

At a glance:

Strategic Plan

2008 - 2011

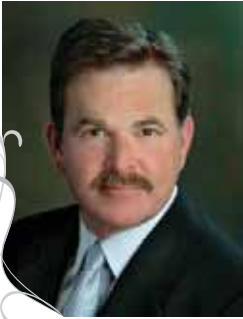


THE CANADIAN CHAMBER OF COMMERCE
LA CHAMBRE DE COMMERCE DU CANADA

The Voice of Canadian Business™
Le porte-parole des entreprises canadiennes™



A Message from the Chair



John Peller

It is with great excitement that I present this report, as it marks an important step towards solidifying the Canadian Chamber of Commerce's position as Canada's most influential business association. As the Chair of the Board, it is my duty to ensure the continued success of this organization not only during my term, but moving forward, and this report, as well as the process by which it was created, does just that. It is my belief that this report effectively puts forward the key strategic initiatives to take the Canadian Chamber to the next level. I'd like to thank all of the members of the Board of Directors, Perrin Beatty

and the Canadian Chamber management team, and all of the chamber professionals throughout our network for their hard work and commitment that made this process so successful.

A Message from the President and CEO



**Honourable
Perrin Beatty**

Since 1925, the Canadian Chamber of Commerce has provided a strong and articulate voice for Canadian business. As a result of the Canadian Chamber's efforts, our country's businesses are more successful and millions of Canadian families enjoy greater prosperity. The more than three hundred chambers of commerce and boards of trade that comprise the Canadian Chamber network represent 175,000 businesses of all sizes in all sectors of the economy and in all regions. These are the businesses that invest in building better communities, employ tens of millions of Canadian workers, and pay the taxes that provide public services. They are an essential part of Canada's social and economic fabric, and all Canadians benefit when our businesses succeed.

Over the past year, the Canadian Chamber's Board and management have undertaken a process of strategic renewal that will strengthen our ability to serve our membership and our nation. We are pleased to present this plan, which will serve as a road map for our future.

For the past eighty-three years, the Canadian Chamber of Commerce has been a force for Canadian prosperity. All of us in the Chamber movement are proud of what we have accomplished together in that time, but we know that our most important contributions are yet to come.



Executive Summary

As the revolution underway in the business landscape reshapes the strategy, operations and success of Canadian business, the operating environment of the Canadian Chamber of Commerce is also changing, along with its future direction, focus and operations.

The stakeholders surveyed during the development of this strategic plan indicated that the Canadian Chamber serves its members and represents the business community well, but also suggested that the Canadian Chamber could do even better in the future. Now is an opportune time for renewal. The Canadian Chamber wants to become the “must join” business association that is clearly differentiated from others.

Renewal starts with a compelling vision – a definition of future success. The renewed vision for the Canadian Chamber is to be *the most influential business association in Canada*. By being “most influential”, the Canadian Chamber will be seen as the primary, and vital link between business and the federal government. It will have a demonstrated impact on public policy and decision-making to the benefit of business and the broader community alike.

The key elements of the Canadian Chamber’s new strategic direction are summarized in the following pages. It is predicated on being the national leader on a critical few business issues where its expertise and broad membership base give it a unique legitimacy. The plan assumes that policy development, advocacy, the member value proposition and the focus and activities of the organization will be shaped and implemented to achieve this important goal.



Plan at a Glance

Mission

The Canadian Chamber of Commerce is the national leader in public policy advocacy on national and international business issues and is focused on fostering a strong, competitive economic environment that benefits Canada and improves the standard of living of all Canadians.

Our members include chambers of commerce and boards of trade, corporate members, associations – businesses of all sizes, in all sectors of the economy and all regions of Canada.

Vision

'The most influential business association in Canada'

Goals

- 1 To provide leading research and policy development capacity to effectively support the strategic direction and priorities.
- 2 To maintain and enhance the working relationships and linkages with the federal government in advocating on behalf of Canadian business.
- 3 To engage, align and promote the Canadian Chamber network in effectively representing the interests of businesses from across Canada.
- 4 To provide unparalleled member services and support that exceed expectations.
- 5 To promote and communicate the role and contribution of the Canadian Chamber in effectively representing Canadian business.
- 6 To generate the revenues required to support and sustain the Canadian Chamber as the most influential business association in Canada.

Strategic Priorities

1. Strengthen Research, Policy Development and Advocacy
2. Strengthen the Chamber Network
3. Communicate, Promote and Enhance the Value of Membership for All Members
4. Increase Membership and Diversify Revenues
5. Invest in the Organization to Effectively Support and Sustain Growth



Performance Measures

Financial Performance

Member Satisfaction/Chamber Alignment and Recognition

Organizational Learning and Development

Business Operations

Strategic Priorities

Strategic priorities are the key actions/initiatives that are undertaken to allow an organization to successfully move forward given its mission, vision and goals. Considered together, these overall priorities will demonstrate the Canadian Chamber's overall success in being **the most influential business association in Canada.**

1 Strengthen Research, Policy Development and Advocacy

The Canadian Chamber will become the national leader among business associations in addressing the most important issues facing Canadian business.

The list of the Canadian Chamber's policy initiatives, achievements and wins is extensive. The Canadian Chamber has already been actively focusing on key policy areas and intends to continue this focus while building greater profile and recognition of its activities and successes.

Key Initiatives and Major Steps

1. Enhance research capacity and policy development to support leadership position in leading policy debate

- Expand on proposed research papers to support policy objectives.
- Assign policy staff responsibility to develop each paper and conduct the related background research.
- Prepare the papers and associated communications plans.

2. Use polling to more effectively and proactively represent the interests of the Canadian business community

- Design and conduct annual surveys of members on key policy issues.
- Complete and publish the annual business and economic forecast early in the year.
- Explore possible relationship with external polling firm to support policy development work; in particular, the development of research papers.

3. Strengthen advocacy role to enable better representation and increased influence with the federal government

- Increase presence and visibility of the policy team in Ottawa.
- Assign additional resources to increase interaction with MPs, senators and senior public servants.

4. Finalize the priority setting mechanism

- Refine the policy resolution process for Annual Meetings to focus on core priority themes. Use the Canadian Chamber's Key Priorities and Principles document as a benchmark and guide for priority-setting.



2 Strengthen the Chamber Network

Working with its network partners, the Canadian Chamber will enhance the power and the visibility of the network to add value for all members and to strengthen members ability to influence governments.

Key Initiatives and Major Steps

1. Strengthen the network brand by implementing a new governance structure

Note: This bold initiative will be undertaken in consultation with all levels of the Canadian Chamber network. Foremost critical element of success is support across all levels of chambers about the value of this project.

- Create a distinct brand known as 'The Canadian Chamber of Commerce Network' to enhance the power of the network.
- In cooperation with the chamber network, identify a governance structure that will optimize the definition, implementation and management of uniform best practices, standards and procedures across the network.
- Develop awareness-building campaigns to promote and raise the profile of the network from both a local and national perspective.

2. Increase the alignment of the network in representing the interests of their members and the broader business community

- Develop tools and templates to facilitate the uniform and aligned advancement of policy positions across the network.
- Ensure that chambers continue to play a prominent role in setting policy priorities.

3. Offer value-added products and services

- Use the volume and the power represented by the broad-base membership across the chamber network to identify and negotiate best value affinity programs tailored to the needs of the chambers of all sizes.



3 Communicate, Promote and Enhance the Value of Membership for All Members

The Canadian Chamber will strengthen communications to all members. It will enhance the level of member participation and engagement in Canadian Chamber business programs. It will expand the reach and communications of the Canadian Chamber by promoting its role and achievements with members and other key stakeholders.



Key Initiatives and Major Steps

1. **Build a brand which clearly differentiates the Canadian Chamber from other horizontal business associations**
 - Develop a branding strategy and plan that considers all aspects of the Canadian Chamber:
 - Focus on making the Canadian Chamber the only choice as a national business association
 - Touch everything within the Canadian Chamber to create an 'experience'
 - Leverage the power of an aligned and united network
2. **Lead the network in identifying policy wins and creating broader awareness**
 - Develop a communications strategy and plan that will:
 - Adopt a bold approach to claiming policy wins
 - Educate the public on the role of the chamber network
 - Ensure consistent messaging
 - Support the network by championing the use of technology (Web, polling, etc.), developing templates and customizable documents and providing best practices/lessons learned.
3. **Increase marketing capability and focus**
 - Develop a marketing strategy and plan that will:
 - Show the human side of business issues and boldly announce policy wins
 - Involve a strong and continuously evolving Web presence
 - Emphasize revamped value propositions based on member segmentation
4. **Enhance communications support provided to members**
 - Provide a network-wide marketing campaign that is adaptable to local needs and requirements
 - Include marketing materials that support/reflect the Canadian Chamber's brand and value proposition
 - Identify additional offerings to increase the value of the corporate membership. This will potentially include:
 - Retooling the member benefit/value package to size of member, amongst other means by which we communicate with members
 - Developing outreach programs through which members are provided added value and increased interaction with the Canadian Chamber
5. **Enhance corporate member participation and engagement in Canadian Chamber business programs**
 - Conduct an annual outreach program to qualify corporate members and encourage participation in committees.
 - Continue to invite corporate members to regional roundtables and use them as prospecting venues. Enhance corporate member sponsorship of series, with introduction of individual topic-specific sessions.
 - Develop annual events targeting both corporate member registrations and sponsorships.
 - Produce collateral aimed at increasing direct corporate member communication.

4 Increase Membership and Diversify Revenues

The Canadian Chamber will build a sustainable funding model by broadening its corporate membership base, strengthening existing commercial activities, adding new initiatives, and increasing sponsorships.



Key Initiatives and Major Steps

1. Increase corporate membership base and revenues

- Clarify, tailor and confirm the value proposition to the various member categories and segments.
- Develop a marketing strategy, plan and related material which target increased sales and renewals in mid-size to large businesses.
- Re-evaluate annual fees charged corporate members based on the member segmentation.

2. Strengthen commercial, event and sponsorship activities and revenues

- Increase the sales of existing products (e.g., Carnet) while investigating new commercial opportunities.
- Implement online document certification for use by existing and potential members, which can also be offered by local chambers.
- Develop a “sponsorship as membership” formula to enhance corporate participation within the Canadian Chamber.

- Investigate and potentially introduce a number of annual conferences which will attract registration fees while offering sponsorship opportunities. These may include the following:

- Productivity conference
- Association conference
- Interprovincial trade conference

- Launch an issue-specific roundtable series, potentially as sponsored functions.

- Investigate the potential of introducing a national revenue generating event which targets members and non-members.

3. Add new initiatives with the objective of increasing the relevance and importance of the Canadian Chamber and as a result, its existing revenue base.

- Investigate and potentially implement the following:
 - A major ‘gift-style’ of revenue generation (e.g., a research chair with a national policy focus).
 - Revenue generating policy-related coalition initiatives

- Biannual research papers (e.g., focused on competitiveness)
- Establish a task force to investigate new growth opportunities with the objective of increasing and diversifying revenues.



5 Invest in the Organization to Effectively Support and Sustain Growth

The Canadian Chamber will invest in the key areas of the organizational infrastructure and in human resources to retain and attract a strong, professional team to ensure sufficient capacity to effectively support and sustain future growth.

Key Initiatives and Major Steps

1. **Build skills and capabilities of the organization while deploying existing and future resources to better support policy priorities.**
2. **Increase the marketing and communication capacity of the organization through selected investments in staff and technology.**
3. **Develop an IT strategy and plan that aligns with and supports the organizational priorities and requirements.**



Operating Principles

In support of its overall strategic direction, and in working with its key stakeholders, the Canadian Chamber will be guided by the following set of operating principles. It will:

- Speak and advocate on behalf of Canadian business as a whole.
- Promote the Canadian Chamber as the voice of Canadian business.
- Lead in the advancement of the interests of business, now and in the future, while being objective, non-partisan and national.
- Be the critical link between the federal government and business.
- Conduct leading research to provide the evidence which supports Canadian Chamber's policy development and advocacy.
- Be a leader in building, engaging, sustaining, and leveraging the power of an aligned and unified chamber network.
- Plan and manage in a way that differentiates the Canadian Chamber, while maintaining a high-performing management and staff team.