

DEFINE OUR IDENTITY ♦ CONVENOR OF LEADERS ♦ CONTINUITY OF EXCELLENCE



Strategic Plan



Building on Success

QUINTE WEST
CHAMBER OF
COMMERCE

2024-2027

CREATED BY
QW CHAMBER BOARD
AND STAFF

The Message



Matthew Doty

President, Quinte West Chamber of Commerce

This four 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 takes a look at our value as thought leaders, our reputation as problem solvers and the partnerships we develop for a thriving community. It 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 2024 to 2027 and 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 through our professional and welcoming staff. Our brand identity and the actions of our organization need to keep up with the fast pace of business to ensure we continue to be the essential partner businesses need. 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 continue to work with our members to strengthen the local business network while being a catalyst for business growth in Quinte West.

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.



Mission

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

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 social and economic climate.

Value Statements

Approachability

Be welcoming to businesses of all sizes and sectors and provide opportunities to be seen, be heard and belong.

Communications

Use a variety of platforms to send timely information to our members and the public, that is professional, informative, and relevant.

Integrity

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

Networking

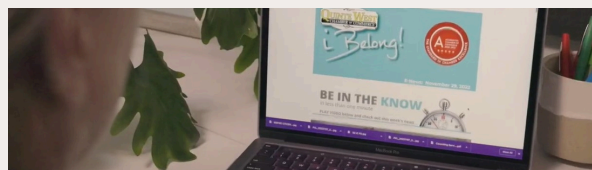
Providing opportunities for members to engage with the chamber and connect with businesses to build their professional and social networks.

Partnerships

Develop trusted relationships and collaborations that support the mission, vision, culture, and values of the Quinte West Chamber.

Representation

To be the essential “Voice of Business,” advocating on issues and opportunities with a unified voice to all levels of government.





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 updating our Vision, Mission and defining our Corporate Culture and Value Statements. They also completed a Situation Analysis (SWOT) of our current operations to look for new opportunities for our organization to grow. The development of the Goals and Objectives by staff & committees came next along with the Key Results we are looking to achieve. Work Plans were created that outlined who would be responsible for the identification and implementation of the actions required to achieve the results needed and the ability 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.

Goals ♦ *overview*



Goal 1:

Define Our Identity

- Rebranding of the QW Chamber
- Promote the Quinte West Business Center
- Recognized as representing the entire business community
- Consistency of Brand on media all posts
- Website looks professional and is a great resource for businesses

Goal 2:

Convenor of Leaders

- Ensure we are seen as an essential partner by businesses
- Affinity Programs from Chamber Network are useful
- Develop intentional Partnerships to maximize results
- Be visible as the thought leader on business issues
- Members involved in peer-to-peer opportunities

Goal 3:

Continuity of Excellence

- Create a succession plan for CEO retirement in 2026
- Attract, engage, and retain talented, highly motivated staff that care about the organization
- Efficiency of office tasks
- Personal Development and Staff Training
- Awareness of the succession of our members primary contacts



Goal 1



Define Our Identity

"We must continue to evolve to keep up with the growing business community in Quinte West.

We must ensure our brand reflects who we are and what we do so that every business in our community recognizes us as a champion for a thriving community.

The chamber building and the business centre are available to meet the needs of businesses and our online presence through our website and our social media looks professional and provides useful resources."

GOAL 1 – Define Our Identity

| Responsibility | Objective | Key Results | Possible Actions | Progress |
|--|---|---|---|-----------------|
| Objective 1 <i>Membership Committee</i> | Rebranding of the QW Chamber | Brand Identity matches our culture and what we do, allowing us to broaden our appeal to the business community | Source companies to complete our branding strategy or identify internal resources. Update the façade of the Chamber building (i.e., new signage) | |
| Objective 2 <i>Staff</i> | Promote the Quinte West Business Center | Increased usage of offices and boardroom bookings resulting in revenue generation & shows we are meeting a need for flex options for businesses | Update wording to ensure it is current. Promote on social media channels Actively cross promote with our partners on business resource site | |
| Objective 3 <i>Membership Committee</i> | Recognized as representing the entire business community | Businesses from all over Quinte West see us a Champion for a thriving community | Promotion of members by geography or sector | |
| Objective 4 <i>Staff</i> | Consistency of Brand on all media posts | Increased engagement on social media platforms | Create a social media calendar to increase the consistency of our brand | |
| Objective 5 <i>Networking/ Education Committee</i> | Website looks professional and is a great resource for businesses | Updated business directory and member area so it looks more appealing | Update Chamber website with new branding Look at getting tenders for new website | |



Goal 2



Convenor of Leaders

“We want to be visible as thought leaders in our community as we help to tackle the important issues and solve problems facing our business community.

As an essential partner we will get things done and be seen as a catalyst for business growth in Quinte West to maximize results.

By working with our partners, we will be able to offer more programs, savings, events & opportunities for our members.”

GOAL 2- Convenor of Leaders

| Responsibility | Objective | Key Results | Possible Actions | Progress |
|--|--|---|--|-----------------|
| Objective 1 <i>Membership Committee & Networking Committee</i> | Ensure we are seen as an essential partner by businesses | Every business feels they should support the chamber of commerce as we are problem solvers that get things done | Continue to repost the testimonials we created in 2020 Make reels of testimonials and share them on social media and in e-news | |
| Objective 2 <i>Membership & Networking Committee</i> | Affinity Programs from Chamber Network are useful | Offer more savings and discounts that our members sign up for | Carefully promote Affinity Programs as business members sometimes offer the same services | |
| Objective 3 <i>Special Events Committee</i> | Develop intentional Partnerships to maximize results | We are seen as a catalyst for business growth and partner on more events and projects in our community that fit our mandate | Take over Leadercast from the City of Quinte West Events/Projects around EDI and Sustainability | |
| Objective 4 <i>Government Affairs Committee</i> | Be visible as the thought leader on business issues | Members and the community appreciate and understand the advocacy work we do | Voice of Business More social media presence Take & post photos of meetings we have with our local government leaders. Google reviews need to be stronger | |
| Objective 5 <i>Membership & Networking Committee</i> | Members involved in peer-to-peer opportunities | Increased number of roundtables and collaborations with members | Hospitality & Tourism roundtable Advocacy committee to collaborate with businesses on relevant issues | |



Goal 3



Continuity of Excellence

"We are an organization that prides itself on our professional and engaging staff.

They are the ones that interact with our business members, and it is imperative the organization is efficient, and staff have the training and skill sets necessary to do their jobs.

Being able to recruit and retain engaged staff that care about the organization will be important as key staff retire and new leadership is put in place."

GOAL 3– Continuity of Excellence

| Responsibility | Objective | Key Results | Possible Actions | Progress |
|--|---|---|---|-----------------|
| Objective 1 <i>Personnel Committee</i> | Create a succession plan for CEO retirement in 2026 | Successful recruitment and smooth on boarding of new CEO | Suzanne to make a list of all committees & activities she is involved with | |
| Objective 2 <i>Personnel Committee</i> | Attract, engage, and retain talented, highly motivated staff that care about the organization | Staff morale remains high, job satisfaction levels increase, and staff deliver work to the best of their ability. | Review staff compensation package and HR policies to ensure they are competitive | |
| Objective 3 <i>Staff</i> | Efficiency of office tasks | Staff are focused on their core responsibilities | Review staff tasks to see if some should be contracted out Use of AI | |
| Objective 4 <i>Staff</i> | Personal Development and Staff Training | Staff feels supported by the Chamber as they explore their continuing education and career management | Increase the budget, if needed. Set aside training days for staff to ensure they schedule courses. | |
| Objective 5 <i>Staff</i> | Awareness of the succession of our members primary contacts | New contacts are welcomed and made aware of our partnership and what it entails | Ask our main contacts each year who plans to retire | |