SPRINGFIELD
CHAMBER OF COMMERCE
Diverse and Connected

Strategic PLAN

2023-2028

Prepared By:

Community Futures Winnipeg River

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Preface

The Springfield Chamber of Commerce staff and Board of Directors are very pleased to share our vision, mission, values, priorities, and planned strategies/activities for the next five years. The **2023-2028 Strategic Plan** is the result of thorough review and discussions that took place July 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 wide variety of ideas and opinions to consider. Every piece of information received was reviewed in a systematic manner that allowed the priorities and values to rise to the top.

It is our hope that all people associated with the Springfield Chamber of Commerce, take some time to review the Strategic Plan. The vision, mission, values, and priorities of the organization will be considered within all future planning efforts associated with the Springfield Chamber of Commerce. By directing multiple efforts of many people towards these priorities, we will make the significant impacts we seek.

Sincerely,

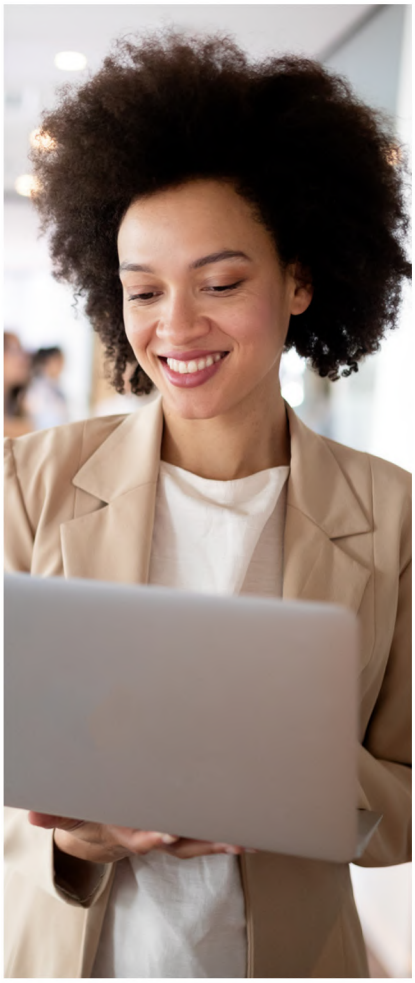
Staff and Board of Directors
Springfield Chamber of Commerce

About Us

Founded in 2016, the Springfield Chamber of Commerce was established to support business in the Rural Municipality of Springfield and provide a platform for local businesses to engage in conversations with their local government.

Beginning with 20 founding members, the Chamber has gained tremendous traction and grown to a total of 168 members as of July 2023; truly exemplifying the Chamber's tagline:

Diverse and Connected.



Annual Events Calendar

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September **September 11, 2023** SCC Board Meeting **September 29, 2023** Old Timers and Outlaws	**October** **October 2, 2023** SCC Board Meeting **October 12, 2023** SCC Annual General Meeting **October, 2023** Marketing Series	**November** **November 6, 2023** SCC Board Meeting **November 25, 2023** Magic on Main
December **December 4, 2023** SCC Board Meeting	**January** **January 8, 2024** SCC Board Meeting *New Membership Renewal*	**February** **February 5, 2024** SCC Board Meeting
March **March 4, 2024** SCC Board Meeting	**April** **April 8, 2024** SCC Board Meeting **April, 2024** Dinner with Council *Y.E.S. Contest Launches*	**May** **May 6, 2024** SCC Board Meeting *Y.E.S. Contest Closes*
June **June 3, 2024** SCC Board Meeting *Y.E.S. Contest Finals*	**July**	**August** **August, 2024** SCC Strategic and Annual Plan Review

Strategic Planning Process Overview

In July 2023, the Springfield Chamber of Commerce updated their strategic plan in consultation with 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 of the organization. A series of process steps were determined for the strategic planning process:

July 10, 2023 - First Session

Board members and staff 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 5 years.

July 24, 2023 - Documentation

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

July 31, 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.

August 15, 2023 - Documentation

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

2023- Review and Adoption

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

2023-2026- Implementation

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

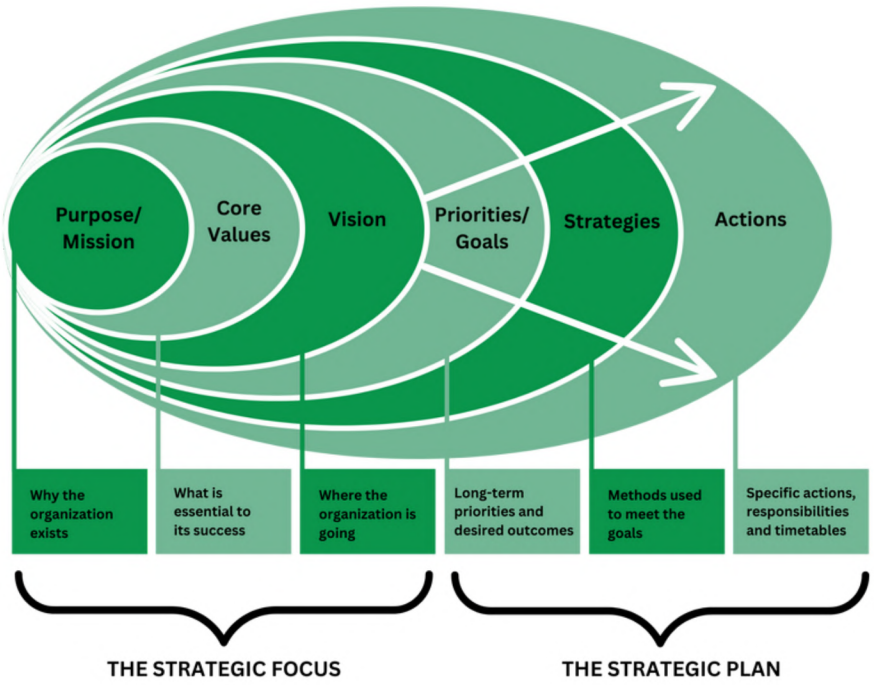
Annually - Annual Planning

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.



SWOT Analysis

In July 2023, the Springfield Chamber of Commerce conducted a SWOT analysis to identify and determine the internal strengths and weaknesses within the organization, along with a list of the external opportunities and threats. The high priority items are listed below:

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- Executive Director is knowledgeable, dedicated, and executes ideas, events, and initiatives quickly and effectively
- Diversity of Chamber Board and members
- Strongly aligned Executive group with a depth of experience
- Great public perception
- Chamber is well established in the community
- Good energy and group dynamics on the Board

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- Chamber brand could be stronger
- Not enough Board member engagement
- Board recruitment and retention
- Growth management of Chamber
- No system to identify needs
- Not enough time, human resources, and financial resources

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- Membership potential
- Work-from-home businesses
- Transcona Industrial Park
- Business owners new to Canada
- New residential developments (Oakbank and Dugald) creating potential for businesses of all sizes to serve those populations
- Significant corporate development moving into Springfield
- Joint funding with businesses

T

- Involvement, cooperation, and support of Council
- Absence of community cohesiveness around community economic development
- Community opposition to change and growth

Mission | Our purpose

We are a connective and empowering force in the community, uniting business owners and professionals to create an environment of opportunity, meaningful connections, continuous learning, and community advocacy. Together, we promote lasting, sustainable growth and development in Springfield.

Services | What we offer

- **Membership Benefits**
  Exclusive services, preferred rates, exposure, special offers, benefit packages, insurance, and networking opportunities.
- **Professional Development**
  Access to resources and training to help build business and community capacity.
- **Advocacy and Support**
  Unified and collective voice for the business community, providing advocacy and support.
- **Networking Opportunities**
  Opportunities for local businesses to expand their network, exchange ideas, share resources, and build professional relationships.
- **Advertising and Communications**
  Advertising opportunities for member businesses to gain credibility and exposure in the community.
- **Resource Information Centre**
  Access to resource list, skillset database, available programs, and business directory.

Organizational Aims | Core functions

- **Governance and Administration**
  Govern and manage the organization in an accountable and transparent manner.
- **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**
  Create advertising and awareness campaigns to promote member businesses.
- **Economic Growth Initiatives**
  Develop economic growth initiatives, organize programs designed to attract new businesses, offer professional development opportunities, and create a strong economic climate.
- **Planning and Projects**
  Develop strategic and operational plans, and ensure all activities/projects align with the organization's mission and vision for the future.
- **Civic Leadership**
  Serve as link between the business community and local government. Maintain relationships and promote strong engagement between the two entities.
- **Community Outreach**
  Facilitate community growth through networking and events, fundraising initiatives, and civic and youth engagement.
- **Scholarship Program**
  Annually provide a $500 scholarship to a Springfield Collegiate graduate pursuing a career in business.
- **Resource Information Centre**
  Develop and distribute resource packages, skillset databases, and program listings.

Vision | What we desire for the future

We envision a thriving and robust business community strongly connected and supported by the Chamber of Commerce, making Springfield an acclaimed and prosperous destination of choice for business innovation, growth, and success.

Values | Guiding principles

Courageous Leadership
We provide courageous leadership to drive positive change and create economic prosperity for our diverse and thriving region.

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

Support
We strengthen and uplift our business community through proactive support and contribution.

Adaptivity and Responsiveness
We promote a culture of responsiveness and adaptation to the ever-evolving needs of the Chamber and our local businesses.

Growth
We promote continuous and sustainable growth of the Chamber and our local community.

Community
We proudly support and contribute to the economic and social well-being of our community.

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 September 1, 2023 - August 31, 2028, the Springfield Chamber of Commerce will strategically focus efforts to achieve positive results around the following four priorities:

Strategic Priority 1: Organizational Growth

Strategic Priority 2: Membership Growth

Strategic Priority 3: Events and Activities

Strategic Priority 4: Collaborations and Partnerships

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: Organizational Growth

Formulating strategies to enhance board governance and composition, establishing procedures to gauge performance and utilizing metrics for informed decision-making, and ensuring human and financial resources align with the Chamber's projects and activities.

Goal 1.1: Strengthen Board structure and composition.

1.1.1: Determine the knowledge and competencies needed for Board members, members, and staff to successfully execute initiatives in the Strategic Plan.

1.1.2: Form sub-committees to oversee and monitor various Chamber functions.

1.1.3: Target Board members with diverse skill sets and new perspectives, ideas, and experiences that can help the Board further understand the needs of its members and achieve goals more effectively.

1.1.3.1: Diversify board composition to include representation from all business sectors.

Goals and Strategies

1.1.4: Define the roles, responsibilities, and expectations of Board members and staff.

1.1.5: Develop strategies and create meaningful opportunities for Board members to engage and contribute to Chamber activities.

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

1.1.7: Foster a sense of community and belonging among Board members to encourage connection, collaboration, leadership, and growth.

1.1.7.1: Host retreats for Board members to facilitate collaboration and participation.

1.1.7.2: Establish a mentorship plan for new Board members.

Goal 1.2: Increase human and financial resources to effectively support the Chamber's projects and activities.

1.2.1: Continue improving and promoting membership benefits to recruit new members. *(See Membership Growth).*

1.2.2: Recruit passionate individuals from the local business community to volunteer their time and expertise to support the Chamber's projects and initiatives.

1.2.3: Streamline communications to keep members informed of Chamber projects and initiatives.

1.2.4: Connect with local businesses to foster loyalty and partnership in return for financial resources.

1.2.5: Host fundraising events in order to raise additional funds.

1.2.6: Investigate the feasibility of employing an Assistant to the Executive Director.

Goals and Strategies

1.2.7: Explore joint funding opportunities with local businesses.
(See Collaborations and Partnerships)

1.2.8: Utilize Annual Planning document to delegate tasks.

Goal 1.3: Increase Chamber's physical and digital presence in the community.

1.3.1: Explore the possibility of opening a physical, brick-and-mortar Chamber of Commerce location in the community to increase service accessibility and visibility.

1.3.2: Reinforce Chamber brand by ensuring proper recognition and signage is displayed at events, and Chamber brand is represented on all marketing material.

1.3.3: Develop a Marketing Plan for the Chamber.

Goal 1.4: Improve the Chamber's impact by accurately measuring and effectively reporting the success of economic growth initiatives to enable informed decision making by the Board.

1.4.1: Develop metrics and key performance indicators (KPIs) that will accurately measure the success of initiatives, and report results to the Board.

1.4.2: Send out surveys to members, local businesses and the community to gauge the effectiveness of Chamber initiatives and receive feedback.

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. Developing key messaging that highlights the value of a Chamber of Commerce, incentivizing members to stay active by leveraging the benefits of membership.

Goal 2.1: Improve member recruitment and retention.

2.1.1: Enhance membership value by identifying incentives that meet the evolving needs of our members and community.

2.1.2: Conduct surveys to determine the needs of businesses in the community and what they expect from the Chamber of Commerce to ensure member satisfaction.

2.1.3: Develop a mentorship program and match individual members with mentors to help members grow and develop professionally.

2.1.4: Develop a comprehensive package that welcomes new members to the Chamber, provides information on Chamber initiatives, and an invitation to attend a quarterly Board meeting or event.

2.1.5: Highlight member businesses and their promotions across marketing channels.

2.1.6: Host events to allow members an opportunity to meet potential and existing clients and customers, increasing brand recognition and visibility for the Chamber and its members.

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

Goals and Strategies

2.1.8: Invite business leaders and industry experts to host workshops and training seminars to provide members the opportunity to further their professional development and gain valuable insights.

2.1.9: Explore building an online community for members so they can stay connected and gain access to resources, educational materials, and valuable business contacts.

2.1.10: Create a system for researching and recruiting new members.

Goal 2.2: Increase membership by 10% each year.

2.2.1: Utilize digital marketing campaigns to drive awareness and increase engagement.

2.2.2: Develop high-quality content and marketing materials that highlight the value that the Chamber can create for members.

2.2.3: Proactively attract new businesses in Springfield from a diverse range of industries and ensure the sustainable development of both large and small enterprises.

2.2.4: Create membership drives focused on the needs of work-from-home businesses.

2.2.5: Identify and market to business owners that are new to Canada and promote the benefits of membership.

2.2.6: Explore ways to reach and encourage business owners and professionals in the Transcona area to engage with the Chamber.

2.2.7: Create strategies that support the development and implementation of new market and business opportunities arising from local developments.

2.2.8: Maintain consistent communication with members through regular reports (e.g. newsletter, social media, and newspaper).

Goals and Strategies

Strategic Priority 3: Events and Activities

Organizing programs and events that bring businesses, citizens, and other stakeholders together in a meaningful way, while ensuring activities align with the Chamber's mission and vision for the future. Creating procedures and a framework for organizing events to streamline planning processes.

Goal 3.1: Streamline planning processes.

3.1.1: Develop a systematic approach and framework for organizing repeat events to maximize efficiency.

3.1.2: Utilize project management tools to organize tasks and track progress.

3.1.3: Create an annual calendar of events and deadlines for tasks (e.g. invitation and information distribution, social media content schedule, and print marketing).

Goal 3.2: Increase staff resources to support activities and events.

3.2.1: Break down and assign specific tasks between staff, Board members and other volunteers to allow for better resource and time management.

Goals and Strategies

Strategic Priority 4: Collaborations and Partnerships

Fostering collaboration between the local business community and local government, creating meaningful dialogues between the two sectors. Emphasizing the importance of joint ventures and partnerships that can help drive commercial success and job growth in the local community.

Goal 4.1: Maintain and promote strong engagement between the business community and local government.

4.1.1: Create an effective communication strategy to keep the business community informed about elections and changes in local government policies and procedures.

4.1.2: Develop mechanisms for continuous feedback from the business community to inform local government decisions.

4.1.3: Host meetings, forums, and events to facilitate collaboration and communication between the business community and local government.

4.1.4: Advocate for legislation and regulatory changes that are beneficial to the business community.

Goal 4.2: Secure and maintain mutually beneficial partnerships.

4.2.1: Identify joint funding opportunities with local businesses.

4.2.2: Partner with community organizations to promote events, create mentorship and networking opportunities, and advance shared goals of economic growth.