



Whitby
Chamber
of Commerce

WHITBY CHAMBER OF COMMERCE 2022-24 STRATEGIC PLAN

OCTOBER 2021

INSPIRED

BOLD

COLLABORATIVE

STEWARDS

MISSION, VISION & VALUES

Our Mission

To empower, connect and advocate on behalf of our diverse and vibrant business community in the Durham Region.

Our Vision

The Whitby Chamber of Commerce (WCC) will be the chamber of choice.

Our Values

Inspired:

We will act with confidence and inspire inclusive leadership.

Bold:

We will actively seek new approaches, leading from a position of strength and taking risks to achieve bolder outcomes; we will embrace and champion progressive change.

Collaborative:

We recognize the power of working together is far greater than that of any individual working alone and embrace opportunities to engage diverse voices and lived-experiences.

Stewards:

We honour our commitments and behave as ethical and responsible stewards of all resources entrusted to us.

INSPIRED

BOLD

COLLABORATIVE

STEWARDS

2022-2024 Whitby Chamber of Commerce: Strategic & Operations Plan

<p style="writing-mode: vertical-rl; transform: rotate(180deg);">ASPIRATIONS</p>	<p>Deliver the best Chamber Member Experience in the GTA 2022</p>	<p>2023</p>	<p>2024</p>
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">STRATEGIC PILLAR</p>	<ul style="list-style-type: none"> • Cultivate chamber member life-cycle • Deliver a premium and memorable experience at all Chamber events • Develop a culture where innovation, creativity and safe-to-fail experiments are encouraged among Chamber staff 		
<p>Metrics (e.g.)</p>	<ul style="list-style-type: none"> - Youth membership engagement - Achieve a net promotor score of 80% or greater on all virtual and in-person events - New and unique ideas will be proposed and vetted using test and learn methodologies 		
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">OPERATIONAL PRIORITIES</p>	<ul style="list-style-type: none"> • Ensure programming is inclusive and reflects the diversity of our business community • Create net promotor score measurement cadence and launch to measure events • Encourage and celebrate new programming ideas to drive member experience (committees, board, WCC team etc.) • Leverage communication to ensure member experience is demonstrated 	<ul style="list-style-type: none"> • All committees & board have diverse members participating • Innovate in terms of advocacy and collaboration (DBA) by hiring a new staff dedicated to advocacy, collaboration and innovation • Review the member life-cycle and update/identify opportunities • Continue leveraging the promoter score to measure event satisfaction • Create new ways of collecting member recommendations for marketing 	<ul style="list-style-type: none"> • Maintain revised line-up of programming • Sign annual sponsors for all programming including an increase in price • Exceed participation/engagement metrics from 2023

2022-2024 Whitby Chamber of Commerce: Strategic & Operations Plan

<p style="writing-mode: vertical-rl; transform: rotate(180deg);">ASPIRATIONS</p>	<p>Be a Champion for the Business Community 2022</p>	<p>2023</p>	<p>2024</p>	
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">STRATEGIC PILLARS</p>	<ul style="list-style-type: none"> • Deliver high value programming by leveraging inter-chamber collaboration • Be the most highly regarded resource • Advocate for all members on local, provincial and federal issues 		<p>Metrics (e.g.)</p>	<ul style="list-style-type: none"> - Initiatives leverage the resources of multiple chambers - Business community feels their voice is being heard and needs clearly communicated - Feedback from members indicates information provided by Chamber is relevant, timely and useful
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">OPERATIONAL PRIORITIES</p>	<ul style="list-style-type: none"> • Champion our business membership & community diversity (maintain DEI Resource Centre & Community Calendar) • Create & launch the Durham Business Alliance and related opportunities (web, joint advocacy) • Execute a combined membership directory • Continue to host Regional Chair luncheon (4 chambers) • Host Municipal and Provincial election forums • Collect testimonials regarding our advocacy efforts and leverage on our Advocacy web page 	<ul style="list-style-type: none"> • DBA if successful, consider trademarking and adding any chamber that hasn't joined • Collect testimonials from members that appreciate the collaboration • Host collaborative DBA task force events • Continue to host Regional Chair luncheon (add chambers) • Add additional collaborative events • Continue to maintain our Advocacy efforts and dedicated webpage launched in 2021 • Find / encourage diverse candidates to join the Advocacy Committee • Advocacy Committee/related efforts is supported by a new staff member dedicated to this type of work • Ensure resolutions are submitted to the Canadian and Ontario Chamber AGMs 	<ul style="list-style-type: none"> • Team member supporting Advocacy and Championship related efforts is well positioned • DBA has now extended to all chamber/boards of trade are supporting on their websites, participating in workshops, events etc. • Create task forces that focus not just on championing the community needs but finds a way to engage sponsors (revenue generating) 	

2022-2024 Whitby Chamber of Commerce: Strategic & Operations Plan

<p style="writing-mode: vertical-rl; transform: rotate(180deg);">ASPIRATIONS</p>	<p>Business Community, Partners and Staff view WCC as model for Superior Organizational Performance 2022</p>	<p>2023</p>	<p>2024</p>
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">STRATEGIC PILLARS</p>	<ul style="list-style-type: none"> • Exploit high opportunity revenue streams • Demonstrate effective team leadership and workforce planning • Effective financial management • Innovative internal processes 		<p>Metrics (e.g.)</p> <ul style="list-style-type: none"> - Employee roles will grow in size and scope - Evidence of workforce plan - Financial profit in year 2 and 3 - No single source of revenue representing 50%, 45% and 40% in year 1,2,3 respectively
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">OPERATIONAL PRIORITIES</p>	<ul style="list-style-type: none"> • Discover, develop & pilot additional/new revenue streams (i.e. TAP, Accelerated Connection Package) • DEI Committee continues to meet monthly and provide a lense to key strategic and operational imperatives • Create strategic networking events(breakfast or lunch) • Consider other non-dues revenue (reference Capstone project executed by chamber 6-7 years ago) • Maintain required operational policies and process to become reaccredited • Develop workforce planning strategy • Create Accelerated Connections program 	<ul style="list-style-type: none"> • Discover, develop & pilot additional/new revenue streams (i.e. Member Spotlight; How to Host a virtual or in person event; Milestone event support package) • Maintain/update operational policies and processes as required • Achieve financial profit as in 2019 as a result of combined membership growth and new revenue streams 	<ul style="list-style-type: none"> • Policy support & standards – create a hub of resources of the business community (paid for service) • Smart Commute program • Maintain/update operational policies and processes as required • Maintain financial profit • Begin work to become reaccredited in 2025

because

YOUR

SUCCESS IS

EVERYTHING