



ACCELERATING SUCCESS & GROWTH

2023-2026

PANDEMIC IMPACT ON BUSINESS

The COVID-19 Pandemic has been far-reaching, having a profound impact on Newmarket's business ecosystem. The Pandemic has generated unique stressors to a majority of businesses that include supply chain disruptions, remote workplaces, cash flow management, sales channel disruptions and labour surpluses or shortages. Local economic development stakeholders across York Region are responding to the crisis. Regional and municipal governments have taken measures to relieve some of the pressures on businesses in their community. Many Chambers across the province have responded with increased advocacy, knowledge sharing, and digital connectedness. Provincial and federal governmental initiatives are supporting affected businesses with significant monetary supports including wage subsidies, loans and rent relief.

The Newmarket Chamber of Commerce (NCC) has been highly effective at supporting its members, demonstrating strong support, empathy, commitment, and effectiveness. The Chamber's current service offering, which includes advice, advocacy, growth, savings, and community caring, has been well received by members, however needs to be recalibrated for post pandemic times. Ensuring continued success for the NCC will require a well planned and executed post pandemic-related strategy. During these challenging times, the NCC will need to deliver a series of services that are considered by members to be unique, relevant, indispensable, differentiating, and affordable. This Business Excellence Plan outlines the NCC roadmap for continued success by drawing on Chamber best practices and the collective knowledge of Newmarket leaders and stakeholders. It is bold, innovative, and sharply focused on delivering tangible supports to members regardless of their size or sector.

PANDEMIC RESPONSE BY NCC BUSINESS COMMUNITY

There is consensus emerging among Newmarket's business leaders that the next twelve months will generate increasing stressors as governmental financial supports are phased out and the economy begins to regain its footing. Newmarket businesses will have no choice but to respond with focused strategy, strong and effective leadership, a high value offering for their customers, an ability to respond to aggressive competition, and a determined resiliency. During these unprecedented economic times, the Newmarket Chamber can play a critical role by providing innovative and relevant services to its members.



VISION: A community where people and business thrive!

THE NCC STAKEHOLDER CONSULTATION PROCESS

This NCC Business Excellence Plan was generated following a series of 35 consultations that include Board Directors, staff, members, elected officials, economic development specialists and community leaders. The consultations aimed to identify the issues and priorities faced by business owners and what role the Newmarket Chamber can play in support of their members. The Plan also drew on emerging best practices and knowledge in relation to effective Chambers, Boards of Trade and Trade Associations.

A strong endorsement of the NCC emerged related to the current service offering and the Chamber's unwavering dedication to support members through these extraordinarily challenging times. A significant majority of interviewees agreed that the NCC has responded effectively during the pandemic and has exceeded expectations. They expressed their appreciation for an aggressive and effective advocacy program and their support for ongoing advocacy. They spoke highly of the digitization of services including networking and special events. The consultation process also re-affirmed the need to further customize NCC services wherever possible and within available resources. There was a strong call for networking events to become focused, thematic, and related to the stressors a majority of members are facing.

INNOVATING THE NEWMARKET CHAMBER SERVICE OFFERING

The Newmarket Chamber of Commerce will undergo a recalibration of its service offering, delivering a suite of services tailored to the most urgent priorities of members. Members continue to value current services but are expecting ongoing innovation and growth that will help them succeed during and post the pandemic recovery.

Navigational Supports

With the increasing availability and complexity of governmental programs, members will benefit from NCC navigational supports. The NCC Governmental Services Navigation (GSN) program will support members in accessing critical services and financial supports at all levels of government. The program will simplify the connections to regional programs such as regional economic development opportunities and capital initiatives, provincial expense relief and red tape reduction, federal innovation, business diversification and export services and other Chamber services such as the Ontario Chamber of Commerce.

Technology Adoption and Continuous Learning

Members are benefitting from current NCC training initiatives, which have grown their reach through digital delivery. Members continue to request increased opportunities for learning in the areas of digital literacy and technology adoption, e-commerce platforms, business management, effective digital marketing and branding, Equity, Diversity and Inclusion (EDI) and COVID-19 endemic business planning.

The NCC will initiate a series of resiliency training opportunities that will include:

- understanding the importance of *strategy setting and implementation*
- implementing quick and *effective decision-making skills*
- *leveraging innovation and change opportunities*
- building and implementing *risk management plans* and,
- *leveraging strategic partnerships.*

Advocacy Programming

Members expect NCC advocacy to achieve its goal of keeping Newmarket a leading economic community defined by enterprise success and growth, including strong representation at policy tables. Advocacy at the local and regional level will involve campaigns that ensure the Town of Newmarket remains an attractive community to live and work with a high quality of life. Members would benefit from real time, digital information feed-in-loops to bring forward their advocacy issues, concerns and opportunities. Increasing advocacy to preserve and grow pandemic governmental services and grants will be essential.

NCC Priorities for 2023-2026

Continued success and growth are achievable for the NCC over the next year. Historically, the NCC has benefitted from a well-planned and well-executed strategy, positioning itself for future success even during difficult economic times. The NCC has been successful because of its strategic partnership between owners, professionals, elected officials, and community leaders. Moving forward, the NCC must deliver services that help businesses succeed, leading to:

- A revived Newmarket economy
- A decent quality of life for community members
- Increasing tax revenues that underpin our governmental programs

Over the next twelve months, the NCC will focus on a strategy that will focus on two imperatives for action:

1. Re-calibrating NCC offering to prioritize high impact and relevant services
2. Training members on how to adopt and deploy resiliency skills

PRIORITY 1: RECALIBRATE NCC SERVICE OFFERING

Re-calibration of NCC services demands a new approach that support members current priorities. New NCC services to be added:

1. Governmental Services Navigation (GSN)
2. Grow Training programs according to member needs (e.g., cash management, labour recruitment)

Existing services to grow or be transformed:

1. Grow Advocacy
2. Transform Home Show into the Home and Technology Show (HATS)
3. Implement a Member Connectedness (MC) program to digitally connect members and facilitate knowledge transfer
4. Grow the Shop Local (SL) program



Strategies:

- Build the Government Services Navigation (GSN) program and marketing plan
- Raise financial resources required to fund new GSN program
- Build real-time, digital information feed-in-loops to bring forward member advocacy issues, concerns and opportunities
- Train existing staff and build collaborations required for delivery of GSN program
- Grow Training program according to member priorities
- Grow Advocacy according to member priorities
- Build new Home and Technology Show (HATS) program and marketing plan
- Implement new HATS plan
- Build new Member Connectedness (MC) program and marketing plan
- Implement new MC plan
- Grow the SL program with dedicated resources

KPI's:

- All new programs implemented and evaluated with a high member ranking
- SL program demonstrates growth



MISSION: Creating a thriving community through effective advocacy, innovative business programs and services.

PRIORITY 2: RAISE THE PROFILE OF THE CHAMBER IN THE COMMUNITY THROUGH A FOCUS ON "CHOOSE LOCAL" INITIATIVES

Work with the Town of Newmarket and the BIA to run a series of campaigns, contests and digital advertising to encourage the community to "Choose Local". Raise the profile of the Chamber in the Community through ongoing messaging and logo placement.



Strategies:

- Secure funding through the Ontario Chamber of Commerce to fund:
 - » An "Explore YR" campaign: collaborate with the 9 Chambers of Commerce in York Region and with the Explore YR website that will link back to local community campaigns
 - » A "Choose Local" campaign, working collaboratively with the Town of Newmarket Economic Development, the BIA, and members to highlight local businesses, run contests, and to fund multiple advertising and media campaigns.
- Feature all businesses on a "Choose Local" Directory that will be co-branded with the Town and will include a special logo to highlight Newmarket Chamber of Commerce members (and a call to join the Chamber for those that aren't members)
- Create videos, story-telling and other digital showcase options to highlight local businesses and encourage "Choose Local"

KPI's:

- Newmarket Chamber profile is raised through ongoing media and digital campaigns
- Increased reach of social media and advertising as measured through available data and analytics
- Increased engagement with hashtags associated with contests, shares etc.



VALUES: Dynamic & Visionary, Collaborative, Customer-Centered, Innovative, High Quality, Objective, Knowledge Leader, Community-Focused, Integrity and Accountability

PRIORITY 3: HELP NCC MEMBERS ACHIEVE RESILIENCE

Drive resilience training for members that enables them to:

1. Understand the importance of strategy setting and implementation
2. Adopt quick and effective decision-making skills
3. Fully leverage innovation and change opportunities
4. Build and implement risk management plans
5. Fully leverage strategic partnerships



Strategies:

- Build resilience training program and marketing plan and ensure NNLT/Board input
- Establish resilience training curriculum content and digitize
- Deliver Zoom/Team platform training
- Ensure participants evaluate program content and delivery

KPI's:

- Resiliency training has strong uptake
- Program evaluations earn a high member ranking

NEWMARKET CHAMBER EFFECTIVENESS STRATEGIES

The Newmarket Chamber of Commerce's operations will benefit from several business process improvements that will ensure organizational effectiveness. The NCC will accelerate its efforts at promoting diversity, equity and inclusion amongst its members, leadership volunteers, management and staff. A continued investment in technology will increase efficiencies and make it easier for members to connect and interact with the NCC. The NCC membership program has been significantly impacted by the pandemic precipitating some new membership options. The NCC's communication and branding programs will become targeted and generate a strong case for continued member support. Finally, current members and leadership volunteers, both present and past, will be better recognized and appreciated for their contribution to the NCC success.

EXCELLENCE IN BUSINESS EXCELLENCE PLAN IMPLEMENTATION

This NCC Business Excellence Plan was developed with the thoughtful guidance and insights of dedicated Board Directors and senior members of the NCC leadership team. The successful implementation of this Plan will require the careful allocation of financial and human resources, as well as ongoing monitoring of implementation progress. This will be supported by strong leadership and continued excellence in governance. A project management approach will ensure goals are achieved within established timelines and available resources.



NCC CORE VALUE GENERATED FOR MEMBERS:

Learning, Advocacy, Business Growth, Savings and Community Development

LEADING BUSINESSES. LEADING COMMUNITIES.

Newmarket Chamber of Commerce Business Excellence Plan 2023-2026 Summary Snapshot

	RECALIBRATE NCC SERVICE OFFERING	RAISE NCC PROFILE IN COMMUNITY THROUGH "CHOOSE LOCAL" INITIATIVES	HELP NCC MEMBERS ACHIEVE RESILIENCE
PRIORITIES			
STRATEGIES	<ul style="list-style-type: none"> • Build Government Services Navigation (GSN) program and marketing plan • Raise financial resources required to fund new GSN program • Recruit staff required for delivery of GSN program • Grow Training program according to member priorities • Grow Advocacy according to member priorities • Build new Home and Technology Show (HATS) program and marketing plan • Implement new HATS plan • Build new Member Connectedness (MC) program and marketing plan • Implement new MC plan • Grow the SL program with dedicated resources 	<ul style="list-style-type: none"> • Secure funding through the Ontario Chamber of Commerce to fund: <ul style="list-style-type: none"> » An "Explore YR" campaign: collaborate with the 9 Chambers of Commerce in York Region and with the Explore YR website that will link back to local community campaigns » A "Choose Local" campaign, working collaboratively with the Town of Newmarket Economic Development, the BIA, and members to highlight local businesses, run contests, and to fund multiple advertising and media campaigns. • Feature all businesses on a "Choose Local" Directory that will be co-branded with the Town and will include a special logo to highlight Newmarket Chamber of Commerce members • Create videos, story-telling and other digital showcase options to highlight local businesses and encourage "Choose Local" 	<ul style="list-style-type: none"> • Build resilience training program and marketing plan and ensure NNLTf/ Board input • Establish digital resilience training curriculum content • Deliver Zoom/Team platform training • Ensure participants evaluate program content and delivery
KPI'S	<ul style="list-style-type: none"> • GSN program implemented and evaluated • HATS program implemented and evaluated • MC program implemented and evaluated 	<ul style="list-style-type: none"> • Profile raised through ongoing media and digital campaigns • Increased reach of social media and advertising as measured through available data and analytics • Increased engagement with hashtags associated with contests, shares etc. 	<ul style="list-style-type: none"> • Resiliency training has strong uptake • Program evaluations earn a high member ranking



NEWMARKET CHAMBER OF COMMERCE

470 Davis Dr., Newmarket, ON L3Y 2P3

Tel: 905-898-5900

newmarketchamber.ca

THIS NCC BUSINESS EXCELLENCE PLAN HAS BEEN DEVELOPED IN COOPERATION & CONSULTATION WITH:

