



2018-2020

BOARD STRATEGIC PRIORITIES PLAN

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Helping grow the people who power Kelowna.

EXECUTIVE SUMMARY

This document sets out the strategic priorities of the Kelowna Chamber of Commerce for 2018-2020. This plan is a living document that is subject to change if necessary. This plan was created by the Board of Directors as a result of several strategic planning sessions. It captures the short term (by end of 2018) and long term (by end of 2020) priorities.

These goals identified by the Board are shown three different ways in this document for ease of understanding the short-term focus and how those specific priorities fit into the broader overarching goals of the organization over the course of this three-year plan.

The specific sections are entitled:

1. Board Identified Short Term Priorities
2. Strategic Priorities - At A Glance
3. Board Strategic Goals and Objectives

The first section captures the Board's short-term priorities, the second section provides those priorities along with strategies on a one-page summary, while the last section of this document expands on the Board's short-term priorities and puts them into one of three overarching goals that are meant to strengthen the Chamber over the course of this plan. This document is not intended as a stand-alone plan and in fact will be the foundation that the organization's business plan is built upon. Staff work plans are also informed by previous strategic planning efforts, ongoing membership engagement, and past operational experience. Staff also understand that we live in a dynamic environment where issues emerge that may require them to adjust their work plans to accommodate such change.

The Chamber is committed to consulting with our members to learn about the effectiveness of the advocacy, programs and services we undertake on their behalf, and how we can maximize our efforts to the full benefit of the membership. Those views and opinions are vital to the Chamber's success and this fact is fully recognized by the entire organization and is why implementing an Annual Membership Satisfaction Survey as soon as possible was one of the highest priorities identified by the Board.

The Board of Directors of the Kelowna Chamber of Commerce is committed to the on-going delivery of their strategic priorities to ensure that the services offered remain relevant to the needs of its members and the broader business community.

Following the discussion and feedback flowing from the two Board planning sessions, the strategic priorities (goals) noted within this document have been established.

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BACKGROUND

The Kelowna Chamber of Commerce is a member-driven organization dedicated to connecting, serving and empowering the Kelowna business community. The Chamber provides numerous services to attract businesses including educational seminars, major events, member benefits, and government advocacy. In 2018, the Kelowna Chamber celebrates its 112th year in existence and it continues to be recognized as one of British Columbia’s leading business associations and among the leaders in the Canadian Chamber network.

From the largest corporations to mid-sized businesses and emerging entrepreneurs, the Chamber provides its members with the support they need to both grow and maintain their business success. The Board is elected from the membership and is comprised of leaders from various industry sectors.

The Board operates with a policy governance model and succession leadership ensures efficiencies and strategic long-term outcomes. Chamber members are regularly invited to provide input on government policies that affect their operations and members are engaged in putting forth resolutions for change.

OUR PURPOSE

We exist to foster a positive business environment by providing members with leadership, advocacy and services of value.

The Chamber fulfills its purpose by influencing public policy to ensure a positive business environment, ensuring strong programs and services are in place and available to assist members, and by developing and managing activities that allow members and the community to connect with the Chamber and each other and in so doing continually add value to members and grow the Chamber's membership at an above average rate.

The Kelowna Chamber is an "Accredited Chamber with Distinction" under the accreditation program established and maintained by the Canadian Chamber of Commerce. There are five identified pillars in this program and they provide the framework that ensures the Chamber has solid business practices in place and the Chamber's operations are of the highest standard.

The five pillars of accreditation are provided in the graphic below and should be a guide when establishing strategic priorities.



BOARD IDENTIFIED SHORT TERM PRIORITIES

Goal # 1: Facilitate Meeting Space Needs Assessment in the City of Kelowna (Conference Space).

It's believed the Chamber should play a leadership role in conjunction with other stakeholders (i.e. Tourism Kelowna, Downtown Kelowna) in exploring ways to assess the needs in the city for additional meeting space that would enhance our position as a major conference city.

Goal #2: Increase Member Engagement

We need to know that our members and the community value what we do and offer. (I.e. voice of business). Need to increase membership engagement (polls, meetings, luncheons, socialize, website portal).

Goal #3: Develop Rigorous Methodology to Evaluate Chamber Programs

We do a lot of "stuff" but like many chambers we tend to just repeat the same activities year to year. Need to reflect on whether we are value driven and that members appreciate the ROI on their membership. The Chamber must continually ensure all activities align with our mission and constant and consistent benchmarking occurs. (i.e. attendance, member participation tracking)

Goal #4: Review and Enhance Membership Value Proposition

Our membership numbers have been static for the last few years at around 1,200 paid members. Retention rates are average for a community our size at 83%. It is believed that there is an opportunity to grow membership and increase our retention rate through a focused and well-informed strategy.

Goal #5: Better Understand Member Satisfaction

Establishing consistent feedback loops is necessary to ensure the Chamber remains relevant (i.e. post event surveys; annual membership satisfaction survey; one on one discussions, greater review of data, new members/lost members).

Goal #6: Improve Engagement with Stakeholders

Communication needs to be a high priority of the Chamber. Regular and consistent communication with those that we need to work with (e.g. President's Circle members, other not-for-profits, etc.) is essential for the Chamber to grow and improve its reputation. A collaborative culture will increase operational efficiency and add value to what we do.

Goal #7: Improve Governance Structure

Reviewing and updating the Chamber Bylaws and Board Policy Manual is critical. The Chamber needs to continue to be a model of good governance to ensure we are a sustainable organization, easily transition from board to board, and maintain our "Accreditation with Distinction" which is set for renewal in 2019 (Dec.).

STRATEGIC PRIORITIES AT A GLANCE

OVERARCHING PRIORITIES	INCREASED FOCUS ON ADVOCACY	DEEPER MEMBER ENGAGEMENT, ENHANCED VALUE, INCREASED LOYALTY	ORGANIZATION EXCELLENCE AND SUSTAINABILITY
OUR GOALS	<ul style="list-style-type: none"> Facilitate meeting space needs assessment in City. Increase member involvement in identifying policy issues. Prioritize board identified policy issues. Work to ensure a healthy business environment downtown. 	<ul style="list-style-type: none"> Develop a more rigorous methodology to evaluate events & programs. Review and enhance membership value proposition. Gain greater insight into membership satisfaction. 	<ul style="list-style-type: none"> Identify, prioritize and establish a pattern of engagement with key stakeholders. Review and improve governance structure. Determine future direction for Chamber officer (building). Develop strategy to strengthen the Board.
OUR APPROACH	<ul style="list-style-type: none"> Verify business case for more meeting space. Develop engagement strategy to identify policy issues and gauge opinions on issues. Include a policy section on Annual Membership Satisfaction Survey. Advocate for improved business conditions downtown. Use luncheons as a platform for discussion of business topics (e.g. crypto-currency) 	<ul style="list-style-type: none"> Review and refine the tools used to evaluate events/programs. Undertake comprehensive review of membership categories & rates to ensure we have the right mix and right pricing. Establish feedback loops with members and prospects to ensure the Chamber remains relevant and valued. 	<ul style="list-style-type: none"> Establish and formalize regular schedule to engage stakeholders. Review and update bylaws to ensure compliance with Industry Canada requirements, and clarity of responsibilities. Review and update Board Policy Manual. Establish Board Committee to determine short and long-term future direction for Chamber office (building). Include professional development for Directors as a component in the Board Policy Manual and develop a Board succession plan.

(End)