

KELOWNA CHAMBER OF COMMERCE
STRATEGIC PLAN 2024-2027

Our Mission

We are a catalyst of innovation, ideas, and connections. We advocate, collaborate, and deliver programs that accelerate better business, success, and growth.

Our Vision

To be the leading business organization in shaping a strong, sustainable, and diverse economy in the central Okanagan.

Our Values

ACCOUNTABILITY - We are accountable to our members, stakeholders, and each other and demonstrate that by living our values.

CURIOSITY - We are eager to learn and understand; our curiosity inspires innovation.

INCLUSIVITY - We encourage inclusiveness, celebrate diversity, and strive to treat all fairly and equally.

COLLABORATION - We are a catalyst in creating opportunities for members, businesses, and individuals to meet, learn, and grow.

DEDICATION - We understand remarkable things come by reaching beyond our grasp while staying focused on fulfilling our goals.

INTEGRITY – We are independent and apolitical; we are honest and transparent with members, stakeholders, and each other.

Key Performance Areas

Advocate for Local Business

Be the leader in advocating for business in the central Okanagan and be a champion for initiatives that create a stronger economy.

- > Expand the Chamber’s voice on issues that impact the region and enhance our influence at provincial and senior government levels.
- > Foster development of Central Okanagan Business Advocacy Team (COBAT) by expanding the organizations at the table to discuss and jointly advocate with government on regional issues.
- > Formulate a comprehensive strategy for the Chamber to play a strong and influential role in each of the communities in the Chamber’s geographic area (Lake Country to Peachland).
- > Build and sustain relationships with all elected officials in the region.
- > Position the Chamber as a leading force in economic development in the region and province.

Champion Inclusivity & Diversity

Further EDI initiatives for the Chamber, our members, and the broader business community.

- > Create and implement a multi-year plan that demonstrates the Chamber’s commitment to creating a diverse, equitable, inclusive, and accessible environment at all levels of the organization.
- > Explore Board participation in the 50-30 Challenge (50% gender parity, 30% racialized persons, persons with disabilities, Indigenous people, and members of the 2SLGBTQ+ group).
- > Increase level of programing aimed at underrepresented groups with targets established, measured, and reported.
- > Review our programs with a goal of amplifying the efforts of underrepresented groups either through speaking opportunities or through a formal recognition program.
- > Seek out and engage organizations who represent underrepresented groups to gain insights into how to better involve those groups in the work we do.

Enhance Member Value and Grow

Focus on being a convenor, catalyst, and champion for members to improve member retention and increase membership investment.

- > Complete transition of members to the new tiers structure by end of 2025.
- > Undertake a review of product mix with goal of increasing member retention.
- > Review membership and determine as best is possible the % of underrepresented groups and undertake outreach to same groups to evaluate their interest and knowledge of the Chamber.
- > Undertake specific outreach to underrepresented groups to broaden engagement and onboard new members from underrepresented groups and evaluate the cost/benefit of hiring a Community Engagement Specialist to accelerate this work.

Drive Organizational Excellence

Continue to focus on organizational excellence to ensure a resilient and relevant organization for years to come.

- > Build organizational capacity through new hires or contracted services or shared services with other Chambers.
- > Explore non-membership revenue generating opportunities to increase financial resources while reducing reliance on membership revenue as a % of overall revenue.
- > Review, assess, and improve identified areas in National Chamber Accreditation program including reviewing governance to ensure alignment with best practices.
- > Maintain building and explore modest improvements that could add value to members in advance of 2026 and further discussions with the City on possible property use post 2026.

