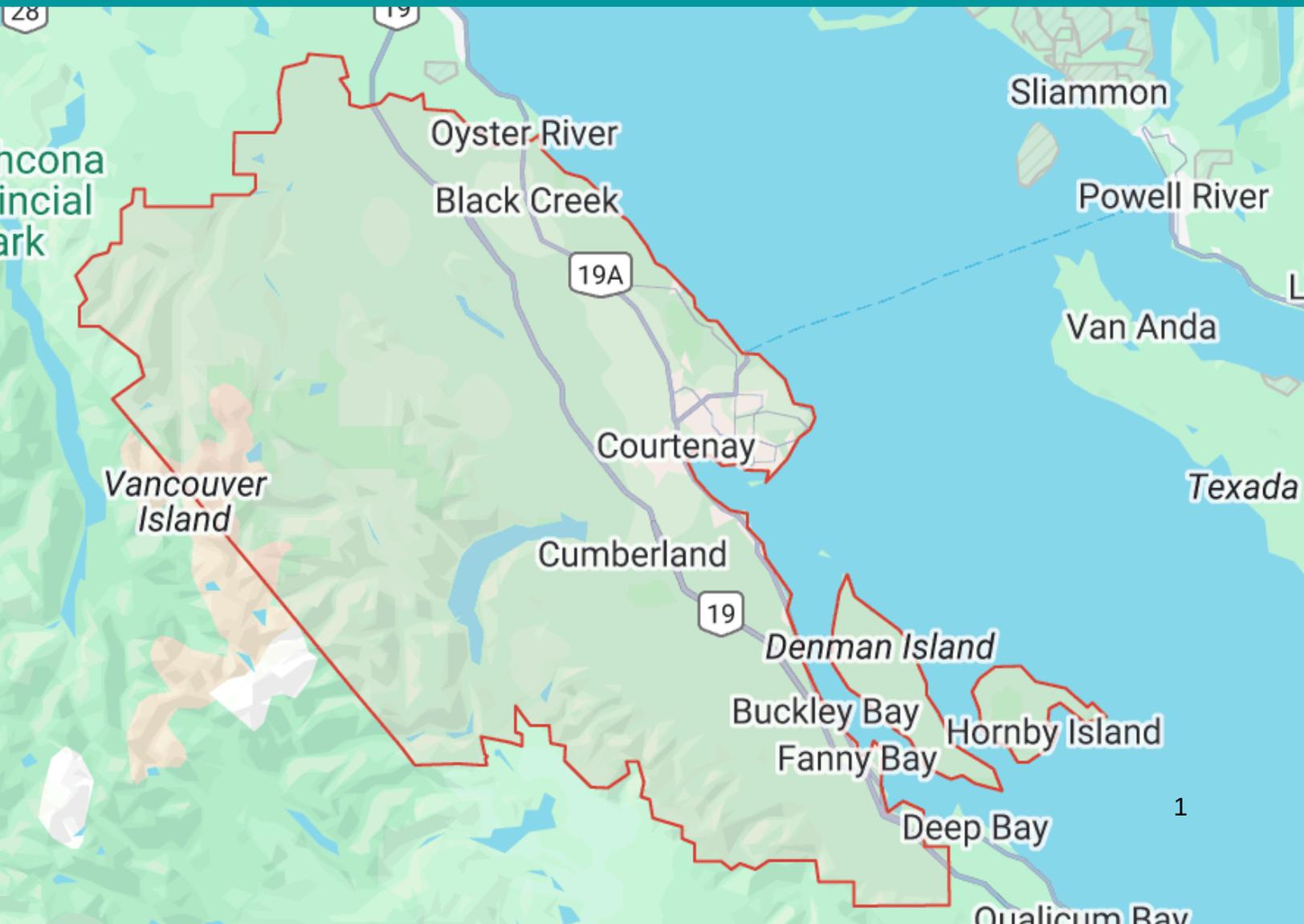




# STRATEGIC PLAN 2025-2028

## The Voice of Business



# EXECUTIVE SUMMARY

The 2024-2025 Board of Directors Strategic Planning Committee has reviewed previous Chamber strategic plans, discussed the current economic situation, and identified key areas of differentiation for the Chamber as a leading business organization in a major economic region on Vancouver Island.

This 2025-2028 Strategic Plan builds upon the success of recent years and updates our key performance goals, as identified by the board below:

**Goal #1:** Support the needs of the business Community.

**Goal #2:** As the voice of business in the Comox Valley, advocate for an improved economic environment.

**Goal #3:** Grow and sustain membership by strengthening our value proposition and member services.

The Comox Valley Chamber is well-positioned to support the business community as it looks to address the challenges and take advantage of the opportunities in the years ahead. This strategic plan provides a roadmap for how the Chamber can help its members succeed and how we can be proactive in our community.

## WHO ARE WE?

The Comox Valley Chamber is a membership-based, not-for-profit organization, built by business for business. Since our start as a board of trade in 1919, we've been the voice of business and a key source of information and solutions that strengthen our local economy. We work to ensure a healthy business base and positive socio-economic structure that benefits the entire Comox Valley.

Through our affiliation with the BC and Canadian Chambers, members gain the power of a national network—500+ Chambers and Boards of Trade representing over 200,000 businesses of all sizes, in every sector and region of the country.



## Our Vision

> To be the respected voice for business in the Comox Valley.

## Our Mission

> We champion local business success by fostering economic growth through advocacy, education and collaboration.



*The Comox Valley Chamber respectfully acknowledges that the land we gather on is on the Unceded Traditional Territory of the K'ómoks First Nation, the traditional keepers of this land.*

# CORE VALUES

## Community

We believe our members are stronger because of their Chamber connections. We celebrate and amplify our members' success by enhancing the economic ecosystem.

## Collaboration

We believe that building partnerships and fostering meaningful connections among businesses, elected officials and the wider community is beneficial for all.

## Inclusivity

We believe in representing the diverse identities, ideas, perspectives within businesses of the Comox Valley and commit to representing all fairly and without bias.

## Integrity

We believe in acting with transparency, accountability and professionalism in all decisions and relationships. The Chamber is a non-partisan organization.

## Innovation

We believe in embracing fresh ideas and solutions to support a dynamic and evolving business environment.



# KEY PERFORMANCE METRICS

## GOAL #1: SUPPORT THE NEEDS OF THE BUSINESS COMMUNITY

**Strategy 1.1** Enhance strategic partnerships and collaborative relationships

**Strategy 1.2** Offer Regular and Relevant Educational Opportunities

**Strategy 1.3** Provide tools and guidance to businesses at any stage of their journey

## GOAL #2: AS THE VOICE OF BUSINESS IN THE COMOX VALLEY, ADVOCATE FOR AN IMPROVED ECONOMIC ENVIRONMENT

**Strategy 2.1** Engage members directly to determine advocacy priorities

**Strategy 2.2** Establish a Policy Committee to participate in the formal Provincial and National policy processes

**Strategy 2.3** Amplify the voice of the business community by serving as a bridge between our members and their elected officials

**Strategy 2.4** Address gaps in economic development and develop a coordinated roadmap to foster inclusive and sustainable regional growth.



**GOAL #3: GROW AND SUSTAIN MEMBERSHIP BY STRENGTHENING OUR VALUE PROPOSITION AND MEMBER SERVICES**

**Strategy 3.1** Regularly evaluate the current membership structure and return on investment for members

**Strategy 3.2** Create a membership engagement plan that includes best practices in onboarding and retaining members

**Strategy 3.3** Develop a cohesive marketing strategy that promotes consistency in messaging.

