



Strategic Plan – Update 2022 – 2024

Presentation to Key Stakeholders

December 6, 2022

Terry Caddo, President

Agenda

- 1. Mission Vision and Goals**
- 2. Year in Review Highlights**
- 3. Priorities in 2022 -2024**
- 4. Roadmap by Priority**
- 5. Strategic Goals Update**
 - 1. Operational capabilities and employee development**
 - 2. Membership growth/retention**
 - 3. Enhanced communications**
 - 4. Revenue generation**
 - 5. Event refresh**
- 6. Questions/discussion**
- 7. Networking**

Mission

To encourage and promote a strong
Burlington business community

Vision and Goals

Our vision is to be **the hub for business in Burlington.**

Our **goals** related to this are to:

- Be the go-to source for business discussions in the Community;
- Conduct highly attended and inclusive events and networking sessions;
- Provide great resources and information for small business;
- Be successful in creating a strong community of businesses and other agencies that support each other;

So that our membership grows and we are recognized as one of the best Chambers in Canada

Three Chamber Pillars

1. Connecting Leaders
2. Active Advocacy
3. Creating Opportunities

Year in Review Highlights

1. New President and staff
2. Developed 2022-2025 Strategic Plan
3. More than 131 new Chamber members – 1 month to go
4. New bylaws - approved
5. Official Accreditation by the Canadian Chamber of Commerce with Distinction
6. Several advocacy initiatives
7. Event Refresh

Year in Review Highlights (cont'd)

8. Supported business community throughout Covid

9. CRM and financial systems

10. Diverse Equitable Inclusive Committees

Two New Volunteer Committees:

- Policy and Advocacy
- Member Engagement and Experience

Both committees are reflective of our Diversity, Equity and Inclusion goals

Priorities in 2022-2024

- 1. Operational capabilities:** Ensure Staff have the correct tools, resources, and training to create a positive work environment to succeed and deliver on defined priorities
- 2. Membership growth / retention:** limit membership reduction and grow a diverse and inclusive membership by setting realistic goals by benchmarking liked size chambers and communities
- 3. Enhanced Communications:** Build confidence in the Chamber's voice by using traditional and non-traditional tools and techniques along with partnering community and business leaders' social media presence
- 4. Revenue generation:** Meet our budgeted revenue goals and strive for stretch targets
- 5. Event refresh:** Review of existing and potential new events to ensure they align with Strategic goals and DEI priorities

Roadmap (by priority)

Priority	Key initiatives in 2022-2023 (with urgent items in bold)
Operational capabilities and employee development	<ol style="list-style-type: none">1. Working Customer Relation Management system2. Develop HR strategy with org chart, roles, responsibilities3. Develop Volunteer framework to ensure committee engagement and role clarity4. Annual Individual growth plans (training, development, performance)
Membership growth / retention	<ol style="list-style-type: none">1. Member growth strategy including a formal onboarding plan2. Member retention plan including regular check-ins, cancelled member follow-up3. Build an onboarding and departure strategy
Enhanced Communications	<ol style="list-style-type: none">1. Communications plan that clearly defines audience, messages, vehicles2. Segmented communication to various sized businesses that conveys the right info to the right orgs3. Build social media presence across various platforms
Revenue generation	<ol style="list-style-type: none">1. Sponsorship retention strategy2. Sponsorship growth strategy3. Develop a financial performance tracking tool that enables improved reporting to the Board
Event Refresh	<ol style="list-style-type: none">1. Networking events structure refresh with budgets2. Event segmentation: create networking events that bring together like minded professionals or businesses3. Event content review and expansion so that educational events are relevant4. Evaluation process so that all events are reviewed for profit/loss and staff time

Priority -update

Priority	Key Initiatives in 2022-2023 (with Year-1 items in bold)	Update
Operational capabilities and employee development	1. Working Customer Relation Management system	<ul style="list-style-type: none"> • Membee installation and data transfer complete
	2. Develop HR strategy with org chart, roles, responsibilities	<ul style="list-style-type: none"> • Organization Chart is complete • Job descriptions are complete
	3. Develop Volunteer framework to ensure committee engagement and role clarity	<ul style="list-style-type: none"> • Revised Volunteer Committee structure is complete and committees filled • Taskforces are still in progress
	4. Annual Individual growth plans (training, development, performance)	<ul style="list-style-type: none"> • Beginning

Priority -update

Priority	Key Initiatives in 2022-2023 (with Year-1 items in bold)	Update
Membership growth / retention	1. Member growth strategy including a formal onboarding plan	<ul style="list-style-type: none">• Onboarding Plan complete• 100 members already in 2022
	2. Member retention plan including regular check-ins, cancelled member follow-up	<ul style="list-style-type: none">• Retention Plan document complete• Calls ongoing
	3. Build an onboarding and departure strategy	<ul style="list-style-type: none">• Onboarding document complete• Working on departure strategy

Priority -Membership

NEW MEMBERS		Total Members
	To end of November	
1 to 2	65	225
3 to 9	46	215
10 to 20	12	77
21 to 50	6	52
51 +	1	55
Other	17	34
Total New	131	668

Priority -update

Priority	Key Initiatives in 2022-2023 (with Year-1 items in bold)	Update
Enhanced Communications	1. Communications plan that clearly defines audience, messages, vehicles	<ul style="list-style-type: none">• Completes
	2. Segmented communication to various sized businesses that conveys the right info to the right orgs	<ul style="list-style-type: none">• In process
	3. Build social media presence across various platforms	<ul style="list-style-type: none">• Completed and ongoing

Priority -update

Priority	Key Initiatives in 2022-2023 (with Year-1 items in bold)	Update
Revenue generation	1. Sponsorship retention strategy	<ul style="list-style-type: none">• In process
	2. Sponsorship growth strategy	<ul style="list-style-type: none">• In progress
	3. Develop a financial performance tracking tool that enables improved reporting to the Board	<ul style="list-style-type: none">• In progress

Priority –update revenue

	Budget	Year-end estimate
Membership Revenue	\$331,550	\$296,600
Event Sponsorship Revenue	\$221,250	\$370,000
Event Ticket Revenue	\$211,420	\$240,000
Total Revenue	\$913,919	\$1,225,379
Net Results	-\$251,436	\$39,167

Priority -update

Priority	Key Initiatives in 2022-2023 (with Year-1 items in bold)	Update
Event Refresh	1. Networking events structure refresh with budgets	<ul style="list-style-type: none">Completed
	2. Event segmentation: create networking events that bring together like minded professionals or businesses	<ul style="list-style-type: none">In progress2022-23 events will be reviewed
	3. Event content review and expansion so that educational events are relevant	<ul style="list-style-type: none">Learning Series created
	4. Evaluation process so that all events are reviewed for profit/loss and staff time	<ul style="list-style-type: none">In process, event budgets and actuals are being tracked

Feedback

Questions and open dialogue