










Strategic Plan

September 24, 2016







Situation Assessment

Strategic Intent: An overview of our current situation in the context of the environment in which it operates (threats and opportunities), its strengths and the challenges that exist.







Strengths

-  Number of members given the size of our community and our demographic
-  Participation
-  Financial Reserves
-  Strong Sectoral Representation
-  Staff have a strong knowledge base
-  Strong Community Relationships
-  Affordability





Challenges

-  Staff Levels
-  Board Selection/Size/Succession
-  Orientation for Board Members
-  New member welcome and orientation
-  Speaker Relevance
-  Revenue Generation

Opportunities

-  Broaden our communication with other sectors
-  Promote the importance and status associated with being a Board Member
-  Promoting ourselves
-  Provide outstanding speakers – Sponsorship of speakers
-  Seek new Revenue Generation opportunities
-  Market our awareness of the Chamber's Social Responsibility through increased emphasis on Scholarship, support for social causes and tying the Chamber brand to our community programs, Canada Day, Street Market, Business Excellence Awards.

Threats

-  Demographic
-  Complacency
-  Other Organizations
-  Relevancy

Mission

Strategic Intent: To create an action statement that defines what the organization does.

Mission Statement: The Parksville & District Chamber of Commerce is a volunteer member organisation dedicated to being the principle voice of the business community for the Parksville & District region, on economic issues and matters of significant interest to business, for the purpose of enhancing opportunities for our members, and to improve their ability to do business.

Vision

Strategic Intent: To develop a statement that defines the desired future state for the organization over a five (5) year time horizon.

Vision Statement: To be a diverse group of enthusiastic people, actively building a successful business community. We act with integrity at all times and provide proactive advocacy for our members. We succeed through encouraging broad member participation, enjoyable social interaction, open communications and cooperation with all our community partners

Strategic Goals

Strategic Intent: To identify the four or five areas of focus for the organization. These strategic goals must serve to deliver on the vision that has been established for the organization.

1. To work with the City of Parksville and the Regional District of Nanaimo to establish criteria which encourages expansion of the commercial base to improve the return on investment in infrastructure
2. Through increased awareness of our advocacy, our acceptance of social responsibility and through the exploration of a variety of membership options we will increase community engagement.
3. Raise awareness of the Parksville & District Chamber of Commerce by ensuring meetings and activities reflect the goals, mission and vision of the Parksville & District Chamber of Commerce.
4. Increase revenue opportunities

Key Performance Indicators

Strategic Intent: To establish what success looks like in the context of delivering on the strategic goals that have been identified for the purpose of monitoring and measuring performance.

1. To work with the City of Parksville and the Regional District of Nanaimo to establish criteria which encourages expansion of the commercial and residential base to improve the return on investment in infrastructure
The City and RDN will publish clearly defined criteria for development of commercial and residential properties.
2. Through increased awareness of our advocacy, our acceptance of social responsibility and through the exploration of a variety of membership options we will increase community engagement.
The Parksville & District Chamber of Commerce will be recognized as a community leader. Membership, sponsorship and attendance at Chamber events will increase by 15%
3. Raise awareness of the Parksville & District Chamber of Commerce by ensuring meetings and activities reflect the goals, mission and vision of the Parksville & District Chamber of Commerce.
Meeting attendance will increase by 10%
4. Increase revenue opportunities

Tactical Roadmap

Strategic Intent: To develop a list of specific tasks that will be accomplished in relation to each strategic goal. Each task must include who is responsible and the timeline in which the task must be completed.

| GOAL | TASK | LEAD | COMPLETE BY |
|---|--|--|---------------|
| 1. To work with the City of Parksville and the Regional District of Nanaimo to establish criteria which encourages expansion of the commercial and residential base to improve the return on investment in infrastructure | Establish Government Recommendations Committee | Board | December 2016 |
| | Develop Criteria | Government Recommendations Committee | December 2017 |
| | Present recommendations to City Council & RDN | Board | March 2018 |
| 2. Through increased awareness of our advocacy, our acceptance of social responsibility and through the exploration of a variety of membership options we will increase community engagement. | Develop 1 policy position to be presented at BC Chamber. | Government Recommendations Committee | March 2017 |
| | Review and comment bi-monthly on City & RDN Activity | Government Recommendations Committee | Ongoing |
| | Create Social Responsibility Value Statement | Board | March 2017 |
| | Define Membership Options | Membership Fee Structure Task Force & ED | March 2017 |

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|---|--|---------------------------|------------|
| | Create Value Statements re advocacy, social responsibility and membership. | Membership Committee & ED | June 2017 |
| | Create and implement marketing plan promoting Chamber activity | Membership Committee & ED | |
| 3. Raise awareness of the Parksville & District Chamber of Commerce by ensuring meetings and activities reflect the goals, mission and vision of the Parksville & District Chamber of Commerce. | Review current activities. Create list of speaker opportunities | ED & Events Committee | Nov 2016 |
| | Create list of speaker topics | Events Committee | Jan 2017 |
| | Create annual list of speakers | Events Committee | March 2017 |
| 4. Increase Revenue Opportunities | Create a list of potential revenue opportunities. | ED | Ongoing |
| | Prioritize Revenue Opportunities and measure with resource availability | ED | Ongoing |