



◇ STRATEGIC PLAN 2023-2026

Our way to success

APRIL 2023

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Summary

Vision

TSACC is the voice and hub of the South Temiskaming business community.

Mission

Uniting businesses by providing valued and accessible resources, while promoting, connecting, and supporting growth.

Strategic Objectives – 2023-2026

1. Increase the availability and accessibility of local business data
2. Increase the visibility of TSACC services
3. Increase member engagement
4. Increase non-dues revenue

Oversight

The board has appointed the Executive Director to manage oversight of the strategic plan and to provide a status update at each board meeting.

Context

The directors met on April 22, 2023, to create this strategic plan. Prior to meeting, the directors participated in a high-level survey that yielded these results.

Survey Questions, Answers

1. Is TSACC growing? Score: 3.2/5
2. How confident are you about the future of TSACC? Score: 4.0/5
3. How strong is TSACC's member engagement? Score: 3.1/5
4. How strong is TSACC's value proposition for members? Score: 3.5/5
5. Are TSACC events well-attended? Score: 3.2/5
6. How productive and efficient are TSACC board meetings? Score: 3.6/5
7. Do we have a clear, well-defined vision of our future? Score: 2.9/5
8. Do all directors and staff know our strategic objectives? Score: 2.8/5
9. Do we have the money and the resources to achieve our objectives? 3.5/5
10. What are the three most important challenges for TSACC to focus on in the next three years? The most common answers covered the following broad topics:
 - Member value
 - Member engagement
 - Increasing membership
 - Increasing resources/staffing
 - Strategic plan/direction

Vision, Mission

At the strategic planning workshop, the board reviewed and revised the TSACC Vision and Mission. The board then assessed the gap between the current state and the Vision. Their determination was that we have a considerable gap between the present and the Vision. The board identified that we need to focus on these areas to close the gap:

1. We need more staff.
2. We need more/better local business data.
3. We need more visibility for the business resources and member services that TSACC provides.
4. We need more, and better attended, networking events that allow members to make new connections and to understand the resources that TSACC has for its members.

- NOTE: Include more “structured” networking that makes it easy for members to make connections
- 5. We need more visibility for members’ products and services.
 - NOTE: This requires more training for seasonal and full-time staff
- 6. We need to expand both our visibility and our value as the “voice” of our members:
 - With members
 - With the community
 - With decision-makers
- 7. We need a better understanding of what members want from TSACC as their “voice” and what is appropriate for TSACC to deliver. The board and staff need clarity on the scope and focus of our public advocacy. It would be helpful to define what we mean by this and document it in a policy.

NOTE: The board will need to make a decision on how to manage the existing service contracts; specifically, the agreement with the municipality to provide tourism services and the agreement with Ontario Northland to provide bus transportation support services. Both contracts require TSACC resources.

Strategic Objectives

Objective 1

Increase the availability and accessibility of local business data

Why?

This supports TSACC's Vision that "TSACC is the voice and hub of the South Temiskaming business community."

Goal

TSACC will be the source for data about the local business community. This includes statistics (i.e. number, type, location of businesses) and information about the products and services that members offer.

Actions

- 1. Strike a Research Task Force¹**
 - Who: Board
 - When:
 - May 2023 board meeting: Appoint chair and identify prospective Task Force members
 - June 2023 board meeting: Finalize Task Force
- 2. Create research plan to obtain statistical data about the local business community**
 - Who: Research Task Force, TSACC intern, local stakeholders
 - When: July 2023
- 3. Source funding for an intern to manage and execute the research project**
 - Who: TSACC staff
 - When: September 2023
- 4. Update CRM/website to provide public information on all the products and services provided by TSACC members**
 - Who: TSACC staff
 - When: September 2023

¹ For all Task Forces and Committees referenced in this plan, endeavour to include members who are not directors.

5. Maintain and update member services and statistical data annually

- Who: TSACC staff
- When: Once research project and CRM/website update are complete

Resources Required

1. We need a Research Task Force to create the research plan.
2. We need a source of funding, or volunteers to execute the research plan.
3. We need TSACC staff time to support the Task Force, manage the new intern, and maintain public information on TSACC members, member services and business data.

Objective 2

Increase the visibility of TSACC services

Why

This supports TSACC's Vision that "TSACC is the voice and hub of the South Temiskaming business community", and TSACC's Mission that "...(TSACC provides) valued and accessible resources..."

Goal

TSACC members and prospective members will be fully aware of the key services that TSACC provides and will value the services.

Actions

1. **Strike a Marketing Committee**
 - Who: Board
 - When:
 - May 2023 board meeting: Appoint chair and identify prospective Committee members
 - June 2023 board meeting: Finalize Committee
2. **Create an RFP for a third party to produce a marketing plan and collateral for TSACC**
 - Who: Marketing Committee
 - When: September 2023
3. **Source funding for the marketing plan**

- Who: TSACC staff
- When: September 2023
- 4. **Execute the marketing plan**
 - Who: Marketing Committee, TSACC staff
 - When: start November 2023
- 5. **Survey members at regular intervals to find out what they need and value most**
 - Who: TSACC staff
 - When: Spring 2024, and quarterly thereafter

Resources Required

1. We need a Marketing Committee to create the RFP and assist in executing the marketing plan.
2. We need TSACC staff time to source and apply for funding, to assist in executing the marketing plan, and to survey members.

Objective 3

Increase member engagement

Why

This supports TSACC's Vision that that "TSACC is the voice and hub of the South Temiskaming business community".

Goal

All TSACC members will actively use the services and events that TSACC provides.

Actions

1. **Strike a Member Engagement Committee**
 - Who: Board
 - When:
 - May 2023 board meeting: Appoint chair and identify prospective Committee members
 - June 2023 board meeting: Finalize Committee
2. **Create an annual TSACC event calendar and share publicly**
 - Who: TSACC staff
 - When: September 2023 and annually thereafter
3. **For each event create a strategy and logistics in advance to maximize the impact and value to members**
 - Who: Member Engagement Committee, TSACC staff

- When: June 2023 and ongoing

Resources Required

1. We need a Member Engagement Committee to take the lead on this objective.
2. We need staff time to create the annual event calendar and help execute event strategy and logistics for each event.

Objective 4

Increase non-dues revenue

Why

This supports both TSACC's Vision and Mission by ensuring that TSACC has the resources to deliver on them.

Goal

TSACC will have ample staff and other resources to support the daily operations and the strategic objectives of the Chamber.

Actions

1. **Strike a Revenue Committee for sponsor attraction and retention**
 - Who: TSACC Board
 - When:
 - May 2023 board meeting: Appoint chair and identify prospective Committee members
 - June 2023 board meeting: Finalize Committee
2. **Investigate offering a "premium level" membership that provides a higher service level to members at a higher cost.**
 - Who: Revenue Committee
 - When: July 2023
3. **Define TSACC's value proposition to sponsors**
 - Who: Revenue Committee, current sponsors
 - When: September 2023
4. **Create a sponsor prospectus that includes pricing and deliverables for sponsor partnerships**
 - Who: Revenue Committee, TSACC staff

- When: October 2023
- 5. **Source new sponsors and upsell current sponsors to higher value deliverables**
 - Who: Revenue Committee, TSACC staff
 - When: November 2023 and ongoing

Resources Required

We will require the following resources to execute this objective:

1. We need a Revenue Committee to take the lead on attracting and retaining sponsors.
2. We need staff time to assist with the sponsor prospectus and with sponsor logistics.
3. We may need the assistance of an external consultant.

Delivering the Strategic Plan

This plan contains objectives that are manageable and achievable if TSACC ensures the objectives are top of mind for the TSACC board, volunteers and staff, and if there is a process to monitor progress.

The board decided on the following process:

1. Assign a director or a committee to take accountability for tracking and reporting to the board on strategic plan progress.
2. Ensure they provide a strategic plan update at each board meeting.
3. Allocate board meeting time each quarter to do a full review of the progress on the strategic plan.
4. Create an annual business plan that includes objectives for each committee/task force that has a role in delivering the strategic plan.
