

**CANTERA**  
LEADERSHIP



**MORDEN  
CHAMBER OF  
COMMERCE**

# **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 6<sup>th</sup> and 13<sup>th</sup>, 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
  - ii. 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

KRA	Goal	KPI	Responsible	Date
Enabling Organizational Growth	Improve Funding Base	Increase chamber insurance program participation by 20% each year	Member Services	Annual
Enabling Organizational Growth	Improve Funding Base	Create and submit a City of Morden funding 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
Enabling Organizational Growth	Increase Morden Chamber Credibility and Partnerships	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	Advocacy	Annual
Enabling Organizational Growth	Increase Morden Chamber 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 community and regional partnerships	Board	End of 2023
Enabling Organizational Growth	Evaluate Program/Event Sustainability	Increase event sponsorship funding by 10% year over year	Executive Director	Annual
Enabling Organizational Growth	Evaluate Program/Event Sustainability	Hold a cost/benefit analysis on all Morden Chamber events and programs, and report on results and recommendations by Summer 2023	Events	Summer 2023
The Voice of Business	Partner with Manitoba Chamber for Advocacy Efforts	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)	Advocacy	Manitoba AGM 2025
The Voice of Business	Partner with Manitoba 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)	Events	Fall 2023
The Voice of Business	Develop Formal Policies and Positions for Advocacy	Meet with MB Chamber to teach board on how to create official policies by spring of 2024	Advocacy	Spring 2024
The Voice of Business	Develop Formal Policies and Positions for Advocacy	Include advocacy questions in the membership survey that will be completed in 2023	Member Services	End of 2023
The Voice of Business	Be Quoted Regularly in Local Media for Business Related News Stories	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 2023
Enhancing Membership Services and Engagement	Improve Board and Committee Diversity	Have at least one non-board member on each committee by end of 2024	Board	End of 2024
Enhancing Membership Services and Engagement	Improve Board and Committee Diversity	Hold at least one diversity event (ie. Lunch and Learn) by end of 2024	Events	End of 2024
Enhancing Membership Services and Engagement	Improve Board and Committee Diversity	Complete a board matrix by the end of 2023 to help inform board appointments	Executive Committee	End of 2023
Enhancing Membership Services and Engagement	Improve Morden Chamber of Commerce Marketing and Promotion	Dedicate a budget amount to handle social media marketing (and other potential communications) by the end of 2024	Board	End of 2024
Enhancing Membership Services and Engagement	Improve Morden Chamber of Commerce Marketing and Promotion	Evaluate and overhaul the website by the end of 2025	Member Services	End of 2025
Enhancing Membership Services and Engagement	Improve Morden Chamber of Commerce Marketing and 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	Membership Engagement and Value	Run the Morden BOLD! Event in April 2024	Events	Spring 2024
Enhancing Membership Services and Engagement	Membership Engagement and Value	Relaunch a Lunch and Learn series for members in 2023	Events	2023
Enhancing Membership Services and Engagement	Membership Engagement and Value	Create and run an annual membership survey by the end of 2023	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.*