

STRATEGIC PLAN 2025

### VISION

To become the best Chamber of Commerce in the world.

### **MISSION**

We are the voice of Bow Valley business and the catalyst for business success.

# **KEY PERFORMANCE INDICATORS**

#### **MEMBERSHIP**

Reach 500 members by 2025, and increase Banff business membership to 25% of overall membership.

#### MEMBER SATISFACTION

By 2025, achieve a Likelihood to Recommend score of 9 (extremely likely to recommend).

#### **BOARD**

Strive to have 40% of board members identify as women and 30% from underrepresented racial groups, Indigenous people, and people with disabilities.

#### **OUR STRENGTHS**

- Convening power
- Influence in business networks
- Advocacy—our ability to represent the views of Bow Valley members

## **PRIORITIES**

# GOALS

# **ACTIONS**

# 1. Increase our presence and perceived importance in the Bow Valley



Grow and broaden our Bow Valley Membership with a focus on Banff first

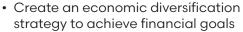
- Develop a strategy to attract Banff businesses
- Develop more member spotlights and ensure they cover broad service offerings of members

# 2. Offer members exceptional member support and mentoring opportunities



Diversify BVCC revenue streams







Elevate BVCC's value as social and economic partner to members

- Create a member marketing and communications plan
- Develop Inclusivity principles for members and share them
- Consider offering a discounted advertising program for members



Deliver a new event calendar that considers the unique needs of different business types

- Develop a member map that highlights unique learning/mentoring needs by business type
- Offer easy to access BVCC events calendar



Truly understand member needs and opportunities

- Complete annual survey with membership to best deliver on high value services
- Research best practices of member services provided by Chambers
- Seek more and frequent direct feedback from members

# Strengthen BVCC's Board so we can deliver the BVCC vision



Cultivate a Board that is as diverse as our community



 Define the demographic attributes and characteristics that the BVCC Board should represent



- Create an onboarding package for new members
- Define our role in advocacy, and identify the areas where BVCC can and should be advocates (e.g., affordability, housing, wages)



Exemplify Diversity, Equity and Inclusion

Develop a DEI strategy



Enhance our Board's Banff presence  Identify the right number of Board meetings to be hosted in Banff