

3-Year Strategic Plan

JULY 8, 2025



ANALYSIS AND ASSESSMENT

This 3-Year Strategic Plan, spanning 2025-2028, is the product of a comprehensive development process that incorporated input from the Board of Directors, key stakeholders, and general membership.

Prior to the strategic planning session held in March 2025, a targeted study was conducted to elicit insights into the Yellowknife Chamber of Commerce's prevailing challenges and emerging opportunities. Data synthesized from this study formed the basis for identifying Key Result Areas (KRAs) that require strategic focus and resource allocation over the ensuing three year period.

To facilitate operational execution, a corresponding one-year Tactical Plan has been developed, with an implementation date of May 2025. A structured reporting cadence is established, requiring quarterly progress reports to the Board, supplemented by an annual summary report. These reports will incorporate Key Performance Indicators (KPIs) to monitor progress against milestones and ensure accountability. Tactical Plans will be developed annually to ensure ongoing responsiveness to evolving conditions.

The 3-Year Strategic Plan will undergo an annual review and revision process to maintain relevance and effectiveness. Progress will be communicated to stakeholders at the Annual General Meetings. A new three-year strategic plan will be developed in the first quarter of 2025, with its commencement to occur in May 2025.

The current status of the Chamber is an organization on the upswing after a few challenging operational years. Challenges resulting from Covid and the wildfire threat and evacuation are now in the rear view mirror and the Chamber is demonstrating its resilience with recovery to previous levels of membership and activities.

The Chamber has remained the recognized voice of the business community throughout and is in a strong position to build on this position as recognized advocate for the Yellowknife business community.

The Yellowknife Chamber of Commerce has in place the key elements for a successful chamber of commerce:

- Strong leadership and management
- An active and engaged membership
- Clear mission and goals
- Relevant and valuable resources and services
- Strategic partnerships and collaborations

There are opportunities to build on the foundation of these elements with further growth in each of these areas.

The current Vision, Mission and Mandate align with the above and are as follows:

Vision

Leadership. Service. Advocacy.

Mission

To be a leader in the improvement and development of a strong Yellowknife business community with a diversified economy and sustainable growth.

Mandate

To serve the Yellowknife Business community through strong advocacy, facilitating networking and educational opportunities, promoting local businesses and providing savings on business services for our membership.

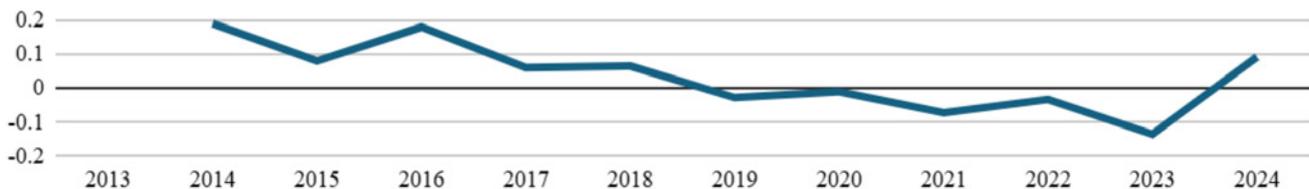


CURRENT STATUS

Membership

There are currently 319 members. Membership experienced decline year over year since 2019 and this can be attributed in large part to the extraordinary challenges faced by the business community from impacts of Covid and the wildfire threat and evacuation. The past year 2024, experienced a marked increase in membership with 9.2% growth or 27 new members. The end of 2024 saw the Chamber with 319 paid memberships because of this growth. There is still room for growth, compared to 2018 had the highest number of memberships at 394.

Annual Growth in Memberships



Members were canvassed with the 2025 Membership Survey, released in mid-March of 2025 and was open for a month. Just over 15% (49 members) of the membership base responded to the survey.

Overall, responses were positive and consistent with responses from the previous year's survey. The respondents reflected the diversity in the Chamber Membership. Respondents were predominately from the small business category with 1-5 employees but all scales of size of member businesses were included in the survey results. Respondents also represented a broad range of business activities with business and professional services being the most popular category aside from the other category.

When asked what member benefit do they find most useful the respondents identified the following:

1. Networking opportunities
2. Advocacy on issues
3. Visibility and credibility for their business
4. Discounts on Chamber events

On the topic of advocacy the respondents identified their priorities for advocacy:

1. Downtown revitalization
2. Labour shortage
3. Immigration
4. Slave geological province corridor/Arctic security corridor

Notable across a comparison of the past 3 years of membership surveys are the following:

Advocacy Issues

- Downtown revitalisation was the primary issue in 2023 and 2025.
- In the 2025 survey, the issue of downtown revitalization/public safety - saw an overwhelming

56.3% voted this issue as the most important issue to address.

- The second highest priority in all 3 years' surveys was Labour - Housing, Immigration and factors affecting long-term labour.

Membership Benefits

54.4% value and have requested more networking opportunities and member to member discounts (affinity programs).

- To note an action from the 2025 survey are:

7 current members/ businesses who are willing to host Business networking events..

Stakeholder Views

In consultation with other business sector stakeholders the perception of the Chamber was positive. The Chamber is viewed as a strong advocate for local businesses and the representative pulse of the business community. Others mentioned that other agencies and associations face similar limitations in capacity and suggested enhanced collaboration with the Chamber as a possible mechanism to expand overall capacity regarding research, advocacy, networking and training events.

Stakeholders also highlighted the need for someone to step up with a vision for Yellowknife and the overall economic and business environment. Someone to develop and communicate a vision for the future economic drivers of the local economy and advocate for that vision. They felt the Chamber represented the best opportunity to develop and communicate that vision in collaboration with others.

Current Revenue Generation and Activity

The current activities carried out by the Chamber include the following list of events, activities and outreach. The current roster of activities is impressive given the size of the Chamber team, 3 including Executive Director. Requests to add more networking opportunities could be restricted by team capacity. Opportunities exist to partner with other organizations and associations that may help increase capacity through collaboration with other organizations such as CDETNO.

- Memberships
- Sponsorships
- Trailblazers Symposium
- Business Gala Award
- Small Business Week
- Shop Hop
- Shop YK
- Eblast
- AGM & Free Business Lunch
- Business After Hours, Business Club Luncheons, Lunch & Learns & On Demand Webinars

CHAMBER COMPARISON REVIEW

This analysis examines chambers of commerce that also manage city or town visitor centers. Given the City of Yellowknife's potential consideration of transferring visitor center operations, this strategic plan includes a review of comparable chambers that oversee these functions.

Funding for visitor center operations is partially provided by the respective cities but does not cover all costs. Chambers supplement this funding through revenue generated from tourism activities and by utilizing volunteer support from the business and local communities.

It is important to note that visitor centers are generally not revenue-generating entities for either chambers or cities and are typically not highlighted in annual reports or strategic plans.

Four chambers were selected for comparison based on their operational size, ranging from similar to slightly larger and smaller markets than the Yellowknife Chamber, to provide a comprehensive assessment.

1

Whitehorse Chamber of Commerce - YU

Does not run the Visitors Centre - Population 30,253 (similar to Yellowknife in terms of market size and location challenges).

2

St. Albert and District Chamber of Commerce - AB

The St. Albert chamber's position on their Visitor Centre is "that it is vitally important to our business community and our membership that we support the tourist economy".

The City funded the Centre with \$30,000 p.a. and it is housed in the Chambers' building so the \$30,000 was administrative fees. (No rental/housing costs).

3

Columbia Valley Chamber of Commerce (Invermere) - BC

The Visitor Centre is operated from the Chamber offices. It is fully funded by the BC government and the District of Invermere. - Columbian Basin Trust.

4

Camrose and District Chamber of Commerce - AB

The Chamber emphasizes supporting its members, and the Visitor Information Centre prioritizes referring visitors and residents to Chamber members for information and business services. It is operated from the Chamber premises. The Chamber also sells local honey products from Bittern Lake Bees and Coal Lake Honey.

Quick Comparison Chart

	Yellowknife	Whitehorse	St. Albert	Columbia Valley	Camrose
Population	20,340	30,253	72,316	11,700	20,587
Members	319	500+	723	426	325
Staff	3	4	9	4	2
BOD	11	13	14	13	5
Visitor Centre Operations	No	No	Yes	Yes	Yes
Vision, Mission, Values	<p>VISION Leadership. Service. Advocacy.</p> <p>MISSION To be a leader in the continued improvement and development of a strong Yellowknife business community in order to support a diversified economy and sustainable growth.</p>	<p>VISION To support and promote entrepreneurship in Whitehorse to generate a diversified business environment for the benefit of members.</p> <p>MISSION The Whitehorse Chamber of Commerce supports and advocates for member businesses and organizations to contribute to the economic and social well being of Whitehorse.</p> <p>VALUES</p> <ul style="list-style-type: none"> • Sustainability • Diversity • Inclusivity <p>WE ARE</p> <ul style="list-style-type: none"> • Responsive • Flexible • Collaborative <p>WE WILL</p> <ul style="list-style-type: none"> • Act with Integrity 	<p>VISION We are the Champion of Ideas: leading, inspiring & advocating for our business community.</p> <p>MISSION We lead, inspire and advocate for businesses and our community</p>	<p>VISION To be the voice of business for the Columbia Valley.</p> <p>MISSION Champion the development of a vibrant business community throughout the Valley through advocacy, engagement, education and collaboration</p>	<p>VISION We empower members to thrive for the benefit of our community</p> <p>MISSION We are dedicated to supporting connecting and advocating for our members by providing resources, building meaningful partnerships, and creating opportunities for growth. Through collaboration and innovation, we aim to empower businesses to succeed while fostering a vibrant and thriving community or all.</p>

	Yellowknife	Whitehorse	St. Albert	Columbia Valley	Camrose
Member Benefits Over & Above the Plan, discounts, advocacy, professional growth, connections, advertising opportunities		<p>Advertising & Marketing</p> <p>On city box planters, urban visitor signage and the Chambers' Job Board.</p> <p>SME Training & Development Program</p>	<p>Business Services, shipping discounts, Chamber App</p> <p>Chamber members can now create and offer discounts (perks) directly within the app. These perks aren't limited to local members and their employees; they can also extend unique benefits to all members and their employees, as well as general app users across Canada.</p> <p>Chamber members can also advertise their businesses on the app.</p> <p>Since its launch in August 2024, the app now has:</p> <ul style="list-style-type: none"> • 255 downloads • 1333 Chambers Total Perk Views • 67 perks offered by members • 47 chamber members are offering perks <p>You can utilize the app if you are traveling across the country. You can switch to a local chamber and redeem available perks in that area. There are 1,509 total perks available across all chambers within Canada.</p> <p>Intensive Affinity Program</p>	<p>Facility Rentals onsite and offsite, Presentation equipment and set up hire.</p> <p>Extensive & comprehensive Affinity program</p>	<p>1. Implement a member referral program to incentivize current members to bring in new businesses.</p> <p>2. Create recognition programs or member spotlights to celebrate long-term members and highlight their contributions.</p> <p>3. Develop retention strategies such as exclusive events or discounts for renewing members.</p> <p>Only Chamber members can display at the visitor centre.</p> <p>Boardroom rental, digital signage advertising,</p>

SWOT ANALYSIS

Strengths

- **Trusted**
- **Networking:** Ability to connect businesses and foster relationships. Strong Board network
- **Advocacy:** Represents the interests of local businesses to government and regulatory bodies.
- **Resources:** Provides resources, information, and support to businesses.
- **Visibility:** Enhances the visibility and credibility of member businesses.
- **Events and Programs:** Organizes events, workshops, and programs that benefit members.
- **Collaboration:** Facilitates collaboration with other Chambers and organizations to provide benefit for members and local business community.

Weaknesses

- **Membership Engagement:** Difficulty in engaging all members actively. Networking opportunities are not maximized. Knowledge of member benefits and what the Chamber does is low
- **Resource Constraints:** Limited resources for providing extensive services.
- **Dependency:** Reliance on membership dues and sponsorships for funding.
- **Bureaucracy:** Potential for bureaucratic processes to slow decision-making. By-Laws updating to improve speed and efficiency
- **Representation Issues:** Challenges in representing diverse business interests. Representation in some business categories is low (e.g. construction)

Opportunities

- **Economic Development:** Involvement in local economic development initiatives.
- **Technology Integration:** Embracing digital tools and platforms for member services.
- **Education and Training:** Expanding programs for business education and skill development.
- **Partnerships:** Forming strategic partnerships and collaboration with other organizations locally and other Chambers in the North. Increase communication and information exchange with other organizations.
- **Membership Growth:** Attracting new businesses to increase membership. Communicating the value of membership and activities.
- **Networking:** Increase opportunities for businesses to connect and foster relationships
- **Market Profile:** Increase awareness for Chamber activities and membership value.

Threats

Internal

- Membership retention erosion
- Failure to adapt to technological advancements affecting relevance and services
- Risk of turnover-succession planning
- Member dissatisfaction, managing competing views in membership on issues.

External

- **Economic Downturn:** Vulnerability to economic recessions affecting member businesses.
- **Competitive Pressures:** Competition from other business associations or online networking platforms.
- **Regulatory Changes:** Changes in local, territorial, or federal regulations impacting businesses
- International market volatility
- **Disruptive crisis:** natural disasters that impact businesses and business



STRATEGIC PLAN

This strategic plan, built upon the principle that a thriving business sector is fundamental to a strong community, outlines key priorities to drive positive change and growth for Chamber members and the wider community.

Strategic Priorities

- **Advocacy:** Continue to solidify the Chamber's role as the voice of Yellowknife businesses and a strong advocate in Yellowknife and the Northwest Territories. Develop and have a clear advocacy strategy for determining the Chamber's advocacy priorities and the mechanism for the Chamber to use its voice on specific issues. Develop collaboration with other agencies and associations on specific issues relative to those organizations. This could allow limited resources to be leveraged in support of research of issues and chamber coordinated active advocacy with other organizations. Develop a framework for enlisting external expert support when applicable for advocacy issues. Track and communicate outcomes of advocacy efforts; programs or policy changes benefiting members. Regularly update members on advocacy activities and outcomes through newsletter, reports or webinars as appropriate.

The Chamber has identified the advocacy priorities for 2025:

- Labour Shortages
- Immigration
- Land Availability
- Aurora College Transformation Project
- North Slave Geological Corridor
- Public Safety
- Downtown Revitalization
- Airport Revolving Fund and Airport revitalization
- Service Standards at the City of Yellowknife
- Federal Daycare Plan
- Securing Redundant Fibre Infrastructure
- **Membership Engagement:** Increasing member participation and retention through enhanced programs, resources, and support. This includes more networking events, training sessions, an affinity program, facility rental, and increased advertising/sponsorship opportunities as a key priority. Organize regular and increased number of events offering networking opportunities for members. Events should theme or topic specific with limited town hall style events. Specific events related to advocacy issues relevant for the local business community.

For example immigration and foreign worker programs, housing and development, government budgets and programs, etc. Develop cooperative events with other organizations offering training in the community. Co-brand/co-host and support events with promotion to Chamber members. Extend offerings to members through cooperative support with other organizations.

- **Marketing and Awareness:** Increased communication to membership and the broader business community. Focus on member benefits and raise the profile of the Chamber amongst the local community. Increasing the profile of the Chamber supports the value the membership enjoys from credibility and visibility from Chamber participation.
- **Revenue Generation:** Increase opportunities to generate revenue. Focus on effective use of limited team resources to generate income from events. Develop collaborative relationships with other associations and organizations to partner on event and program offerings.
- **Board governance:** Improve the Chamber Board governance through addressing board composition, onboarding, and optimizing bylaws..

Action Plans

Advocacy

- Foster regular communication with all levels of government representatives to keep members informed of key developments and to advocate on issues.
- Organize meetings or forums where government officials can directly engage with members.
- Develop and share a clear advocacy strategy to demonstrate the Chamber's active role in shaping policy. Defining the process for determining issues that the Chamber will respond on and level of response.
- Regularly update members on advocacy activities and outcomes through newsletters, reports, or webinars.
- Utilize member data and engagement metrics to monitor trends to anticipate potential issues and to set annual priorities.
- Track and communicate the tangible outcomes of advocacy efforts, such as policy changes or new programs benefiting members through newsletter.



Membership Engagement

Develop strategies to attract new members and retain existing ones by fostering and building stronger relationships.

▶ Strengthen and enhance Membership networking opportunities with fellow colleagues.

- Organize regular and increased number of networking events, such as
- Lunch and learns, mixers, industry-specific and topic specific events.
- Facilitate online forums or discussion groups where members can connect and collaborate.
- Stakeholder partnership and closer involvement in training workshops and other business focused events leveraging the resources of each organization and enhancing offerings for members. For example training lunch and learn series partnering with CDETNO.

▶ Members feel consistently supported by the Chamber.

- Provide personalized outreach to members, including check-ins and listening to their issues and concerns.
- Develop a dedicated member support policy to address inquiries and needs in a timely manner.
- Create resources or workshops focused on business growth, development, and local opportunities. Entrepreneurship and small business support ranked high on the survey requirements/expectations from members.
- Continuously evaluate membership offerings to ensure they meet the needs of current and potential members.
- Affinity Program to be developed and Early Bird booking discounts for events and programs. Explore opportunities to add to member discount program offerings (Airline Discounts were mentioned by members). Develop a mechanism for discounts or special offers from Chamber members to other members.

▶ Members feel their voices are heard and valued.

- Implement regular surveys and feedback channels to understand members' needs and concerns.
- Host "town hall" meetings or listening sessions to provide a platform for open dialogue.
- Ensure that member feedback is actively incorporated into decision-making and planning processes.

- Regularly distribute clear, relevant, and timely newsletters or updates about Chamber activities and opportunities.
- Ensure transparency in communications by providing behind-the-scenes insights and progress on key initiatives - a regular Advocacy Update - every quarter
- Establish a communication calendar to ensure consistency and reliability in all member-facing channels.
- Highlight member success stories and where relevant the Chamber's support role in helping them achieve positive results.
- Celebrate and publicize wins that demonstrate the Chamber's impact on the business community. Promote achievements and successes of Chamber members.

Revenue Generation

- Launch targeted membership campaigns to attract new members from under represented sectors. (Construction, Indigenous businesses)
- Implement a member referral program to incentivize current members to bring in new businesses.
- Strengthen relationships with key stakeholders, including government bodies and funding organizations.
- Create a dedicated team or committee to focus on securing the operation and management of the Yellowknife Visitor Centre.
- Explore and develop new revenue-generating initiatives such as events, workshops, and partnerships.
- Increase sponsorship opportunities, develop a broad spectrum of opportunities available to all budgets.
- Develop a tiered sponsorship program to offer flexible options that cater to businesses of all sizes.
- Reach out to both local and regional businesses to explore potential sponsorship opportunities for events and programs.
- Regularly review sponsorship packages to ensure they are valuable to sponsors while being mindful of economic conditions for members.



Board Governance

- Develop Board diversity program, identify underrepresented components of the Yellowknife business community and solicit their participation.
- Increase effectiveness of Board members by developing an onboarding program for new members.
- Develop a succession plan for staff positions, explore shared services offerings with other non-profit organizations to secure more resources and enhance services for Chamber and outside organizations.
- Increase transparency and awareness of Chamber activities through a suitable regularly scheduled communication to members.



Advocacy

Objectives	Action	Leader	Status	Key Results Areas
Develop a process for determining advocacy priorities	Develop policy for determining Chamber advocacy priorities and responses	Executive Director	Start	Clear direction on advocacy strategy and mechanisms
Focus on Advocacy Priorities	Foster regular communication with government representatives to keep members informed of key developments. Become the central point for advocacy groups throughout the NWT.	Executive Director	Continue	Planned campaigns for each advocacy priority Consistently strong voice on issues. Stronger partnerships and a key player in leading unified advocacy issues in Yellowknife and NWT.
	Organize meetings or forums where government officials can directly engage with members.	Executive Director	Start	Limited opportunities throughout the year, member access to policy makers
	Regularly update members on advocacy activities and outcomes through newsletters, reports, or webinars.	Member Relations	Enhance	Increase regular communication with members enhances value for members.
	Create a clear, accessible channel for members to raise concerns or share feedback with the Chamber.			
	Implement a "listening tour" initiative where members can meet with Chamber leadership to discuss challenges.			
	Utilize member data engagement metrics and survey responses to identify advocacy priorities and potential issues.	Member Relations	Continue	Consistent alignment with priorities of members.
	Track and communicate the tangible outcomes of advocacy efforts, such as policy changes or new programs benefiting members.	Executive Director Member Relations	Enhance	Improved communication and engagement with members, and value recognition of Chamber efforts.

Membership Engagement & Retention

Objectives	Action	Leader	Status	Key Results Areas
<p>Strengthen & Enhance membership networking opportunities.</p> <p>Strengthen Stakeholder participation in training and other networking events.</p>	<p>Organize regular and increased number of networking events for stakeholders and members. Focus on top priorities as per Membership Surveys 22-25.</p> <p>Delivery through collaboration with other organizations -CDETNO, Prosper NWT, etc.</p> <p>Contact members who have expressed interest in hosting an event - 2025 Survey.</p>	<p>Executive Director</p> <p>Member Relations</p>	Enhance	Membership growth, Membership engagement, Membership retention - foundational to strong and robust Chamber.
Members feel consistently supported	Continuously evaluate membership offerings to ensure they meet the needs of current and potential members. Affinity Program to be developed.	Member Relations	Enhance	Increased value for members.
Members feel their voices are heard and valued	Implement regular surveys and feedback channels to understand members' needs and concerns.	Member Relations	Continue	Membership engagement.
	Ensure that member feedback is actively incorporated into decision-making and planning processes.	Executive Director	Continue	Membership engagement and retention.
The Chamber communications are regarded as valuable and trustworthy by members.	<ul style="list-style-type: none"> Regularly distribute clear, relevant, and timely newsletters or updates about Chamber activities and opportunities. 	Executive Director	Continue	Membership engagement and retention.
	<ul style="list-style-type: none"> Ensure transparency in communications by providing behind-the-scenes insights and progress on key initiatives - a regular Advocacy Update - every quarter 	Executive Director	Enhance	
	<ul style="list-style-type: none"> Establish a communication calendar to ensure consistency and reliability in all member-facing channels. 	Member Relations	Start	
	<ul style="list-style-type: none"> Include success stories, and if possible and suitable, include the Chamber's role in that success 	Member Relations	Start	
	<ul style="list-style-type: none"> Highlight member success stories and the Chamber's role in helping them achieve positive results. 	Member Relations	Start	
	<ul style="list-style-type: none"> Celebrate and publicize wins that demonstrate the Chamber's impact on the business community, ensuring members recognize the value of their involvement. 	Member Relations	Start	
	<ul style="list-style-type: none"> Consistent and regular reminders of Benefits. 	Member Relations	Start	

Revenue Generation

Objectives	Action	Leader	Status	Key Results Areas
Increase opportunities to generate revenue	Launch targeted membership campaigns to attract new members from under represented sectors.	Member Relations	Start	<p>Increase in revenue year on year of 10%</p> <p>Growth and awareness of the Chamber is strong. Respected, trusted and valued. Top-of-mind for locals and visitors</p> <p>Major contributor to the growth of overall Yellowknife economy.</p>
	Implement a member referral program to incentivize current members to bring in new businesses to help grow membership.	Member Relations	Start	
	Create a dedicated team or committee to focus on securing the operation and management of the Yellowknife Visitor Centre.	Executive Director	Continue	
	Sponsorship opportunities increased (while remaining sensitive to the economic climate for members).	Member Relations	Enhance	
	Reach out to both local and regional businesses to explore additional potential sponsorship opportunities for events and programs.	Member Relations	Continue	
	Re-Develop a tiered sponsorship program to offer flexible options that cater to businesses of all sizes.	Member Relations	Start	

Board Governance and Staff

Objectives	Action	Leader	Status	Key Results Areas
<ul style="list-style-type: none"> Develop Board Diversity Set clear expectations Board Unity and clear, responsive communication Ongoing Board Development 	Ensure thorough on-board orientation for new Directors	Executive Director and full BOD	Start	Diversified Board Succession Plan Mentoring Clarity around expectations Stronger governance and board
	Implement a Succession Plan / Mentoring strategy	Executive Director and full BOD	Start	
	Undertake skills and needs analysis for implementation of recruitment strategy & action for new board members	Executive Director and full BOD	Start	
	Reach out and start developing communications and possible partnerships with other Chambers, and in particular, NWT Chamber	Executive Director and select sub-BOD committee	Start	Shared sponsorship of events for members, affinity program sharing
	Update By-Laws	Executive Director and BOD	Start	
	Regular and scheduled E-blast BOD communications	Executive Director and Admin	Start	

Marketing and Brand Awareness

Objectives	Action	Leader	Status	Key Results Areas
Increase visibility of the Chamber and its value to members and the broader community	Develop and implement a marketing plan, creating an identity and consistent messaging across all platforms	Executive Director / Member Relations	Start	Increased brand recognition and clarity of Chamber's role in the community
Promote Chamber Initiatives and member benefits more effectively	Regularly feature Chamber programs, events, and benefits in newsletters, social media, and the website; spotlight 3 key benefits monthly	Member Relations	Enhance	Higher member engagement, increased awareness of member benefits
Position the Chamber as the voice of business in Yellowknife	Launch a local media campaign	Executive Director	Start	Increased media presence and public recognition
Strengthen digital presence	Audit and update website and social media content quarterly; develop content calendar - min. 6 months	Member Relations	Start	Improved digital engagement metrics (followers, shares, website traffic)
Highlight Chamber Impact	Develop "Chamber in Action" success stories for all channels	Member Relations	Start	Demonstrated value to members and broader community trust
Expand promotional reach for events and campaigns	Develop co-branded marketing with events sponsors and partners; increase cross-promotion with local organizations	Executive Director and Member Relations	Enhance	Higher event participation and sponsor satisfaction



