



Greater Victoria Chamber of Commerce

2010

BUSINESS PLAN

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1. ABOUT THE CHAMBER

1.1. Background

The Greater Victoria Chamber of Commerce was founded in 1863, only two years after the City of Victoria was founded and has played a significant role in the Victoria region ever since. The Greater Victoria Chamber of Commerce holds the charter for Chambers within the Victoria region and has consented to the formation of additional chambers within the region. Chambers of Commerce in the Victoria area include:

- Saanich Peninsula Chamber of Commerce
- Salt Spring Island Chamber of Commerce
- Sooke Harbour Chamber of Commerce
- West Shore Chamber of Commerce
- Esquimalt Chamber of Commerce

The Greater Victoria Chamber of Commerce is one of 131 chambers in the Province of BC. The chambers of commerce in the province vary greatly in size and in the services they offer. The Greater Victoria Chamber is considered one of the larger chambers and has approximately 1,500 members.

The Greater Victoria Chamber of Commerce (GVCC) is governed federally because it is incorporated under the Federal Board of Trade Act. Governance is conducted by an elected board of directors. The Chamber's day-to-day operations are the responsibility of the Chief Executive Officer and the CEO's staff.

2. 2010 Priorities

Municipal Taxation

The Victoria Chamber is concerned about the continued escalation of municipal budgets. The escalation is well in excess of the rate of inflation and the trend must be discontinued. The chamber will develop policies and actively advocate for a reduction in the rate of increase of municipal property taxes

Crime Reduction

The Chamber continues to advocate for increased attention to reducing and preventing crime in our community through:

- more visible policing;
- focused efforts on repeat offenders;
- the amalgamation of our regional police forces;
- improvements in the court system in the capital region; and,
- addressing root causes of crime, such as drug addiction and mental health issues

Regional Infrastructure

In order to ensure the economic vitality of the region a series of infrastructure projects are required on a regional basis. The Chamber will create a list of economically important infrastructure projects and lobby for Regional, Provincial and Federal support of those projects.

Ongoing Advocacy Issues

The Chamber will advocate for approved chamber policies as the public debate and political opportunity is presented. The list of chamber policies is at Appendix 4.

2.1. External Influences:

The Capital Region faces unique challenges. First, the region comprises 13 municipalities and three electoral areas. These 13 communities are economically and socially integrated and should work together in order to develop the economy of the Capital Region. Unfortunately, the segmentation of the Capital Region creates barriers to effective regional development, as each community has its own bureaucracy, issues, and growth strategy.

Second, the Capital Region is geographically separated. Our location on an island presents challenges other communities do not encounter e.g., additional travel expenses.

Finally, as the capital of BC, our workforce is proportionately more affected by the workforce adjustments in the provincial civil service.

2.2. Associations and Agreements Affecting the GVCC

2.2.1. BC Chamber of Commerce

The Chamber maintains a close working relationship with the BC Chamber, which is charged with advocating at the Provincial level. The departure of the majority of urban chambers from this group is troubling.

2.2.2. Canadian Chamber of Commerce

The Chamber is an active member of the Canadian Chamber which is charged with advocating at the federal level. Victoria Chamber is a member of a subgroup of urban chambers addressing urban issues.

2.2.3. BCCE

The BC Chamber Executives organization is designed to provide a professional connection for Chamber managers to discuss common problems and issues. The BCCE membership is optional and the Victoria Chamber has the potential to be a leader in this area. The BCCE has been focused on the smaller members and does a good job of meeting their needs.

2.2.4. CCEC

The Chamber of Commerce Executives of Canada is a professional organization on a national level that provides a connection for chamber managers.

2.2.5. Board of Governors

The Greater Victoria Chamber is fortunate to have a number of distinguished past chairs. These past chairs are all active and influential in the Victoria Business Community and their council and support is critical.

2.2.6. Tourism Victoria

Tourism remains a strong organization with stable funding through the hotel tax and a committed board of directors.

2.2.7. Victoria – Esquimalt Hbr Society

The chamber has an appointment on this board.

2.2.8. Victoria Airport Authority

The chamber nominates a board member for the Airport Authority. The board member is compensated for their work on this board.

2.2.9. Greater Victoria Harbour Society

The Chamber appoints a member to the Harbour Society board. The board member is compensated for their work on this board.

2.2.10. Other Affiliations

The Chamber is a member of other groups that are formed on a project basis and these include:

- Property Tax Working Group – BC Chamber
- Conference Centre Working Group – City of Victoria
- Coalition to end Homelessness - Regional

3. Operating Principles

As GVCC strives towards achieving its long-term goals, the day-to-day operations and decision-making processes are guided by a commitment to a number of operational principles:

3.1. Providing Excellent Customer Service

GVCC is committed to meeting the needs of its customers in a professional and efficient manner at all times. The Customers of the Chamber are its members, partner organizations, and board of directors. The GVCC will strive to provide excellent service to all who contact the GVCC.

3.2. Representing Member's Interests Publicly

The GVCC is expected to comment publicly on matters affecting the business community. The GVCC will support the principles of free enterprise, and decreased taxation. The Chamber will generally discourage government or regulatory intervention that would interfere with the natural market forces. The GVCC will regularly poll the membership and maintain close informal ties with members to ensure the Chamber remains representative of its members.

3.3. Professional Service Delivery

The GVCC provides a wide variety of services to our members including:

- Advertising Opportunities
- Networking Events
- Business Development Events
- Referral Service
- Discount Programs
- Insurance Programs
- Educational Opportunities

The services above will be delivered in a professional manner having respect for the time constraints on our busy membership.

3.4. Sound organizational and fiscal management

The GVCC is committed to providing services to members within the constraints of sound organizational and fiscal management. This includes ensuring that adequate staff and financial resources are available, not only to meet current and immediate future needs, but also that sufficient financial reserves are set aside to meet long-term needs that may involve significant expenditures such as expanding programs.

3.5. Progressive organizational development

The GVCC is committed to making the best use of our expert staff by maintaining a positive team oriented work environment. The corporate culture should be responsive to changes in society and encourage creative and innovative thinking while providing a stable and secure work environment. Ongoing professional development is a key component of this commitment.

3.6. Integral role in the community

The GVCC is a community leader acting as the Voice of Business and second largest member Chamber of Commerce in the province of BC. .

4. Organization and Structure

GVCC is incorporated under the Canadian Board of Trade Act as follows:



Corporation #4251 BN #107449936RC0001
Corporation Name(s): GREATER VICTORIA CHAMBER OF COMMERCE

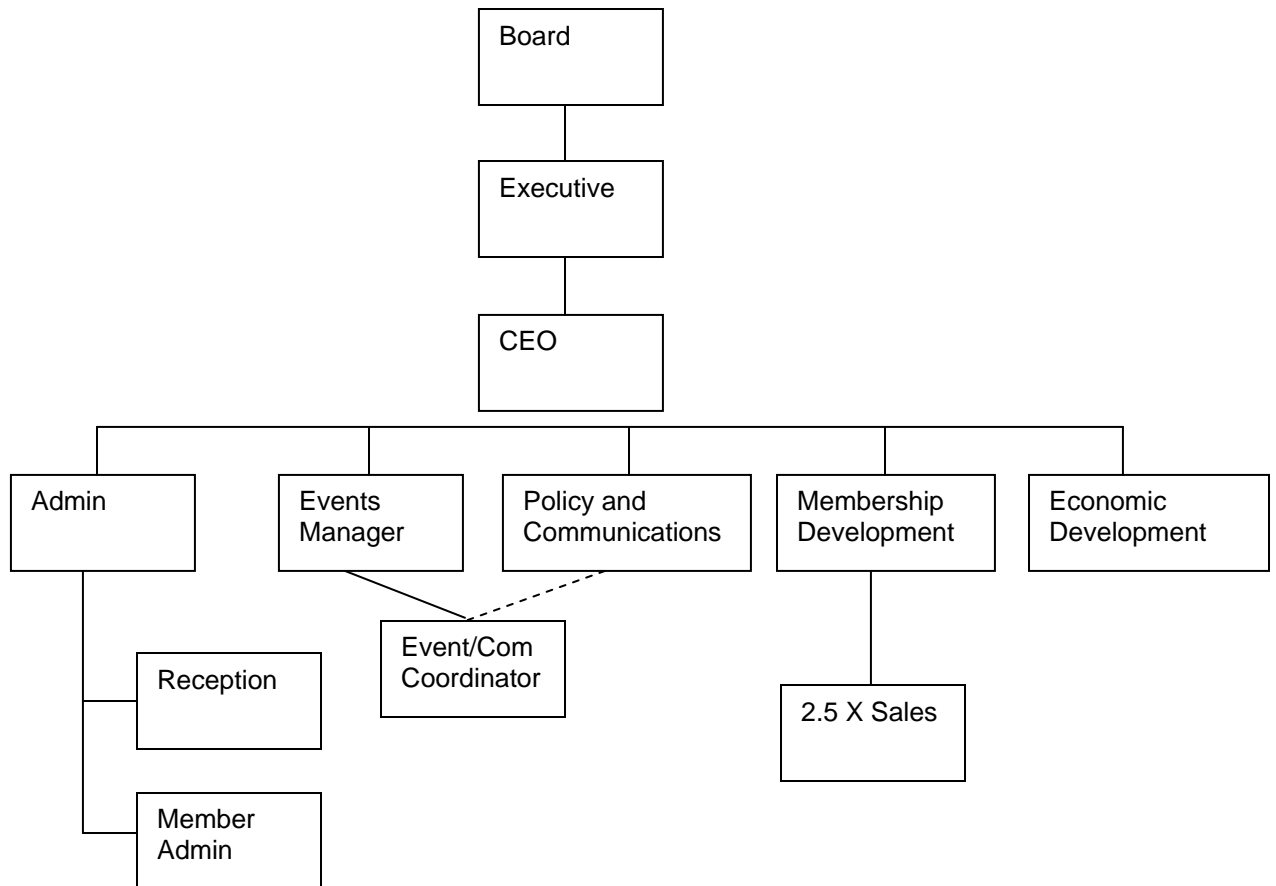
Status Date Active 1878/10/28

The GVCC is governed by the Federal Board of Trade act and the corporate bylaws filed with the articles of incorporation.

5. Financial Structure

GVCC is funded through membership dues, event activities and providing advertising opportunities. The funds collected are used to service our members. Annual budgets are prepared based on the anticipated funds collected and services required. Monthly financial statements are prepared in accordance with the Not-For-Profit standards set out under the Generally Accepted Accounting Principles. Audits are conducted annually by an independent firm.

6. Organizational Structure



7. Operational Goals, Activities and Performance Measures

Goal	Activity	Performance Measure
Communications		
Trial TC based magazine	Trial a multi-page section in the TC to examine the feasibility of shifting from a magazine printed by the Chamber to a magazine printed in the newspaper	Conduct the trial at a minimal cost
Communications Balance	Ensure chamber communications activities appropriately support chamber policy development and Chamber operations	Monitor on a monthly basis the focus of communications activity
Continue Policy Media Exposure		Achieve 300 media hits in 2010
Video usage	Increase Chamber usage of video	Prepare two video presentations for Chamber
Goal	Activity	Performance Measure
Policy		
Revisit Article submissions	Review the value to the chamber of articles submitted to external publications	Conduct review to ensure maximum value for effort
Urban Chambers Relations	Develop our relations with urban chambers across the country	Actively participate in the Provincial and National Urban Chamber Groups
Continued Policy Development	Create Provincially Focused Policies	Create up to four policies directed at having the Provincial Government take action. These policies will be focused on the Chamber's priorities and approved policies.
	Create Federally Focused Policies	Two policies subject matter to be determined.
	Create Municipal Focused Policies	As required to meet Chamber 2010 taxation priorities

Goal	Activity	Performance Measure
Programs		
Increase sponsorship	Increase Chamber revenue from sponsorship	Provide sponsorship training to relevant staff exceed budgeted sponsorship goals
Examine Joint Auction	Examine the possibility of conducting a joint auction with Tourism Victoria	Meet with Tourism Victoria
Increased member Benefit	Overall programs will increase in the number of attendees and make better use of available technology	Increase the number of attendees by 5% to approximately 5455 compared to 5196 in 2009
		Increase Business Services Show attendance to 1000
		Online registrants to increase by 34% of all registrations (17% - 2009) – 1854 goal for 2010
		Increase Sponsorship revenue to \$30,000 from \$21,500
Goal	Activity	Performance Measure
Membership		
HST Education	Provide HST Education to our Members	Conduct at least 1 HST information session
Retention	Improve membership retention	Achieve an 85% retention rate
Sales Numbers	Improve Membership Sales	Provide increased education for sales team Replace departed sales staff Provide greater communications support
Auto / Monthly billing	Examine the feasibility of automatic billing and renewal	consult membership committee on attractiveness to members examine and report on operational feasibility

Goal	Activity	Performance Measure
Economic Development		
Fundraise for 2010 Projects	Develop fundraising prospect list Conduct fundraising campaign activities with GVDA board and stakeholders	Fundraise \$44,000 to complete projects
Development Guide	Publish a second business development guide	Publish 2011 guide
Governance Review	Complete a Governance review	Review governance Create plan for GVDA to become independent
Fee for service	Propose fee for service arrangement to Municipalities of Saanich and Victoria	Deliver proposal
Business Retention	Implement the Business Retention Strategy	Conduct at least 12 business retention interviews Report data on business retention
Enhance GVDA website	Improve GVDA Website	Improve Website Add language capability Increase search engine relevance
Maintain contact management system	Enter new prospects and contacts Update existing contact information Enter business retention survey data	Database info up-to-date Monthly activity reports produced
Conduct regional communications	Regional economic truck ads 2010 GVDA annual report	Publish ads in Times Colonist Distribute report to core businesses and stakeholders
Create marketing materials	Publish 2011 Business Development Guide Create digital version of 2011 guide for website	2011 Business Development Guide Digital marketing materials
Tradeshow displays and materials	Update GVDA booth backdrop	Produce new backdrop
Business and Investment Attraction implementation	Respond to incoming investment requests Update regional opportunities list Marketing activities to database list Seattle business delegation mission	50 leads generated 10 prospects identified 2 new regional investments
Publish economic indicators report	Update regional economic statistics Publish indicators report online	All indicators updated Report listed on GVDA website
Regional Infrastructure priorities list	Review existing infrastructure priorities Conduct stakeholder consultation Establish priority matrix and criteria	Updated regional priority list Infrastructure priority criteria
Continue GVDA Media Exposure		Achieve 60 media hits in 2010

Goal	Activity	Performance Measure
Admin		
Improve member Data	Improve the integrity of the data	report on data integrity create plan to improve data report monthly on progress
Trial Mail service		Trial an outside mail service
Improve Computer Productivity	Conduct Excel, Outlook, Word – Advanced Training	Provide Computer Training to all staff
Employee Manual		Review and update the employee manual
Goal	Activity	Performance Measure
Executive		
Board recruiting	Develop a skills matrix	Recruit nominees for 2011 board in accordance with the matrix
Online election	Chamber Election participation is decreasing	Report to the Board on the feasibility of using an online election process
Review privacy policy		Review and update the privacy policy
Review harassment policy		Review and update the harassment Policy
Strategic Plan	The strategic plan expires in 2010 and an update is required	Board Approval of a new Strategic Plan
Capital Plan	In the next 24 months the Chamber will have to consider replacing capital equipment including: Photo Copier Computer Server Membership Management Software	Create a summary of the requirement and approximate cost of each capital item

8. Appendix 1 – Membership Data

The breakdown of the current membership is as follows:

Membership Data (Nov 09)

Sector	Businesses	%		Employees	%
Association	76	5.0%		1530	5.4%
Consultant	39	2.6%		137	0.5%
Education	28	1.8%		4559	16.1%
Financial	103	6.7%		1751	6.2%
Health Care	94	6.2%		682	2.4%
Information Technology	72	4.7%		1031	3.7%
Governors etc.	50	3.3%		4	0.0%
Professional	47	3.1%		471	1.7%
Retail	126	8.2%		1049	3.7%
Service	676	44.2%		9910	35.1%
Attractions	24	1.6%		762	2.7%
Accommodation	54	3.5%		2157	7.6%
Food Services	139	9.1%		4197	14.9%
Total	1528			28240	
Tourism(attract, accom, food)	217	14.2%		7,116	25.2%

Member Type		%	By Municipality			Number of Employees		
Corporate	1447	95%	Central Saanich	26	1.7%	Governors	38	2%
Senior	4	0%	Colwood	21	1.4%	Subsidiary	84	5%
Student	4	0%	Esquimalt	51	3.3%	1	256	17%
Governors	38	2%	Highlands	2	0.1%	2-5	522	34%
Non-Profit	35	2%	Langford	34	2.2%	6-10	238	16%
	1528		Metchosin	3	0.2%	11-20	196	13%
			North Saanich	2	0.1%	21-50	150	10%
			Oak Bay	48	3.1%	50-100	43	3%
			Outside CRD	51	3.3%	over 100	39	3%
			Saanich	328	21.5%		1528	
			Sidney	27	1.8%			
			Sooke	10	0.7%			
			Victoria	915	59.9%			
			View Royal	10	0.7%			
				1528				

9. Appendix 2 - Economic Data

The following economic data regarding the Greater Victoria Region is relevant to our role as a chamber:

	Business (1)	Population (2)	Properties (3)	Assessed Property Value \$ million(3)	Average Household Income (4)
Esquimalt	651	17,463	4,602	1,797	46,490
Oak Bay	372	18,466	6,691	3,272	75,004
Saanich	4,967	113,566	39,064	12,932	61,876
Victoria	6,345	83,003	24,889	10,442	42,323
View Royal	252	9,461	2,918	957	61,535
Indian Reserves (1)		1,691			
Core	12,335	243,650	75,246	28,443	
Central Saanich	764	16,597	7,022	2,123	69,461
North Saanich	319	11,427	5,132	2,230	81,989
Sidney	610	11,927	5,207	1,442	50,934
Indian Reserves (2)		2,652			
Peninsula	1,693	42,603	17,361	5,795	
Colwood	484	16,195	4,506	1,441	62,341
Highlands	45	2,092	1,000	255	78,061
Juan de Fuca EA	71	4,972	3,032	836	50,233
Langford	940	27,970	7,601	2,031	54,911
Metchosin	225	5,043	2,217	640	63,773
Sooke	299	10,940	4,232	835	50,329
Indian Reserves (3)		463			
West Shore	2,316	67,675	25,506	6,995	
VMA	16,344	353,928	118,113	41,233	
Salt Spring Island EA	427	10,312			
Southern Gulf Islands EA	179	5,551			
Gulf Islands	606	15,863	13,946	3659	
Capital Region	17,010	369,791	132,059	44,892	55,144

- (1) based on CRD 2003 data
- (2) 2009 Estimates based on 2006 Census data
- (3) Actual 2004 Values
- (4) Based on 2000 data