



## **Strategic Plan 2016 - 2020**

### **Executive Summary**

- **The Salt Spring Island Chamber of Commerce, (the Chamber), is a community organization mandated by its members to serve and support the well-being of business and thus the community on Salt Spring Island (SSI).**
- **We support discussions on ideas and proposals for the benefit of businesses and for our island as a whole.**
- **The Chamber promotes island self-sufficiency and resilience. In doing so, we support the well-being of business, the resident community and island visitors.**
- **The Chamber operates on a model of transparency and accountability to its members and the larger community.**
- **The Chamber Board of Directors strives to direct its efforts toward initiatives that fit within the Objectives and mandate of the organization.**
- **Our primary accountability is to our members and the broader community which ensures we engage in actions that support the Chamber Objectives.**

### **Objectives:**

1. Advocate for the development of sustainable business and social community practices.
2. Support the development of a cross section of informed views and effectively present these to all levels of governance and other relevant Stakeholders.
3. Nurture an effective membership organization that provides value, opportunity and purpose for its members.
4. Support a diverse and competitive economy that provides opportunity for those who invest, work and live on SSI.
5. Serve as an advocate for businesses, appropriate growth and the well-being of trade and commerce on SSI.
6. Encourage investment opportunities, economic strength and development.
7. Support tourism directly and indirectly

**Strategies:**

**Business:**

The Chamber envisions continuing to focus on:

- Expanding our membership base through recruitment and retention strategies.
- Communication within and beyond the business community.
- Facilitating educational events.
- Supporting entrepreneurs.
- Maintaining regular member events.

**Tourism :**

The Chamber envisions focusing on:

- A long-term strategy balancing environment, community and visitor needs.
- Gulf Island initiatives promoting multi-island experience and business opportunities.
- Enhance the Visitor Center experience.
- A four season, year-round visitor strategy.

**Community Advocacy:**

The Chamber envisions focusing on:

- Facilitating and supporting conversations and ‘problem solving’ in the community.
- Advancing SSI interests locally, with government bodies, and in others ways as needed.
- Working with other not-for-profit groups for the benefit of SSI.
- Supporting innovative ideas and solutions to SSI’s existing challenges.

**Conclusion:**

The Chamber operates in a dynamic and changing environment, requiring the ability and capacity to respond to emerging member concerns and community issues. This necessitates a Strategic Plan that is based on high-level principles with clear Objectives delivered through a transparent decision-making model.