



STRATEGIC PLANNING

FINAL REPORT

February, 2023



Executive Summary

The Morden Chamber of Commerce Board of Directors has developed the following 2023-2025 Strategic Plan with input from board members and staff. Ben Dueck, from Cantera Leadership, facilitated two 4-hour sessions on February 6th and 13th, 2023.

Leading up to this session, each board and staff member was asked to complete a pre-session survey form to gather feedback for the day. This survey helped identify points of interest, and included questions related to a traditional SWOT analysis. The full survey results are included in the appendix of this report.

On the day of the strategic planning session, the group worked through some of the following items:

- Unique attributes of a Chamber of Commerce in relation to strategic planning
- Review of the previous strategic plan
- Review of why the Morden Chamber of Commerce (MCC) exists
- Review of MCC Mission and Vision
- Big picture discussion
- SWOT analysis review (from survey)
- Key Result Areas (KRA) for MCC to focus on
- Goals relating to KRAs
- KPIs related to Goals
- Finalize Plan
- Review plan for monitoring success

Strategic Plans are organic documents that can be adjusted and changed if needed. Strategic Plans should be simple, clear, usable, and referenceable. They should not sit on a shelf.

Contents of this Report:

- Executive Summary
- Summary of Key Result Areas, Goals, and KPIs
- Recommendations for Next Steps
- Appendix: Survey Results

Cantera Leadership was pleased to be involved in the strategic planning process with the Morden Chamber of Commerce. The Morden Chamber of Commerce is comprised of passionate and talented individuals. The future of your organization is strong.

Report written by:

Ben Dueck President/Founder Cantera Leadership



Key Result Areas, Goals, and KPIs

Three KRAs were developed as a focus for the next three years:

- 1. Enabling Organizational Growth
- 2. The Voice of Business
- 3. Enhancing Membership Services and Engagement

1. Enabling Organizational Growth

- a. Goal Improve Funding Base
 - i. KPI Increase chamber insurance program participation by 20% each year
 - ii. KPI Create and submit a City of Morden funding increase package by September 2024
 - iii. KPI Increase net new membership by 2% annually
- b. Goal Increase Morden Chamber Credibility and Partnerships
 - i. KPI Hold 4-6 one on one (small group) lunches or coffees annually with key people, including: City of Morden councillors, key personnel, MLA, and MP
 - KPI Create partnerships committee or task a current committee by the end of 2023, and set their scope and mandate to focus on building community and regional partnerships
- c. Goal -- Evaluate Program/Event Sustainability
 - i. KPI Increase event sponsorship funding by 10% year over year.
 - ii. KPI Hold a cost/benefit analysis on all Morden Chamber events and programs, and report on results and recommendations by Summer 2023.

2. The Voice of Business

- a. Goal Partner with Manitoba Chamber for Advocacy Efforts
 - i. KPI Submit 1-2 policies to the 2025 Manitoba Chamber AGM, and try to make one of the policies a 'regional' submission (ie. Work with Winkler Chamber of Commerce)
 - ii. KPI Invite MB Chamber to an annual Morden Chamber event to speak/teach on advocacy from a Chamber and business perspective (first event by fall 2023)
- b. Goal Develop Formal Policies and Positions for Advocacy
 - i. KPI Meet with MB Chamber to teach board on how to create official policies by spring of 2024
 - ii. KPI Include advocacy questions in the membership survey that will be completed in 2023
- c. Goal Be Quoted Regularly in Local Media for Business Related News Stories
 - i. KPI Approach local media by end of 2023 to let them know the Morden Chamber would like to add their voice to relevant business news stories.

3. Enhancing Membership Services and Engagement

- a. Goal Improve Board and Committee Diversity
 - i. KPI Have at least one non-board member on each committee by end of 2024
 - ii. KPI Hold at least one diversity event (ie. Lunch and Learn) by end of 2024
 - iii. KPI Complete a board matrix by the end of 2023 to help inform board appointments



- b. Goal Improve Morden Chamber of Commerce Marketing and Promotion
 - i. KPI Dedicate a budget amount to handle social media marketing (and other potential communications) by the end of 2024
 - ii. KPI Evaluate and overhaul the website by the end of 2025
 - iii. KPI Create 12 membership highlight videos about the value of the chamber and release according to this schedule: 2 in 2023, 4 in 2024, 6 in 2025
- c. Goal Membership Engagement and Value
 - i. KPI Run the Morden BOLD! Event in April 2024
 - ii. KPI Relaunch a Lunch and Learn series for members in 2023
 - iii. KPI Create and run an annual membership survey by the end of 2023



Morden Chamber of Commerce Strategic Plan 2023-2025

Enabling Organizational Growth Improve Funding Base antificipation by 205 seek year and year of the seek year and antificipation by 205 seek year and year of the seek year and year of the seek year of the seek year of the year of 205 years of the year of yea	KRA 🔽	T	diegic Flail 2023-2023		
Enabling Organizational Growth Improve Funding Base Create and submits 61 typ of Morten funding Create and sub	KRA -	Goal -		Responsible	Da(→
Enabling Organizational Growth Improve Funding Base Increase package by September 2024 Secutive Committee Fall 202 (and the provided increase package by September 2024) Secutive Committee Fall 202 (and provided increase Morden Chamber Credibility and Partnership and MP (and Secutive Director Conference annually with New People), including Credibility and Partnership and MP (and Secutive Director Conference annually with New People), including Credibility and Partnership and MP (and Secutive Director Conference annually with New People), including Credibility and Partnership and MP (and Secutive Director Conference annually with New People), including Credibility and Partnership and MP (and Secutive Director Conference annually with New People), including Credibility and Partnership and MP (and MP (and Secutive Director Conference annually with New People), including Credibility and Partnership and MP (and MP (and Secutive Director Conference annually with New People), including Credibility and Partnership and MP (and MP (and Secutive Director Conference annually with New People), including Credibility and Partnership and MP (and MP (and MP (and Secutive Director Conference annually with New People), including Credibility and Partnership and MP (and MP (and Secutive Director Committee) and MP (and Secutive Director Committee) and Partnership and Partnership Annual Partnership An	**		, ,		
Enabling Organizational Growth Improve Funding Base Increase package by September 2024 Descutive Committee Fall 202 Enabling Organizational Growth Improve Funding Base Increase net new membership by 2% annually Secutive Director Coffees annually with key people, including: University of Secutive Director Coffees annually with key people, including: Organizational Growth Consider Committee by the end of 2023, and set their committee by end of 2024 and set the	Enabling Organizational Growth	Improve Funding Base		Member Services	Annual
Enabling Organizational Growth Improve Funding Base Increase net new membership by 25% annually the Funding Base Increase Morden Chamber of Conditional Growth Improve Funding Base Increase Morden Chamber of Conditional Growth Credibility and Partnerships by the Growth Morden Counciliors, key personnel, MLA, Advocacy Annual Crease Morden Chamber Credibility and Partnerships Committee by the end of 2023, and as etheir committee by the end of 2023, and as etheir committee by the end of 2023, and as etheir committee by the end of 2023, and as etheir committee by the end of 2024 and as etheir committee by the end of 2024 and as etheir committee by the end of 2024 and as etheir committee by the end of 2024 and and as etheir committee by the end of 2024 and and and ethe to focus on building community and regional partnerships community and regional partnerships community and regional partnerships and mandete to focus on building community and regional partnerships and mandete to focus on building community and regional partnerships and mandete to focus on building community and regional partnerships and mandete to focus on building community and regional partnerships and mandete to focus on building community and regional partnerships and mandete to focus on building community and regional partnerships and mandete to focus on building community and regional partnerships and mandete to focus on all Morden Chamber revents and programs, and report on results and recommendations by summer 2021. Submit 12 policies to the 2025 Manitoba Chamber for Advocacy Efforts (Namber of Advocacy Efforts) (Na	Enabling Organizational Crowth	Inches Sunding Bases			
Increase Morden Chamber Enabling Organizational Growth Increase Morden Chamber Increase Advanced Morden Chamber Increase Advanced Morden Chamber Increase In	Enabling Organizational Growth	Improve Funding Base	Increase package by September 2024	Executive Committee	Fall 2024
Increase Morden Chamber Enabling Organizational Growth Increase Morden Chamber Increase Advanced Morden Chamber Increase Advanced Morden Chamber Increase In	Fnabling Organizational Growth	Improve Funding Base	Increase net new membership by 29/ appublic	Evecutive Discotor	4===1
Confess annually with key people, including: Confess annually with key people, inches to purchast to focus on the purchast to purchas	zinzenig erganizationar alowa.	instart mang sase		Executive Director	Annual
increase Morden Chamber Enabling Organizational Growth Credibility and Partnerships Create partnerships committee by the end of 2023, and set their Enabling Organizational Growth Credibility and Partnerships Create partnerships committee to focus on building community and regional partnerships Create partnerships committee by the end of 2023, and set their Create partnerships committee by the end of 2023, and set their Create partnerships committee by the end of 2023, and set their Create partnerships committee by the end of 2023, and set their Create partnerships committee by the end of 2023, and set their Create partnerships committee by the end of 2023, and set their Create partnerships committee by the end of 2023, and set their Create partnerships committee by the end of 2023, and set their Create partnerships			1 2 1/		
Enabling Organizational Growth Credibility and Partnerships Create partnerships committee or task a current committee by the end of 2023, and set their scope and mandate to focus on building committee by the end of 2023, and set their scope and mandate to focus on building committee by the end of 2023, and set their scope and mandate to focus on building committee by the end of 2023, and set their scope and mandate to focus on building committee by the end of 2023, and set their scope and mandate to focus on building committee by the end of 2023, and set their scope and mandate to focus on building committee by the end of 2023, and set their scope and mandate to focus on building committee by the end of 2023, and set their scope and mandate to focus on building committee by the end of 2023, and set their scope and mandate to focus on building committee by the end of 2023, and set their scope and mandate to focus on building committee by the end of 2023, and set their scope and mandate to focus on building committee by the end of 2023, and set their scope and mandate to focus on building committee by the end of 2023, and set their scope and mandate to focus on building committee by the end of 2023, and set their scope and mandate to focus on building committee by the end of 2023 and set their scope and mandate to focus on building committee by the end of 2023 and set their scope and mandate to focus on building committee by the end of 2023 and set their scope and mandate to focus on building committee by the end of 2023 and set their scope and mandate to focus on building committee by the end of 2023 and set their scope and end of 2023 and set their scope and end of 2023 and committee by the end of 2023 to let the policies and substrate properties to a committee by the end of 2024 and Engagement promotion committee by the end of 2024 and Engagement and committee by the end of 2024 and Engagement and committee		Increase Morden Chamber	1		
Create partnerships committee or task a current some increase Morden Chamber for Advancary flores and Enabling Organizational Growth Sustainability Sustaina	Enabling Organizational Growth	Credibility and Partnerships		Advocacy	Annual
Eabling Organizational Growth Enabling Organizational Growth Evaluate Program/Event Evaluate Program/Event Evaluate Program/Event Evaluate Program/Event Evaluate Program/Event Sustainability Summer 2023 Events Fall 202 Invite MB Chamber of Commerce) Partner with Manitoba Chamber for Advocacy Efforts Chamber for Advocacy Efforts Develop Formal Policies and Positions for Advocacy of Formal Chamber event to speak/teach on advocacy from a Chamber and business perspective (first eventby fall 2023) Events Fall 202 Invite MB Chamber to an annual Morden The Voice of Business Develop Formal Policies and Positions for Advocacy Efforts Be Quoted Regularly in Local Media for Business Be Quoted Regularly in Local Media for Business Related New Stories Enhancing Membership Services Inprove Board and Cammittee Diversity Enhancing Membership Services and Engagement Enhancing Membership Services Improve Morden Chamber of Enhancing Membership Services Enhancing Membership Services and Engagement Enhancing Membership Services Improve Morden Chamber of Enhancing Membership Services Enhancing Membership Services And Engagement Enhancing Membership Services Membership Engagement and Cammer Membership Services Membership Engagement and Value Enhancing Membership Servic			Create partnerships committee or task a current		
Enabling Organizational Growth Evaluate Program/Event Chamber For Advocacy Enabling Partner with Manitoba Chamber For Advocacy Enable Chamber For Advocacy Enabling Studies and Enabling Stud		<u> </u>	committee by the end of 2023, and set their		
Evaluate Program/Event Sustainability Sustainabilit		Increase Morden Chamber	scope and mandate to focus on building	·	
Enabling Organizational Growth Enabling Organizational Growth Evaluate Program/Event Enabling Organizational Growth Evaluate Program/Event Enabling Organizational Growth Evaluate Program/Event Sustainability Evaluate Program/Event Submit 12 policies to the 2025 Manitoba Chamber AGN and try to make one of the policies a 'regional' submission (ie. Work with Winkler Chamber of Commerce) Advocacy Invite MB Chamber to an annual Morden Chamber event to speak/teach on advocacy Invite MB Chamber to an annual Morden Chamber event to speak/teach on advocacy From a Chamber and business prespective (first event by fall 2023) Events Fall 202 Invite MB Chamber to an advocacy Invite MB Chamber to a panual Morden Chamber event to speak/teach on advocacy From a Chamber serpective (first event by fall 2023) Events Fall 202 Advocacy Spring 202 Advocacy Events End of 202 Advocacy Events Events Events Events Fall 202 Events Events Fall 202 Events Fall 202 Events Fall 202 Events Fall 202 Events Fal	Enabling Organizational Growth	Credibility and Partnerships	community and regional partnerships	Board	End of 2023
Enabling Organizational Growth Evaluate Program/Event Enabling Organizational Growth Evaluate Program/Event Substainability Submit 12 policies to the 2025 Manitoba Chamber events and programs, and report on results and recommendations by Summer 2023 Submit 12 policies to the 2025 Manitoba Chamber for Advocacy Efforts Develop Formal Policies and Positions for Advocacy Efforts The Voice of Business Develop Formal Policies and Positions for Advocacy Develop Formal Policies a		Evaluate Program/Event	Increase event sponsorship funding by 10%		
Enabling Organizational Growth Sustainability results and programs, and report on results and programs, and report on results and recommendations by Summer 2023 Submit 1-2 policies to the 2025 Manitoba Chamber AGM, and try to make one of the policies a regional submission (i.e. Work with Dickler Chamber AGM, and try to make one of the policies are regional submission (i.e. Work with Advocacy 2024 Partner with Manitoba Chamber for Advocacy Efforts Winker Chamber to commence (harbor event to speak/teach on advocacy from a Chamber of Loady and Develop Formal Policies and Positions for Advocacy serve the fall 2023 period of 2024 and to create official policies by spring of 2024 and vocacy questions in the membership services and Engagement Positions for Advocacy survey that will be completed in 2023 Member Services and Engagement Positions for Advocacy survey that will be completed in 2023 to let them know the Morden Chamber would like to add their voice to relevant business news and Engagement Positions for Advocacy survey that will be completed in 2023 to let them know the Morden Chamber of Committee Diversity Learn by end of 2024 Events End of 202 Enhancing Membership Services and Engagement Pornotion Position Position Services and Engagement Pornotion Promotion Position Services and Engagement Pornotio	Enabling Organizational Growth	Sustainability	year over year	Executive Director	Annual
Enabling Organizational Growth Sustainability results and programs, and report on results and programs, and report on results and recommendations by Summer 2023 Submit 1-2 policies to the 2025 Manitoba Chamber AGM, and try to make one of the policies a regional submission (i.e. Work with Dickler Chamber AGM, and try to make one of the policies are regional submission (i.e. Work with Advocacy 2024 Partner with Manitoba Chamber for Advocacy Efforts Winker Chamber to commence (harbor event to speak/teach on advocacy from a Chamber of Loady and Develop Formal Policies and Positions for Advocacy serve the fall 2023 period of 2024 and to create official policies by spring of 2024 and vocacy questions in the membership services and Engagement Positions for Advocacy survey that will be completed in 2023 Member Services and Engagement Positions for Advocacy survey that will be completed in 2023 to let them know the Morden Chamber would like to add their voice to relevant business news and Engagement Positions for Advocacy survey that will be completed in 2023 to let them know the Morden Chamber of Committee Diversity Learn by end of 2024 Events End of 202 Enhancing Membership Services and Engagement Pornotion Position Position Services and Engagement Pornotion Promotion Position Services and Engagement Pornotio					
Enabling Organizational Growth Sustainability results and recommendations by Summer 2023 Events Summer 202 Submit 1-2 policies to the 2025 Manitoba Chamber AGM, and try to make one of the policies a "regional" submission (le. Work with Manitoba AGM Chamber for Advocacy Efforts Invite MB Chamber to an annual Morden Chamber event to speak/teach on advocacy from a Chamber and business perspective (first grown a Chamber of Advocacy Efforts Positions for Advocacy Efforts Positions for Advocacy Efforts Positions for Advocacy Develop Formal Policies and Positions for					,
Submit 1-2 policies to the 2025 Manitoba Chamber AGM, and try to make one of the policides are riginal submission (i.e. Work with Advocacy Efforts Univite MB Chamber to Commerce) Partner with Manitoba Chamber of Commerce) Invite MB Chamber to an annual Morden Chamber of Advocacy from a Chamber to spealyteach on advocacy from a Chamber of Advocacy from a Chamber of Advocacy from a Chamber to spealyteach on advocacy from a Chamber of Advocacy from a Chamber to spealyteach on advocacy from a Chamber of Advocacy from a Chamber of Advocacy from a Chamber of Advocacy from a Chamber to teach board on how to create official policies by spring of 2024 The Voice of Business Develop Formal Policies and Positions for Advocacy Develop Formal Policies and Positions for Advocacy Include advocacy questions in the membership survey that will be completed in 2023 Approach local media by end of 2023 to let the know the Morden Chamber would like to add their voice to relevant business news stories Enhancing Membership Services Improve Board and Committee Diversity Learn) by end of 2024 Enhancing Membership Services and Engagement Committee Diversity Learn) by end of 2024 Enhancing Membership Services and Engagement Committee Diversity Learn) by end of 2024 Enhancing Membership Services and Engagement Committee Diversity Learn) by end of 2024 Enhancing Membership Services and Engagement Improve Morden Chamber of Complete a board matrix by the end of 2023 to help inform board appointments End of 202 Enhancing Membership Services and Engagement Enhancing Membership Services and Engagement Enhancing Membership Services and Engagement Enhancing Membership Services and Engagement Enhancing Membership Services and Engagement Enhancing Membership Services and Engagement Enhancing Membership Services and Engagement Enhancing Membership Services and Engagement Enhancing Membership Services and Engagement Enhancing Membership Services and Engagement Enhancing Membership Services and Engagement Enhancing	_ ,,,	I	· - · ·		
Chamber for Advocacy Efforts Winkler Chamber to an annual Morden Chamber for Advocacy Efforts Winkler Chamber to an annual Morden Chamber for Advocacy Efforts Winkler Chamber to an annual Morden Chamber for Advocacy Efforts Develop Formal Policies and The Voice of Business Develop Formal Policies and Positions for Advocacy Develop Formal Policies and Develop Formal Policies and Meet with Manitoba Develop Formal Policies and Meet with MBC Bamber to teach board on how to create official policies by spring of 2024 Advocacy Spring 202 Advocacy Spring 202 Advocacy Develop Formal Policies and Meet with MBC Bamber to teach board on how to create official policies by spring of 2024 Advocacy Spring 202 Approach local media by end of 2023 to let them know the Morden Chamber on Spring 202 Approach to relevant by end of 2024 Bo	Enabling Organizational Growth	Sustainability		Events	Summer 2023
Partner with Manitoba Chamber for Advocacy Efforts Winkler Chamber of Commerce Marketing and Engagement Chambership Services and Engagement Chambership Services and Engagement Chambership Services Chambership Services and Engagement Chambership Services Chambership Services Chamber of Chamber of Chamber of Chamber of Chambership Services and Engagement Chambership Services Chambership Services and Engagement Chambership Services Chambership Services Chambership Services And Engagement Chambership Services Chambership Services Chamber of Commerce Marketing and Promotion Chamber of Commerc			,		
The Voice of Business Chamber for Advocacy Efforts Invite MB Chamber to an annual Morden Chamber event to speak/teach on advocacy from a Chamber and business perspective (first event by Fall 2023) The Voice of Business Chamber for Advocacy Efforts Develop Formal Policies and Develop Formal Policies and Positions for Advocacy Positions in the membership Positions of Positions for Advocacy Positions in the membership Positions of Positions for Advocacy Positions in the membership Positions of Positions for Advocacy Positions in the membership Positions of Positions for Advocacy Positions in the membership Positions of Positions for Advocacy Positions in the membership Positions of Positions for Advocacy Positions in the membership Positions of Positions in the membership Positi		Daniel Ballina			
Invite MB Chamber to an annual Morden Chamber event to speak/teach on advocacy from a Chamber event to speak/teach on advocacy from a Chamber and business perspective (first event by fall 2023) Develop Formal Policies and Positions for Advocacy to reate official policies by spring of 2024 The Voice of Business Develop Formal Policies and Positions for Advocacy to reate official policies by spring of 2024 The Voice of Business Develop Formal Policies and Positions for Advocacy to reate official policies by spring of 2024 Be Quoted Regularly in Local Media for Business Related the Memostration Business Related Media for Business Related Membership Services and Engagement Membership Services and Engagement Membership Services and Engagement Membership Services Membership Engagement and Value Runther Morden BOLD! Event in April 2024 Events Spring 202 Events In 2023 Membe	The Valse of Rusiness		[· · · · · · · · · · · · · · · · · · ·	ð als. a	1
Chamber event to speak/teach on advocacy from a Chamber event to speak/teach on advocacy from a Chamber and business perspective (first from a Chamber and business perspective (first event by fall 2023) Develop Formal Policies and Positions for Advocacy Include advocacy questions in the membership and Positions for Advocacy Approach local media by end of 2023 to let them know the Morden Chamber would like to add their voice to relevant business news stories Executive Director End of 202 Enhancing Membership Services and Engagement Committee Diversity Improve Board and Committee Diversity Committee Diversity Improve Board and Committee Diversity Committee Diversity Improve Board and Committee Diversity Improve Board and Committee Diversity Improve Board and Committee Diversity Develop Formal Policies and Promotion Commerce Marketing and Promotion Develop Formal Policies and Promotion Promotion Develop Formal Policies and Promotion Develop Formal Policies by spring of 2024 Advocacy Member Services End of 202 Events Executive Director End of 202 Events Executive Committee End of 202 Events End of 202	The voice of business	Chamber for Advocacy Efforts		Advocacy	2025
Partner with Manitoba Chamber for Advocacy Effors sevent by fall 2023) Develop Formal Policies and Positions for Advocacy Develop Formal Policies and Include advocacy questions in the membership Services Hond 2023 Membership Services Include advocacy questions in the membership Services Hond of 2023 to the Member Amow the Morden Chamber on Position Posi			I .		
The Voice of Business Chamber for Advocacy Efforts Develop Formal Policies and Positions for Advocacy to create official policies by spring of 2024 Develop Formal Policies and Positions for Advocacy to create official policies by spring of 2024 Advocacy Spring 202 Advocacy Spring 202 Include advocacy questions in the membership Positions for Advocacy survey that will be completed in 2023 Member Services and Develop Formal Policies and Positions for Advocacy survey that will be completed in 2023 Approach local media by end of 2023 to let them know the Morden Chamber would like to Media for Business Related Aberia for Business Relate		Partner with Manitoha	1		
Develop Formal Policies and Positions for Advocacy Include advocacy questions in the membership survey that will be completed in 2023 Approach local media by end of 2023 to let them know the Morden Chamber would like to add their voice to relevant business news stories Enhancing Membership Services and Engagement Committee Diversity Committee Diversity Committee Diversity Committee Diversity Larryl by end of 2024 Enhancing Membership Services and Engagement Improve Morden Chamber of Enhancing Membership Services and Engagement Improve Morden Chamber of Enhancing Membership Services and Engagement Improve Morden Chamber of Enhancing Membership Services and Engagement Improve Morden Chamber of Enhancing Membership Services Improve Morden Chamber of Commerce Marketing and Promotion Enhancing Membership Services and Engagement Improve Morden Chamber of Commerce Marketing and Promotion Enhancing Membership Services and Engagement Improve Morden Chamber of Commerce Marketing and Promotion Enhancing Membership Services and Engagement Improve Morden Chamber of Commerce Marketing and Promotion Enhancing Membership Services And Engagement Improve Morden Chamber of Commerce Marketing and Promotion Enhancing Membership Services And Engagement Improve Morden Chamber of Commerce Marketing and Promotion Enhancing Membership Services And Engagement Improve Morden Chamber of Commerce Marketing and Promotion Enhancing Membership Services And Engagement Improve Morden Chamber of Commerc	The Voice of Business			Events	Fall 2023
The Voice of Business Positions for Advocacy Develop Formal Policies and Positions for Advocacy Develop Formal Policies and Positions for Advocacy Be Quoted Regularly in Local Media for Business Related Media for Business Related The Voice of Business The Voice of Business Be Quoted Regularly in Local Media for Business Related The Voice of Business The Voice of Business The Voice of Business Be Quoted Regularly in Local Media for Business Related Membership Services and Engagement The Voice of Business The Voice of Business Reves Stories Stories The Voice of Business The Voice of Business Reves Stories The Voice of Business Reves Stories The Voice of Business Reves Stories The Voice of Business Reveal and Chamber would like to add their voice to relevant business news stories Executive Director End of 202 Enhancing Membership Services and Engagement Committee Diversity Committee Diversity Committee Diversity Committee Diversity Improve Board and Committee Diversity Improve Board and Committee Diversity Improve Morden Chamber of Commerce Marketing and Promotion The Policies and Include advocacy questions in the membership services and their manual include advocacy questions in the membership services and their manual include advocacy questions in the membership services and their manual include advocacy questions in the membership services and their manual include advocacy questions in the membership services and their model and policies by service to relate the Monden Chamber of Open and their model of 2023 to let them know the Morden Chamber on and Engagement The Voice of Business Read University when the Morden George defined their work the Morden Good and their voice to relevant business news Executive Director End of 202 Events End of 202 Events End of 202 Events End of 202 Improve Morden Chamber of Committee Diversity by the end of 2024 Improve Morden Chamber of Commerce Marketing and Promotion Improve Morden Chamber	THE TOICE OF DEDITIES	<u> </u>		CVGIG	1411 2023
Develop Formal Policies and Positions for Advocacy Positions for Positions for Advocacy Positions for Advocacy Positions for Advocacy Pos	The Voice of Business	1 '	I .	Advocacy	Spring 2024
The Voice of Business Positions for Advocacy survey that will be completed in 2023 Member Services End of 202 Be Quoted Regularly in Local Media for Business Related Media for Business Related Stories Stor					
Approach local media by end of 2023 to let them know the Morden Chamber would like to add their voice to relevant business news stories storie		Develop Formal Policies and	Include advocacy questions in the membership		
Be Quoted Regularly in Local Media for Business Related add their voice to relevant business news stories The Voice of Business News Stories Enhancing Membership Services and Engagement Committee Diversity Enhancing Membership Services and Engagement Committee Diversity Enhancing Membership Services and Engagement Committee Diversity Enhancing Membership Services and Engagement Improve Board and Committee Diversity Enhancing Membership Services and Engagement Improve Morden Chamber of Enhancing Membership Services and Engagement Improve Morden Chamber of Commerce Marketing and Engagement Enhancing Membership Services and Engagement Improve Morden Chamber of Commerce Marketing and Engagement Enhancing Membership Services and Engagement Improve Morden Chamber of Commerce Marketing and Engagement Enhancing Membership Services and Engagement Improve Morden Chamber of Commerce Marketing and Engagement Enhancing Membership Services And Engagement Improve Morden Chamber of Commerce Marketing and Engagement Enhancing Membership Services And Engagement Enhancing Membership Services And Engagement Improve Morden Chamber of Commerce Marketing and Promotion Enhancing Membership Services And Engagement Enhancing Membership Services And Engagement Enhancing Membership Services And Engagement Value Run the Morden BOLD! Event in April 2024 Events Executive Director End of 202 Executive Director End of 202 Executive Committee End of 202 Events Executive Committee End of 202 Events Executive Committee End of 202 Events End of 202 Events Executive Committee End of 202 Events End of 202 Events Executive Committee End of 202 Events End of 202 Events Executive Committee End of 202 Events End of 202 Events End of 202 Events Executive Committee End of 202 Events End of 202 Events Executive Committee End of 202 Events End of 202 Events Executive Committee Events Executive Committee Executive Committee Executive Committee Events Executive Committee Exe	The Voice of Business	Positions for Advocacy	survey that will be completed in 2023	Member Services	End of 2023
Media for Business Related News Stories stories Enhancing Membership Services and Engagement Committee Diversity Enhancing Membership Services and Engagement Enhancing Membership Services and Engagement Committee Diversity Enhancing Membership Services and Engagement Enhancing Membership Services and Engagement Committee Diversity Enhancing Membership Services and Engagement Enhancing Membership Services and Engagement Improve Morden Chamber of Enhancing Membership Services and Engagement Improve Morden Chamber of Enhancing Membership Services and Engagement Improve Morden Chamber of Enhancing Membership Services and Engagement Improve Morden Chamber of Enhancing Membership Services and Engagement Improve Morden Chamber of Enhancing Membership Services and Engagement Improve Morden Chamber of Enhancing Membership Services and Engagement Improve Morden Chamber of Enhancing Membership Services and Engagement Improve Morden Chamber of Enhancing Membership Services and Engagement Improve Morden Chamber of Enhancing Membership Services and Engagement Improve Morden Chamber of Enhancing Membership Services And Engagement Improve Morden Chamber of Enhancing Membership Services And Engagement Improve Morden Chamber of Evaluate and overhaul the website by the end of 2024 Improve Morden Chamber of Evaluate and overhaul the website by the end of 2024 Improve Morden Chamber of Evaluate and overhaul the website by the end of 2024 Improve Morden Chamber of 2025 Improve Morden			Approach local media by end of 2023 to let		
The Voice of Business News Stories stories stories Executive Director End of 202 Enhancing Membership Services and Engagement Committee Diversity committee Diversity Learn) by end of 2024 Board and Engagement Committee Diversity Learn) by end of 2024 Executive Diversity Learn) by end o		Be Quoted Regularly in Local	them know the Morden Chamber would like to		
Enhancing Membership Services and Engagement Enhancing Membership Services And Engagement Enhancing Membership Services Enhancing Membership Services Enhancing Membership Services And Engagement Enhancing Membership Services Enhancing Membership Services And Engagement Enhancing Membership Services Membership Engagement and Value		Media for Business Related	· ·		
and Engagement Committee Diversity committee by end of 2024 Board End of 202 Enhancing Membership Services and Engagement Committee Diversity Learn) by end of 2024 Events End of 202 Enhancing Membership Services and Engagement Committee Diversity by end of 2024 Events End of 202 Enhancing Membership Services and Engagement Promotion Commerce Marketing and Promotion Commerce Marketing and Engagement Promotion Commerce Marketing and Promotion Promotion Commerce Marketing and Promotion Membership Services Membership Engagement and Relaunch a Lunch and Learn series for members in 2023 Events Spring 202 Enhancing Membership Services Membership Engagement and Value Nembership Engagement and Create and run an annual membership survey	· ·	1		Executive Director	End of 2023
Enhancing Membership Services and Engagement Committee Diversity Learn) by end of 2024 Events End of 202 Enhancing Membership Services and Engagement Committee Diversity Learn) by end of 2024 Events End of 202 Enhancing Membership Services and Engagement Committee Diversity Learn) by end of 2024 Events End of 202 Enhancing Membership Services and Engagement Promotion Commerce Marketing and Engagement Promotion Commerce Marketing and Engagement Promotion Commerce Marketing and Promotion Commerce Marketing and Engagement Promotion Commerce Marketing and	T .	1 '			
and Engagement Committee Diversity Learn) by end of 2024 Events End of 202 Enhancing Membership Services and Engagement Committee Diversity Improve Morden Chamber of Enhancing Membership Services and Engagement Promotion Commerce Marketing and Promotion P		· · · · · · · · · · · · · · · · · · ·	,	Board	End of 2024
Enhancing Membership Services and Engagement Improve Morden Chamber of Commerce Marketing and Promotion Improve Morden Chamber of Commerce Marketing and Promotion Enhancing Membership Services and Engagement Improve Morden Chamber of Commerce Marketing and Promotion Evaluate and overhaul the website by the end of 2024 Board End of 2025 Enhancing Membership Services and Engagement Improve Morden Chamber of Commerce Marketing and Promotion Evaluate and overhaul the website by the end of 2024 Board End of 2024 Board End of 2024 Board End of 2024 Board End of 2025 End of 2		1 '		_	
and Engagement Committee Diversity help inform board appointments Executive Committee End of 202 Improve Morden Chamber of Commerce Marketing and Promotion Improve Morden Chamber of Enhancing Membership Services and Engagement Promotion Improve Morden Chamber of Enhancing Membership Services and Engagement Promotion 2025 Member Services and Engagement Promotion Commerce Marketing and Promotion Enhancing Membership Services and Engagement Promotion Enhancing Membership Services Annual Engagement And Value Relaunch alunch and Learn series for members and Engagement Annual Engagemen		 		Events	End of 2024
Improve Morden Chamber of Commerce Marketing and Promotion Improve Morden Chamber of Commerce Marketing and Promotion Improve Morden Chamber of Enhancing Membership Services and Engagement Improve Morden Chamber of Enhancing Membership Services and Engagement Improve Morden Chamber of Commerce Marketing and Promotion Improve Morden Chamber of Enhancing Membership Services and Engagement Improve Morden Chamber of Commerce Marketing and Promotion Improve Morden Chamber of Commerce Marketing (and other potential communications) by the end of 2024 Improve Morden Chamber of Commerce Marketing and Promotion Improve Morden	· ·	1 '	1 -	F	E-1-62022
Enhancing Membership Services and Engagement Improve Morden Chamber of Enhancing Membership Services and Engagement Improve Morden Chamber of Commerce Marketing and Promotion Enhancing Membership Services and Engagement Improve Morden Chamber of Commerce Marketing and Promotion Enhancing Membership Services and Engagement Enhancing Membership Services and Engagement and Value Enhancing Membership Services and Engagement Enhancing Membership Services and Engagement and Value Enhancing Membership Service	and Engagement			Executive Committee	End of 2023
and Engagement Promotion communications) by the end of 2024 Board End of 2028 Improve Morden Chamber of Commerce Marketing and Promotion 2025 Member Services and Engagement Promotion Create 12 membership highlight videos about the value of the chamber and release according to this schedule: 2 in 2023, 4 in 2024, 6 in 2025 Member Services Annual Enhancing Membership Services and Engagement Run the Morden BOLD! Event in April 2024 Events Spring 202 Enhancing Membership Services and Engagement Value Relating and Value Relating And Engagement and Value Relating And Engagement Relating And Engagement Relating And Engagement And Value And Engagement And Value And Engagement And Engagement And Value And Engagement And Engagement And Value And Engagement	Tuba a sia a Baarah ayahia Camiana	1 '	_		
Improve Morden Chamber of Commerce Marketing and Promotion Enhancing Membership Services and Engagement Improve Morden Chamber of Commerce Marketing and Promotion Enhancing Membership Services and Engagement Enhancing Membership Services and Engagement Membership Engagement Membership Engagement Membership Engagement Membership Engagement and And Engagement And Engagement Enhancing Membership Services Annua Membership Engagement and Value Run the Morden BOLD! Event in April 2024 Enhancing Membership Services Annua Relaunch a Lunch and Learn series for members in 2023 Enhancing Membership Services Membership Engagement and Value Membership Engagement and Value Enhancing Membership Services Annua Relaunch a Lunch and Learn series for members in 2023 Events 202 Enhancing Membership Services Membership Engagement and Value Create and run an annual membership survey		_		Poord	End of 2024
Enhancing Membership Services and Engagement Improve Morden Chamber of Enhancing Membership Services and Engagement Events Spring 202 Enhancing Membership Services and Engagement Events 202 Enhancing Membership Services and Engagement Events 202	and Engagement		Communications) by the end of 2024	BUSIG	ENU 61 2024
and Engagement Promotion 2025 Member Services End of 202 Improve Morden Chamber of Commerce Marketing and Promotion to this schedule: 2 in 2023, 4 in 2024, 6 in 2025 Member Services Annual Enhancing Membership Services Annual Engagement Value Run the Morden BOLD! Event in April 2024 Events Spring 202 Enhancing Membership Services Annual Engagement and Yalue Relaunch a Lunch and Learn series for members in 2023 Events Annual Events Annual Engagement And Yalue Create and run an annual membership survey Enhancing Membership Services Membership Engagement and Yalue Create and run an annual membership survey Torontion the value of the chamber and release according to this schedule: 2 in 2023, 4 in 2024, 6 in 2025 Member Services Annual Events Spring 202 Enhancing Membership Services Membership Engagement and Yalue Create and run an annual membership survey Torontion the value of the chamber and release according to this schedule: 2 in 2023, 4 in 2024, 6 in 2025 Member Services Annual Events Spring 202 Enhancing Membership Services Membership Engagement and Create and run an annual membership survey	Enhancing Mombarchin Famileac	-	Fundanta and augmentable the website by the and of		
Improve Morden Chamber of Create 12 membership highlight videos about the value of the chamber and release according to this schedule: 2 in 2023, 4 in 2024, 6 in 2025 Member Services Annual Enhancing Membership Services Membership Engagement and and Engagement Value Run the Morden BOLD! Event in April 2024 Events Spring 202 Enhancing Membership Services Membership Engagement and and Engagement Value In 2023 Events In 2023 Events Order Enhancing Membership Services Membership Engagement and Create and run an annual membership survey		_	· ·	Mamhar Saniicae	End of 2025
Enhancing Membership Services and Engagement Promotion to this schedule: 2 in 2023, 4 in 2024, 6 in 2025 Member Services Annual Enhancing Membership Services Annual Enhanced Annual Enhancing Membership Services Annual Enhanced Annual Enhanced Annual Enhanced Annual Enha	and cultakeniene	TOMORON		METIDE SELVICES	
Enhancing Membership Services and Engagement Promotion to this schedule: 2 in 2023, 4 in 2024, 6 in 2025 Member Services Annual Enhancing Membership Services Annual Enhanced Annual Enhancing Membership Services Annual Enhanced Annual Enhanced Annual Enhanced Annual Enha		Improve Morden Chamber of	Create 12 membership highlight videos about		[
and Engagement Promotion to this schedule: 2 in 2023, 4 in 2024, 6 in 2025 Member Services Annual Enhancing Membership Services Membership Engagement and and Engagement Value Run the Morden BOLD! Event in April 2024 Events Spring 202 Enhancing Membership Services Annual Engagement And Engagement Value Relaunch a Lunch and Learn series for members in 2023 Events 202 Enhancing Membership Services Membership Engagement and Create and run an annual membership survey	Enhancing Membership Services	· ·	·		
Enhancing Membership Services Adue Run the Morden BOLD! Event in April 2024 Events Spring 2022 Enhancing Membership Services And Engagement and Engagement Value Run the Morden BOLD! Event in April 2024 Events Spring 2022 Enhancing Membership Services Avalue In 2023 Events In 2023 Events 2022 Enhancing Membership Services Membership Engagement and Create and run an annual membership survey		_	1	Member Services	Annual
and Engagement Value Run the Morden BOLD! Event in April 2024 Events Spring 2022 Enhancing Membership Services And Engagement and Engagement Value In 2023 Events Department In 2023 Events 2022 Enhancing Membership Services Membership Engagement and Create and run an annual membership survey					
Enhancing Membership Services and Engagement and Engagement Walue In 2023 Events 202 Enhancing Membership Services Membership Engagement and Create and run an annual membership survey			Run the Morden BOLD! Event in April 2024	Events	Spring 2024
and Engagement Value in 2023 Events 202 Enhancing Membership Services Membership Engagement and Create and run an annual membership survey				2.3/10	, , , , ,
Enhancing Membership Services Membership Engagement and Create and run an annual membership survey				Events	2023
and Engagement Value by the end of 2023 Member Services End of 202		, , ,	1	Member Services	End of 2023



Recommendations and Next Steps

Cantera Leadership recommends the following action items be completed in order to ensure successful implementation of the strategic plan.

- 1. Confirm wording/phrasing fits with what MCC would find most helpful. After taking time to reflect, some adjustments may be helpful to keep it as clear and relevant as possible.
- 2. Ongoing monitoring of success It is important to monitor the strategic plan and measure how successful it has been. This could include some of the following recommendations:
 - a. Board meeting agendas should include a focus on the main Key Result Areas
 - b. Every six months, an extended review of the strategic plan should occur, including any relevant updates
 - c. Track progress by using a spreadsheet (provided as an electronic attachment)
- 3. Operational Plan The Executive Director (in conjunction with relevant board committees) should develop an Operational Plan which describes how the strategic plan will be implemented. This Operational Plan will go into more depth about who (individuals, committees, staff, etc.) will be responsible for working on the goals, and how they will be monitored and measured for success. This plan should be reviewed annually.

A strategic planning session is only as good as the implantation which follows.

Morden Chamber of Commerce Strategic Plan 2023-2025

INDINE! CHAILDELOI COMMISSION		שוומובצור ו ומוו בטבש בסבש		
KRA	Goal	KPI	Responsible	Date
Enabling Organizational Growth	Improve Funding Rase	Increase chamber insurance program participation by 20% each year	Member Services	Annual
		Create and submit a City of Morden funding		1 2 2 2 2 2 2 2 2 2 2 2 2 2 2 2 2 2 2 2
Enabling Organizational Growth	Improve Funding Base	increase package by September 2024	Executive Committee	Fall 2024
Enabling Organizational Growth	Improve Funding Base	Increase net new membership by 2% annually	Executive Director	Annual
		Hold 4-6 one on one (small group) lunches or		
Enahling Organizational Growth	Increase Morden Chamber Credibility and Partnerships	coffees annually with key people, including: City of Morden councillors, key personnel, MLA, and MP	Advocacy	Annual
		Create partnerships committee or task a current		
	,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,	committee by the end of 2023, and set their scope		
	Increase Morden Chamber	and mandate to focus on building community and		-
Enabling Organizational Growth	Credibility and Partnerships	regional partnerships	Board	End of 2023
	Evaluate Program/Event	Increase event sponsorship funding by 10% year	: :	
Enabling Organizational Growth	Sustainability	over year	Executive Director	Annuai
		Hold a cost/benefit analysis on all Morden Chamber		
	Evaluate Program/Event	events and programs, and report on results and	1	
Enabling Organizational Growth	Sustainability	recommendations by Summer 2023	Events	Summer 2023
		Submit 1-2 policies to the 2025 Manitoba Chamber		
		AGM, and try to make one of the policies a		
	Partner with Manitoba Chamber	regional' submission (ie. Work with Winkler		Manitoba AGM
The Voice of Business	for Advocacy Efforts	Chamber of Commerce)	Advocacy	2025
		Invite MB Chamber to an annual Morden Chamber		
	Partner with Manitoba Chamber	event to speak/teach on advocacy from a Chamber		
The Voice of Business	for Advocacy Efforts	and business perspective (first event by fall 2023)	Events	Fall 2023
	Develop Formal Policies and	Meet with MB Chamber to teach board on how to		
The Voice of Business	Positions for Advocacy	create official policies by spring of 2024	Advocacy	Spring 2024
***************************************	Develop Formal Policies and	Include advocacy questions in the membership	•	-
The Voice of Business	Positions for Advocacy	survey that will be completed in 2023	Member Services	End of 2023
	Be Quoted Regularly in Local	Approach local media by end of 2023 to let them		
	Media for Business Related	know the Morden Chamber would like to add their		
The Voice of Business	News Stories	voice to relevant business news stories	Executive Director	End of 2023

Board End of 2024 Member Services End of 2025 Member Services Annual Events Spring 2024 Events 2023				
		Create and run an annual membership survey by	Membership Engagement and	Enhancing Membership Services
		2023	Value	and Engagement
		Relaunch a Lunch and Learn series for members in	Membership Engagement and	Enhancing Membership Services
		Run the Morden BOLD! Event in April 2024	Value	and Engagement
			Membership Engagement and	Enhancing Membership Services
	Me	schedule: 2 in 2023, 4 in 2024, 6 in 2025	Promotion	and Engagement
		value of the chamber and release according to this	Commerce Marketing and	Enhancing Membership Services
		Create 12 membership highlight videos about the	Improve Morden Chamber of	
	Me	2025	Promotion	and Engagement
		Evaluate and overhaul the website by the end of	Commerce Marketing and	Enhancing Membership Services
			Improve Morden Chamber of	
		the end of 2024	Promotion	and Engagement
		marketing (and other potential communications) by	Commerce Marketing and	Enhancing Membership Services
		Dedicate a budget amount to handle social media	Improve Morden Chamber of	
Executive Committee End of 2023	Executi	inform board appointments	Diversity	and Engagement
		Complete a board matrix by the end of 2023 to help	Improve Board and Committee	Enhancing Membership Services
Events End of 2024		Learn) by end of 2024	Diversity	and Engagement
		Hold at least one diversity event (ie. Lunch and	Improve Board and Committee	Enhancing Membership Services
Board End of 2024		committee by end of 2024	Diversity	and Engagement
		Have at least one non-board member on each	Improve Board and Committee	Enhancing Membership Services