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# BOW VALLEY

CHAMBER OF COMMERCE

## 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
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## 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

- Identify the right budget for BVCC to exceed member expectations and support growth in offerings
- Create an economic diversification strategy to achieve financial goals



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

### 3. 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



Enhance our governance

- Develop a Board Governance policy
- 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