

PINAWA CHAMBER OF COMMERCE

STRATEGIC PLAN

2024-2027

PREPARED BY:





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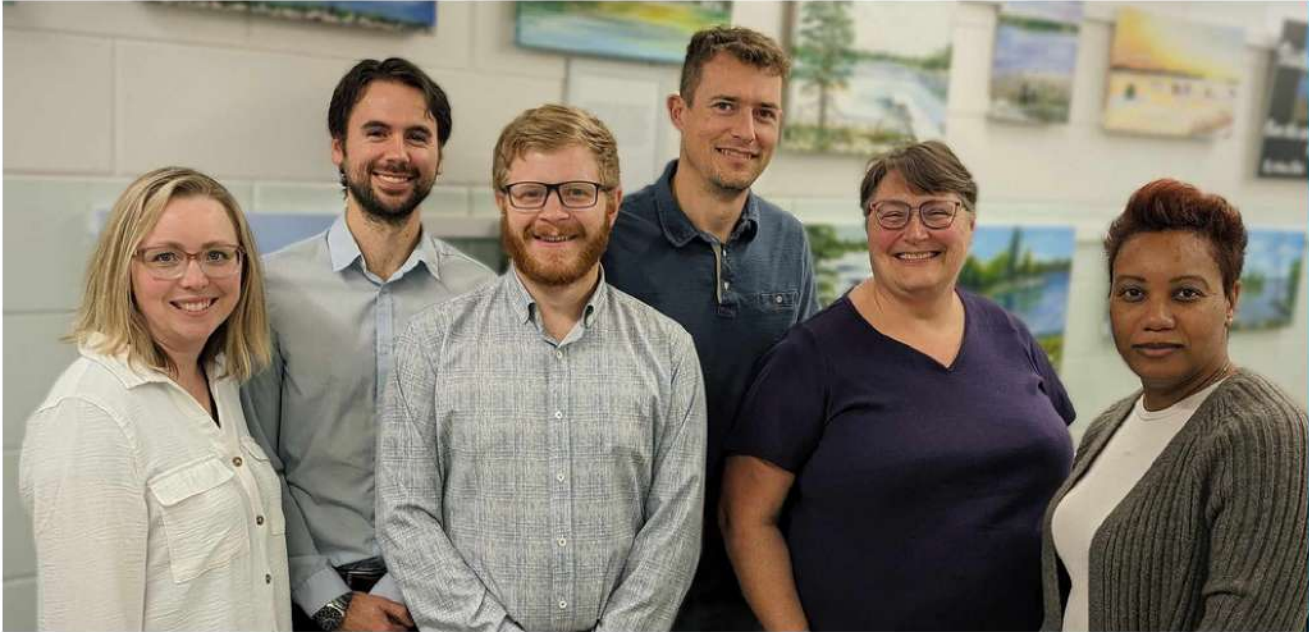
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Preface



The Pinawa Chamber of Commerce Board of Directors are very pleased to share our vision, mission, values, priorities and planned strategies/activities for the next three years.

The 2024-2027 Strategic Plan is the result of thorough review and discussions that took place September 2023 for the purpose of establishing a clear, unified sense of priorities and direction. A collaborative approach was taken within the planning process and it resulted in a diverse range of ideas and perspectives to consider.

We encourage all members of the Pinawa Chamber of Commerce and business community to take time to review this plan, as it will guide all planning efforts within the organization. By aligning our efforts towards these priorities, we will achieve the significant impact we desire.

Sincerely,

Board of Directors
Pinawa Chamber of Commerce



Our Purpose

The Pinawa Chamber of Commerce exists to support the local business community, foster economic development and cultivate a thriving business environment in Pinawa.



Members will be given the opportunity to establish and enhance professional connections, access valuable information and resources, utilize business tools, and improve and reinforce advocacy efforts.

We serve as the collective voice of our business community and advocate on behalf of our members to ensure their interests are represented in important policies, regulations, and decision-making processes. We connect meaningfully with our members and communicate transparently with government representatives, advocating for responsible leadership, a business-friendly climate and sustainable economic development.

Through our collaborative efforts, we can position Pinawa as a premier destination for business growth, investment, and achievement.



Strategic Planning Process Overview

In September 2023, the Pinawa Chamber of Commerce initiated a strategic planning process in consultation provided by Community Futures Winnipeg River (CFWR). A strategic plan is a living document used to establish the direction of an organization and to guide its activities and initiatives. Strategic plans typically have a 3-5-year horizon and define the vision, mission, priorities and broad strategic goals. A series of process steps were determined for the strategic planning process:



September 20, 2023 - First Session

Board members met with CFWR to discuss the guiding statements and core functions, to identify opportunities and challenges, and to determine the priorities of the organization for the next 3 years.



September 22, 2023 - Documentation

Meeting notes from the first session were developed by CFWR and provided to the Board for review.



November 1, 2023 - Second Session

The Board met with CFWR a second time to review new guiding statements, determine goals, and to continue brainstorming strategies and activities.



November 3, 2023 - Documentation

Meeting notes from the second session were developed by CFWR and provided to the Board for review.



December 6, 2023- Review and Adoption

The Board reviewed the draft Strategic Plan. Plan was revised based on input and adopted following final review.



2024-2027- Implementation

The plan is communicated, implemented, monitored, adjusted as required, evaluated, and celebrated.



Annually - Annual Planning

The Strategic Plan is reviewed and considered within operational planning and budgeting processes each year.



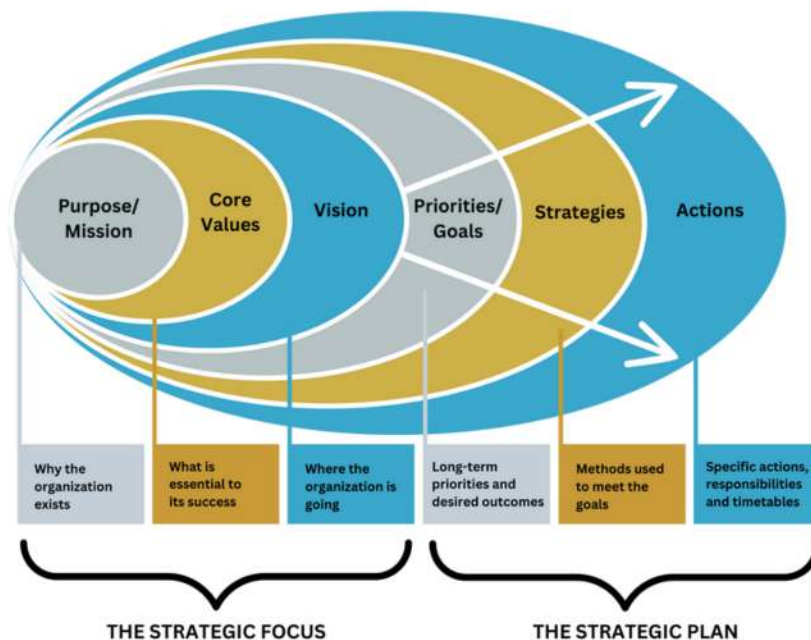


Planning Model



A strategic plan is essential for organizations to ensure their strategies, operations, and goals are aligned with their mission, vision, values, and core functions. By accurately identifying and prioritizing key areas of focus, organizations can maximize their potential and achieve their desired goals.

The following planning model was developed to visually depict the various planning components.





Mission | Our Purpose

The Pinawa Chamber of Commerce champions economic growth and development in Pinawa by connecting, supporting and uniting our local businesses. We advocate for and represent the interests of our diverse business community and promote equal and equitable opportunities for lasting prosperity.



Services | What we offer

- **Membership Incentives**
Exclusive services, preferred rates, special offers, benefit packages, e-commerce platform access, insurance and networking opportunities.
- **Education, Training and Mentorship**
Access to resources, mentors and training to help build business and community capacity.
- **Advocacy and Support**
Unified and collective voice for the business community, providing advocacy and support.
- **Marketing and Promotion**
Advertising opportunities for member businesses to gain credibility and exposure in the community.
- **Resource Information Centre**
Access to resources, available programs and supports, market research and community statistics.
- **Networking and Events**
Opportunities for aspiring and existing entrepreneurs to expand their network, exchange ideas, share resources and build professional relationships.



Core Functions | How we operate

- **Governance and Administration**
Govern and manage the organization in an accountable and transparent manner, ensuring informed decision making and effective administration.
- **Fiscal Management**
Collect, record, and track membership dues, maintain accurate financial records and adhere to an annual budget.
- **Membership Recruitment and Retention**
Actively engage with potential members and provide incentives to existing members to renew their memberships.
- **Marketing and Communications**
Develop a marketing plan for the Chamber and deliver consistent and effective messaging across all channels. Create advertising and awareness campaigns to promote member businesses.
- **Planning and Projects**
Develop strategic and annual plans to ensure all activities/projects align with the Chamber's mission and vision for the future.
- **Resource Information Centre**
Develop and distribute resource information, market research and statistics, and services available in Pinawa and surrounding areas.
- **Advocacy and Representation**
Advocate on behalf of our members to ensure their interests are represented in important policies, regulations and decision-making processes.
- **Community Outreach**
Facilitate community growth through networking and events, fundraising initiatives and civic and youth engagement. Attend community events to expand reach and increase visibility.
- **Economic Growth Initiatives**
Support economic growth initiatives and offer professional development opportunities to help create a strong economic climate.
- **Information Collection**
Gather data through information collection processes to acquire insights into the needs, expectations and perspectives of the business community.
- **Collaborative Initiatives**
Serve as link between the business community, economic development agencies and the local government. Maintain relationships and promote strong engagement.



Vision | What we desire for the future

We envision a vibrant community energized and strengthened by the Pinawa Chamber of Commerce. Our transparent communication and unwavering dedication to our members fosters a welcoming and supportive environment that attracts and retains businesses, jobs and talent.



Values | Guiding Principles

Equity

We believe in proportional fairness and for all businesses to have equal opportunities to thrive and prosper.

Accountability

We promote a culture of trust and transparency by taking responsibility for our actions, mistakes, and decisions.

Collaboration

We believe in the importance of working together to achieve mutual success.

Leadership and Advocacy

We provide strong leadership and representation to drive positive change and sustainable growth within our business community.

Transparency

We promote transparency, access to information and openness within our community to foster trust, respect and collaboration.



Advocacy | Our process



DEFINE

What is the problem or opportunity that needs to be addressed and what actions are required?



DEVELOP

Prepare a 1-page draft summary outlining the issue/opportunity, background, resolution and argument.



SUBMIT

Submit your request for review by the Pinawa Chamber Board to ensure it meets the criteria.



DEBATE

Upon approval from the Pinawa Chamber Board, the request is introduced at a member meeting for discussion and voting.



ADVOCATE

The Pinawa Chamber of Commerce will bring the policy to the attention of the local government.



We serve as the collective voice of our business community and advocate on behalf of our members to ensure their interests are represented in important policies, regulations, and decision-making processes.

Together, we work to impact local policies and harness the strength of our chamber network. We maintain open communication with government officials, advocating for responsible leadership, a business-friendly environment, and sustainable economic development.

Our policy structure is thoughtfully designed to effectively address the needs of our members in the short-term through timely resolutions, while also ensuring our long-term strategic direction is responsive, proactive, and in-line with our human and financial resources available.



Advocacy | Create a resolution

Step one: Define the issue or opportunity

What is the problem or opportunity that needs to be addressed and what actions are required or requested?

Define a clear purpose for a policy and assess if it is the most effective solution to a problem, considering other potential approaches, and understanding the limitations of what a policy will or will not be able to resolve. Thoroughly research the issue, analyze all available data, and then determine the most effective direction for addressing problem. Your design should include an issue statement, background on the issue, and targeted objectives and outcomes.

Step two: Meet the criteria

1. The resolution deals with an issue relevant to Pinawa businesses
2. The issue is current, timely and requires action
3. The resolution is complete, detailed and supported by factual information

Step three: Review content

Ensure your resolution has the required elements to ensure an informed debate.

Step four: Submit your resolution

Submit your resolution by email at: _____

Resolutions will be reviewed and responded to within four months of submission.





Priorities | Key areas of focus

Priorities reflect the important issues, opportunities, and key focus areas, that when addressed, will allow the organization to flourish. Priorities represent specific areas in which the organization must focus on to succeed and are additional to the day-to-day operations. From January 1, 2024 - December 31, 2026, the Pinawa Chamber of Commerce will strategically focus efforts to achieve positive results around the following four priorities:



Strategic Priority 1: Governance and Administration



Strategic Priority 2: Membership Growth



Strategic Priority 3: Marketing and Communications



Strategic Priority 4: Advocacy and Leadership





Goals and Strategies

Goals are broad statements that describe outcomes the organization wants to accomplish. Goals stem from the mission and vision and can be long-term, short-term, or medium-term in nature. There are four types of goals - time-based; performance based; qualitative or quantitative; and outcome or process based.

Strategies are the methods or directions the organization will embark on to help reach the desired goals. It usually takes various strategies to reach a single goal.



Goals and strategies (methods and directions) have been documented for each of the six priorities as a result of information gathered and planning discussions. The goals and strategies support the mission and core functions of the organization. ***Further goals and strategies will be added to the Strategic Plan as they are identified. The goals and strategies will be reviewed each year while selecting annual projects/activities and budget items.***



Strategic Priority 1: Governance and Administration

Developing effective strategies to improve board governance and composition. Optimizing the productivity of board meetings. Implementing and maintaining efficient and effective organizational practices.

Goal 1.1: Strengthen board structure and operations.

1.1.1: Determine the knowledge and competencies needed for board members and Chamber members to successfully execute initiatives in the Strategic Plan.

1.1.2: Define the roles, responsibilities, and expectations of board members.

1.1.3: Ensure Board members have the necessary resources to succeed and are familiar with the contents of the Chamber's Strategic and Annual Plans.

1.1.4: Improve the efficiency, organization and productivity of our board meetings by implementing structured agendas, effective time management, and clear communication among members.



Goals and Strategies

1.1.5: Regularly review and update by-laws and rules for board operations to reflect the current needs and goals of the Chamber.

1.1.6: Implement an orientation and onboarding process for new board members to ensure they fully understand their roles and responsibilities.

1.1.7: Seek training and professional development opportunities for board members to enhance their skills and knowledge.

Goal 1.2: Improve operational efficiency, organization and communication.

1.2.1: Create a streamlined and efficient document storing system that facilitates easy access, retrieval, and organization of essential documents for increased productivity and organization.

1.2.2: Update website to ensure that all information is current, publicly accessible, and consistent across all channels.

1.2.3: Review and improve budgeting methods to ensure responsible and effective allocation of resources.

1.2.4: Implement improved reporting procedures and formatting to ensure clear, transparent communication with stakeholders and members.

1.2.5: Hold member meetings to effectively distribute workload and foster greater understanding of member roles within the Chamber.

1.2.6: Create document templates to streamline operations.

1.2.7: Increase communication with other Chambers of Commerce in surrounding communities to collaborate, share information and enhance knowledge.

1.2.8: Utilize the Manitoba Chamber of Commerce resources.





Goals and Strategies



Strategic Priority 2: Membership Growth

Improving membership recruitment and retention through the assessment of community and business needs when determining and implementing growth strategies. Incentivizing members to stay active by leveraging the benefits of membership.

Goal 2.1: Increase membership recruitment and retention.

2.1.1: Develop and promote the member benefits package to outline the specific perks and resources available to members.

2.1.2: Organize networking events for both members and non-members to create opportunities for connection, collaboration and recruitment.

2.1.3: Highlight and celebrate the achievements of Chamber members, fostering a sense of community and inspiring continued growth.

2.1.4: Collaborate with local organizations/economic development agencies to promote the Chamber, co-host events and leverage resource sharing opportunities.

2.1.5: Update website to include all the member benefits and streamline the membership application process (e.g. online membership application or fillable PDF).

2.1.6: Serve as a resource information centre to connect members of the community to local resources, such as directories, government relations, legal advice, grants, etc.





Goals and Strategies

2.1.7: Conduct annual surveys to assess and adapt incentives to align with the changing interests and requirements of our members and local business community.

2.1.8: Develop a member directory on the chamber's website to showcase members and their businesses, increasing visibility and potential business opportunities.

Goal 2.2: Enhance the knowledge, skills, and success of our Chamber members by hosting at least 1 professional development and networking opportunity per year.

2.2.1: Oversee and plan professional development events.

2.2.2: Use surveys and feedback to identify specific areas of interest and develop tailored learning experiences.

2.2.3: Encourage members to share their knowledge and expertise by leading workshops and trainings.

2.2.4: Leverage online platforms to provide accessible virtual trainings and webinars.

2.2.5: Create a resource library with online courses, articles, and books on business growth and development.

2.2.6: Utilize resources and training offered by local/regional organizations (e.g. Community Futures).

2.2.7: Host a job fair or career expo for members to connect with potential employers or employees.





Goals and Strategies



Strategic Priority 3: Marketing and Communications

Establishing a cohesive brand identity and actively promoting a consistent message to the business community. Strengthening communication channels between the Chamber, its members, and the business community to foster active engagement.

Goal 3.1: Develop a Marketing Plan by _____.

3.1.1: Reach out to Community Futures Winnipeg River for assistance in developing a Marketing Plan.

3.1.2: Explore different Chambers of Commerce to discover innovative marketing strategies.

3.1.3: Develop consistent messaging to promote across all channels.

3.1.4: Determine target demographics and develop effective approaches to engage and reach them.

3.1.5: Assign a dedicated board member or committee to research, develop, and operationalize the Chamber's Marketing Plan.





Goals and Strategies

Goal 3.2: Implement digital marketing strategies to streamline processes and effectively communicate the Chamber's message.

- 3.2.1: Create templates for commonly used materials, such as social media posts, email newsletters, and landing pages.
- 3.2.2: Determine the most appropriate social media platforms for the Chamber.
- 3.2.3: Find the most suitable social media content calendar and scheduling tool for the Chamber by researching and comparing various options.
- 3.2.4: Schedule a minimum of _____ posts per _____ .
- 3.2.5: Ensure all online inquiries are addressed by a dedicated member within 48 hours.
- 3.2.6: Utilize Canva's Brand Kit to streamline the content creation process.
- 3.2.7: Develop marketing campaigns for various Chamber initiatives.



Strategic Priority 4: Advocacy

Establishing and promoting the Chamber's policy process to facilitate transparency and understanding among members. Improving procedures to ensure responsiveness.

Goal 4.1: Improve responsiveness to the needs and concerns of Chamber members.

- 4.1.1: Promote advocacy processes in order to encourage understanding, participation and proactive discussion among members.
- 4.1.2: Assign a dedicated board member or committee to oversee policy requests.
- 4.1.3: Advocate for legislation and regulatory changes that are beneficial to the business community.
- 4.1.4: Ensure the business community is informed about changes in local government policies and procedures.