



## Saanich Peninsula Chamber of Commerce 2010-2012 STRATEGIC PLAN

### GROWING HEALTHY BUSINESSES IN OUR COMMUNITY

#### WHERE ARE WE GOING?

We want to always be a **successful and growing business**. Emphasis needs to be placed on our ability to **retain existing members** by ensuring the **delivery of value-added service**. Important here, too, is strengthening the network our members represent through a focus on **driving customers to their businesses** and **strengthening the public policy environment** in which they operate. We can only secure our medium term survival by building up a \$50,000 operating reserve.

To achieve the above goals on a sustainable basis the Chamber needs to strengthen the performance measurements around the Chamber as a business:

1. We need a comprehensive revenue plan to accompany monthly financial reports to the board.
2. We need a clear sense of revenue generations against targets with time to adjust to variances.
3. We need a clear sense of expenses incurred against projections.

#### HOW ARE WE GOING TO GET THERE?

We have to succeed as a business through membership growth and retention and **delivering major value added and profitable services and events** for members and the community at large.

We have some 500 member businesses large and small – medium and tiny -and will need both to retain existing and grow new member businesses. We should look to **600 members over the next two years and allow for 10% annual attrition**.

We will only achieve the above when we can demonstrate **the value of membership** in clear and unequivocal terms. All businesses need customers – returning and new. For this we must be able to **leverage off the strength of our network to the benefit of all members**.

We need to **generate increased revenue from members** through event participation, advertising and sponsorship opportunities and implementation of a tiered membership fee structure.

4. We need to focus on **strengthening partnerships** we have developed – Tourism BC, Town of Sidney, Municipality of Central Saanich, Municipality of North Saanich, BC Chamber of Commerce, Canadian Chamber of Commerce – and those we have not.

The entire work and impact of the SPCC should be seen as a successful exercise in leveraging resources, from a single member business through fees and sponsorships, through our provincial national and international networks.

The Board is the most significant resource for the organization to leverage after individual member companies.

5. Establishing an effective board committee structure is key to this objective.

## **THE 2010 BOARD COMMITTEES**

### **Executive Committee**

The Executive Committee focuses on the Chamber as a business, reviewing the performance of the organization and the Executive Director, monitoring demands placed on the organization, particularly those which lie outside Board approved directions for the organization, approving the business plan developed by the ED, and recommending to the Board significant alterations to the Strategic Plan. This committee controls the Chamber's broad and specifically measurable goals, including financial ones, at a policy level. We then empower the ED to execute the plan with the help of her staff and with the assistance of a variety of committees. Those committees recommend but do not make policies.

#### **Chair: John Treleaven**

Members: Sean McNulty, Ken Bates, Elaine Hughesman, Denis Paquette, Tim Flater, Eileen Leddy

Accountable for the Chamber to be:

- Organized and professionally run.
- Staffed to approved levels.
- Professional and clear outbound communication.

#### ***Key Performance Indicators***

- Ensure goals of the strategic plan are met.
- Implement annual performance appraisal for the ED

### **Finance Committee**

The Finance Committee monitors the achievement of the financial goals, recommends better ways to track and monitor finances to ensure we are following good, prudent, financial practices. A review engagement would be a way to add credibility and certainty.

#### **Chair: Ken Bates**

Members: Pat Fafard, Elaine Hughesman, Eileen Leddy

- To review the plans of membership and events committee.
- Make recommendations on better ways to monitor financial results.
- Ensure we are following good prudent financial management.

### ***Key Performance Indicators***

- Review financial results on a monthly basis. Ensure a monthly reporting system is in place.
- Review annual budget as prepared by the Executive Director – budget should be complete for presentation at the annual AGM.
- Follow up system on recommendations from the various committees.

### **Membership Committee**

The Membership Committee has a goal to achieve which is monetary. That monetary goal has to be established in the master plan and be relevant in terms of manpower to the other items on the master plan. The execution may be contained in the master plan or the committee could be charged with achieving goals by creating a plan that may include numerous tactics like raising fees, the value card idea, tiered membership, retention plans, new prospecting, geographic expansion, etc. This group is the single most important committee. Since the chair of that committee is also on the Executive Committee the lines of communication are clear and direct.

#### **Chair: Tim Flater**

Members: Doug Wedman, Mark deMedeiros, Fraser Smith, Ginny Alger, Ryan Leinweber, Eileen Leddy

- Membership to grow by demonstrating value to new and existing members.
- Grow existing membership market areas.
- Expand membership market area.
- First choice for new business.

### ***Key Performance Indicators***

- Number of new members each month.
- Number of renewal each month.

### **Tourism Committee**

The Tourism Committee is charged monitoring policy issues, recommending positions to the Board, and finding ways to make this unprofitable arena of Chamber activity profitable by creating better ways to manage the three centres including their structures, collecting revenue and working on Dave Cowan's ideas for packaging synergies.

#### **Chair: Dave Cowen**

Members: Ian Henniger, Joe Jansen, Denis Paquette, Ryan Leinweber, Natalie King, Eileen Leddy

- Monitor the policy environment impacting on the industry and recommend to the Chamber appropriate policy and operational initiatives.
- Ensure that the contribution of tourism businesses to the local economy is well understood by all three levels of government.
- Develop a strategy to leverage tourism assets across the Peninsula to strengthen the More to Explore campaign.
- Develop a plan to track cost, revenues and visits.
- Ensure this area is profitable.

- Develop a system to collect the revenue.
- The Chair is the spokesperson for the Chamber on issues in this sector.

### **Key Performance Indicators**

- Growing numbers of clients for and revenue from the Tourist Information Centres we operate.
- Long term commitment from the Town of Sidney for our involvement in their Information Centre.
- Growing Chamber membership for the sector.
- Monthly reporting on revenue vs. cost.
- Monthly reporting on visits to the centres.
- A system to report the visits to the members.

### **Economic Development Committee**

The Economic Development Committee monitors policy issues shaping the business environment on the peninsula and recommends policy and operational interventions to the Board. Focus is on ensuring a positive environment in all three communities to encourage the establishment and growth of businesses. Identification of issues and liaison with the three councils and more senior levels of government is one focus of the committees work. Building general awareness of the impact of business activity on the Peninsula is another.

#### **Chair: John Treleaven**

Members: Robert Thompson, Denis Paquette, Art Finlayson, Sean McNulty, Kelvin Scheuer, Ginny Alger, Edward Alp, Ian Brown, Eileen Leddy

- Work with businesses on the Peninsula to maintain a rich agenda of current issues employers are facing and recommend action as appropriate with all three levels of government.
- Ensure that all levels of government, but particularly the three municipalities we serve, understand and are sensitive to the needs of the private sector in establishing and growing businesses on the peninsula.
- Ensure that the Chamber maintains a close and effective relationship with all levels of government, particularly with the three municipal governments.

### ***Key Performance Indicators***

- The strategic plans of all three municipalities reflect the singular contribution of business to the local economy.
- Effective programs of advocacy are established and implemented for issues accepted by the Chamber Board as critical to the success of, e.g., workplace housing, local taxation.

### **Governance Committee**

The Governance Committee is to work with the ED to prepare the Chamber for the CCC accreditation process.

#### **Chair: Wendy Everson**

Members: Kelvin Scheuer, John Treleaven, Eileen Leddy

- Review current policy and bylaws to ensure the Chamber is compliant with current practice.
- Establish approach and time lines to achieve accreditation with distinction status in the Canadian Chamber of Commerce process.

#### ***Key Performance Indicators***

- Current policies and by-laws updated.
- Accreditation with distinction of the Saanich Peninsula Chamber.