

Introducing the 2022–2025 Strategic Plan

The 2022-2025 Strategic Plan outlines the goals and objectives of the Burnaby Board of Trade and will guide its operations for the next three years. It was developed by the staff of the Burnaby Board of Trade, under the guidance of its Board of Directors. The priorities of the plan were set in consultation with our membership and as a result, includes an increased focus on issues affecting the Burnaby business community. We continue to embrace our role as the catalyst, convener and champion of a thriving business community—and a community as a whole, and are excited to grow and innovate.

The Plan is anchored by four Strategic Imperatives:

1. Strengthen operations to ensure growth, resilience and excellent member services
2. Provide first class services that enable member businesses to thrive in the new economy
3. Expand and amplify Burnaby Board of Trade's positive impact
4. Grow and diversify membership and increase engagement levels

In order to support the Burnaby Board of Trade's strategic goals, we will ensure that staff are equipped with the right tools and training and possess the

necessary skills to get the job done. We are committed to modernizing the way that we communicate in order to achieve efficient, robust, and streamlined dialogue.

The Burnaby Board of Trade exists to strengthen the business community and the city of Burnaby. To that end, we will also be dedicating ourselves to tackling the issue of employee talent shortage in order to develop labour market resiliency.

We are proud of the lessons learned during the pandemic that will assist us as we strive to serve our members and have lasting impact in our community. To that end, we are prioritizing the enablement of our Burnaby businesses to be on the leading edge of the digitization wave. Our plan also emphasizes a renewed focus on environmental leadership, diversity and inclusion, and to engaging with reconciliation and engagement with Indigenous communities.

The Burnaby Board of Trade is committed to supporting the community in order to build a thriving business ecosystem. We are stronger when we are together. To that end, our Strategic Plan will ensure that we are able to ensure that all members have the support, resources, connections they need to be successful for many years to come.



BURNABY BOARD OF TRADE
STRATEGIC
PLAN 2022-2025
MAKING BUSINESS BETTER



MISSION

To champion and be a catalyst for the growth and prosperity of businesses, strengthening the community and the City of Burnaby.



VISION

Triple-bottom-line success for Burnaby businesses: growing prosperously, environmentally sustainable, and socially responsible.



VALUES

Catalyst
Convener
Champion



STRATEGIC IMPERATIVES



1. Strengthen operations to ensure growth, resilience and excellence in member services
2. Provide first class services that enable member businesses to thrive in the new economy
3. Expand and amplify Burnaby Board of Trade's positive impact
4. Grow and diversify membership and increase engagement levels

As a **catalyst** of business interests, we are a critical partner in growing businesses, and business leaders, who create jobs that help our community, thrive.

Our role as a trusted **convener** and connector for local businesses and the community is central to our work.

The Burnaby Board of Trade takes pride in being the **champion** for business by providing resources, connections and advocating on behalf of their interests with all levels of government.

1

Strengthen operations to ensure growth, resilience and excellence in member services

OBJECTIVES	INITIATIVES
<p>1. Ensure BBOT staff structure is appropriate to achieve strategic goals</p>	<ul style="list-style-type: none"> ▪ Recruit, retain and develop a highly skilled and motivated team ▪ Provide staff with tools and training to accomplish their goals effectively
<p>2. Ensure BBOT communications are modern and effective</p>	<ul style="list-style-type: none"> ▪ Conduct a review of all communication channels and create an annual plan that includes greatly improved use of digital tools ▪ Modernize and improve BBOT's website to enhance member experience

2

Provide first class services that enable member businesses to thrive in the new economy

OBJECTIVES	INITIATIVES
<p>1. Develop and make available to members a Talent Solutions Service that addresses, amongst other things - the employee talent shortage, how to develop labour market resiliency, and what BBOT can do to support young entrepreneurs</p>	<ul style="list-style-type: none"> ▪ Work with post secondary partners to establish channels for businesses to access intern/practicum/co-op students as a means of developing a larger "work ready" workforce ▪ Identify sectors experiencing greatest pain points and develop training programs/courses/micro credentials with education sector partners ▪ Work with non-profit sector partners to "Bridge the Gap" between businesses and under-represented groups
<p>2. Enable Burnaby businesses to be at the leading edge of the "digitization of business" wave</p>	<ul style="list-style-type: none"> ▪ Work with post secondaries to develop and enhance existing digital micro-credential and training programs to businesses ▪ Develop further iterations of Digital Development Assistance program ▪ Create an enhanced member to member connection program to bring together businesses with digital needs with members with relevant expertise
<p>3. Provide member businesses with the resources and ability needed to 'ride the wave' - develop the resilience & adaptability required to continue to succeed in these times of rapid and significant change</p>	<ul style="list-style-type: none"> ▪ Comprehensive and ongoing surveys to members to establish pain points and needs ▪ Develop programming and events aimed at providing education, peer collaboration and sharing of success stories and case studies ▪ Foster, support and enhance the member to member ecosystem to create greater engagement, collaboration and community

3

Expand and amplify Burnaby Board of Trade's positive impact

OBJECTIVES	INITIATIVES
1. Demonstrate environmental leadership through promoting and facilitating environmental sustainability within BBOT and the Burnaby business community	<ul style="list-style-type: none">Adopt environmentally sustainable business practices within BBOT that can be shared with membersProvide members with an easy to use tool to measure their footprintIdentify and work with partners to develop programs, events and initiatives to educate, engage and recognize sustainable businesses
2. Incorporate Diversity Equity and Inclusion and Social Responsibility practices into Burnaby Board of Trade's operations and create programs, events and initiatives to help businesses develop and achieve goals	<ul style="list-style-type: none">Research demographics of member businesses to understand current diversity across business communityIdentify potential partners with the goal of developing tools and programming to satisfy member needsIdentify BBOT's role in advancing reconciliation with Indigenous Peoples

4

Grow and diversify membership and increase engagement levels

OBJECTIVES	INITIATIVES
1. Significantly increase the number and diversity of member businesses	<ul style="list-style-type: none">Ensure BBOT has extensive, centralized data to analyze engagement and satisfaction of existing members and to identify opportunities to attract new membersDevelop a member attraction strategy by size and sector involving traditional and digital recruitment methodsIdentify and partner with diverse stakeholder groups to broaden the diversity of membership
2. Review and improve member engagement and recognition strategies including creating a more contemporary suite of engagement services/benefits to reflect changing need	<ul style="list-style-type: none">Conduct a comprehensive review of existing member benefits and survey membership to confirm needsReview events and programming to ensure deliverables are in line with member needs