

VISION STATEMENT

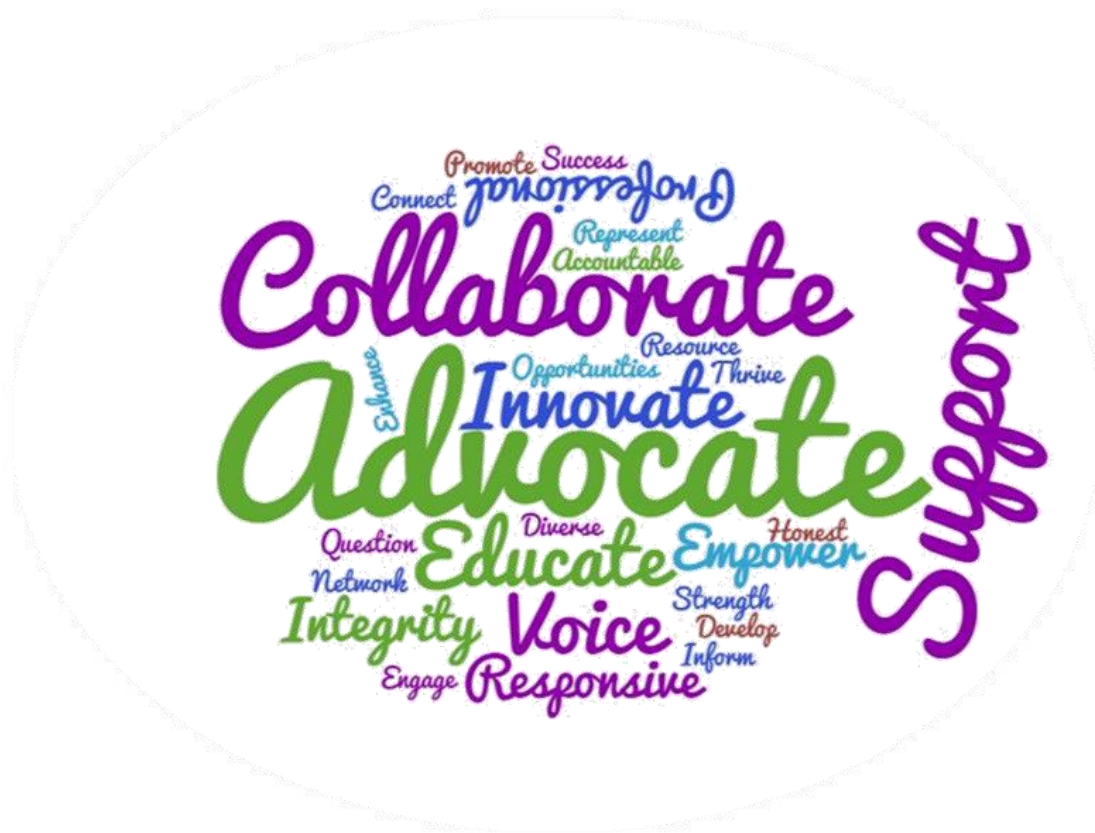
Through the collaborative and advocacy efforts of the Columbia Valley Chamber of Commerce the Columbia Valley has a thriving economy and an engaged business community.

MISSION STATEMENT

The Columbia Valley Chamber of Commerce is an organization within the business community promoting and supporting responsible commerce through effective advocacy, communication, networking and education on behalf of its membership.

GUIDING PRINCIPLES

- We advocate for business.
- We collaborate to support the business community and benefit the economy.
- We provide educational opportunities to our membership, staff and volunteers.
- We conduct business in an innovative and professional manner.



STRATEGIC FOCUS

The Columbia Valley Chamber of Commerce has 5 Pillars of Strategic Focus. Each pillar has a goal, objectives and actions. The outcomes of the actions are the measurement by which the success of the goals are measured.



GOAL 1 – ADVOCACY

The CVCC is and is recognized as a successful advocate for business.

OBJECTIVE 1

The Columbia Valley Chamber of Commerce has a positive working relationship with local government, First Nations, provincial government and federal government.

MEASUREMENT

- Local Government – 3 meetings per year
- Provincial Government - 2 meetings per year
- Federal Government – 1 meeting per year

<i>ACTION</i>	<i>RESPONSIBLE</i>
Host annual local government (including First Nations) update meeting every January.	Staff
Invite local MLA and MP to present to the chamber at least once per year.	Staff
Host bi-annual board to board meetings (Columbia Valley Directors, First Nations Chiefs, CVCC Board of Directors)	Staff
Invite government Ministers responsible for key sectors to present at a chamber event at least once per year (Rural Development, Tourism, Natural Resources etc.)	Staff
Present to the Provincial Budget Standing Committee each fall (in Cranbrook).	Board (August Mtg)
Provide input regarding new, outdated and/or restrictive bylaws, legislation, regulations that impact business as required	Board

OBJECTIVE 2

The Columbia Valley Chamber of Commerce takes an active role in the BC Chamber policy development process.

MEASUREMENT

- Identify 2 policies to speak to at the BC Chamber AGM

<i>ACTION</i>	<i>RESPONSIBLE</i>
Organize regional chamber meeting to discuss policies/issues impacting the Kootenays.	Staff
Participate in BC Chamber conference calls regarding policies.	Staff
Create a Task Force to review and provide feedback on BC Chamber proposed resolutions in advance of the BC Chamber AGM (May)	Board
Have a minimum of 2 representatives attend the BC Chamber AGM (Executive Director, President, Vice-President, Policy Chair)	Staff/Board

OBJECTIVE 3

We are proactive when an opportunity or need to advocate for the Columbia Valley Business Community arises.

MEASUREMENT

- Develop and distribute a membership survey to establish benchmarks, needs,

<i>ACTION</i>	<i>RESPONSIBLE</i>
Actively support the expansion of transit services to Calgary.	Staff
Support the involvement of Executive Director on local, regional, and provincial committees/boards/councils. (ie. Economic Development, Kootenay Workforce Steering Committee, Imagine Kootenay, BC Chamber Executive Society, Rural Advisory Council, BC Chamber)	Board
Survey membership. Service of CVCC, issues, etc. - benchmark	Staff

GOAL 2 – ECONOMIC DEVELOPMENT

The Columbia Valley Chamber of Commerce supports and strengthens economic development in the Columbia Valley.

OBJECTIVE 1

The Columbia Valley Chamber of Commerce takes an active role in the development of a Columbia Valley Economic Development Office through the following actions.

<i>ACTION</i>	<i>RESPONSIBLE</i>
Designates a staff position on the new (2017) Economic Development Board.	Board
Includes Economic Development Board report into monthly board meeting.	Staff
Rent office space and business services to new Economic Development Officer.	Staff
Host Economic Development page(s) on CVCC website.	Staff
Continue to be the First Point of Contact for Imagine Kootenay.	Staff

GOAL 3 - OPERATIONAL EFFICIENCY

Using commonly accepted best business practises the Columbia Valley Chamber of Commerce is a professional and successful organization. *Amounts to be determined by Finance Committee*

OBJECTIVE 1

The CVCC has an approved budget in place by January 31, 2017.

<i>ACTION</i>	<i>RESPONSIBLE</i>
Executive Director prepare 1 st draft budget for review by the Finance Committee at their November meeting.	Staff
Draft budget prepared and presented to the CVCC board by the Finance Committee at the December 2016 board meeting.	Finance Committee
Finalized budget presented to the CVCC board by the Finance Committee and adopted by the board at the January board meeting.	Board

OBJECTIVE 2

The CVCC has a 2017 operating surplus as of December 31, 2017.

<i>ACTION</i>	<i>RESPONSIBLE</i>
Increase rental revenues. Promote available rental space (hall, boardroom & sign) through advertising and communications with members.)	Staff
Occupancy and availability of rental space is tracked and reported upon monthly.	Staff
Visitor Centre staff receive training to promote retail sales in the visitor centre.	Staff
Increased availability of local souvenir items in the visitor centre.	Staff
Board and staff are engaged in promoting the May 15, 2017 Turn Copper into Gold Golf Tournament starting in January 2017 with an objective to achieve \$30,000 in revenues.	Board & Staff
All projects and programs include 15% administration fee in the project/program budget.	Committees & Staff

OBJECTIVE 3

The CVCC increases the membership by 10% as well as a 5% rate increase in 2017.

<i>ACTION</i>	<i>RESPONSIBLE</i>
CVCC membership brochures are available at all municipal and RDEK offices.	Staff
District of Invermere, Village of Radium Hot Springs and the Village of Canal Flats include the CVCC brochure in their business license applications.	Staff
Staff spend one day per month meeting with prospective members.	Staff
The membership only section of the website is updated and improved to be a relevant and useful member resource.	Staff
Benefits of Membership luncheon will be hosted at least once during the year.	Staff

OBJECTIVE 4

The CVCC board is diverse and has representatives from the following: tourism services, accommodators, retail, food and beverage, natural resources, legal, health and wellness, financial services, First Nations, Area F, Area G, Canal Flats, Radium, and Invermere.

<i>ACTION</i>	<i>RESPONSIBLE</i>
The Nomination Committee will meet with potential representatives from the underrepresented sectors on the current board.	Board

GOAL 4 – PROMOTING BUSINESS/COMMUNITY

The Columbia Valley Chamber of Commerce actively promotes its member businesses and the community at large.

OBJECTIVE 1

The CVCC uses local media and social media channels to promote member organizations.

MEASUREMNT

- Facebook engagements (2016 Benchmark)
- Twitter engagements (2016 Benchmark)
- 4 Press Releases per year
- Website analytics (2016 Benchmark)
- Allocate a portion of the marketing budget to these activities

<i>ACTION</i>	<i>RESPONSIBLE</i>
Social Media – a different member is promoted on the CVCC Facebook page and Twitter feed every day.	Staff
Newspaper – every 2 weeks a member business is randomly selected to be featured in a CVCC advertisement.	Staff
Newspaper – every 2 weeks the CVCC runs a banner ad reminding readers that the CVCC website is a resource for finding a business, product or service in the Columbia Valley.	Staff
Radio – every 2 weeks staff are interviewed by EZ Rock about what is going on at the Chamber and in the Community.	Staff
Website – <ul style="list-style-type: none">• the business listing pages on the CVCC website list all businesses in the Columbia Valley.• Member businesses business listings are up to date with member contact information, images and descriptions.	Staff

OBJECTIVE 2

The CVCC works with tourism service and product providers to enhance and support the destination marketing efforts of the various stakeholders through the following actions.

<i>ACTION</i>	<i>RESPONSIBLE</i>
The Columbia Valley Tourism Marketing Committee meets twice a month (1 st & 3 rd Wednesday) to enhance, support and engage in marketing initiatives that support the tourism sector	Staff
The CVCC hosts visitor information pages on their website. www.winterinmotion.ca ; www.thewhiteway.ca ; www.yourvalley.ca ; www.thecolumbiavalley.com (.ca)	Staff
The CVCC provides support for local community events through promotion on social media channels. (non-paid)	Staff
Operates a Visitor Information Centre (Crossroads & DOI kiosk) – staffing costs paid by Valley Visitor Services, infrastructure paid by CVCC	Staff

GOAL 5 - CONNECTING & INFORMING

The Columbia Valley Chamber of Commerce provides networking opportunities and training/education events for the membership.

OBJECTIVE 1

The CVCC encourages members and their staff to network through hosting a variety of events.

MEASUREMENT

Host 11 events throughout the calendar year.

<i>ACTION</i>	<i>RESPONSIBLE</i>
The CVCC schedules at least 8 general meetings each year with compelling and relevant keynote speakers.	Staff
The CVCC’s Annual General Meeting (March) includes a keynote presentation, refreshments are no charge to members.	Staff
Annual Golf Tournament	Staff/Board
Annual Business Excellence Awards	Staff/Board

OBJECTIVE 2

The CVCC provides education and training for members and their staff that will strengthen their business and the skills of their staff.

<i>ACTION</i>	<i>RESPONSIBLE</i>
The CVCC schedules a minimum of 4 educational sessions throughout 2017 <ul style="list-style-type: none">○ Social Media○ Succession Planning - 1○ Benefits of membership○ Succession Planning - 2	Staff
The CVCC negotiates with Small Business BC to offer group sessions of the Small Business BC webinars to the membership at a significantly reduced rate.	Staff
The CVCC works with the College of the Rockies and the DOI to revive and deliver the Community in Service program to front line staff in the Columbia Valley.	Staff