



STRATEGIC PLAN 2017-2020



WELCOME TO THE CHAMBER

As the voice of business, The Penticton & Wine Country Chamber of Commerce works as a catalyst to enrich the economic and civic well-being of its membership, business at large, and the whole community.

The membership-driven not-for-profit organization offers services and events that help members form valuable business connections, grow professionally and receive recognition for their achievements. The Chamber facilitates discounts and group buying power that helps members save money and reach new customers. Connected to Chambers across the country, the Penticton & Wine Country Chamber of Commerce is a powerful champion for positive change for business at a local, provincial and national level.

The Chamber has earned Accreditation with Distinction from the Chamber Accreditation Council of Canada, for achieving the highest national standard for policy, service, performance and business excellence.



VISION

The Penticton & Wine Country Chamber of Commerce is a dynamic, trusted and respected business authority that drives economic and social growth and improvement on behalf of and in support of our members and the community.

MISSION

The Penticton & Wine Country Chamber of Commerce exists to be a catalyst in the community. Its purpose shall be primarily to enrich the quality of the economic and civil well-being of its membership, then business at large and the community as a whole.

2017-2018 Board of Directors

Neil Wyper, President	Julie Read, Vice President	Tracy Van Raes, Treasurer	Michael Magnusson, Past President
Don Brown	Daryl Clarke	Jason Cox	Harley Elasoff
Christine Felts	Derek George	Natalie Grant	Deborah Moore
Leah Schulting	Tyson Still	Diana Stirling	

INTRODUCTION

The Penticton & Wine Country Chamber of Commerce's Strategic Plan sets the organization's direction and provides a framework for working together with members, businesses and the community to advance prosperity and economic development.

The Chamber has established a strong presence in the community through its networking events, advocacy work and direct benefits to members.

In the years ahead, the Chamber will work to strengthen its role as an information and education hub for business, continue to create innovative and effective ways to connect its members to business opportunities, and support business to perform at their highest level.

Three Strategic Priorities

The Penticton & Wine Country Chamber of Commerce serves our members through three key strategic priorities:

- ① The Chamber delivers **valuable benefits** that meet members' needs,
- ② The Chamber extends our impact through **productive partnerships** with other organizations, and
- ③ The Chamber demonstrates the **highest standard of business** in all our operations.

Three Strategic Priorities

1

“Delivering valuable benefits that meet members’ needs” encompasses all of the events offered by the Chamber, as well as a host of benefits which are of direct use by a member.

The Chamber board and staff will continue to review and evaluate these benefits to ensure the Chamber is offering a unique value to our members, by introducing new programs and modifying existing ones.

Three Strategic Priorities

“Extending our impact through productive partnerships with other organizations” includes our positive relationships with other community groups and local government.

It also includes the Chamber’s participation in the British Columbia Chamber of Commerce and the Canada Chamber of Commerce.

By leveraging a variety of relationships, we can support our members and encourage positive change in the laws and regulations that affect their operations.

2

Three Strategic Priorities

3 **“Exemplifying the highest standard of business in all our operations”** requires a constant effort to improve the operations of the Chamber, both at the board and among the operations team.

The Chamber is dedicated to improving how it operates, in order to minimize administrative overhead, to offer better services, and to provide an innovative voice to our community.

Three Strategic Priorities

With a focus on the three Strategic Priorities, the Chamber has developed ten goals to work on over the coming years.

These goals will guide the Chamber's activities over the coming years.

1

Develop two major annual Chamber events

In addition to the annual Business Excellence Awards, the Chamber will develop a second major event to promote business in and around Penticton.

This event will be scheduled to coincide with the Chamber's AGM, to begin in March 2019.

Strategic Priorities Served by this goal

Delivering Valuable Benefits

Productive Partnerships

Highest Standard of Business

2

Promote youth entrepreneurship and youth employment in Penticton

The members of the Chamber understand that Penticton is a great place to live and work, and the Chamber wants to ensure that our youth recognize that, too.

The Chamber will collaborate with the local school districts and the college to develop programs that encourage youth entrepreneurship, as well as encourage youth internships and employment with our members.

Strategic Priorities Served by this goal

Delivering Valuable Benefits

Productive Partnerships

Highest Standard of Business

3

Increase the Chamber's presence online and in social media

The Chamber will increase its presence online, including both its own website and social media.

The Chamber will promote its members online, and provide meaningful updates on the Chamber's work.

Strategic Priorities Served by this goal

Delivering Valuable Benefits

Productive Partnerships

Highest Standard of Business

4

Utilize surveys to improve communication with members

In order to be the voice of business in Penticton, the Chamber needs to understand what issues our members are concerned about, as well as the positions our members want the Chamber to take on those issues.

In order to improve our dialog with our members, the Chamber will make greater use of surveys to collect information from the whole membership.

Strategic Priorities Served by this goal

Delivering Valuable Benefits

Productive Partnerships

Highest Standard of Business

5

Develop a training program for the board of directors

The Chamber will improve its governance by ensuring that the board of directors is given access to suitable training programs for volunteer directors.

In addition, the training program will provide an attractive perk for recruiting future directors, and help ensure a healthy flow of new directors over the years.

Strategic Priorities Served by this goal

Delivering Valuable Benefits

Productive Partnerships

Highest Standard of Business

6

Adopt a tiered membership structure, with dues tied to benefits

The Chamber will adopt a membership structure in which the membership fee is related to the services and benefits acquired from the Chamber, rather than the size of the member's business.

This will encourage members to take advantage of more Chamber benefits, while keeping fees low for those businesses who wish to keep the costs lower.

Strategic Priorities Served by this goal

Delivering Valuable Benefits

Productive Partnerships

Highest Standard of Business

7

Develop new sources of revenue

Historically, the Chamber has relied primarily upon member dues to fund its operations.

The Chamber will seek opportunities to develop new sources of revenue that complement our programming.

Strategic Priorities Served by this goal

Delivering Valuable Benefits

Productive Partnerships

Highest Standard of Business

8

Promote member engagement

The Chamber will encourage members to become more engaged with the promotion of trade and commerce in Penticton.

Members are welcome to join a variety of committees to shape our Chamber and advance our members' needs to government.

Strategic Priorities Served by this goal

Delivering Valuable Benefits

Productive Partnerships

Highest Standard of Business

9

Promote accountability and develop a code of conduct

The Chamber will promote harmony among members through a voluntary members' code of conduct, and the Chamber will demonstrate its accountability to its members through a directors' code of conduct.

Strategic Priorities Served by this goal

Delivering Valuable Benefits

Productive Partnerships

Highest Standard of Business

10

Enhance valley-wide connections

The Chamber will work with other Chambers throughout the Okanagan to promote business throughout the region.

This cooperation may include events hosted by multiple Chambers, with benefits for the members and the public in each area.

Strategic Priorities Served by this goal

Delivering Valuable Benefits

Productive Partnerships

Highest Standard of Business

WORKING TOGETHER FOR A STRONGER FUTURE

The Strategic Plan is the Chamber's path to building a robust and engaged membership, achieving the highest standard of performance and extending our impact to all levels of business and our community.

By working together, the Chamber board, staff and members are a powerful team with the passion and determination to grow business, drive change and build a better place to live and work.