



# Strategic Plan

## 2023-25

### Introduction

The Whistler Chamber of Commerce (“the Chamber”) has updated its strategic plan to more clearly identify its unique value proposition to its members, better reflecting the current post-Covid and Whistler resort contexts. The strategic plan update involved a survey with board, staff and Chamber business members, a review of the Whistler Scenarios (a community engagement initiative led by the Resort Municipality of Whistler to identify four potential future scenarios), and a scan of seven other Chambers of Commerce in BC to understand their strategic plan focus areas.

A progress and strategic review was conducted in 2024.



### Current context

The Whistler Chamber had approximately 700 members in 2023, growing slightly in 2024. There is a mix of long-standing members (10+ years) and newer ones across different sectors ranging from accommodation and food service to business and professional services, and construction. Members indicated they joined the Chamber for a number of reasons, the top ones being business communications (e.g., news and updates) and opportunities to connect with other businesses (e.g., through events), followed closely by the Whistler Experience, discounts / savings and Chamber advocacy initiatives. Members indicated strong satisfaction with their Chamber membership.

As identified in many B.C. communities, members indicated that the biggest challenge facing businesses is the lack of affordable housing, including for seasonal staff. An increasing challenge is the cost of doing business, along with ease of doing business and labour. The lack of affordable housing was cited as a main reason for the challenges in finding labour. The lack of regional transit also remains a challenge for getting employees to work, guests to businesses and residents to services.

A scan of other business organizations in B.C. showed that the training programs previously delivered by the Chamber are being offered – potentially more cost-effectively and/or with government funding – by other organizations (e.g., GoToHR and Small Business B.C.), which raised the need for the Chamber to clearly identify where it can provide the best value in offering training to its members.

In developing this strategic plan, the Chamber has strengthened its commitment to applying an equity, diversity and inclusion lens throughout events, communication and activities. The Chamber board and staff identified that, while the Chamber team is growing, it remains a smaller team than pre-pandemic. Given a limited budget and staff, the Chamber board recognized the need to clarify the Chamber’s value proposition to its members and focus on delivering the services and products that it is best positioned to deliver. This strategic plan reflects the Chamber’s clear focus on re-building a solid foundation to deliver on its value proposition and key pillars to meet its mission and provide the best value possible to members. Year one focused on program creation, with communication and engagement prioritized in year two.

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**VISION** Thriving businesses in a resilient mountain resort community

**MISSION** To help our members achieve business success

KEY PILLARS	PROVIDE BUSINESS SUPPORTS	ADVOCATE FOR BUSINESS	CREATE CONNECTIONS	STRIVE FOR ORGANIZATIONAL EXCELLENCE
<b>VALUE PROPOSITION</b>	We provide the resources, services and programs to support talent development and successful business operations.	We provide a unified voice for business on issues within our influence that help enable business success.	We make it easy and fun to create strong and meaningful B2B and community relationships within Whistler and beyond.	We are an exemplary organization and strong leader and partner.
<b>STRATEGIES</b>	<ul style="list-style-type: none"> <li>Provide and effectively communicate the best tangible benefits possible to Chamber members.</li> <li>Provide service-based training and professional development offerings that are focused on the Whistler brand identity and enhanced resort experience.</li> <li>Provide a variety of targeted business skills training and tools for businesses and community leaders.</li> <li>Support employers to attract, retain and nurture talent to encourage attachment to Whistler as a long-term career destination.</li> </ul>	<ul style="list-style-type: none"> <li>Leverage resort partner connections and partnerships to champion businesses.</li> <li>Execute and communicate a strategic and targeted advocacy role within local and provincial government on priority issues for business.</li> <li>Utilize our position with the BC and Canadian Chamber Networks to address Whistler business concerns at a provincial and federal level.</li> </ul>	<ul style="list-style-type: none"> <li>Deliver educational and informative activities that also strengthen member connections.</li> <li>Showcase excellence of our member network.</li> <li>Facilitate connections between the business community and Indigenous partners to increase cultural awareness and support Indigenous community goals.</li> <li>Provide regular fun and casual social networking opportunities.</li> </ul>	<ul style="list-style-type: none"> <li>Continuously enhance our systems and processes to communicate with and to serve our members more effectively and efficiently.</li> <li>Provide learning opportunities for the Chamber staff and board team.</li> <li>Build long-term, sustainable financial contributions to ensure delivery of strategies.</li> <li>Continue to focus on governance and oversight that is transparent and collaborative.</li> </ul>
<b>MEASURES OF SUCCESS</b>	<ul style="list-style-type: none"> <li>Number of Chamber members</li> <li>Member retention</li> <li>Member satisfaction with Chamber programs and services</li> <li>Visitor satisfaction</li> <li>Business confidence</li> </ul>	<ul style="list-style-type: none"> <li>Member satisfaction with Chamber advocacy initiatives</li> <li>Percentage (or number) of fully-staffed businesses</li> <li>Resort-wide turnover rate</li> <li>Business sentiment</li> </ul>	<ul style="list-style-type: none"> <li>Member satisfaction with events</li> <li>Member satisfaction with communication</li> <li>Event/ training participation rate</li> </ul>	<ul style="list-style-type: none"> <li>Overall Member satisfaction</li> <li>Board satisfaction</li> </ul>