

St. Martins & District Chamber of Commerce STRATEGIC PLAN

MISSION

The St. Martins & District Chamber of Commerce creates and promotes a dynamic, welcoming business environment that encourages responsible, sustainable entrepreneurship and enhances quality of life for all members of the community.

VISION

St. Martins & District Chamber of Commerce is the leading organization committed to creating a vibrant business and community environment through effective delivery of:

- ***Advocacy programs*** that consult and collaborate with governments, communities and industry leaders to shape public policy that sustains viability and growth for business in our community.
- ***Membership Services*** that provide information, tools, resources and practical support for area businesses.
- ***Marketing and promotion initiatives*** that create awareness of St. Martins & District attracting business, visitors and residents.

VALUES

The following values guide the conduct and behavior of Chamber Members:

- ***An open, welcoming, cooperative environment of mutual trust*** that is responsive and supportive of entrepreneurs and all people of our community.
- ***Integrity, accountability and ethical conduct*** that is reflected in dealing with all clients, fellow entrepreneurs and the wider community.
- ***A commitment to professionalism and best practices that raise*** and sustain the quality of business and the experience offered in our community.
- ***Respect for the unique culture, heritage, history and natural environment*** of our community that provides responsible stewardship of our resources.

STRATEGIES

- ***Create a business support network*** that will welcome, mentor and promote businesses in St. Martins & District and nurture new leadership.
- ***Develop St. Martins & District as a Tourism Destination*** that will promote the region, draw business, visitors and residents to the area.
- ***Develop partnerships*** with governments, communities, business and media that expand and enhance the St. Martins & District business environment and community.
- ***Develop and broaden the community activity base*** and services to include more special events, arts, cultural, historical and outdoor experiences for visitors and residents of the area.
- ***Build a more diverse membership*** to include representatives from all sectors and develop new opportunities for active participation.
- ***Develop educational programs*** that promote best practices, business excellence, effective entrepreneurship and provide information resources for area business.
- ***Develop a Marketing Work Plan*** that provides effective communication tools, enhanced media relations, partnerships, advocacy and awareness of our area.
- ***Foster continued and renewed growth of volunteerism*** in the community that will sustain the important services and quality of life for which St. Martins & District is known.

INITIATIVES

Strategy: Business Support Network	Timing
Develop a Welcome Program for new business	April 2009
Introduce network lunches/meetings	2009
Develop a Mentoring Program	2010/2011
Develop Junior Chamber of Commerce	2011/2012
Develop St. Martins District Community Showcase	Fall 2009
Strategy: Tourism Destination Area	
Research existing Tourism Destination areas	Ongoing
Research funding opportunities	
Develop a marketing plan for Destination Area	
Strategy: Partnerships	
Maintain ongoing Fundy Trail partnerships	Ongoing
Initiate Biosphere Reserve partnerships	Ongoing
Build on Saint John partnership	2009/2010
Initiate partnerships with neighboring communities Alma, Sussex, Hampton, Rothesay, Quispamsis, Norton	2009/2010
Build partnerships with all levels of government	Ongoing
Build on relationship with St. Martins VIC	2009
Explore possibilities of global twining with like communities around the world.	

Initiatives (con't)

Strategy: Broaden Community Activity Base

Timing

Plan for further development of Booktown	Ongoing
Explore development of arts/cultural activity	Ongoing
Development of Historical walking tours	2009 - 2011
Development of special events	Ongoing
Placement of benches, plaques and signage	2009-2011

Strategy: Diversify Membership

Recruit members from fishing and trades, self employed, Consultants	2009
Recruit members throughout the wider district	2009
Develop Membership Information Package	Spring 2009

Strategy: Educational Programs

Provide ongoing information on industry training opportunities offered through Enterprise Saint John & Enterprise Fundy	Ongoing
Research funding opportunities for providing low cost local education workshops for entrepreneurs	Ongoing
Develop a resource centre for prospective and local Entrepreneurs	Ongoing

Strategy: Marketing Work Plan

Timing

Develop updated brochure	Spring 2009
Develop updated website	Ongoing
Coordinate joint advertising with Saint John	Ongoing
Explore opportunities for Cooperative Advertising Programs	2009/2010
Develop St. Martins & District as a day trip destination	2009/2010
Coordinate opportunities for media coverage	Ongoing
Explore new opportunities for online marketing	2009/2010

Strategy: Renewed Volunteerism

Create an awareness program that tracks the extensive volunteer involvement in the provision of services to our community	2010
Develop an awareness program for the schools to continue the culture of volunteerism in our community	2010/2011

SWOT ANALYSIS

Strengths

- Advocacy
- Marketing
- Organization
- Diversity of skills
- Continuity
- Cohesion

Weaknesses

- Lack of diverse membership – heavily weighted with tourism businesses with no representation from other sectors.
- Lack of participation from present membership
- Volunteer fatigue
- Fundraising
- Seasonal Cycle

Opportunities

- Events/Fundraisers
- Partnerships with other Chambers/Boards, trade, service groups, other communities
- Funding sources
- Tourism Destination development
- Expanded media communication
- Expand membership

Threats

- Apathy
- Succession planning
- Lack of communication
- Low participation
- Lack of open-mindedness
- Protectionism
- Lack of funding