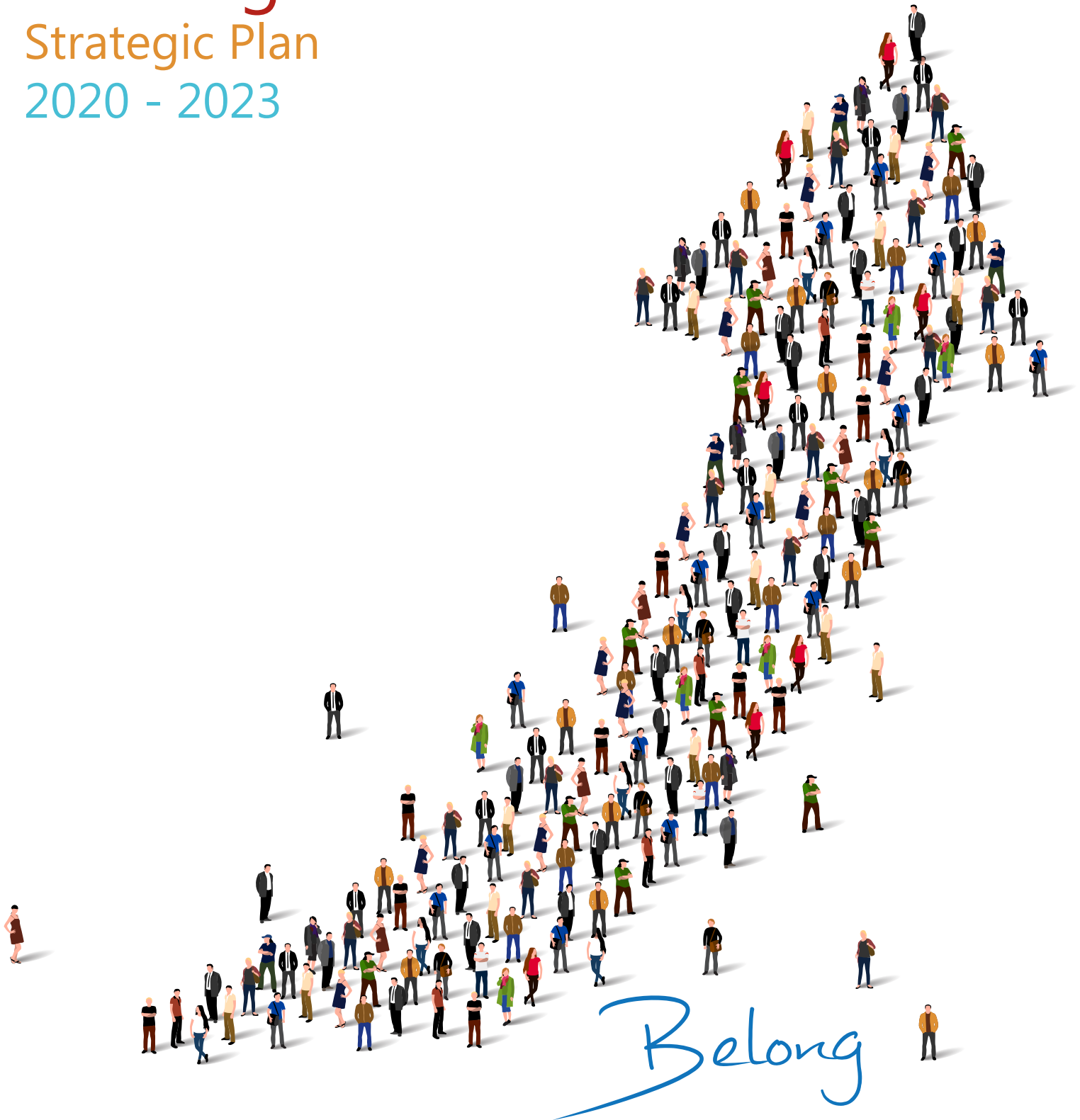




Building on Success

Strategic Plan

2020 - 2023



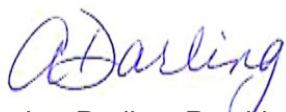
The Message



This three year Strategic Plan is presented on behalf of the President and the Board of Directors of the Quinte West Chamber of Commerce (QWCC). The content and direction of the plan builds on some of our most successful endeavours and was developed with contributions by business members, economic development stakeholders, board of directors and QWCC personnel. This document represents the direction of the Quinte West Chamber of Commerce for the period 2020 to 2023 that will ensure the organization continues to meet its mission.

This Strategic Plan renews our commitment to provide an excellent standard of service to our members while providing the programs and targeted information needed for our operations. We want to ensure our representation of the Quinte West business community adds to the vibrancy of all sectors and reaches into all the communities that make up our Municipality. We want to work with our members to strengthen the local business network and plan on evolving our own communications to stay on top of technology & trends accessing the platforms our members want to use.

We value your comments and suggestions and encourage feedback from our members. We look forward to working on the implementation of the Quinte West Chamber of Commerce Strategic Plan and need your help and continued support to effectively carry it out and advance the QWCC.



Amber Darling, President
Quinte West Chamber of Commerce

Value Statements

Representation – To be the “Voice of Business” by being aware of and advocating on issues and opportunities with a unified voice to all levels of government.

Integrity – Make objective and responsible decisions displaying accountability to the membership while maintaining consistency of the Chamber brand.

Networking – Providing opportunities for members to connect and build their professional and social networks.

Partnerships – Develop trusted relationships and collaborative efforts that support the mission, vision and values of the Quinte West Chamber of Commerce.

Approachability – Be welcoming of businesses of all sizes and sectors and provide opportunity to BE SEEN, BE HEARD, BE INFORMED and BELONG.

Mission Statement

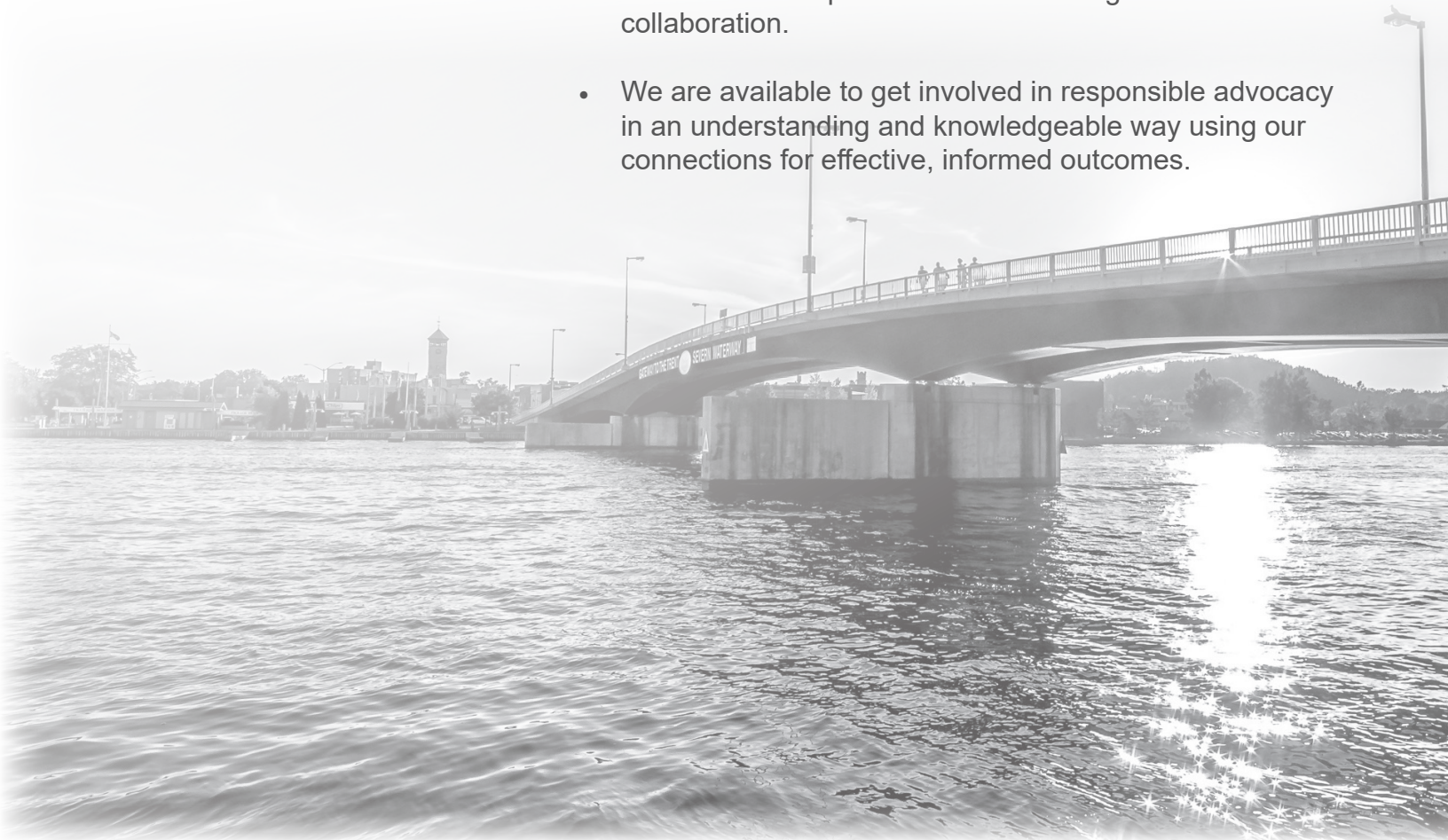
The Quinte West Chamber of Commerce is committed to supporting our members through advocacy, promotion and the enhancement of business, economic and social development in Quinte West.

Vision Statement

The Quinte West Chamber of Commerce will advocate for the local business community and work within Quinte West to cultivate strong partnerships that contribute to a vibrant economic climate.

Corporate Culture of the Quinte West Chamber

- We offer an inclusive, welcoming environment to all business' creating a sense of community for members.
- Supporting local business is the priority of our professional, dedicated team through the resourceful delivery of information, products and services.
- We embrace innovation and understand we need to be flexible and open minded for future growth and collaboration.
- We are available to get involved in responsible advocacy in an understanding and knowledgeable way using our connections for effective, informed outcomes.





The Process

The Quinte West Chamber of Commerce (QWCC) approaches the development of a new strategic plan as an excellent opportunity to conduct a deep dive into our operations and governance to ensure we are offering the best services and support possible to our local business community. The whole process takes about 6 months to complete. From its inception, the development of the Strategic Plan is designed to incorporate the views and opinions of members, directors, chamber staff and community partners.

We started with a detailed Membership Survey followed by the board developing new Vision, Mission and Value Statements. They also completed a Situation Analysis (SWOT) of our current operations and for the first time defined the Corporate Culture, we want here at the QWCC. The development of the Goals and Objectives by staff & committees came next along with the Key Results we are looking for. Work Plans were created along with identifying who would be responsible for the implementation of the actions and benchmarks to track our success.

This Strategic Plan will continue to evolve and change as it moves through its life span. The Plan is not a stand-alone document and is designed to work in conjunction with our business and communication plans. Each objective represents the various steps we need to take if we want to continue to maintain the economic strength and representation we have historically enjoyed as the 'Voice of Business' in Quinte West.

Overview

Goals and Objectives



Engage with Members

1

Members feel valued and appreciated

2

Member milestones are recognized & celebrated

3

Communications reach all our members

4

The Chamber is seen as a trusted, reliable source of business information

5

Members share best practices and ideas with their peers



Expand Revenue Streams

1

Programs and services are seen as valuable by members

2

Quinte West Business Centre is profitable

3

Special Events bring value to our members

4

Staff work load is manageable

5

Chamber publications generate revenue



Maximize Partnerships

1

Frankford and other rural area businesses feel represented by the QWCC

2

Advocacy efforts are pro-active and communicated effectively

3

Workshops & roundtables meet the needs of businesses

4

Members are aware of all the work the QWCC does on behalf of the business community

5

Businesses can easily access the tools they need to meet regulations



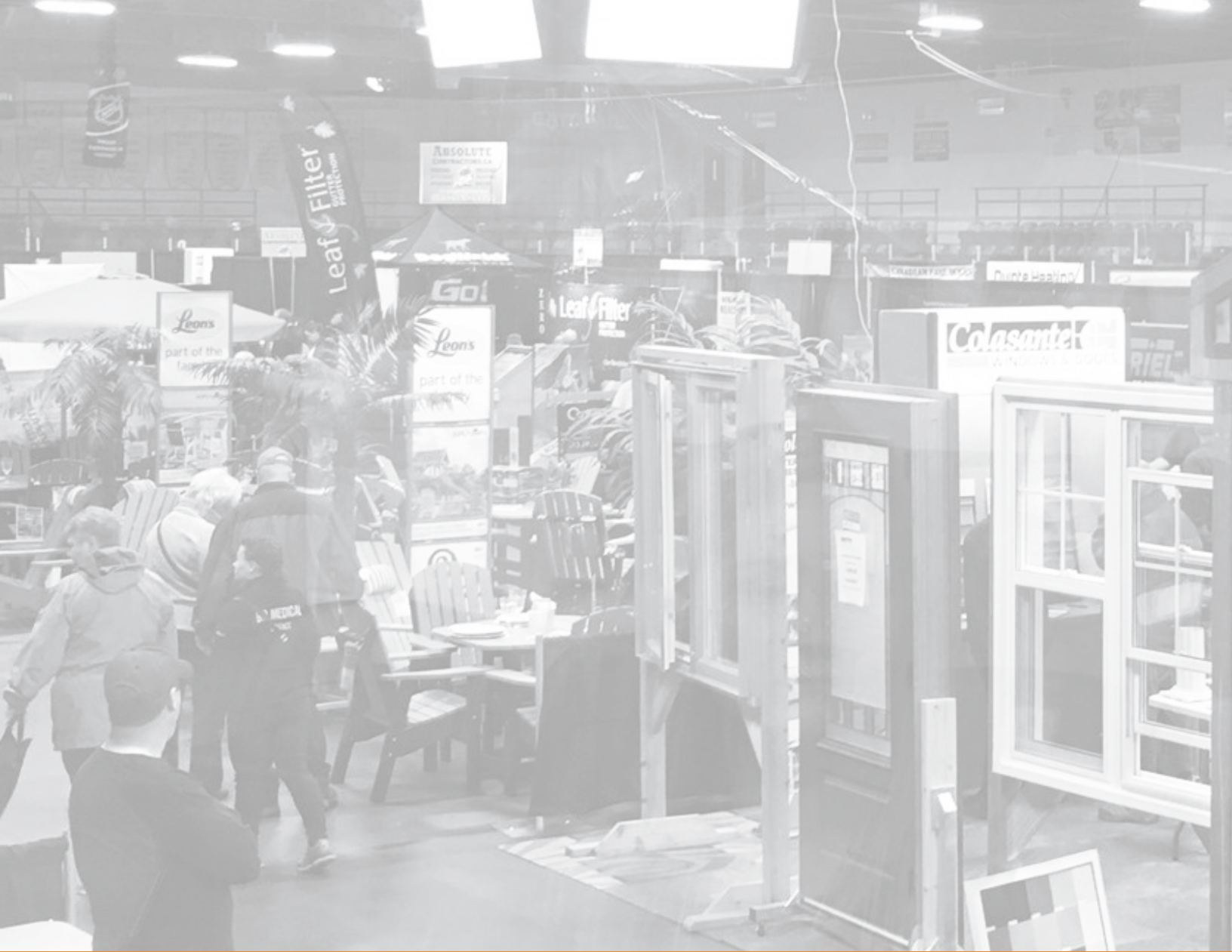
“We are a member driven organization, accountable only to our members. With a growing, diverse membership made up of businesses of all sizes, it is imperative that we are a true representative of our local business community. We need to take care of our members, celebrate their successes and ensure they receive the information they need to thrive”.

Engage with Members



Responsibility	Objective	Key Results	Possible Actions	Progress
Objective 1 <i>Membership Committee</i>	Members feel valued and appreciated	50 members per year are visited at their location by staff	-Identify members that want a visit from staff -Include new members under 3 years & those outside Trenton	
Objective 2 <i>Membership Committee</i>	Member milestones are recognized & celebrated	Monthly posts are created to share milestones and build pride in our business community	Ask members to send us information on awards, anniversaries and other significant achievements	
Objective 3 <i>Staff</i>	Communications reach all our members	Staff use various tactics and platforms to ensure messages are heard	Revise communications plan and update social media strategies -explore chamber App	
Objective 4 <i>Staff</i>	The Chamber is seen as a trusted, reliable source of business information	Deliver relevant Information quickly to businesses	Package, filter & share info so it is easily understood and actioned by members	
Objective 5 <i>Networking/ Education Committee</i>	Members share best practices and ideas with their peers	Hold 4 meetings per year of different cluster groups on topics that are important to them	-Set up member clusters using Chamber Master -Organize round table meetings	





“We are a financially stable organization with diverse revenue streams. Through continuous review of our programs and services, we will remain relevant to our members. With limited resources, it is going to be more important than ever to focus on activities that generate revenue or are of value to the Quinte West business community”.

Expand Revenue Streams



Responsibility	Objective	Key Results	Possible Actions	Progress
Objective 1 <i>Membership Committee</i>	Programs and services are seen as valuable by members	All programs and services offer value to members and/or are profitable	Set up a formalized annual review of all programs to see if they should be continued	
Objective 2 <i>Staff</i>	Quinte West Business Centre is profitable	Revenue is steady from space rental and services offered	Identify new business services the chamber could offer for a fee	
Objective 3 <i>Special Events Committee</i>	Special events bring value to our members	Events are well attended & supported and generate healthy profits	-Add more bus trips for a variety of experiences -Look at adding new business events	
Objective 4 <i>Personnel Committee</i>	Staff work load is manageable	Temporary staff is used to help with work load and complete special projects	Apply for more interns, summer & co-op students & funded positions	
Objective 5 <i>Staff</i>	Chamber publications generate revenue	Profit from publications goes back to the chamber	Sell our own advertising	





“We are an organization that continues to foster good relationships with community partners, government agencies and elected officials. We understand that in order to reach businesses in all parts of Quinte West we need to focus on learning and make sure our communications are robust, inclusive and helpful. Getting involved in the issues when appropriate will ensure we remain ‘The Voice of Business’ in Quinte West”.

Maximize Partnerships



Responsibility	Objective	Key Results	Possible Actions	Progress
Objective 1 <i>Membership Committee</i>	Frankford and other rural area businesses feel represented by the QWCC	Businesses outside of Trenton Ward are engaged with the Chamber	-Continue working with Frankford task group -Develop print materials & events targeted to biz outside Trenton	
Objective 2 <i>Government Affairs Committee</i>	Advocacy efforts are pro-active and communicated effectively	Issues are identified and acted upon quickly.	-Committee meets on a regular basis. -Work with partners to expand advocacy efforts -ask members what their issues are	
Objective 3 <i>Networking/ Education Committee</i>	Workshops & roundtables meet the needs of businesses	A variety of workshops & educational opportunities are available to members	Use local experts/ members to present workshops	
Objective 4 <i>Staff</i>	Members are aware of all the work the QWCC does on behalf of the business community.	Businesses represented & seen as integral in the development of Quinte West	Monthly report to members on chamber activities	
Objective 5 <i>Staff</i>	Businesses can easily access the tools they need to meet regulations	Deliver useful information & materials to help businesses with regulatory compliancy	-Develop relationships with gov't & community agencies to learn what materials are available -chamber staff become commissioner for taking affidavits	

