



Strategic Plan

2021 - 2023

Developed 2020.12.11

Updated:

Facilitated by:



Table of Contents

Who We Are 3
Our Vision 3
Our Mission..... 3
Our Core Services..... 3
Our Values 3
Executive Summary..... 4
Key Result Areas..... 4
Strategic Goals 5

Who We Are

The Tofino Long Beach Chamber of Commerce was founded in 1929 as the Tofino Board of Trade and incorporated under the federal Boards of Trade Act. The organization's name was changed to the Tofino Chamber of Commerce in 1949 and ultimately renamed to the Tofino-Long Beach Chamber of Commerce in later years.

The Chamber remains Tofino's longest running and largest business organization. With well over 300 members, it represents the majority of local and area businesses.

Our Vision

Our diverse and united business community is thriving, engaged, and resilient.

Our Mission

Inspiring business excellence by the beach.

Our Core Services

We work to meet the needs and interests of our members through delivery of the following:

- Advocacy & Consultations
- Education & Communications
- Events & Networking
- Member Benefits

Our Values

Throughout our organization, we strive to adhere to the following principles:

- Collaboration
- Effectiveness
- Excellence
- Legacy

Executive Summary

The board of directors for the Tofino Long Beach Chamber of Commerce (the Chamber) has developed the following **2021-2023 Strategic Plan** based on input from board members and staff.

Prior to a strategic planning session in December 2020, individuals from both groups participated in a study to identify current challenges and upcoming opportunities for the Chamber. Compiled data helped determine the **Key Result Areas (KRAs)** that require in-depth attention over the next three years.

In their online strategic planning sessions (due to the COVID-19 pandemic), the board formulated **Strategic Goals** that relate to each KRA. These goals give specific direction to staff and to the board's committees.

It is recommended that a subsequent one-year **Tactical Plan** be developed by staff and board committees for goal execution, commencing in January 2021. Quarterly progress reports will be provided to the board of directors with an annual summary report to the board at year end. These reports will include milestone achievements, called **Key Performance Indicators (KPIs)**; proof that progress is on track. New tactical plans are to be developed annually.

The three-year **Strategic Plan** is to be reviewed and refreshed annually. Progress reports will be delivered by the board to the members at their Annual General Meetings. A new three-year strategic plan will be developed in the fall of 2023, with its commencement in January 2024.

Key Result Areas

The areas of focus identified by the board of directors and staff for 2021 through 2023 are:

- Organizational Excellence
- Business Support
- Membership Engagement
- Strategic Partnerships

Strategic Goals

This three-year plan, developed by the Board of Directors and Executive Director, outlines the goals to be achieved by year end 2023.

Key Result Area 1: Organizational Excellence

Developing our people and processes to increase our proficiency and value.

Goal 1.1: Develop the board's infrastructure and systems.

Goal 1.2: Grow and retain the operational team.

Goal 1.3: Obtain suitable office space.

Goal 1.4: Ensure our brand is representative of what we do and who we are.

Goal 1.5: Explore alternate revenue streams.

Key Result Area 2: Business Support

Ensuring our business community is set up for success.

Goal 2.1: Improve our advocacy efforts.

Goal 2.2: Lead the business community in COVID recovery.

Goal 2.3: Prepare our members for future crises.

Key Result Area 3: Membership Engagement

Communicating our value to current and future members.

Goal 3.1: Increase attraction and retention of members.

Goal 3.2: Promote membership value.

Goal 3.3: Improve the reach of our member communications.

Goal 3.4: Develop more member employee engagement with the Chamber.

Key Result Area 4: Strategic Partnerships

Working with our partners to address the needs of our business community.

Goal 4.1: Strengthen our community partnerships.