

Winkler and District Chamber of Commerce
2012 Strategic Planning Session
Held in October 2011

Vision for 2014

- We focus on providing value to membership.
- Chamber membership is growing.
- We are lobbying for positive change/against negative change on behalf of members.
- We have established partnerships with other Chambers and government agencies.
- A Regional Chamber of Commerce has been established.
- We continue to be seen as a resource to assist businesses with training, employee development, hiring and business development.
- We are instrumental in advocating for public transit/We are keeping on top of the issue of public transit.
- We are a local leader in Chamber governance and programming.

Mission

To partner with the business community in providing innovative programs and networking opportunities to support a vibrant business environment.

Strengths, Weaknesses, Opportunities, Challenges

<p>Strengths</p> <ul style="list-style-type: none"> • Providing resources & networking opportunities • Staff • Provision of business mentorship • Vision • We are doers – get things done/We provide leadership on initiatives • Good rapport with City, Winkler CDC, other Chambers & community partners • Good reputation • Good event planners 	<p>Weaknesses</p> <ul style="list-style-type: none"> • We don't say "no" • Sometimes take too long to accomplish things (because we don't say no) • Haven't defined clear roles for Board and staff • Attendance at Board meetings/time commitment • Not setting priorities • Not seeking possible external financial or human resources
<p>Opportunities</p> <ul style="list-style-type: none"> • Prospecting new members • Seeking external financial (government) & human resources • Partnering with other Chambers in the region on various initiatives • Creating a Regional Chamber → 	<p>Challenges</p> <ul style="list-style-type: none"> • Not all current Chamber funding is totally secure • The expectations of the Manitoba Chamber • Growth of Winkler business community has created stress on Chamber resources • Creating a Regional Chamber

Key Result Areas

In October 2011, the Executive undertook a brief exercise to identify which activities they considered to be their greatest and least priority based on the mission and goals of the Chamber.

- Public Relations activities:
 - Hosting 2012 Chamber AGM
 - **Communications (Newsletter, e-mails, web site, press releases)**
 - PR (meetings with City, Grand Openings, other events)
 - Parades
 - Host all candidates forum

Communications activities were unanimously given the greatest priority and attendance at parades the least priority.

- Membership and Marketing activities
 - **Prospect for new members**
 - Affinity programs
 - Membership package
 - Winkler welcomes you
 - Profile Board members
 - Mentor students
 - Services/advice to help businesses expand
 - Promote downtown beautification
 - **Provide educational opportunities**
 - **BBQ and Golf Tournament**
 - Small Business Week luncheon
 - **Awards and Gala**

Four activities were given the greatest priority: providing educational opportunities, BBQ /golf Tournament, awards/gala and prospecting for new members. Promoting downtown beautification was given the least priority.

- Partnership activities
 - **SCIS**
 - Winkler and District Health Care Board
 - English @ Work
 - Third Quarter
 - Winkler/Stanley Economic Development Board
 - Red River College
 - Age Friendly
 - Take Pride in Your Business
 - GVC

The partnership with SCIS was given the greatest priority by the majority of participants and the Age-friendly committee was given the least priority.

Key Result Area: Governance

Activities/Tasks	Who	Timeframe	Budget	Measure of Success
Recruitment of Board members (Nominating Cmte consists of consisting of ED & 2 board members) <ul style="list-style-type: none"> • Develop Terms of Reference and have Exec review. • Review Board Composition Analysis Tool • Seek new Board members with specific skills 	Nominating Committee Staff/Exec.	By Jan 31, 2012 Annually Annually		
Objective: Define clear roles for Executive Board members and staff. Develop job descriptions for Board members and committees <ul style="list-style-type: none"> • Write job descriptions/terms of reference for standing committees: Personnel, Events, and Nominating. • Appoint members to committees • Review workload and personnel requirements. Update staff job descriptions. Make report/recommendations to Board 	Personnel Cmte - Pres./Vice/one other Board member Exec Board Personnel Cmte	By April 30, 2012 By June 30, 2012		
Complete Personnel Handbook	HB Business Solutions	Dec 31, 2011		
Conduct an annual Board questionnaire and discuss	Exec Board	Annually at May meeting		

Key Result Area: Public Relations

Activities/Tasks	Who	Timeframe	Budget	Measure of Success
Co-host (with Morden) 2012 Manitoba Chamber AGM <ul style="list-style-type: none"> Committee to develop a plan of action 	Committee (Winkler Morden & Mb Chamber)	April 27-29 2012		
Review resolutions put forward for 2012 Manitoba Chamber AGM <ul style="list-style-type: none"> Discuss whether Winkler Chamber wishes to propose a resolution. Discuss at Board meeting whether Winkler Chamber wishes to support other resolutions that have been made. 	Exec Board Exec Board	By Feb 15, 2012		
Represent Chamber as media spokesperson	President or Vice	ongoing		
Issue weekly e-newsletter to membership	Staff	Ongoing - weekly		
Send an informational e-mail to non members to inform them of Chamber benefits and activities.	Staff	January September		
Keep website updated	Marcus	Ongoing - 1day per week		
Attend meetings with City officials Attend Grand Openings Attend events hosted by other Chambers and other community organizations	President/Or delegate ED +/-or President Exec members, as available	As required As required (average 2 / month)		

Participate in other communication/liaison activities <ul style="list-style-type: none"> • Confirm/assign communications liaison 	Myrna	Through 2012		
Have a presence at area Festival parades <ul style="list-style-type: none"> • Harvest festival, Corn & Apple Festival, Plum Coulee 	Exec members, as available	August, 2012		
Host all candidate forums – federal, provincial, municipal	Staff	As required		

Key Result Area: Membership and Marketing

Activities/Tasks	Who	Timeframe	Budget	Measure of Success
<p>Objective: To increase membership annually.</p> <ul style="list-style-type: none"> Discuss what would be a reasonable annual target. <p>Prospect for new members</p> <ul style="list-style-type: none"> Call for contact/Mail package/Follow-up call Target 10-12 businesses per month from Jan – June, then as time permits 	<p>Exec Board</p> <p>Staff</p>	<p>By Dec 31, 2012</p> <p>Ongoing -</p>		<p>Membership: 2009 - 309 2010 - 364 2011 - 385 2012 - 2013 -</p>
<p>Objective: To improve benefits/show value.</p> <p>Deliver and promote the Affinity Program adopted from the Manitoba Chamber. Make certain that members know about discounts.</p> <ul style="list-style-type: none"> Provide information at workshop luncheons, in membership packages, on the website and in the newsletter <p>Continue to offer member businesses the opportunity to have a link from the Chamber website.</p>	<p>Staff</p> <p>Staff</p>	<p>Ongoing</p> <p>ongoing</p>		
<p>Review membership package annually</p> <ul style="list-style-type: none"> No major updates anticipated for 2012 	<p>Staff</p>	<p>ongoing</p>		
<p>Continue to Meet with <i>Winkler Welcomes You</i> every 6 months to update information package.</p>	<p>Brenda & Dianne</p>	<p>Annually – Dec. and June</p>		

Profile Board members and recognize their employers <ul style="list-style-type: none"> Through website, newsletter and at events 		ongoing		
Deliver Business Awards program. <ul style="list-style-type: none"> Implement the new Service Excellence Award Discuss possible 2012 awards recipients Contact prospective recipients Awards given at Gala 	Executive Director Exec Director Exec Director Executive	Annually 2012 Annual- by June 30 Annually- beg. Nov		
Provide mentorship to students <ul style="list-style-type: none"> Respond to requests from the Junior Achievement program or other school initiatives Discuss the value of seeking a high school student to sit on the Chamber Board or Advisory Committee. What would the student's responsibilities be? 	ED and volunteers Exec/Staff	As requested By June 30, 2012		
Objective: Help businesses expand <ul style="list-style-type: none"> Be the first point of contact for questions and information – refer to appropriate association Inform Chamber members about the role of the Winkler/Stanley Economic Development Office. Discuss implementation of recording substantial inquiries on the ACT system 	Staff Staff Staff	ongoing as required ongoing		
Continue to implement recommendations of the Business Retention & Expansion survey (phases 1 -6) Advertising and Promotions (First Impressions) <ul style="list-style-type: none"> Promote downtown beautification program: Gather businesses together to brainstorm and 	ED and EDO	sync with deadlines for grants		

<p>Other Training Opportunities</p> <p>Resolution Skills Centre Training Lunch and Learn Series (5 Luncheons) This series is being offered by Genesis House. Chamber role is to assist in promoting the events</p>	Staff	As requested		
<p>Objective: To deliver Chamber Gala and other annual events.</p> <ul style="list-style-type: none"> • Plan and deliver the Winkler Chamber AGM and Luncheon • Plan and deliver Winkler Chamber BBQ • Plan and deliver Annual Golf Tournament. • Plan and deliver Small Business Week Luncheon • Plan and deliver the Gala Dinner and PW Enns Business Achievement Awards 	<p>Staff & Events Cmte</p> <p>Staff & Events Cmte</p> <p>Staff & Events Cmte</p> <p>Staff & Events Cmte</p> <p>Staff</p>	<p>February</p> <p>May</p> <p>June</p> <p>October</p> <p>November</p>		
<p>Ongoing discussion between Winkler and Plum Coulee Chambers on providing benefits to Chamber members.</p>	<p>Executive of Plum Coulee & Winkler & staff</p>	<p>Ongoing</p>		

Key Result Area: Partnerships

Activities/Tasks	Who	Timeframe	Budget	Measure of Success
South Central Immigrant Services <ul style="list-style-type: none"> Maintain a relationship with the project team and report to the Executive Board 	Eugen	Ongoing (as long as contract is renewed by Province)		
Winkler and District Health Care Board <ul style="list-style-type: none"> Represent the Chamber at meetings and report to the Executive Board 	Ryan	ongoing		
Deliver the English@ Work project	Director of E@W	ongoing		
Third Quarter <ul style="list-style-type: none"> Support and promote 	George Penner	Thru to March 2012		
Winkler Stanley Economic Development Board <ul style="list-style-type: none"> Entrepreneurial Immigration Initiative Sit on Committee to pre-screen applications. 	ED	Ongoing through 2012		
Red River College <ul style="list-style-type: none"> Promote courses though website and newsletter Guest lecture for Customer service and other related topics as requested 	ED	Ongoing through 2012		
Age friendly Committee <ul style="list-style-type: none"> Mentor young workers 	ED	Meetings Jan/Mar/June/Sept		
Take Pride in Your Business (Industrial and manufacturing businesses)	Staff and EDO	Ongoing thru 2012		

<p>Garden Valley Collegiate</p> <ul style="list-style-type: none"> • Mentor advanced co-op ed. Student (220 hours) • Student representation on Executive Board 	<p>Staff Staff</p>	<p>Potentially spring 2012 ongoing</p>		
<p>Objective: To maintain a healthy relationship between the Chamber and the City/Liaise with Mayor and Council.</p> <ul style="list-style-type: none"> • Continued presence of Chamber on City of Winkler Master Plan steering committee. Support implementation, as requested and as Chamber mission allows. • Meet with Winkler Council liaison to provide a briefing on the 2012 strategic plan and budget. Discuss the process of the liaison's reporting back to Council and his information requirements from the Chamber. • Share the 2012 Strategic Plan and budget with the Winkler Business Improvement Group. 	<p>ED</p> <p>Pres. and ED</p> <p>Exec members & ED</p>	<p>ongoing</p> <p>By Jan 31, 2012</p> <p>Jan 31, 2012</p>		

Key Result Area: Financial Management

Activities/Tasks	Who	Timeframe	Budget	Measure of Success
Implement new membership fee structure for 2012	Staff	January 2012		
Approach businesses only once a year for financial sponsorship <ul style="list-style-type: none"> Develop a sponsorship program that sets out the events that require sponsorship (4 events), levels of financial contribution and the recognition that will be received for each level of financial support. 	Staff	For implementation in 2012 – letters re: the program sent to businesses by Dec 31, 2011 . Once implemented, letters should be out in Oct. each year		
Develop a “rainy day” fund or endowment, as an operating cushion. <ul style="list-style-type: none"> Present a proposal to the Exec Investigate and report on funding/grant opportunities that will support Chamber programming. (Ensure that the workload such funding supports is possible within current staffing levels and is consistent with the mission and goals of the Chamber)	Ryan Board and staff	By June 30, 2012 ongoing		

2012 Chamber Events Calendar

	Annual Events	Training	Financial	
January				
February	AGM	Women in Business		
March				
April				
May	BBQ	Women in Business		
June	Golf Tournament			
July				
August	Harvest Festival Parade Corn and Apple Parade			
September		Women in Business		
October	Small Business Week Lunch			Strategic planning
November	Gala and Awards	Women in Business	2012 Budget process	
December				