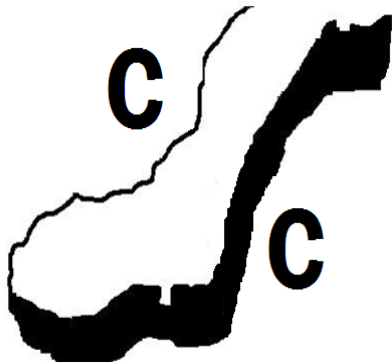


Strategic Plan 2013-2015



Burin Peninsula Chamber of Commerce

This document serves as a roadmap to guide the Burin Peninsula Chamber of Commerce in its work for 2013 to 2015. Through implementation of this plan, the Chamber aims to: increase its value to members; become increasing responsive to the needs of members; and obtain accreditation through the Chamber Accreditation Council of Canada.

Organizational Profile

Mission

The Burin Peninsula Chamber of Commerce is the voice of business in our region, promoting prosperity, growth, and business excellence. It does this through community leadership, communication, networking, and through advocating and promoting the economic interests of its members and the region.

Background

The Marystown-Burin Area Chamber of Commerce was established in 1991. In 2009, the Chamber took a regional approach and expanded its boundaries to encompass the whole Burin Peninsula, south of Swift Current. To reflect the change in its boundaries, the Chamber changed its name to the Burin Peninsula Chamber of Commerce.

Since its formation, the Chamber has played an active role in the area. It has led many projects to success, often in partnership with local organizations, such as the Schooner Regional Development Corporation and Heritage Run Tourism Association, and provincial and federal government bodies, such as the Department of Advanced Education and Skills, and Service Canada.

Structure of the Board

Operations of the Burin Peninsula Chamber of Commerce are overseen by a fifteen-member Board of Directors. Elected for two-year terms and governed by an organizational constitution, the Board of Directors is comprised of Chamber members from various sectors of the local economy. Its projects and initiatives are driven by a number of subcommittees.

The current Board of Directors includes the following:

President – Kay Riggs, Dynamic Air Shelters

Vice President - Scott Coady, Keyin College

Treasurer - Robert Mitchell, Grant Thornton

Secretary - L. Robert Lymburner, Marystown Lions Club

Director - Ian Edwards, Edwards & Associates

Director - Stan Burt, Town of Grand Bank



Director - Russ Murphy, NewCap Broadcasting

Director - Jerry Pike, Newfoundland Power

Director - Don MacBeath, MacBeath & Associates

Director - Cindy Picco, MacBeath & Associates

Director - Phonce Cooper, Canada Fluorspar Inc

Director - Stephen Warren, College of the North Atlantic

Director - Hanford Wong, Wong's Palace Restaurant

Staff

Daily operations of the Burin Peninsula Chamber of Commerce are led by a full-time Business Manager. Periodically, through special projects and government-funded initiatives, additional staff members are recruited to fulfill administrative and technical duties.

The Chamber also serves as the administrative sponsor of Marystown-Burin Employment Services, which has its own compliment of staff, including employment counsellors and administrative support staff.

Organization Structure

The Burin Peninsula Chamber of Commerce is one member of a structure comprising local, provincial, Atlantic Canadian, and Canadian chambers. Its staff and Board of Directors represent businesses on the Burin Peninsula in promoting and fostering the area's economic benefits and growth.

Canadian Chamber of Commerce Accreditation

The Burin Peninsula Chamber of Commerce is seeking Accreditation through the Chamber Accreditation Council of Canada. This process involves meeting the core definition of a Chamber of Commerce, as well as meeting all of the criteria under three mandatory pillars. The pillars are Policy and Advocacy, Membership Programs/Services, and Organization/Administration. Many of the criteria overlap with the recommendations from a 'Survey of Members and Non-Members' completed by FrancoServices Consulting Ltd. for the Burin Peninsula Chamber of Commerce in 2011-2012.

Strategic Plan Development Overview

The Strategic Plan

The Strategic Plan is a compilation of initiatives developed to support the business community on the Burin Peninsula. The document provides an overview with goals, objectives and targets to guide the



work of the board of directors and staff in carrying out the organization's mission and mandate. The overarching themes of the strategic plan pertain to enhancing and sustaining value, and increasing member satisfaction.

The Strategic Planning Process

The Burin Peninsula Chamber of Commerce is a member-centered organization. In establishing and promoting its offerings, the Chamber aspires to conduct activities that are reflective of the desires of the business community. The Chamber

aims to provide the types of benefits and services that members consider important, and that may encourage non-member businesses to become members. Through discussions in recent years surrounding this topic, the board of directors identified the need to survey members to identify their level of satisfaction with the Chamber, as well as non-members to identify their level of knowledge about the Chamber.

The board of directors approached the Department of Innovation, Business and Rural Development and the Atlantic Canada Opportunities Agency to identify their level of interest in participating in such a project. Their financial support led to the development of a proposal outlining the project scope, and subsequently, a contract with FrancoServices Consulting Inc. to carry out the project.

Consultation Process

The Burin Peninsula Chamber of Commerce utilized the services of FrancoServices Consulting Ltd. to survey both member and non-member businesses on the Burin Peninsula. The survey explored a number of questions including: why people become members of the Chamber, what their expectations of the Chamber are, why they renew their membership and what they would like the Chamber to do in the future to help their businesses. It also sought to identify whether people were aware that a Chamber existed on the Burin Peninsula. Surveys were conducted through email, telephone and by personal interviews.

The survey results were presented to the membership at the 2012 Annual General Meeting at the Marystown Hotel and Convention Centre. The results have been embraced by the board and have become, along with a number of workshops, the foundation of this strategic plan.

Workshops

On May 30, 2012 the Burin Peninsula Chamber of Commerce held a strategic planning workshop for board members and key stakeholders. The session took a top-down approach, first looking at the Mission, Vision and Mandate of the Chamber. Following this the participants participated in a SWOT analysis and finally identified four strategic directions for the Chamber (as outlined below).

SWOT Analysis

Strengths	<ul style="list-style-type: none"> • Strong, active volunteer base who are committed to the chamber’s work • Core position – Business Manager. • Healthy economy supported by mega projects locally, provincially and nationally. • Positive working relationship with stakeholders, including resource agencies.
Weaknesses	<ul style="list-style-type: none"> • Financial dependence on Marystown-Burin Employment Services (EAS) sponsorship contract. • Dependence on government funding for administrative staff. • Business Manager responsible for all financial aspects of the chamber, as well as the EAS office (in the absence of support staff). This reduces time dedicated to chamber business. • Inconsistent messaging. • Difficulty engaging businesses outside the Marystown-Burin area.
Opportunities	<ul style="list-style-type: none"> • The Regional Economic Development Board is closing thereby giving the chamber the opportunity to play a bigger role in economic development and offering support services to local enterprises. • A regional joint council has been established in the area making it easier to establish and maintain relationships with municipalities. • Host networking events. • Host a business recognition event. • Provide professional development opportunities for members. • Become a strong voice working on behalf of business. • Identify policy positions. • Accreditation through the Chamber Accreditation Council of Canada.
Threats	<p>Employment Assistance Services (EAS) offices may be discontinued, threatening the chamber’s financial position.</p>

Strategic Directions

Following the Business Evaluation surveys and the workshops four strategic directions have been set. They are:

1. Communicate the Chamber's purpose, benefits and community role.
2. Promote and create opportunities for collaboration and information sharing.
3. Provide training, education and professional development opportunities for the business community.
4. Be leaders in promoting both the economic and social well being of the community.

Goals and Objectives

STRATEGIC DIRECTION ONE:

1. Communicate the Chamber's purpose, benefits and community role.

ACTIONS:

- Use electronic media to communicate the Chamber's mission, mandate, benefits and community role to the business community.
- Increase the presence of the Chamber outside the Marystown-Burin area.
- Review benefits package to ensure value to members.

OUTCOMES:

- Awareness and understanding among business community of the role of the Chamber.
- Increase in membership of business outside the Marystown-Burin area.
- Benefits package that is valuable to members.

TIMELINE: Years one through three

STRATEGIC DIRECTION TWO:

2. Promote and create opportunities for collaboration and information sharing.

ACTIONS:

- Provide businesses with networking opportunities through a series of lunch and learn sessions.
- Recognize accomplishments of business people through a recognition event.
- Share relevant information with the business community.

OUTCOMES:

- Increased information sharing between the Chamber and the business community.
- Increased collaboration among members and between the Chamber and its members.
- Increased pride within business community through recognition program.

Timeline: Years one through three

STRATEGIC DIRECTION THREE:

3. Provide training, education and professional development opportunities for the business community.

ACTIONS:

- Create local opportunities for training and professional development that businesses can avail of.
- Maximize cost efficiency of such opportunities to the business community.

OUTCOMES:

- Cost savings to businesses that avail of opportunities locally.
- Awareness among businesses of training opportunities that are available free of charge, or at minimal cost.

TIMELINE: Years one through three

STRATEGIC DIRECTION FOUR:

4. Be leaders in promoting both the economic and social well being of the community.

ACTIONS:

- Take a proactive approach on behalf of the business community on current issues.
- Annual survey of the business community to identify public policy issues that are of most concern to the membership.
- Publish policy positions as required.

OUTCOMES:

- Strong and unified voice on public policy issues impacting businesses on the Burin Peninsula.

TIMELINE: Years one through three

Measure of Success

The overarching themes of the strategic plan are enhancing and sustaining value and increasing member satisfaction. Success will be measured in two ways:

1. A survey of member businesses upon the completion of the strategic plan. This will enable a comparison with the consultant report completed in 2012.
2. Accreditation with the Chamber Accreditation Council of Canada. The actions outlined in this plan will position the Burin Peninsula Chamber of Commerce for accreditation.

Communication Strategy

The Burin Peninsula Chamber of Commerce will communicate its progress on the strategic directions, actions and outcomes to its members through quarterly newsletters.