



**CLEARWATER & DISTRICT CHAMBER OF COMMERCE**

**STRATEGIC PLAN - 2023-2026**

# Our Mandate

- ▶ Our mandate is to advance the industrial, commercial and local interests of the Central North Thompson area and to support the interests of the citizens on local, provincial and federal issues.
  - The Clearwater & District Chamber of Commerce acts as a business information centre, provides benefits to our members, and advocates for small businesses to all levels of government.
  - The Clearwater and District Chamber of Commerce seeks to maintain and enhance a strong socially responsible business climate based on the principles of free enterprise, fair profit and job creation for businesses of all sizes. We value the region's historical character, its culture and diversity, while embracing economic prosperity and innovation as key components to the quality of life enjoyed by all.
  - A valuable benefit of being a member of the Clearwater and District Chamber of Commerce is the opportunity to meet and network with other business people in the community, and gain greater local exposure for each other's business.

# Vision

## Where are we going?

To be the leading organization supporting business in Clearwater and area by...

- ▶ Supporting the business community by providing resources, training and learning opportunities
- ▶ Creating networking and collaborative opportunities for people of all ages
- ▶ Utilizing technology and social media to benefit our members and community
- ▶ Working together as Chamber members to understand how businesses see the community growing
- ▶ Providing a prominent voice for the business community

# Mission Statement

## What we do....

***To Promote economic stability and viability for Clearwater and area business community, while working in collaboration with other stakeholders to build our community through fostering cultural, social and economic well being, while keeping the environment at the forefront.***

# Values

**The Chamber will embrace the following values:**

- 1) Supportive of our business community
- 2) Resourceful and dependable
- 3) Inclusive
- 4) Proactive
- 5) Innovative
- 6) Creative

# STRATEGIC FOCUS AREAS

1. Membership – Return of Investment
2. Partnerships
3. Connectivity (broadband and cell)
4. Communication
5. Advocacy

<b>GOAL #1: Membership</b> <ul style="list-style-type: none"> <li>• To establish membership benefits and levels that best fit each member’s particular need with a strong focus on member services and benefits and a return on investment for both the Chamber and its members</li> </ul>		
<b>Actions</b>	<b>Measurables/Benchmark</b>	<b>Target Date / Who is Responsible</b>
<b>Objective 1: To foster strong leadership within the Chamber and to create continuity within Board</b>		
<ul style="list-style-type: none"> <li>- Create Board of Directors job descriptions                             <ul style="list-style-type: none"> <li>○ President, Vice-President, Treasurer and Secretary</li> <li>○ Directors</li> </ul> </li> <li>- Establish committees in order to share workload – examples are:                             <ul style="list-style-type: none"> <li>○ Membership Committee</li> <li>○ Election Committee</li> <li>○ Event Planning</li> </ul> </li> <li>- Provide training opportunities for Board members – examples are:                             <ul style="list-style-type: none"> <li>○ Board Governance</li> <li>○ Leadership skills</li> </ul> </li> </ul>	<p>Job descriptions are complete and adopted</p> <p>Committees are established if needed</p> <p>Growth for Board members</p>	<p>March 2023 / Vice-President</p> <p>As required / President</p> <p>Board of Directors</p>

<ul style="list-style-type: none"> <li>○ Use of emerging technology ie: Zoom, Facebook, Teams</li> </ul>		
<b>Objective 2: To establish a Membership Steering Committee for the purposes of recruitment and retention of membership</b>		
<ul style="list-style-type: none"> <li>- Form a Steering Committee specific to Membership as per Article 9 of Chamber Bylaws</li> <li>- Establish a process in identifying new and existing businesses with the purpose of recruiting them to become a member of the Chamber</li> <li>- Visit new businesses and welcome them on board, provide documents on becoming a member</li> <li>-</li> </ul>	<p>A committee is established</p> <p>Guidelines are established</p> <p>develop a business attraction package</p>	<p>March 2023 / Board of Directors</p>
<b>Objective 3: Return on Investment for members by offering information and educational opportunities</b>		
<ul style="list-style-type: none"> <li>- Survey membership for input as to what they would like to see in the way of education</li> <li>- Provide learning opportunities that support business growth. <ul style="list-style-type: none"> <li>○ webinars</li> <li>○ online resources</li> <li>○ consider the needs of a diverse demographic ie young professionals, women, Indigenous &amp; new arrival entrepreneurs</li> </ul> </li> <li>- Survey Members to identify what is needed to support businesses through recovery from COVID 19 and “Business after Transmountain” <ul style="list-style-type: none"> <li>○ Research and develop a resource list of business supports</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>- Established calendar of events (living document) that is published on a monthly basis</li> <li>- Attendance at learning events</li> <li>- Number of complimentary members who become paying, active members</li> <li>- # of members accessing the listed business supports</li> </ul> <p>Survey is developed and analyzed</p>	<p>Board of Directors</p>

<ul style="list-style-type: none"> <li>- Marketing campaign to promote the value of Chamber Membership <ul style="list-style-type: none"> <li>o To enhance awareness among diverse groups</li> <li>o To remind current Members of all that we offer</li> </ul> </li> <li>- Offer Member discussion forums to share opportunities and obstacles while brainstorming solutions with like-minded business people.</li> <li>- Ensure that all businesses are aware of annual Job &amp; Career Fair</li> </ul>	<ul style="list-style-type: none"> <li>- Member satisfaction survey</li> <li>- Increase in members engaging in information</li>   <li>- Zoom sessions setup on an established time schedule</li> </ul>	<p>Board of Directors</p>
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<b>GOAL #2: Partnerships</b>		
<ul style="list-style-type: none"> <li>To foster two-way communications with key stakeholders within the community and area.</li> </ul>		
<b>Actions</b>	<b>Measurables/Benchmark</b>	<b>Target Date / Who responsible</b>
<b>Objective 1:</b> To establish partnerships with key stakeholders within the Clearwater & District Chamber service area		
<ul style="list-style-type: none"> <li>- Identify key stakeholders and contacts within each group / organization that the Chamber can partner with to enhance the business environment</li> <li>- Work to build a relationship and an understanding of how to work together <ul style="list-style-type: none"> <li>o District of Clearwater</li> <li>o Thompson Nicola Regional District</li> <li>o Simpcw First Nation</li> <li>o School District No. 73</li> <li>o Yellowhead Community Services</li> </ul> </li> <li>- Identify and communicate ways that the municipality can support business and economic growth whether through policy, taxation or efficiency measures</li> <li>- Establish quarterly leadership roundtable to work together to encourage growth and development of the community <ul style="list-style-type: none"> <li>o District of Clearwater EDO</li> <li>o TNRD Services Coordinator</li> <li>o WorkBC Manager</li> <li>o Yellowhead Community Services</li> <li>o Chamber Board</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>District of Clearwater</li> <li>TNRD</li> <li>Simpcw</li> <li>BC Chamber / other Chambers</li> <li>Tourism Wells Gray</li> <li>Rotary</li> <li>- Number of aligned partner events</li> <li>Develop and post communication survey – review and implement input from membership</li> <li>Quarterly meetings are set</li> </ul>	<ul style="list-style-type: none"> <li>Board of Directors / Office</li> </ul>



Objective 2: To promote and support local business through business awareness and shop local campaigns		
<ul style="list-style-type: none"> <li>- Network with business               <ul style="list-style-type: none"> <li>○ Small Business Week – Pub Night</li> <li>○ Quarterly social evenings</li> <li>○ Recognize community businesses annually at the “OF the Year Gala”</li> </ul> </li> </ul>	established dates and advertise	October 2023 Quarterly October 2023
<ul style="list-style-type: none"> <li>- Shop Local Campaign – partner with business community               <ul style="list-style-type: none"> <li>○ Promote year round Shop Local reminders</li> <li>○ Work with local retail businesses to market shop local initiatives</li> <li>○ Work with BC Chamber to role out Shop Local Initiatives</li> </ul> </li> </ul>	Year-round promotions Seasonal specials – Christmas	Winter 2023
<ul style="list-style-type: none"> <li>- To engage with Tourism Wells Gray to understand the gaps in tourism opportunities outside of Wells Gray Park</li> </ul>	Meet with Tourism Wells Gray on an annual basis	

<b>GOAL #3: Connectivity (broadband and cell)</b>		
<ul style="list-style-type: none"> <li>To foster business stability, and opportunity, growth and inclusivity</li> </ul>		
<b>Actions</b>	<b>Measurables/Benchmark</b>	<b>Target Date / Who responsible</b>
<b>Objective 1: To gain an understanding of the challenges and barriers to the coverage and speed of broadband</b>		
<ul style="list-style-type: none"> <li>Meet with Telus and Mascon               <ul style="list-style-type: none"> <li>Understand current capacity</li> <li>Determine needs</li> <li>Advocate for plan upgrades</li> </ul> </li> <li>Support the TNRD and District of Clearwater advocacy where appropriate, as an additional voice for business for high speed               <ul style="list-style-type: none"> <li>minimum 50mb – 120mb</li> <li>Fibre in core areas of the community</li> </ul> </li> </ul>	Meeting with Telus and Mascon	Board of Directors
<b>Objective 2: To advocate for expanded and adequate Cell coverage throughout the community and area</b>		
<ul style="list-style-type: none"> <li>Lobby Telus for cell service gaps to be filled or boost coverage</li> <li>Lobby for adequate coverage in outlying areas for reasons of emergency management and safety</li> <li>Contact other service providers to garner interest in the NT</li> </ul>	Telus/Mascon attend meeting with Chamber	Board of Directors

<b>GOAL #4: Communication</b>		
<ul style="list-style-type: none"> <li>To foster clear, resourceful, concise and timely communication to the membership and stakeholders</li> </ul>		
<b>Actions</b>	<b>Measurables/Benchmark</b>	<b>Target Date / Who responsible</b>
<b>Objective 1: To develop an informative, functioning, interactive website</b>		
<ul style="list-style-type: none"> <li>- Completion of our website <a href="https://clearwaterbcchamber.com/">https://clearwaterbcchamber.com/</a> <ul style="list-style-type: none"> <li>o Contract out to complete</li> <li>o Include links to relevant community organizations</li> </ul> </li> <li>- Host a Chamber calendar of events on the website <ul style="list-style-type: none"> <li>o Expand calendar of events for the Chamber membership</li> <li>o Expand Chamber calendar awareness and encourage groups and organizations to access the calendar</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>- Website is fully functioning and business directory lists are complete</li> <li>- Well used central calendar of events for the chamber applicable organizations</li> </ul>	<ul style="list-style-type: none"> <li>Board of Directors</li> <li>Administrative Assistant</li> </ul>
<b>Objective 2: To define the communication methods the Board deems important, focussing on enhancing business knowledge</b>		
<ul style="list-style-type: none"> <li>- Establish interactive information driven Website</li> <li>- E-Newsletter via Mailchimp (bi-weekly)</li> <li>- Approach District of Clearwater for a spot in their bi-monthly newsletter</li> <li>- Newspaper articles (monthly) <ul style="list-style-type: none"> <li>o Board members providing content</li> <li>o Survey members for topic suggestions</li> </ul> </li> <li>- Social media - Facebook <ul style="list-style-type: none"> <li>o Board Members – FB group</li> <li>o Membership forum – page</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>- Analytics from website</li> <li>- E-Newsletter sent out to membership on time</li> <li>Connect with EDO to see if this is possible?</li> <li>- # Of Board members engaged</li> <li>-</li> </ul>	<ul style="list-style-type: none"> <li>- Board input <ul style="list-style-type: none"> <li>o Admin Assist – MailChimp</li> </ul> </li> <li>- Board members submit articles</li> <li>Admin Assistant</li> </ul>

<b>Objective 3:</b> To understand and provide accurate and timely information to the Membership on the Benefits of being a Chamber member		
<ul style="list-style-type: none"> <li>- Board of Directors educated on BC Chamber benefits <ul style="list-style-type: none"> <li>o Educate membership on Group Benefit Plan and other membership benefits</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>- Workshop with BC Chamber on general benefits</li> <li>- Workshop with representative of Group Benefit Plan</li> </ul>	<p>BC Chamber – March 2023</p> <p>February 28 2023</p>
<b>Objective 4:</b> To continually check-in with our members		
<ul style="list-style-type: none"> <li>- Survey membership and review with the Board the potential benefits of the Member-to-Member Plan outlined on the Membership Application Form</li> <li>- Establish a process in which to have ongoing communications with members ie: web portal, email, phone call, etc.</li> <li>- Assign Board members to write bi-weekly or monthly article for the Clearwater Times with regard to Chamber happenings and other relevant topics.</li> </ul>	<ul style="list-style-type: none"> <li>- Complete survey and analysis of the results</li> <li>- Members elect to engage in a member-to-member program</li> <li>- quarterly health check with businesses</li> </ul>	<p>Oct 2023</p> <p>Fall 2023 / Administrative Assistant - Quarterly</p>
<b>Objective 5:</b> To continually grow our membership		
<ul style="list-style-type: none"> <li>- To connect with new business</li> </ul>	<ul style="list-style-type: none"> <li>- Outreach send out a “<b>Congratulations</b>” to new business to the community accompanied with a Chamber membership application</li> </ul>	<p>Ongoing</p>

<b>GOAL #5: Advocacy</b> <ul style="list-style-type: none"> <li>To foster working relationships with the BC Chamber, regional chambers, and governments ie: Municipal, Regional District, First Nation, Provincial and Federal</li> <li>To foster growth and opportunities within the development community</li> </ul>		
<b>Actions</b>	<b>Measurables/Benchmark</b>	<b>Target Date / Who responsible</b>
<b>Objective 1:</b> To lobby the appropriate levels of government to ensure there is an adequate housing supply for labour force and new residents.		
<ul style="list-style-type: none"> <li>Advocate for development of affordable housing</li> <li>Advocate for housing spaces for health and education workers</li> <li>Understand the effects of short-term rentals on the housing needs</li> <li>Advocate for market housing <ul style="list-style-type: none"> <li>Single and multi-Family dwellings</li> </ul> </li> </ul>	Yellowhead Community Services District of Clearwater Real-estate businesses	Board of Directors
<b>Objective 2:</b> To lobby for efficiencies with local government, other government agencies with regards to processing applications land development – ie: zoning and subdivisions		
<ul style="list-style-type: none"> <li>Meet with Developers to understand the current barriers to development</li> <li>Meet with municipal and regional district to understand and advocate for efficiencies in development application processes</li> <li>Meet with representatives of MOTI to understand challenges to highway access for developments</li> </ul>	Challenges are documented and lobbying is in place	Board of Directors

<b>Objective 3: To advocate for the attraction and development of a skilled workforce</b>		
<ul style="list-style-type: none"> <li>- Work with WorkBC to understand labour pool - skills and gaps to a skilled workforce</li> <li>- Advocate post secondary to bring education opportunities for skilled trades to Clearwater</li> <li>- Partner in hosting Job / Career Fair <ul style="list-style-type: none"> <li>o District of Clearwater – WorkBC and Clearwater Secondary School</li> </ul> </li> </ul>	<p>TRU offers skilled trades based in Clearwater – Carpentry Level 1 (Feb 2024)</p> <p>April 5<sup>th</sup> 2023 Job / Career Fair</p>	Board of Directors
<b>Objective 4: To advocate for business to reduce barriers for workers to obtain gainful employment</b>		
<ul style="list-style-type: none"> <li>- Advocate for reliable transportation for workers</li> <li>- Advocate for affordable and adequate housing to ensure attraction of a skilled workforce</li> <li>- Understand immigration programs for migrant workers</li> <li>- Promotion of foreign worker programs and how to navigate the system</li> </ul>	<p>Ministry of Jobs, Economic Development and Innovation</p>	Board of Directors
<b>Objective 5: To promote Entrepreneurial opportunities for small businesses</b>		
<ul style="list-style-type: none"> <li>- Advocate for programs to enhance small business</li> <li>- Work with Economic Trust of the Southern Interior, Ministry of Jobs, Economic Development and Innovation, Community Futures and WorkBC</li> </ul>	<p># of new business start ups</p> <p>Communication links to business in Clearwater are established</p>	Board of Directors

## 2023 CLEARWATER AND DISTRICT CHAMBER OF COMMERCE BOARD OF DIRECTORS

### **Executive Committee**

*Peter Bradstock, President*

*Leslie Groulx, Vice-President*

*Angela Reiter, Treasurer*

*(vacant), Secretary*

### **Board of Directors**

*Doug Borrow*

*Darren Dunbar*

*Rhonda England*

*Barb Purwell*

*Craig Reiter*

*Lorne Selbee*

*Cheryl Thomas*

*Roger Toews*

*Shelley Sim, District of Clearwater rep (ex-officio)*

*Deana Pidcock, Administrative Assistant (ex-officio)*

### **Thank you –**

*The Clearwater and District Chamber of Commerce would like to thank the members of the Chamber, the Board of Directors, who contributed to this effort.*

