

STRATEGIC PLAN 2012-2017

PEACHLAND CHAMBER OF COMMERCE

INTRODUCTION

The Peachland Chamber of Commerce (PCC) has developed this Strategic Plan to provide direction over the next five years. The PCC not only supports businesses in Peachland and the surrounding area, but also operates the Peachland Visitor Info Centre. As one of the key drivers of the Peachland economy the tourism portfolio is a good fit.

This Strategic Plan is our commitment to provide programs and services that continuously meet the needs of our members. The implementation of the Plan will require the full support of the membership to ensure it succeeds.

We have proposed a Vision and a revised Mission Statement, a list of 5 Key Issues and 12 Strategic Goals. We have also listed our Strengths & Weaknesses, and our Opportunities and Threats. An Action Plan has been drafted to turn the goals into reality. Implementation of the Plan can only be accomplished with the full support of the membership. Volunteers to take on various aspects of the work will be needed.

Strategic planning is not a one-time effort. Commitment must be maintained, progress monitored and adjustments made until the goals are reached.

VISION

**A THRIVING, DIVERSIFIED AND SUSTAINABLE BUSINESS COMMUNITY
SUPPORTED BY ITS RESIDENTS AND DESTINATION TOURISM.**

MISSION STATEMENT

**TO ADVOCATE FOR AND PROMOTE OUR BUSINESSES THROUGH A
COMMITMENT TO THE ENHANCEMENT OF ECONOMIC PROSPERITY, AND
TOURISM DEVELOPMENT IN PEACHLAND AND AREA.**

KEY ISSUES

Five “Key Issues” were identified. These are the foundation on which to build the Plan.

1. Communication
 - Internal and external
 - Social media
 - Print media

2. Government Relations
 - Policy
 - By-laws etc.

3. Value for members
 - Tourism
 - Resources

4. Events

5. Governance, Administration and Finance
 - Financial resources
 - Human resources (staff and volunteers)

STRATEGIC GOALS

Strategic Goals were developed to address each of the five key issue areas.

Communication

1. To develop an effective, consistent method of communication with our membership.
2. To improve our use of media including social media to promote our businesses and community.
3. Improve Board communication with and support for the Tourism Services Coordinator.

Government Relations

4. To maintain and improve the relationship with the District and to advocate on relevant policy issues.

Value for Members

5. To clearly articulate the membership benefits and to communicate them to the members.
6. To explore options for additional membership benefits.
7. Ensure the Chamber continues as a leader in promoting the marketing and growth of the Tourism Industry in Peachland.

Events

8. To ensure that all events operated by the Chamber are feasible and benefit local businesses, and promote and support the Chamber.

Finance, Governance and Administration

9. To pursue a wide range of potential revenue sources to ensure sustainability.
10. To investigate options for enhanced volunteer recruitment and retention for both Board members and volunteers for other functions.
11. To enhance Board effectiveness through designated portfolios and executive meetings.
12. To explore opportunities for Staff retention incentives, enhanced wages and benefits, and succession planning

STRENGTHS & WEAKNESSES**Strengths**

- Our people
 - Committed, active, self- motivated Board of Directors
 - Engaged, active President
 - Caring, positive staff
 - Co-operative spirit of all involved
 - Great volunteers at all levels

- Membership
 - High percentage of businesses are members
 - Diverse range of business
 - Membership support for projects
 - Membership numbers increasing
 - Network connections

- Relationship with District of Peachland Council
 - Chamber has respect of Mayor and Council
 - Good relationship with District staff

- Systems
 - Systems are being proactively updated
 - Continuous improvement

- Communication
 - Improved communication between Chamber and its members
 - New website
 - Extensive use of social media by Visitors Info Centre

- Events
 - Events organization is much improved
 - Events are being evaluated and fine-tuned
 - Increased attendance at events

Weaknesses

- Communication Issues
 - Not enough communication with the membership
 - Lack of public education as to role and structure of Chamber
 - Need better communication between and among members
 - Lines of internal communication are not clear
 - Not enough one on one communication with the membership
 - Need to have “finger on the pulse” of membership needs

- Volunteer Burnout
 - Low membership involvement
 - Lack of “hands-on” working board members
 - Limited membership base

- Lack of Clarity of Purpose
 - Loss of focus
 - Lack of plan and direction
 - Chamber Board and Executive Director duties require clarification
 - Businesses not sure of purpose of Chamber
 - Not showing enough value to members
 - Do new members feel welcome?

- Technology Issues
 - Website maintenance
 - Old computers
 - No use of social media by Chamber

- Financial issues
 - Very limited membership dollars due to small membership base
 - Lack of sufficient funding for staff salaries and benefits
 - Lack of funds for projects

- Too Many Events
 - Too many events with not enough revenue
 - Often “reactive” to events- last minute
 - Not enough planning

OPPORTUNITIES & THREATS**Opportunities**

- Increase Membership
 - Increase numbers by demonstrating value
 - Increase fees on a sliding scale for type of membership
 - Provide free advertising in promo book

- Improve Communication
 - Enhance communication to members using technology
 - Use of social media to attract younger generation members
 - Use social media to promote the Chamber and the benefits
 - Use print media as well as online

- Enhance Tourism
 - Utilize Community Foundations document to help access additional resources for tourism marketing initiatives
 - Support the development of a unique artisan community
 - Be driving force behind “shoulder season” activities and events

- Increase Profile in the Okanagan (and beyond)
 - Work with other Chamber – Summerland, West Kelowna and Kelowna
 - Collaborate in speaker series and other development opportunities
 - Bring Peachland to the forefront in the Okanagan
 - Showcase what we have – unique shops, beach walkway, 20 mins from Kelowna

- Bigger and More Events
 - Develop the Legend of Ogoopogo into a worldwide event with other lake communities
 - Increase revenues to the Chamber through profitable outdoor events e.g. outdoor art and music, boat show, local farmers market
 - Get support from District Recreation department (use Council support for this)
 - World of Wheels – use as promotional venue and later as revenue generator
 - Promote activities that bring Peachland together

- Promote businesses to locals
 - Try Peachland first – “support your own”
 - Cross Marketing for Businesses
 - Develop a coupon book for cross marketing e.g. B&B’s, Spa, Restaurants, Zipline

- Enhance business after hours networking sessions
 - Start recognizing a “business of the month”
- Primary School
 - Could become the focus of the community – need to create support from entire region
 - Bat Centre will help increase visibility
- Help support concept of an Arts School
- Educate the community on businesses and benefits
 - Liaise with major stakeholders
- Support Big Community Initiatives
 - Hwy 97 By-Pass – merits to businesses
 - New golf course
 - Businesses with a Social Conscience

Threats/Challenges

- Big Box stores in neighbouring towns
- No Marketing or Advertising Plan
- No room for increased business market
- Short season
- Motivating people to volunteer
- Economy
- Misinformation in media
- Potential four lane highway
- How to encourage, or provide incentives for greater Board participation
- Lack of revenue and other resources
- Lack of funding
- Attitude of “no growth”; not enough co-operation with developers
- Negative media coverage; misinformation put out to public
- Poor signage; old large sign board needs maintenance/updating
- Lack of District support for growth projects
- Lack of Council participation in Chamber

ACTION PLAN

Goal 1: To develop an effective, consistent method of communication with our membership.

| Action Steps | Resources (human & financial) | Responsibility (Lead) | Time Frame | Status |
|--|--|--------------------------|---------------|-----------------|
| Develop a newsletter, sent out twice a month | ED to populate for newsletter CAPYI to assist with technology to set up web newsletter | ED with Director support | April 2012 | Review Oct 1 |
| Promote awareness of E- Calender | CAPYI and Directors | Director | May 1 | |
| Enhance website (incentives) to encourage visits | CAPYI and Directors | Director | May 1 | |
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Goal 2: To improve our use of media including social media to promote our businesses and community.

| Action Steps | Resources (human & financial) | Responsibility (Lead) | Time Frame | Status |
|--|----------------------------------|--------------------------|---------------|--------|
| Set up Facebook, Twitter and LinkedIn | CAPYI and ED | Director and ED | April 1 | |
| Keep these sites updated | Ed and Director | ED and Director | | |
| Continue to use Peachland View as a information/promotional Tool | ED | | Monthly | |
| Continue articles in Okanagan Business Examiner | ED | ED | Monthly | |

Goal 3: To improve Board communication with and support for the Tourism Services Coordinator.

| Action Steps | Resources (human & financial) | Responsibility (Lead) | Time Frame | Status |
|--|----------------------------------|--------------------------|---------------|--------|
| Assign a two Directors as Tourism Liaisons | Director | Board Chair | June 1 | |
| Tourism Coordinator to attend Board Meetings | | | | |
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Goal 4: To maintain and improve the relationship with the District and to advocate on relevant policy issues.

| Action Steps | Resources (human & financial) | Responsibility (Lead) | Time Frame | Status |
|--|----------------------------------|--------------------------|---------------|--------|
| To explore the opportunity for a Councillor as a liaison to the Chamber. | | | | |
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Goal 5: To clearly articulate the membership benefits and to communicate them to the members.

| Action Steps | Resources (human & financial) | Responsibility (Lead) | Time Frame | Status |
|-----------------------------------|----------------------------------|--------------------------|---------------|--------|
| Re-structure networking sessions. | | | | |

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| Create business profiles. | | | | |
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Goal 6: To explore options for additional membership benefits.

| Action Steps | Resources (human & financial) | Responsibility (Lead) | Time Frame | Status |
|---|-------------------------------|-----------------------|------------|--------|
| Develop coupon books for inter-business use | | | | |
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Goal 7: Ensure the Chamber continues to be a lead player in Tourism in Peachland.

| Action Steps | Resources (human & financial) | Responsibility (Lead) | Time Frame | Status |
|--------------|-------------------------------|-----------------------|------------|--------|
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Goal 8: To ensure that all events operated by the Chamber are feasible and benefit local businesses, and promote and support the Chamber.

| Action Steps | Resources (human & financial) | Responsibility (Lead) | Time Frame | Status |
|--------------|----------------------------------|--------------------------|---------------|--------|
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Goal 9: To pursue a wide range of potential revenue sources to ensure sustainability.

| Action Steps | Resources (human & financial) | Responsibility (Lead) | Time Frame | Status |
|--|----------------------------------|--------------------------|---------------|--------|
| Review membership fee structure and amounts. | | | | |
| Pursue grant opportunities | | | | |
| Support benefits plan for businesses to create revenue | | | | |
| Explore merchandising options | | | | |

Goal 10: To investigate options for enhanced volunteer recruitment for both Board members and volunteers for other functions.

| Action Steps | Resources (human & financial) | Responsibility (Lead) | Time Frame | Status |
|--|----------------------------------|--------------------------|---------------|--------|
| Research incentives for Board membership | | | | |
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Goal 11: To enhance Board effectiveness through designated portfolios and executive meetings.

| Action Steps | Resources (human & financial) | Responsibility (Lead) | Time Frame | Status |
|--------------|----------------------------------|--------------------------|---------------|--------|
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Goal 12: To explore opportunities for staff retention incentives, enhanced wages and benefits, and succession planning.

| Action Steps | Resources (human & financial) | Responsibility (Lead) | Time Frame | Status |
|--------------|----------------------------------|--------------------------|---------------|--------|
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