

2011

Deer Lake Chamber of Commerce
Strategic Plan

CHAMBER CORPORATE SPONSORSHIP

The Deer Lake Chamber of Commerce has a proud tradition of developing high-quality business programs and community events that benefit the business community and provide leaders vital information, networking opportunities and relationship building for sustainable business success.

In supporting this tradition, The Chamber considers Corporate Sponsorship the ultimate partnership in achieving our stated goals. The Corporate Sponsor Program enables our Chamber to deliver key programs critical to the growth and development of our community.

We see the Corporate Sponsorship Program as an opportunity for businesses and other institutions and agencies to achieve our mission, to provide benefits, programs, services and events that enhance our community's quality of life and economic climate. Corporate sponsorship is an efficient, cost effective way to help support community events and programs in a visible corporate image.

The Chamber is guided by a volunteer board of directors and community leaders who are dedicated in helping promote our local businesses and communities. Our primary revenue source is from offering events that in turn promote and strengthen regional economic growth and expansion. Relying on generous individuals and businesses to help cover the cost of holding community events also brings your business great community exposure and recognition. In order to make this rewarding experience a reality for our community, we are reaching out directly to area businesses to help support The Chamber by becoming a Deer Lake Chamber of Commerce Corporate Sponsor.

Contributions from our partnering Corporate Sponsors allow our non-profit organization to continue our mission and deliver our programs. Please consider making a monetary or in-kind donation to us today.

Thank you to these members for their participation in this exciting program:

- Humber Valley Credit Union
- Todd RP Lee Chartered Accountant
- The Western Star
- Deer Lake Regional Airport Authority Inc.
- The Town of Deer Lake



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Executive Summary

The Deer Lake Chamber of Commerce has realized significant membership growth in the past several years in a business climate of tremendous competition for people's time and involvement. In an effort to stay on a positive path and to protect the successes of the Chamber, the Executive has developed this strategic plan with the intent it will serve as a roadmap for future operations.

As groundwork for the development of this Strategic Plan, research was conducted with a cross section of Chamber Members by way of surveys, focus groups and through informal networking sessions conducted throughout 2010. The purpose of this research was to explore Member expectations, perceptions, attitudes and preferences to ensure the Chamber meets the needs of today's business professionals and to serve as a foundation for this Strategic Plan.

We learned the primary reasons business professionals join the Chamber are for business exposure, profitability and networking. Other primary or secondary reasons include education and growth, business resources, networking, strong voice and support of business issues, community involvement and for social aspects.

A large, diverse membership with a regional focus is one of the greatest appeals of The Deer Lake Chamber. This affords much greater networking opportunities, a broader scope of resources and the potential to play a more significant role as a strong business advocate or voice in our area.

For the Deer Lake Chamber of Commerce to be considered successful in the year 2011, the expected outcomes related to our specific goals detailed in this Strategic Plan will need to be accomplished. In consideration of this, the following are the key strategies the Chamber will employ during 2011:

Advocacy: The Chamber will continue to advocate on behalf of its members with Municipal, Provincial and Federal Government entities to ensure an atmosphere in which business can thrive. As part of the voice for business in Deer Lake and surrounding areas, the Chamber will strive to remain a strong partner with other business groups and associations that have common political objectives.

Business Development: The Chamber will promote and advance a business friendly atmosphere in Deer Lake and surrounding areas that is conducive to attracting, retaining and expanding business.

Networking: Plan, organize and execute special programs and events to provide networking opportunities for members. Work to leverage membership contacts to identify more interesting and creative networking and event opportunities. Facilitating member connections through team involvement, educational opportunities, and strategic partnering with other Chambers, signature events or activities throughout our area are key. The Chamber will continue to promote our membership through a comprehensive business directory and other promotional programs.

Education: The Chamber will create an atmosphere in which business and education leaders build partnerships to better meet the professional development of our members. Chamber Members see value in education and exposure to areas outside their business realm.

Community Involvement: Continue to provide and support community and regional activities and ensuring the Membership and community is informed of these efforts. The Chamber will work with other organizations in our communities to assist in ensuring community events and initiatives succeed to the highest standard possible.

Communication: Cultivate and communicate the vision and mission of The Chamber to promote and enhance the visibility of members and our communities. Ensure all Members are informed of current programs and offerings and that the regional community is aware of Chamber activities. Expand the use of the web site as the go to information site for a broad range of Chamber and regional information and update the look of external communications such as the Chamber Newsletter.

Membership: Increase membership recruitment efforts while retaining existing members. Identify more opportunities to highlight and connect members such as interesting networking and event opportunities and timely education that resonates with Members. Continue to position the Chamber as a business necessity worth supporting.

Mission Statement

The Deer Lake Chamber of Commerce is committed to promoting and fostering a healthy business environment. As the voice for business in Deer Lake and surrounding communities, The Chamber works to ensure the region is a vibrant and prosperous place to conduct business. The Chamber is committed to constructively influencing public policy through lobbying efforts in order to ensure a healthy business community and consistently work to build value for our members.

Objectives

The Deer Lake Chamber of Commerce serves business, tourism orientated businesses, industry and institutions through these core objectives:

- **Advocacy** on behalf of business
- **Networking** and recognition events
- Distributing **information** pertinent to the operation of business and the business community
- Delivering value added **services** including discounts, referrals and marketing opportunities to our members
- Offering a **forum** in which every member has input into decisions that affect the community
- Promoting **initiatives** that support economic and social development of the region

Introduction

This report outlines the Strategic Plan for the Deer Lake Chamber of Commerce for 2011. It covers the key areas of:

- Advocacy
- Business Development
- Networking
- Education
- Community Involvement
- Communications
- Membership
- Financial Stability

Each specific section contains key results, objectives and specific strategies to accomplish the stated goals with a list of deliverables to provide guidance and requirements for the Deer Lake Chamber of Commerce on activities for 2011. Deliverables may be revised as required by or as determined by the Chamber Executive.

Advocacy

Key Results:

The Chamber advocates on behalf of the business community with Municipal, Provincial and Federal government entities to ensure an atmosphere in which business can thrive. As part of the voice for business in Deer Lake and surrounding areas, The Chamber strives to remain a strong ally with other business groups and associations that have common political objectives.

Objectives:

- Foster and maintain strong relationships with regional Mayors and Municipal Councils, Members of the House of Assembly and Members of Parliament and to be proactive on issues concerning our members and increase awareness of The Chamber's efforts
- Maintain and Increase our participation with other business groups, associations and community groups to further the status of business interests and exhibit a community spirit

Strategies:

- **Economic Development**
 - As the Town of Deer Lake moves forward with economic development plans for the town, the Chamber will lobby the Town for greater input into decisions affecting our membership
 - Work with the Town of Deer Lake in developing its economic development strategy
- **Provincial General Election 2011**
 - In the run up to the Provincial General election scheduled for the Fall of 2011, leverage with incumbents and candidates for commitments
 - Organize a candidates forum prior to the general election
 - Leverage the 2011 Provincial General Election for visibility and commitments
- **Municipal Budgeting**
 - Address the rising cost of public expenditures versus the business communities ability to pay by advocating for business friendly solutions with regards to capital, operating, waste and water budgets
 - Leverage participation in public consultations and presentations for visibility and commitments
- **Foster Stronger Partnerships**
 - Foster greater linkages and partnerships with regional chambers
 - Collaborate with key partners to develop common positions

Deliverables:

1. Secure a seat on the Town of Deer Lake Economic Development Committee.
2. Plan and organize a candidate's forum prior to the Provincial General Election scheduled for **October 2011**.
3. Research and develop a Chamber position paper prior to **September 2011** pertaining to issues critical to our members in order to leverage candidates running in the Provincial General Election for visibility and commitments.

Business Development

Key Results:

The Chamber of Commerce will promote and advance a business friendly atmosphere in Deer Lake and surrounding areas that is conducive to retaining and expanding business.

Objectives:

- Work with members to encourage business retention and expansion
- Work with The Humber Economic Development Board to implement the Business Retention and Expansion Program
- Continue to effectively promote members through the Chamber network

Strategies:

- **Business Showcase**
 - For the past six years our Annual Business Showcase has become an integral part of our operations. The Showcase plays an important role in business and serves the basic purpose of meeting with other businesspeople and promoting business products and strategies.
 - The Chamber of Commerce Business Showcase was met with limited success in 2010 with the two main challenges being low attendance and increased production costs.
 - In addressing the challenge of attendance, in order to be successful, any future Business Showcase will require an entertainment act or static display exhibit that will draw consumer's attention and get them through the door in high volumes. In order to accomplish this, a significant financial commitment will have to be made by the Chamber or funding partners which will be challenging without raising applicable fees for exhibitors.
 - In addressing the challenge of increasing production costs there should be no compromise on quality in producing this event. The Business Showcase acts as a catalyst to improve our reputation in the business community and the credibility of our members should not be compromised in any manner. In consideration of this, there is little doubt that production costs will increase for any future events of this type.
 - In reviewing these two prominent challenges, the Chamber is considering three options with regards to the Business Showcase for 2011.

- Option 1: Hold the Business Showcase as in previous years at the Hodder Memorial Recreational Complex. In considering this option, The Chamber should contract a professional exhibition coordinator to assist in the planning, organizing and marketing of the event in order to draw a significant number of exhibitors and patrons. The Chamber will solicit funding partners to lower registration and rental fees but an increase in these fees can be expected.
 - Option 2: Hold the Business Showcase in a smaller venue. The advantage in doing this is that production costs will be lower and the setting more intimate than a showcase at the Hodder. One of the primary disadvantages in considering this option is that exhibitors will be restricted in the type and quantity of exhibits they may want to display.
 - Option 3: Given the challenges faced with increased production costs and other factors, there is a possibility that the Business Showcase may not go forward in 2011 without significant financial assistance from funding partners.
- In reviewing these three options, the Executive Committee is strongly considering not holding a Business Showcase in 2011. The amount of planning, preparation and cost involved in holding an event of this size has become a major impediment in executing a professional and quality event befitting our membership.
 - A final decision into the fate of the Annual Business Showcase will be published before the end of January 2011.
- **Business Directory**
 - The purpose of the Business Directory is to provide a single comprehensive list of Deer Lake Chamber of Commerce members to Internet users, members of our communities, tourists and visitors. The anticipated uses of the directory are to provide:
 - Potential customers with a means of finding goods and services
 - Businesses with a means of locating suppliers or potential business partners
 - Potential entrepreneurs with an indication of the businesses currently in operation.
 - The Business Directory will also see use as a comprehensive Visitors Guide which will include:
 - Restaurant guide

- Retail guide
 - Visitors coupon package
 - Map
- Currently the Chamber's Business Directory is posted to our website as a source document listing our members in alphabetical order with no reference to the goods and services they provide.
 - The new Business Directory is currently being overhauled in two phases. The first phase of the project will see an online directory with all members being listed by industry category and further divided into sub-categories as required. As an example, members whose industry classification is accommodations will be categorized in our directory under Accommodations and sub-categorized into either Bed and Breakfast, campground, cabin, hotel or retreat. Business with multiple services falling into several different categories will be listed under all categories that apply.
 - The second phase of the Directory will see a hard copy version distributed in Deer Lake, surrounding communities and throughout the province through visitor information centres.
 - As part of being a member of The Chamber, all members will be listed in the Business Directory master index alphabetically as well as in the categorized index. There will also be advertising opportunities available to our members at affordable rates in order to promote your business further should you wish to do so.
 - The intention is to print a minimum of 5000 copies of this directory and the Executive feels strongly that this initiative will add outstanding value to our membership package.
- **Small Business Week**
 - Small Business Week is held in October of each year and is an opportunity to recognize the growth of small business in Deer Lake and surrounding areas and to promote the success of the innovative and dynamic people behind those businesses.
 - The Chamber will in 2011 celebrate the contributions that small business makes to our local economy and will develop networking and educational programs to benefit our members during Small Business Week.

- **Shop Local Initiative**
 - Local businesses assist our community through a multiplier effect; one dollar spent at a locally owned business will return five times that amount within the community through town taxes, employees' wages and through the purchase of materials and supplies at other local businesses. In addition, these businesses will turn that dollar back into our community through community improvements and contributions to local non-profit organizations.
 - The Chamber will continue to educate our community members on the benefits of shopping local and promote our members in this initiative.

- **Business Expansion and Retention**
 - The Business Retention and Expansion (BR & E) initiative is a community based economic development tool that promotes job growth by helping community leaders identify the barriers to survival and growth facing local businesses. It is a formalized, action oriented, volunteer-driven process for learning about the issues and concerns of local businesses and for setting priorities for projects to address these needs.
 - The Chamber has partnered with the Humber Economic Development Board (HEDB) to offer a series of three sessions to assist Chamber Members with tentative dates as follows:
 - January 12, 2011 – Programs for Existing and Future Employees
 - February 15, 2011 – Meeting the HR Challenge
 - March 15, 2011 – Developing New and Existing Business

- **Brochure Distribution**
 - The Chamber sponsors a brochure distribution program that helps orientate tourists and visitors to Deer Lake and surrounding areas. These brochures are maintained at the Irving Big Stop on the Trans Canada Highway in Deer Lake and are also included in our Tourist Information and New Neighbors packages.

Deliverables:

1. Determine the viability of the Business Showcase no later than **January 31, 2011.**
2. Release the electronic version of the Business Directory no later than **January 31, 2011.**
3. Release and distribute hard copy version of the Business Directory no later than **May 01, 2011.**
4. Plan and organize Small Business Week activities for **October 2011.**

5. Form a Steering Committee to develop terms of reference for a Shop Local Committee and develop a Shop Local Strategic Action Plan no later than **May 31, 2011**.
6. Partner with the Humber Economic Development Board to deliver the Business Expansion and Retention Program with a minimum of three sessions during 2011.
7. Maintain the Brochure Display Rack at Irving Big Stop on the Trans Canada Highway. Conduct site visits no less than once per week during June, July and August and once every two weeks during the remainder of 2011.

Networking

Key Results:

Members of the Deer Lake Chamber of Commerce will have enhanced business success and professional growth through timely and meaningful Chamber special programs and events designed to provide networking opportunities for members

Objectives:

Provide networking opportunities with an eye toward addressing all Chamber segments

Strategies:

▪ **Existing Programs and Initiatives**

- Through existing programs and continuing development of new initiatives, The Chamber will continue to provide value based networking opportunities for its members. This will be achieved through educational sessions, luncheons and dinners, Business Showcase and Small Business Week Activities.

▪ **Annual Business Golf Tournament**

- This past years Annual Golf Tournament was a tremendous success which provided invaluable networking opportunities for our members. Our tournament saw the Chamber erect an event tent in order to accommodate all participants under one roof for the social aspect of the tournament. It has long been recognized that the club house at the Humber River Golf Course is inadequate to host large scale events and the event tent proved a valuable addition. Following play all golfers were served dinner as they entered the clubhouse with everyone able to eat and socialize in a centralized location which was unachievable in previous years and was a valuable addition to the tournament.
- The Annual Golf Tournament will again be held in early September at the Humber River Golf Course and will be looked forward to as one of our leading networking events.

- **Business Mixers**

- Business Mixers will become one of the Chambers premier networking events. Held throughout the year, Business Mixers are informal gatherings of Chamber members at various host locations throughout Deer Lake and our surrounding communities. Mixers are often themed to reflect issues concerning Chamber members and each host will have the opportunity to display promotional materials to other Chamber members. Admission is free and everyone is welcome to attend.
- As a Business Mixer host, your company name and logo will be associated with all advertising of the event, newsletter flyers, calendar of events and website.

Deliverables:

1. Plan, organize and deliver the Annual Golf Tournament for **September 2011**.
2. Plan and facilitate no less than three Business Mixers during 2011.
3. Plan and facilitate no less than one semi-formal dinner in 2011 with a prominent guest speaker.

Community Involvement

Key Results:

Chamber Members are active in giving back to the community through service and financial support

Objectives:

Work with other community groups to ensure initiatives intended to enhance the profile of Deer Lake and our surrounding communities are achieved

Strategies:

- **Community Involvement**
 - Continue to work with other community groups to ensure initiatives intended to enhance the profile of Deer Lake and our surrounding communities are achieved
 - Offer advertising and promotional opportunities for community groups through the Chamber website and newsletter
 - Assist in planning and organizing as required
 - Provide technical expertise as required

- **Honors and Awards**
 - **Spirit of Deer Lake Award**
 - The Spirit of Deer Lake Award will be awarded in October during Small Business Week and will honor individuals who are community builders, creating a healthy community through their contributions and commitments. Chamber members will be solicited to nominate outstanding citizens from Deer Lake or any of our surrounding communities for this. The following general criteria will apply to those nominated:
 - They teach by example
 - They value a balance in their lives, which promotes the health of themselves, their family and the community
 - Their actions are motivated out of altruism and respect
 - They welcome diversity of ability, culture and age

- They encourage and support the vision and dreams of others
- They encourage others to expand their vision.

- **Business of the Year Award**

- The Business of the Year Award is for profit centered businesses in operation in the Deer Lake area and must be a current member of the Deer Lake Chamber of Commerce. The selection committee will consider performance and achievement of, but not limited to, the following areas:

- Leadership and Entrepreneurship
- Product or Market Innovations
- Significant Business Achievement
- Sales and/or Employment Growth and Technological Advancement
- Excellent in Community Relations/Contribution
- Environmental Consciousness
- Customer Service and Reliability
- High Standard of Employee Relations

- **New Business of the Year Award**

- The New Business of the Year award is for profit centered businesses in operation in the Deer Lake area and must be a current member of the Deer Lake Chamber of Commerce. It is awarded to a business that has been in operation for less than five years and has made a significant impact on the community, and shows promise to continue its success in the future. The selection committee will consider performance and achievement of, but not limited to, the following areas:

- Leadership and Entrepreneurship
- Product or Market Innovations
- Significant Business Achievement
- Sales and/or Employment Growth and Technological Advancement
- Excellent in Community Relations/Contribution
- Environmental Consciousness
- Customer Service and Reliability
- High Standard of Employee Relations

- **New Neighbors Program**

- The Chamber will sponsor a New Neighbors Program that will help orientate new residents to Deer Lake and surrounding areas. It includes helpful information and is distributed to every new resident. This program will assist residents in establishing shopping patterns and business loyalties. This program will not only benefit new residents in adapting to our community but will also provide an opportunity for Chamber members to expand business opportunities through the solicitation of new clients and customers.

Deliverables:

1. Form a Steering Committee to develop an Honors and Awards program with regards to criteria, nomination and selection process for individuals and businesses no later than **June 01, 2011**.
2. Solicit promotional and informational material for the New Neighbors Program and have packages available for distribution no later than **March 31, 2011**.

Education

Key Results:

Create an atmosphere in which business and education leaders build partnerships to better meet the professional development needs of our members

Objectives:

Work with educational and government support agencies to provide continuing educational opportunities for employers and employees in order to ensure a strong and capable workforce

Strategies:

▪ **Tourism Conference**

- In the past and most recently in 2008, The Chamber along with Elwood High School and other partners organized a Tourism Conference with a variety of sessions that helped students understand not only the importance of customer service but the connection between customer service and the tourism industry in Newfoundland and Labrador.
- With tourism expanding at an exponential rate, it is our intention to rise to the challenge of providing relevant and pertinent information to all stakeholders prior to the start of the summer tourist season.
- Tourism experiences contribute significantly to the livelihood and economic diversity of our region. This conference is intended to bring together key players, community members, employers and employees to address the challenges associated with selecting and building tourism experiences.

▪ **Lunch and Learn**

- A lunch and learn session is, by definition, a training or educational opportunity. It is designed to circulate information to our members on a specific topic over a one hour period. It is used to communicate information, increase visibility, meet new members or advise Chamber members on specific topics. These sessions are usually held over the lunch hour and are open to any number of employers or employees.
- The Chamber first instituted its Lunch and Learn Program during Small Business Week 2010 and it proved to be a popular and valuable initiative for our members.
- The Chamber will facilitate a number of lunch and learns during 2011.

- **Business Expansion and Retention**

- As detailed previously, The Business Retention and Expansion (BR & E) initiative is community based economic development tool that promotes job growth by helping community leaders identify the barriers to survival and growth facing local businesses. It is a formalized, action oriented, volunteer-driven process for learning about the issues and concerns of local businesses and for setting priorities for projects to address these needs.
- The Chamber has partnered with the Humber Economic Development Board (HEDB) to offer a series of three sessions to assist Chamber Members with tentative dates as follows:
 - January 12, 2011 – Programs for Existing and Future Employees
 - February 15, 2011 – Meeting the HR Challenge
 - March 15, 2011 – Developing New and Existing Business

Deliverables:

1. Form a Steering Committee to plan the Tourism Conference no later than **February 01, 2011.**
2. Plan and facilitate no less than four Lunch and Learns in 2011.
3. Deliver the BR&E program as scheduled.

Communication

Key Results:

The Chamber has effective communication tools to ensure Members and the community are well informed about the value, mission, activities and successes of the Chamber and its Members

Objective:

Serve as the hub for the distribution of all Chamber related information for dissemination to stakeholders. Efficiently and effectively utilize electronic, print and social media to expand accessibility and visibility of The Chambers vision, mission and goals. Promote The Chamber and its members through expanded use of the World Wide Web.

Strategies:

▪ **External Communications**

- Conduct review of all existing communication avenues to maximize opportunities and provide consistent Chamber communications:
 - Newsletter
 - Email blast
 - New member pack
 - Business Mixers
 - Web site
 - Chamber staff

▪ **Web Site**

- Maintain the Chamber website, www.deerlakechamber.com keeping it accessible, user friendly and current in order to increase internet traffic and Chamber visibility. Explore the following new initiatives:
 - Pursue on-line registration for all events
 - Pursue on-line membership renewal
 - Explore methods of highlighting new members

- Investigate the benefits/costs of having a FAQ's or Ask Chamber? to provide venue for greater understanding of the Chamber
- Investigate the benefits and potential of Member advertising such as banner ads (not pop ups)
- Explore the use of testimonials of Member benefits/experiences to help drive Members to the web site
- Investigate possible use of web site as forum for people to post general business needs, sale of business equipment or job postings

▪ **Newsletter**

- Review and modernize the newsletter layout with consideration of:
 - Evaluate format to include more action and more photos, set standards for articles
 - Better informing readership of The Chamber's accomplishments in the community
 - Highlighting Businesses of the Month or Members on the Move
 - Highlight significant accomplishments of Members
 - Provide opportunities for Members to use the Newsletter as a marketing tool
 - Incorporate Chamber "Tip of the Month"

▪ **Business Directory**

- The purpose of the Business Directory is to provide a single comprehensive list of Deer Lake Chamber of Commerce members to Internet users, members of our communities, tourists and visitors. The anticipated uses of the directory are to provide:
 - Potential customers with a means of finding goods and services
 - Businesses with a means of locating suppliers or potential business partners
 - Potential entrepreneurs with an indication of the businesses currently in operation.
- The Business Directory will also see use as a comprehensive Visitors Guide which will include:
 - Restaurant guide
 - Retail guide

- Visitors coupon package
- Map

Currently the Chamber's Business Directory is posted to our website as a source document listing our members in alphabetical order with no reference to the goods and services they provide.

The new Business Directory is currently being overhauled in two phases. The first phase of the project will see an online directory with all members being listed by industry category and further decided into sub-categories as required. As an example, members whose industry classification in accommodations will be categorized in our directory under Accommodations and sub-categorized into either Bed and Breakfast, campground, cabin, hotel or retreat. Business with multiple services falling into several different categories will be listed under all categories that apply.

The second phase of the Directory will see a hard copy version distributed in Deer Lake and surrounding communities and throughout the province through visitor information centres.

As part of your membership, all members will be listed in the master index alphabetically as well as in the categorized index. There will also be advertising opportunities available to our members at affordable rates in order to promote your business further should you wish to do so.

The intention is to print a minimum of 5000 copies of this directory and the Executive feels strongly that this will initiative will add outstanding value to your membership in the Deer lake Chamber of Commerce.

Deliverables

1. Conduct an informal review of all communication methods to ensure maximum efficiency.
2. Seek revenue and funding opportunities to increase the efficiency and effectiveness of the Chamber website.
3. Produce a minimum of four quarterly newsletters in March, June, October and December.

Membership and Benefits

Key Results:

Increase membership recruitment efforts while retaining existing members. By communicating our vision through events, publications, the internet and positive public relations, The Chamber will continue to position itself as a business necessity worth supporting.

Objective:

Offer members the opportunity to engage in and sponsor events. Continue to assist Chamber members in lowering their operating costs by offering discounts, particularly with regards to Group Insurance and fuel rebates.

Strategies:

▪ **Leadership**

- Present clear goals, objectives and expectations of leadership roles particularly with regards to Board Members and Team Chairs
- Inform Membership of leadership roles and leadership members via web site and Chamber Directory
- Succession planning to Board and Executive Board through better training and involvement of Team Chairs
- Conduct a review of the Board of Directors structure
 - Understand most effective size
 - Ensure proper representation of membership
 - Explore possibility of non-voting Board members
 - Review appointed positions and terms

▪ **Surveys**

Utilize frequent use of online surveys through the Chamber website in order to gauge member perspectives on new and existing initiatives.

- **Member Benefits**

- Increase the number and quality of member services and programs
- Educate members on benefits and services available
- Enhance and facilitate member to member discounts

- **Chamber Group Insurance Plan**

- The Chamber of Commerce Group Insurance Plan is the best possible and most affordable health coverage for employees. The Chambers Plan is the largest of its kind in Canada with more than 20,000 companies enjoying flexible and affordable group benefits.
- The Chamber Plan has no minimum firm size, no industry restrictions and is operated under the direction of the not for profit Chamber Insurance Corporation of Canada, by Chamber People for Chamber People.
- The Deer Lake Chamber of Commerce will continue to fully endorse this plan to its members as the insurance plan of choice for employers and employees.

- **ESSO Business Card Program**

- The Deer Lake Chamber of Commerce and Imperial Oil are pleased to offer the ESSO Business Card Program for all members. As a participant, each Chamber member will be eligible to discounted fuel prices in addition to other attractive options.

Deliverables

1. Maintain a membership base of no less than 170 members.
2. Conduct quarterly surveys to gauge member concerns.
3. Increase and emphasize the use of Chamber benefits and initiatives.
4. Create membership benchmarks and goals based on surrounding and similar Chambers of Commerce and business associations.

Financial Stability

Key Results:

The Chamber will maintain financial stability and follow established operating policies and procedures that will secure financial integrity.

Objectives:

The Chamber is primarily supported by the businesses they serve. The Chamber will serve its members through the delivery of value added programs and initiatives and continue to position itself as a business necessity worth supporting. The Chamber will also pursue non-dues revenue opportunities primarily through advertising, event registrations and funding partnerships with other governmental and non-governmental agencies.

Strategies:

- Maintain a strong and consistent membership base
- Increase membership
- Explore additional opportunities for increased non-dues revenue
- Seek funding opportunities from governmental and non-governmental agencies
- Maintain sound and prudent fiscal management

Deliverables

1. The Chamber's goal is to increase membership by 5% annually and limit turnover
2. Identify prior to **January 01, 2011** the top 10 non-member employers in our area and solicit their membership in The Chamber.
3. Identify potential members prior to **January 01, 2011** outside the Deer Lake area, particularly in Howley and the Great Northern Peninsula.
4. Seek funding partners to upgrade infrastructure and capital equipment particularly through The Community Capacities Program, Linkages and the Innovative Communities Fund. Identify and populate a list of infrastructure and capital equipment requirements and submit funding requests no later than **January 31, 2011**.
5. Identify funding partners for all events and initiatives and submit funding requests no later than **60 days** prior to the delivery of each event or initiative.
6. Utilize the website and quarterly newsletter to the fullest extent possible to generate consistent non-dues revenue through advertising opportunities for members.
7. Form a Steering Committee to re-vamp the Chamber's Corporate Sponsorship program prior to **January 15, 2011**. Understanding that The Chamber's potential for increasing our Corporate Sponsorship base is limited; maintain a minimum of five corporate sponsors with a goal of increasing this number in 2011.

Key Milestones

January 2011	Membership Recruitment and Renewal BR&E – Programs for Existing and Future Employers, January 12, Deer Lake Motel Electronic Business Directory Release, January 31
February 2011	BR&E – Meeting the HR Challenge, February 15, Deer Lake Motel
March 2011	BR&E – Developing New and Existing Business, March 15, Deer Lake Motel New Neighbors Program Launch Quarterly Newsletter
April 2011	Business Mixer
May 2011	Business Show Case Business Directory Release Tourism Conference
June 2011	Quarterly Newsletter Business Mixer
September 2011	Provincial General Election Position Paper Release Annual Business Golf Tournament
October 2011	Provincial General Election Candidates Forum Small Business Week Honors and Awards Gala Annual General Meeting Quarterly Newsletter
November 2011	Strategic Planning Sessions Business Mixer
December 2011	Quarterly Newsletter

Conclusion

As with any organization, the ultimate goal of the Deer Lake Chamber of Commerce is to succeed and grow. To accomplish this, emphasis has been placed on our ability to retain existing members and recruit new ones by ensuring the delivery of value-added service. Equally important 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.

To achieve this on a sustainable basis, the Chamber will rely on strong membership growth and retention and delivering major value added and profitable services and events for our members and our communities.

The Chamber must continue to demonstrate the value of membership in clear and unequivocal terms. To support our programs and initiatives we need to generate increased revenue through event participation, advertising and sponsorship opportunities. We also need to focus on strengthening partnerships we have developed with all levels of government and in particular The Towns of Deer Lake, Reidville and Cormack.

Our Strategic Plan for 2011 sets out bold but achievable goals. It is a living document that will guide our organization by providing a comprehensive roadmap to building a stronger, dynamic, and influential organization that will continue to grow.

We thank you, the member, for your valued input in the development of this plan and for your continued participation in the Deer Lake Chamber of Commerce as we move forward to achieve our vision to be the premier business resource for business to connect, grow and succeed.