



Strategic Plan – 2022 – 2025

INTRODUCTION

This Strategic Plan was led by Theresa Kingston in early 2022 as a means of steering the Chamber over the next handful of years.

Our Chamber has achieved many good results over the last decade and now is time to set forth a more detailed plan for the future of the AVCOC.



PLAN SUMMARY

VISION

The ALBERNI VALLEY: A vibrant and prosperous business friendly community

MISSION

The AVCC is the voice of business, providing leadership, advocacy, services and information to businesses and the community enabling economic growth and prosperity

ADVOCACY

Business Support

Economic Development

Profile/
Influence

Voice of Business

SERVICE DELIVERY

Membership

Engagement

Programs and Services

SUSTAINABLE ORGANIZATION

Financial Stability

Workforce

Infrastructure

Processes/
Systems

GOVERNANCE

Board

Community Leadership

TOURISM

Leadership

Infrastructure

**We act with integrity - We win together - We are forward thinking
We embrace diversity - We are leaders**

VISION

Supporting Vision Statements:

- The Alberni Valley Chamber of Commerce (AVCC) is recognized as the leader in advocating for and creating an environment in which businesses flourish.
- The work of AVCC is essential to creating economic and community vitality.
- AVCC supports and represents businesses of all sizes and from every sector.
- The work and reputation of AVCC creates a compelling reason for all businesses in the valley to become members. Members derive great value, opportunities for connection and a collective sense of purpose from their membership.
- AVCC is highly respected and is the sought-after partner by other organizations for mutually beneficial partnerships.
- AVCC acknowledges the history of Indigenous communities in the region, engages in building understanding and partnering in the process of healing and reconciliation.
- AVCC ensures a safe, equitable and inclusive organization where diversity is honoured and celebrated.
- AVCC's Board, volunteers and staff are a winning team and illustrate what can be accomplished when everyone works together on a common goal.

MISSION

The Alberni Valley Chamber of Commerce is the voice of business, providing leadership, advocacy, services and information to businesses and the community enabling economic growth and prosperity.



VALUES

The values that guide us:



We act with integrity
We win together
We are forward thinking
We embrace diversity
We are leaders

Statement of Values:

We act with integrity – we always act ethically, treating everyone with honesty and respect, and we follow through on commitments we make. We take responsibility and are accountable for our actions. Maintaining respect for our organization and our reputation requires that we act with the highest standards of integrity in all that we do.

We win together – we believe we create a stronger community when we collaborate and work together. We build relationships and leverage the power of collective action through mutually beneficial partnerships grounded in trust and transparency. We know from experience that we can achieve more collectively than any of us could individually.

We are forward looking – we focus on the long-term impact in order to make a difference. We are committed to constantly improving and driving strategic change for the benefit of the community. We are innovative thinkers and creative problem solvers, collaborating with the community to find opportunities within challenges.

We embrace diversity – We are inclusive and open, creating an organization where everyone is welcome. We treat everyone with mutual respect and sensitivity, recognizing the importance of diversity. We embrace and benefit from the diversity of ethnicities, cultures, traditions, beliefs and ideas.

We are leaders – We are passionate about our community and advocate to shape a better future. We lead by example through strong effective governance and commitment to excellence. We foster trust and collaboration through supporting and enabling the success of others.

**COMMUNITY
NON-PROFITS**

**LOCAL
GOVERNMENT**

**PROVINCIAL
GOVERNMENT**

**SERVICE
CLUBS/
VOLUNTEER
ORGANIZATIONS**



**Supporting Partners and
Interested Parties**

**FEDERAL
GOVERNMENT**

**EDUCATION/
TRAINING**

MEDIA

OTHER

STRATEGIC PRIORITIES

VISION

STRATEGIC GOALS

OBJECTIVES

INITIATIVES

TASKS

The Strategic Plan is based on 5 Strategic Goals with related Objectives. Each objective is broken into specific initiatives and each initiative into tasks which also detail where possible the time frame, responsibility, resources and outcome measures.

The structure of the Strategic Plan is based on a hierarchy of:
We will be guided by the following strategic goals. These priorities have been selected as they are deemed to have the most significant impact on making the vision a reality.

Strategic Goal #1: Advocacy – advocate with all levels of government and other interested parties to ensure a pro-business environment including influencing business friendly public policy, reducing barriers for businesses, and increasing support for the local economy.

Strategic Goal #2: Service Delivery – grow influence and membership through engaging business owners/entrepreneurs, understanding their needs, connecting businesses to each other and the community and providing exceptional services and value.

Strategic Goal #3: Sustainable Organization - achieve operational excellence and organization sustainability through ensuring, financial stability, a diverse and professional workforce, effective internal processes/systems and optimal infrastructure.

Strategic Goal #4: Governance – model progressive leadership and strong governance through maintaining a strategic focus, working cooperatively within the community, and ensuring the Board of Directors is effective, diverse, collaborative, and transparent.

Strategic Goal #5: Tourism - Support a strong vibrant tourism sector through the provision of tourism infrastructure and services.

STRATEGIC GOALS + OBJECTIVES

impact

ADVOCACY

- Business Support
- Economic Development
- Profile/Influence
- Voice of Business

influence

SERVICE DELIVERY

- Membership
- Engagement
- Programs and Services

perform

SUSTAINABLE ORGANIZATION

- Financial Stability
- Workforce
- Infrastructure
- Internal Processes/ Systems

lead

GOVERNANCE

- Board
- Community/ Leadership

promote

TOURISM

- Leadership
- Infrastructure

OPERATIONAL PLAN Objectives + Initiatives

impact

Strategic Goal 1: Advocacy – advocate with all levels of government and other interested parties to ensure a pro-business environment including influencing business friendly public policy, reducing barriers for businesses, and increasing support for the local economy.

ADVOCACY

- Business Support
- Economic Development
- Profile/Influence
- Voice of Business

Objective 1.1: Business Support – Understand local business and community needs and advocate for the required support and implementation of business-friendly public policy.

Initiatives

- 1.1: 1** Develop and implement a targeted advocacy program including action steps for priority policy issues.
- 1.1: 2** Monitor and advocate for businesses to receive supports to successfully recover from the Pandemic.

Objective 1.2: Economic Development – Advocate for and participate in initiatives that increase support for the local economy.

Initiatives

- 1.2: 1** Continue to advocate for and promote the MRDT.
- 1.1: 2** Participate in community initiatives consistent with the Vision and Mission

OPERATIONAL PLAN Objectives + Initiatives

impact

ADVOCACY

- Business Support
- Economic Development
- Profile/Influence
- Voice of Business

Objective 1.3: Profile/Influence – increase the Chamber’s profile and influence to ensure successful advocating and lobbying efforts.

Initiatives

- 1.3: 1** Increase interaction and engagement with municipal, regional, First Nation, provincial, and federal governments.
- 1.3: 2** Collaborate with other organizations and chambers on mutually relevant issues.

Objective 1.4: Voice of Business – Provide input and a business perspective on activities and initiatives that eliminate barriers and enhance the opportunities for business success.

Initiatives

- 1.4: 1** Support initiatives to create a healthy community including addressing social issues that impact businesses e.g., poverty, affordable housing.
- 1.4: 2** Develop and communicate positions on public policy that impact business.

OPERATIONAL PLAN Objectives + Initiatives

influence

Strategic Goal 2: Service Delivery – grow influence and membership through engaging business owners/entrepreneurs, understanding their needs, connecting businesses to each other and the community and providing exceptional services and value.

SERVICE DELIVERY

- Membership
- Engagement
- Programs and Services

Objective 2.1: Membership - Expand and strengthen the membership base.

Initiatives

2.1:1 Board decision on the role of membership in the Strategic

Plan and future direction regarding a focus on membership.

2.1:2 Increase understanding and appreciation of the Chamber within the community.

2.1:3 Deliver a membership program that demonstrates value and meets the needs and expectations of the business community.

Objective 2.2: Engagement – Provide opportunities for positive engagement with businesses.

Initiatives

2.2: 1 Re-establish and explore additional networking opportunities.

2.2: 2 Develop opportunities for businesses to engage on specific topics relevant to them and the community e.g., public policy, local initiatives.

2.2:3 Expand awareness of the work of the Chamber and utilize a variety of communication channels to increase engagement.

OPERATIONAL PLAN Objectives + Initiatives

influence

SERVICE DELIVERY

- Membership
- Engagement
- Programs and Services

Objective 2.3: Programs and Services – deliver programs and services that meet the needs of the business community and further builds on the relevancy of the Chamber to support businesses and the local economy.

Initiatives

- 2.3: 1** Ensure current services and programs contribute to the achievement of the vision/mission.
- 2.3: 2** Continue to develop and deliver programs (education events, workshops, speakers' series, etc.) that support businesses and meets their needs. (e.g., dealing with incivility, staff shortages, business continuity, inclusion, etc.)
- 2.3.3** Investigate and develop innovative programs/services to attract specific demographics e.g., new/young entrepreneurs.
- 2.3.4** Continue and expand opportunities to celebrate and recognize businesses/success stories.

OPERATIONAL PLAN Objectives + Initiatives

perform

SUSTAINABLE ORGANIZATION

- Financial Stability
- Workforce
- Infrastructure
- Internal Processes/Systems

Strategic Goal #3: Sustainable Organization – - achieve operational excellence and organization sustainability through ensuring, financial stability, a diverse and professional workforce, effective internal processes/systems and optimal infrastructure.

Objective 3.1: Financial Stability – ensure sustainable financial resources.

Initiatives

3.1:1 Ensure appropriate return on investments in programs/ services/contracts.

3.1:2 Explore opportunities for revenue generation including growing membership

Objective 3.3: Infrastructure – Provide appropriate infrastructure to ensure sustainable delivery of high-quality programs and services

Initiatives

3.3:1 Ensure up to date effective technology including access.

3.3:2 Ensure on-going preventative maintenance program for all assets including buildings, equipment, etc

3.3:3 Address infrastructure needs at McLean Mill.

3.3:4 Ensure appropriate use of Chamber property and assets

OPERATIONAL PLAN Objectives + Initiatives

perform

SUSTAINABLE ORGANIZATION

- Financial Stability
- Workforce
- Infrastructure
- Internal Processes/Systems

Objective 3.4: Internal Processes/Systems – Ensure effective and efficient processes and systems.

Initiatives

- 3.4:1** Review and update internal processes and policies.
- 3.4:2** Develop business continuity plan for the organization. (severe weather events, civil unrest, pandemic, etc.)
- 3.4:3** Develop realistic operational plans with clear outcome measures.

OPERATIONAL PLAN Objectives + Initiatives

lead

Strategic Goal #4: Governance – model progressive leadership and strong governance through maintaining a strategic focus, working cooperatively within the community, and ensuring the Board of Directors is effective, diverse, collaborative, and transparent.

GOVERNANCE

- Board
- Community/Leadership

Objective 4.1: Board – ensure a strong committed Board focused on providing effective governance and leadership to the organization.

Initiatives

- 4.1:1** Ensure an effective Board that is diverse and representational (skill sets, sectors, etc.)
- 4.1:2** Develop succession plan for Board executive positions.
- 4.1:3** Utilize effective committees to support the implementation of the Chamber's goals.

OPERATIONAL PLAN Objectives + Initiatives

lead

GOVERNANCE

- Board
- Community/Leadership

Objective 4.2: Community Leadership – Demonstrate leadership in advancing the Vision and Mission of the Chamber through mutually beneficial partnerships and participating in activities and issues of importance to the economic health of the community.

Initiatives

- 4.2:1** Strengthen existing partnerships and identify and develop new partnerships.
- 4.2:2** Seek out and participate in organizations (external to the community) that can be of influence in achieving the vision and mission.
- 4.2:3** Demonstrate community leadership in advancing Reconciliation and recommendations of the Truth and Reconciliation Commission.
- 4.2:4** Demonstrate community leadership in advancing a healthy community including supporting initiatives related to addressing social issues.

OPERATIONAL PLAN Objectives + Initiatives

promote

Strategic Goal #5: Tourism - Support a strong vibrant tourism sector through the provision of tourism infrastructure and services.

TOURISM

- Leadership
- Infrastructure

Objective 5.1: Leadership – Take a lead in coordinating and partnering with the Tourism sector.

Initiatives

- 5.1:1** Confirm the Chamber's position to be the lead in the Tourism sector.
- 5.1:2** Create opportunities for the Tourism sector to collaborate and coordinate activities.
- 4.1:3** Utilize effective committees to support the implementation of the Chamber's goals.

Objective 5.2: Tourism Infrastructure – Provide specific infrastructure to support the delivery of Tourism-related support and programs.

Initiatives

- 5.2:1** Clarify the Chamber's role in delivery of Tourism infrastructure. (Specifically, McLean Mill)
- 5.2:2** Continue to operate the Visitor's Centre.



THANK YOU