



BC Chamber
of Commerce

STRATEGIC PLAN 2026-28





A Message from our President & CEO

Strategy is as much about who we are, as it is where we are going. Building this plan meant going back to the beginning. We spent hundreds of hours in conversation across the chamber network, with our board, with corporate members, with government, and with peers across the country. Not to validate a direction we had already chosen, but to genuinely understand what role the provincial chamber could and should play. What became clear was that local chambers and boards of trade are woven into the economic life of their communities in a way that is impossible to replicate from the centre. When that local knowledge is gathered and brought together into a provincial picture, it produces a ground-level view of the BC economy that is cross-sector, cross-region, and rooted in what is actually happening on the ground. That is the asset, and our plan is built around making better use of it.

And now the work begins. The four strategic imperatives ahead of us reflect what chambers told us they needed, what the ecosystem told us was missing, and what government and corporate partners said they wanted access to. As it turns out, those were all the same thing. Our commitment is to host the table where chambers, corporate partners, and government come together, to facilitate the conversations that matter, and to do the work of turning what we hear into progress for all of us.

Onwards.

Jen Riley
President & CEO
BC Chamber of Commerce



Businesses are better together

In communities across British Columbia, chambers of commerce and boards of trade are part of the local fabric. They bring businesses together around the shared economic life of a place – creating spaces to connect, to learn from one another, and to navigate the realities of running a business. They are rooted in their communities, shaped by what is happening on the ground, and closely connected to the people and businesses they serve.

Across the province, these local chambers form a network. Each one distinct. But connected through a shared purpose.

The BC Chamber of Commerce works across that network – listening to chambers, bringing their perspectives together into a clearer picture, and carrying the real issues businesses are facing into provincial conversations. We help ensure that what businesses are experiencing is reflected in the decisions that shape British Columbia's future.

VISION

A British Columbia where every business community is resilient, healthy and connected

MISSION

We empower business communities



Strategic Imperatives 2026-28

1

Actively support the chamber network

A coordinated provincial chamber network where local chambers are better equipped, more connected, and consistently able to deliver value in their communities.

Key Strategic Choices:

- Focus provincial effort on initiatives that improve chamber capability or create collective value
- Enable accessible, repeatable tools and supports that chambers can adopt and deploy locally
- Introduce new, structured formats for peer connection, collaboration, and shared learning
- Strengthen alignment with key provincial partners where it benefits the network
- Reinforce the role of the provincial chamber as a coordinator - not a competitor

2

Build a BC listening framework

A trusted, continuously updated view of business conditions gathered through local chambers across British Columbia, synthesized into provincial positions designed to inform influence and action.

Key Strategic Choices:

- Establish an agile system to capture business realities through the chamber network
- Introduce targeted councils, circles, and convening forums to gather structured input on priority issues
- Synthesize inputs into clear, prioritized provincial insights
- Collect qualitative information through dialogue, listening sessions and convening
- Use the policy process as a structured output of this system
- Integrate corporate partners into convening opportunities and content creation
- Prioritize positions to focus attention on the most material issues across regions



Strategic Imperatives 2026-28

3 Become a trusted source for business insight and influence

A provincial platform for understanding the realities emerging across business communities throughout British Columbia, using convening, communications, media, and government engagement to elevate shared priorities and inform provincial conversations and action.

Key Strategic Choices:

- Deliver a coordinated annual communications strategy aligned to network priorities
- Translate insights into content suitable for all channels
- Reposition BC Chamber channels to function as an active content platforms
- Redesign events and convening as content-generating platforms tied to strategic priorities
- Build proactive issue positioning and media readiness to support consistent PR output
- Establish consistent, structured engagement with provincial government and decision-makers
- Strengthen coordination with the Canadian Chamber to elevate provincial issues nationally
- Engage in interprovincial forums with Provincial Chambers to address shared issues

4 Establish a scalable foundation

A diversified and predictable revenue base, modern systems, and aligned capabilities that enable the organization to scale its impact without increasing complexity.

Key Strategic Choices:

- Deliver a renewed corporate membership and partnership model to support sustainable revenue growth
- Build internal capabilities aligned to network support, insight generation, and communications
- Modernize brand and positioning to reflect the organization's role and value
- Implement core systems to enable coordination, insight, and scalability
- Explore scalable tools and infrastructure that can be extended or white-labelled for chambers
- Investigate new revenue opportunities beyond dues that can scale at both provincial and network levels
- Explore future event platforms and trade mission concepts as part of the next phase of growth