**Chamber of Commerce Executives of Canada (CCEC)**

**2022-25 Strategic Plan**

**Mission**: To enhance the professional effectiveness of Chamber staff across Canada.

**Vision:** A network of connected Chamber professionals equipped to lead successful Chambers and recognized for outstanding contribution to their business communities.

**Key result areas**

* Professional Development
* Resources
* Networking
* Recognition

**Strategy Statement**

CCEC provides a supportive peer network of professional development opportunities, resources and knowledge for Chamber professionals who are empowered to excel in their role and make an impact on their chamber and community.

**I. Professional Development**Create a learning roadmap for executives that packages all CCEC PD programs and member resources with potential for beginner, advanced and veteran levels.

1. **Chamber College** 
   * continue to develop Chamber College with addition of modules on membership and HR
   * Link MRC resources to Chamber College topics
2. **Webinars**
   * Develop webinar program that addresses issues identified in 2022 membership survey – membership, capacity/time and resource management, finances/non-dues revenue, HR and innovation
3. **Chamber Accelerator Program** 
   * Work with Johnston Group on further development and expansion of the platform
   * Market Chamber Accelerator as a staff onboarding tool

**II. Member Resources**

**1. *Chambers Count* benchmarking survey**

* Focus on CEO compensation
* Incorporate questions to collect information that helps address staff attraction and retention

**2. Member Resource Centre**

* Review platform options for Member Resources Centre, architecture and content – filter, analyze and curate existing content
* Develop a CEO onboarding package – what you need to know
* Collect resources that address 2022 membership survey issues
* Collect templates from accredited chambers
* Market MRC to create more awareness of what is available

**III. Network Development and Collaboration**

1. **Peer Networks** 
   * Incorporate membership survey issues into peer network meetings and discussions
2. **Collaboration with CCC, provincial executive organizations and other partners**
   * Environmental scan to address what services are provided by the various organizations and promote collaboration without duplication
   * Consider forming provincial chapters for those that are interested (eg AB, Atlantic)
   * Identify other external partners that can assist with delivering on CCEC mandate e.g. Johnston Group, HR firms

**IV. Recognition**

Continue with existing recognition programs – executive awards, Accredited Chamber Executive, Milestone service and consider how they can be utilized to address chamber staffing issues.

**V. Communications & Marketing**

Develop communications strategy that includes

* Assessment of the right platform for job to be done and ease of access for members
* Strategy for Facebook group
* Membership growth through non-member exposure to CCEC programs, services and content