3 annually
Develop a plan that encourages business development among the Chamber membership	Board of Directors	Q 1 2011

Priority # 3 - Advocacy on behalf of the Chamber

<u>Specific Action</u>	<u>Responsibility</u>	<u>Timeframe</u>
Board of Directors meet with Warden and Chief Administrative Officer	President	Q3 annually
Board of Directors meet with MLA	President	Q 2 annually
Board of Directors meet with MP	President	Q 1 annually

Priority # 4 - Regular communication and promotion

<u>Specific Action</u>	<u>Responsibility</u>	<u>Timeframe</u>
Prepare current and potential membership lists and set membership targets for two years	Office Manager/Membership Committee	Q 2 2010
Develop materials to promote membership in Chamber	Promotion Committee	Q 3 2010
Develop promotion materials to educate general public about the Chamber	Promotion Committee	Q 3 2010
Maintain informative web page and other forms of social media	Office Manager	Q 1 2011

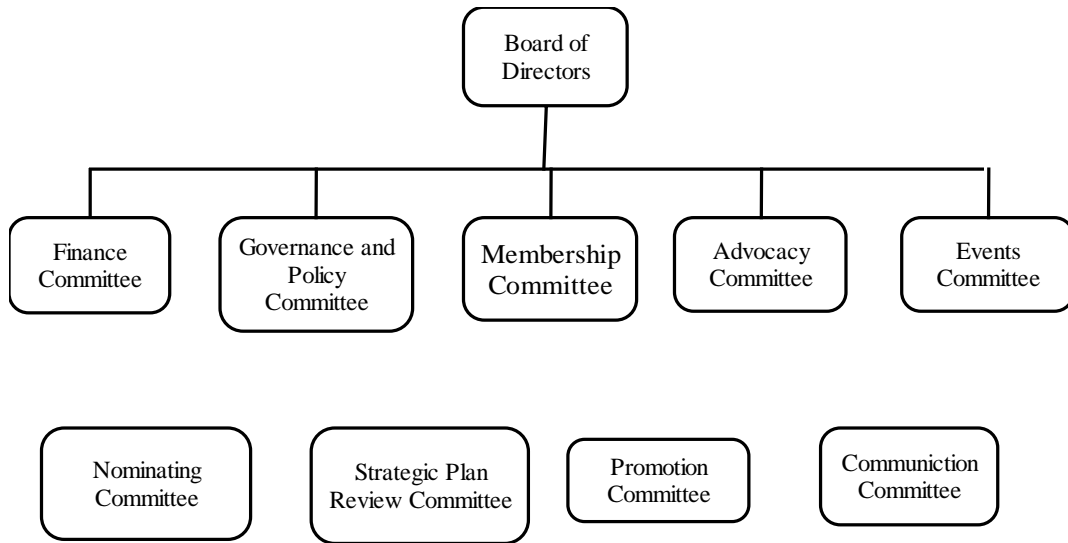
Priority # 4 (cont'd) - Regular communication and promotion

<u>Specific Action</u>	<u>Responsibility</u>	<u>Timeframe</u>
Develop specific policy to publicly recognize members of the Chamber	Nominating Committee	Q 4 2010
Prepare communications plans to effectively communicate with the membership, stakeholders, and community at large	Communication Committee/Office Manager	Q 1 2011
Attend networking events and/or annual meetings of neighbouring Chambers, Nova Scotia Chamber of Commerce, and the Canadian Chamber of Commerce	Board of Directors appoints	Q 2 2011

Priority # 5 - An important resource to members and other stakeholders

<u>Specific Action</u>	<u>Responsibility</u>	<u>Timeframe</u>
Committee and Board agendas should provide an opportunity to examine the state of commerce and opportunities for the future	Board of Directors	One special meeting per year

9 Recommended Organization Chart



10 Implementation plan by quarter

2010 Quarter 2:	
Review the committee roles and board structure every three years beginning in 2010	Board of Directors
Board of Directors meet with MLA	President
Prepare current and potential membership lists and set membership targets for two years	Office Manager/Membership Committee
All members of Board of Directors search for sources of income to support the activities of the Chamber	Board of Directors
2010 Quarter 3	
Identify all current technology to carry out the operation of the Board, such as accounting software, communication needs, publishing software etc.	President, Office Manager, Treasurer
Develop list each year of events to be included in the annual financial plan	Events Committee/Board of Directors
Board of Directors meet with Warden and Chief Administrative Officer	President
Develop materials to promote membership in Chamber	Promotion Committee
Develop promotion materials to educate general public about the Chamber	Promotion Committee
2010 Quarter 4	
Prepare Financial Accountability Policy	Treasurer, President draft for Board of Directors
Appoint Committee to Update by laws and policies	Governance Committee/Board of Directors
Develop specific policy to publicly recognize members of the Chamber	Nominating Committee

2011 Quarter 1	
Ensure that an effective nominating process is put in place to ensure continuity of Executive of EHDCC	Chair Nominating Committee
Develop a plan that encourages business development among the Chamber membership	Board of Directors
Board of Directors meet with MP	President
Maintain informative web page and other forms of social media	Office Manager
Prepare communications plans to effectively communicate with the membership, stakeholders, and community at large	Communication Committee/Office Manager

2011 Quarter 2	
Board of Directors meet with MLA	President
Attend networking events and/or annual meetings of neighbouring Chambers, Nova Scotia Chamber of Commerce, and the Canadian Chamber of Commerce	Board of Directors appoints
Committee and Board agendas should provide an opportunity to examine the state of commerce and opportunities for the future	Board of Directors

2011 Quarter 3	
Review strategic plan and amend as required	Strategic Plan Committee