

THE CHAMBER

LEDUC • NISKU • WETASKIWIN REGIONS

STRATEGIC PLAN 2022 - 2024

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TABLE OF CONTENTS

Situational Review 3

 Covid-19 3

 Board of Directors 3

 Staff 4

SWOT Analysis..... 5

Mission 6

Vision 6

Values 6

Membership 7

Organizational Stability 9

2022 Activities 12

2023 Activities 13

2024 Activities 14



SITUATIONAL REVIEW

The Leduc, Nisku, and Wetaskiwin Regional Chamber of Commerce is the voice of business in the communities of Leduc, Leduc County, Nisku, Wetaskiwin, the County of Wetaskiwin, Millet, Calmar, Thorsby, and Warburg. Representing more than 1,000¹ members and a regional population of 76,670², the Chamber serves its membership by:

- » offering access to the chambermarket.ca e-commerce platform for small businesses
- » providing direct support for members in partnership with local, Provincial & Federal governments
- » creating policies and lobbying for their implementation to improve the business environment for members and to help them be successful
- » advocating for members' best interests to all levels of government, to other business organizations, and to the community at large
- » explaining changing policies and government decisions that impact member businesses
- » providing opportunities for members to network with each other and with the larger community of our region
- » offering access to discounts and enhanced services through Alberta Chambers of Commerce or Canadian Chambers of Commerce programs and benefits
- » regularly communicating with its members to gather input on programming and priorities

The Chamber, true to its vision, is viewed as the voice of business in the region and its advocacy and lobbying work, combined with its ability to support members and educate businesses on matters of importance to them, has led the Chamber to become recognized as the relevant go-to resource for businesses impacted by changing economic environments and government policies and programs.

COVID-19

Covid-19 and the resulting business restrictions have placed a great deal of stress on our members and local economies. Particularly hard hit were the food and beverage, tourism, personal services, and hospitality sectors. Covid-19 restrictions further emphasized the need for small businesses to participate in Canada's digital economy by moving to e-commerce in order to continue selling products and services to customers.

The restrictions placed on venues and events has negatively impacted the Chamber's ability to raise revenue through its usual event channels and specifically has limited the number of in-person luncheons, events, and awards galas the Chamber can host. While the Chamber has moved to virtual events and these events are well-attended and recognized for their quality, the Chamber typically does not charge registration fees for these events.

BOARD OF DIRECTORS

The Chamber board is committed, engaged, and has a solid understanding of its governance role. Previous board evaluations confirm:

- » the board operates with clearly defined missions, goals, and bylaws
- » board members understand their own and each other's role and duties
- » the board operates with clearly defined missions, goals, and bylaws

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- » board members understand their own and each other's role and duties
- » the board uses committees and work groups to divide board work fairly
- » board members follow through on plans and commitments
- » the board represents the interests of the organization's membership
- » trusting and respectful relationships exist between board members and other individuals in the organization
- » the board communicates clearly and regularly with appropriate staff, volunteers, and the wider community
- » all board members are encouraged to participate in discussions
- » the board makes sure adequate resources are available to undertake the work of the organization

STAFF

The Chamber is staffed by a skilled and dynamic team that understands the importance of member-focused service delivery. Recognized throughout the region and the Alberta Chambers of Commerce network for their skills and tenacity in supporting members' success, the Chamber's reputation is due in large part to their teamwork and commitment to success.

SWOT ANALYSIS

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> ▪ recognized as the voice of business ▪ confidence in Chamber programming and advocacy is high amongst members ▪ award-winning Chamber with long-term staff ▪ adaptability – Chamber was able to pivot throughout Covid-19 and remain financially-stable and successful ▪ service delivery agreements with third parties have been quite successful and highly regarded amongst members and potential members 	<ul style="list-style-type: none"> ▪ membership has decreased recently due to economic constraints caused by Covid-19 restrictions ▪ no existing infrastructure for hosting and streaming large digital content; reliance on third party providers ▪ no formal board orientation procedures ▪ not formally accredited as a Chamber of Commerce ▪ online events create less connection amongst members
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> ▪ more virtual events allow the Chamber to reach a broader audience ▪ using new platforms like recorded videos and podcasts increases the reach and longevity of Chamber events which used to be in-person only ▪ delivering Covid-19 support programs in partnership with other agencies and levels of government can support increasing staff levels 	<ul style="list-style-type: none"> ▪ no formal succession plan in place for staff and board ▪ economic recovery from Covid-19 is out of the Chamber's control ▪ sponsorships may decline as companies deal with continuing economic decline ▪ hybrid or virtual events may continue for some time impacting the Chamber's ability to generate event revenue



MISSION

In business for business.

VISION

Regarded and respected as the proactive business voice and leader of our region.

VALUES

The Leduc, Nisku, and Wetaskiwin Regional Chamber of Commerce conducts all its work according to these values:

Authenticity

The Chamber acts in the best interest of its members in a genuine effort to make improvements.

Fiscal Responsibility

The Chamber take the spending of member dollars with great responsibility and strives to achieve the greatest return for dollars spent.

Transparency

The Chamber understands the need for communicating its activities and their results, and for ongoing dialogue with stakeholders.

Openness

The Chamber values honesty and openness in the conduct of its activities.

Member-focused Decision-making

The Chamber does what is best for its members.

Collaboration

The Chamber works together, as a board, with its members, partners, and stakeholders, for the betterment of all parties.

Commitment

The Chamber is committed to consistently ensuring our mission and vision are carried out in the best interest of the Chamber.

Integrity

The Chamber is a unified organization, operating morally and ethically, and always being honest.



MEMBERSHIP

The primary focus of the Leduc Regional Chamber of Commerce is the support and development of its members. The Chamber exists to help its members achieve success and acts as an independent advocate for their interests.

GOAL: Conduct regular surveys of the membership to better inform how the Chamber plans, operates, and communicates.

ACTIVITY: Undertake a comprehensive annual member satisfaction survey by April 30 of each year. (2022) (2023) (2024)

OUTCOME: Regular surveying of the Chamber's membership will ensure the organization's efforts are aligned with member priorities and measure member satisfaction.

GOAL: Increase effectiveness of electronic newsletter, website, and other online tools to better inform current members and to attract new members by Dec. 31, 2022.

ACTIVITIES: Send out monthly newsletter including details on upcoming events, policy and advocacy efforts, and updates on strategic plan implementation.
(2022) (2023) (2024)

Develop a blog for the Chamber's web site by January 31, 2022. (2022)

Update the Chamber's blog monthly. The blog will highlight the Chamber's progress on its strategic plan, advocacy efforts, events, and educational opportunities.
(2022) (2023) (2024)

Develop an editorial calendar for social media, Chamber Voice, and blog by February 28 each year.
(2022) (2023) (2024)

Explore capital costs for distribution of informational events through hosting recorded videos and podcasts on the Chamber's website by August 30, 2022.
(2022)

Examine the feasibility of recording and distributing Chamber events when they return to an in-person format by July 31, 2023. (2023)



OUTCOME: Regular monthly newsletter updates will inform our members and stakeholders about our events, advocacy work, and strategic plan implementation and keep members informed about the Chamber's progress on its strategic plan.

A blog will allow members to gather relevant information on their own time and will provide non-members with content that may interest them in becoming members.

An editorial calendar will help the Chamber plan out which topics to cover throughout the year and which experts if any are needed, to contact for support. A calendar will also allow the Chamber to align its content with specific events, like Small Business Week or the Chamber's annual awards gala.

Hosting and distributing digital content will allow the Chamber to reach a wider audience, make better use of its online and hybrid event content, and drive traffic to its web site.

GOAL: Support small to medium size member businesses' e-commerce efforts through chambermarket.ca.

ACTIVITY: Actively promote the chambermarket.ca platform to members.
(2022) (2023) (2024)

Provide onboarding and technical support resources to members seeking to leverage chambermarket.ca as part of their online sales strategy.
(2022) (2023) (2024)

OUTCOME: The Chamber will generate non-dues revenue keeping membership fees lower.

Members will have access to a broader customer base while not having the burden of implementing their own e-commerce web site.

The Chamber will have access to non-dues revenue which will keep membership costs low.



ORGANIZATIONAL STABILITY

Despite ongoing economic uncertainty around Covid-19, strong member support combined with innovative service delivery contracts and prudent fiscal decisions mean the Chamber is in a stable financial position. However, the Chamber understands organizational sustainability is an ongoing endeavour and includes not just finances, but member satisfaction, board development, and strategic planning.

GOAL: Regularly analyze the Chamber's budget, bylaws, and committee Terms of Reference to ensure they align with the organization's goals and objectives.

ACTIVITIES: The Finance Committee will analyze the Chamber budget quarterly to ensure fiscal sustainability and report regularly to the board of directors.
(2022) (2023) (2024)

The Governance Committee will analyze the Chamber's bylaws prior to each year's Annual General Meeting to ensure they meet the needs of the organization.
(2022) (2023) (2024)

The Governance Committee will review the Terms of Reference for the Chamber board's committees annually. (2022) (2023) (2024)

The board will undertake an annual strategic planning process each December to review its current plan and make necessary adjustments.
(2022) (2023) (2024)

OUTCOME: Routinely reviewing the budget will provide the Chamber with an ongoing understanding of its financial picture and allow the board of directors to make informed, long-term decisions.

A current set of bylaws will ensure the Chamber operates within its established framework while being responsive to changing circumstances.

Updated and reviewed Terms of Reference for each committee will create a better understanding of each committee's role and function, while reducing confusion around decision-making, committee makeup, and purpose.

Annual review of the current strategic plan will help the board understand progress made on long term goals while allowing the plan to be flexible and change to meet new opportunities or constraints.



GOAL: Enable an effective, professional, and diverse board that reflects the diversity and views of our membership.

ACTIVITIES: Provide board training as resources allow, according to formal requests from board members or opportunities selected by the Executive Director.

(2022) (2023) (2024)

Actively recruit potential board members on an ongoing basis and encourage participation in board committees as a means of identifying new board members.

(2022) (2023) (2024)

Create a board orientation manual for new board members by February 28, 2022.

(2022)

Develop a board succession plan by March 31, 2022. (2022)

Annually survey board members about engagement, skills, and overall satisfaction by April 30. (2022)

OUTCOME: Offering training to board members will ensure the Chamber board has the right set of skills and abilities to meet changing environments.

Active recruitment of new board members will allow the Chamber to select candidates based on skills, education, area of expertise, or background to fulfill identified gaps.

A board orientation manual will help new board members understand the organization and their role within it, better. A board orientation manual will help the Chamber receive accreditation in 2022.

A formal succession plan for board members will help current members of the board move through the executive ranks and create opportunities for long term planning and recruitment of board members.

An annual survey of board members will inform the Chamber's strategic plan, measure satisfaction, and help the organization identify skills gaps and highlight areas for improvement.



- GOAL:** Become accredited as a Chamber of Commerce by the Chamber Accreditation Council of Canada.
- ACTIVITIES:** Assign a staff member to complete the CACC application process by September 1, 2022. (2022)
- Regularly discuss accreditation requirements and updates on progress at weekly staff meetings and monthly board meetings. (2022)
- Create a board orientation manual for new board members by February 28, 2022. (2022)
- Develop a board succession plan by March 31, 2022. (2022)
- Annually survey board members about engagement, skills, and overall satisfaction by April 30. (2022)
- OUTCOME:** Accreditation will recognize the Leduc, Nisku, and Wetaskiwin Regional Chamber of Commerce's commitment to serving its members professionally and effectively. Leduc, Nisku, and Wetaskiwin Regional Chamber of Commerce
- Regular updates and discussions of the accreditation process will ensure all staff and board members have the opportunity to participate in the process of completing the application and understand its importance to the organization.



2022 ACTIVITIES

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