



## **STRATEGIC PLAN**

**August 2008 – January 2010**

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## Introduction

*In August of 2008 the Selkirk & District Chamber of Commerce embarked on developing a Strategic Plan that is designed to increase the Chamber's public awareness while providing direction for the Board of Directors and staff. The Plan outlines the three core services that the Chamber provides to their Membership, local businesses and community leadership groups within the City of Selkirk, R.M. of St Andrews, R.M. of St Clements and the newest municipal partner the R.M. of West St Paul. The principal objective of the Plan is in keeping with the Chamber's Mission Statement that is,*

*“To promote and expand economic trade and commerce along with civic and social needs of the Selkirk, St Andrews and St Clements region.”*

*The three core services referred to in the document include;*

- Annual Community Events*
- Special Events*
- Operations*

*Within each of these categories there are action items, timelines and the identification of the project leaders and/or chairpersons along with support volunteers and staff. There is also a status category that provides a monitoring mechanism; ensuring projects are “on track”. It will be important for the Executive to appoint a volunteer Board Member to be the “watch-dog” of the Strategic Plan. This person will provide a status report to the Board Members quarterly and annually to the General Membership at the Annual General Meeting.*

*The status reporting system is a simple green, yellow, red coding that is as follows,*

- Task completed, goal achieved.*
- ▲ Some difficulty but task still achievable.*
- ◆ Problem; well behind timeline and/or requires resources.*

*Blank Not yet due to start.*

*The Plan covers a 16-month period, August 2008 through to January 2010. The document's content was collected through two Board Member planning meetings, in-person discussions with Executive Members and in consultation with the Executive Director, Sheri Skalesky.*

**The Selkirk & District Chamber of Commerce Strategic Plan was adopted at Board of Directors meeting held on (month, date), 2009 at the City of Selkirk Civic Offices, 200 Eaton Avenue Selkirk, Manitoba.**



### 2009 Selkirk & District Chamber of Commerce Board of Directors

Front Row (l-r) Glen Basarowich, Ted Lewis, Bev Clegg, Rob Willitts, Kelly Lewis, Connie Rapko, Lesli Malegus, Brian Kahler

Back Row (l-r) Kerry Hendry, Dave Bayluk, Reid Henderson, Marlene Cook, Bill Hrab, Bob Jefferson

## Annual Community Events

*The Selkirk & District Chamber of Commerce defines the Annual Community Events as public activities that enhance and celebrate the community of Selkirk together with the municipalities of St Andrews and St Clements. The Chamber takes a key leadership role in implementing the Triple S Fair & Rodeo Parade, the Citizen of Year Dinner and their own Membership Drive.*

EVENT: Membership Drive

COMMITTEE: Ted Lewis (Chair), Kelly Lewis, Rob Willitts, Bill Hrabí

GOALS:

- *To retain all 130 current members.*
- *To increase the number of members by 20%, which will include 20 new members that will result in a minimum of 150 members in total?*
- *To re-evaluate and increase membership structure and fees, if necessary.*
- *To initiate communications and establish new relationships with businesses within in the R.M. of the West St Paul and the north sector of the R.M. of St Andrews including the Winnipeg Beach area.*

ACTION PLANS:

**The Selkirk & District Chamber of Commerce will retain all 130 current members.**

Action	Timeline	Responsibility	Status
Membership Drive	Oct 2008 – Jan 2009	Membership Committee & Office Staff	●
Revise Membership Package: that may include new employee structure categories and new membership fees.	Nov 2008	Membership Committee	●
Email Membership Package to Board Members.	Dec 2008	Office Staff	●
Mail Membership Packages to General Membership.	Dec 2008	Office Staff	●
Mail Membership Packages to potential new members.	Jan 2009	Office Staff	●
Follow up with members who have not renewed.	Feb 2009	Membership Committee	▲

## Annual Community Events: Membership Drive cont'd

Recommendations:

*The Membership Drive should begin in October having the Membership Committee meet that month.*

*Launching the Membership Drive in mid November will allow the process to be complete by the end of January. The Membership Packages should be emailed, mailed or delivered by mid November to Board Members, General Members and potential new members. Membership renewals will then occur in December then activated in January giving the membership a full 12 months of benefits.*

**The Selkirk & District Chamber of Commerce will increase the number of members by 20%, which will include 20 new members that will result in a minimum of 150 members in total.**

Action	Timeline	Responsibility	Status
Mail and deliver Membership Packages to possible new members may include visit from Membership Committee member.	Jan 2009	Office Staff & Membership Committee	●
Follow up with members who have not renewed, in 2 parts. One with a mail out and then with a follow-up phone call or a drop by from Membership Committee member.	Feb 2009	Office Staff & Membership Committee	▲

Recommendation:

*It is imperative that the minimum of 150 members be reached as it has a direct impact on the revenue required for the Operating Budget.*

*The original mail out should include the potential new members and should occur by mid November.*

## Annual Community Events: Membership Drive cont'd

**The Membership Committee of the Selkirk & District Chamber of Commerce will re-evaluate and increase the membership structure and fees.**

Action	Timeline	Responsibility	Status
Compare membership fees with other rural Manitoba Chamber organization with similar populations and demographics.	Nov 2008	Ted Lewis	●
Review membership categories; considering the number of employee definitions.	Nov 2008	Membership Committee	●
Contact large businesses to canvass reaction to increasing this category's membership fees.	Nov 2008	Rob Willitts	●
Consider reduced rate for new members.	Nov 2008	Membership Committee	●
Include fee structure for website promotion and advertisements.	Nov 2008	Membership Committee	●
MB Chamber fees will be allocated from the membership fees, based on \$20 per member.		<i>As per discussions at Strategic Plan</i>	●
Present new fee structure to Board of Directors for approval.	Nov 2008	Membership Committee	●

Recommendation:

*Pro-rated memberships should be considered after June 2009 for new or first time members only.*

**The Selkirk & District Chamber of Commerce will initiate communications and establish new relationships with businesses within in the R.M. of the West St Paul and the north sector of the R.M. of St Andrews including the Winnipeg Beach area.**

Action	Timeline	Responsibility	Status
Host one Board Meeting or General Meeting within the R.M. of West Paul.	April or May 2009	Executive Committee & Office Staff	●
R.M. of West St Paul to identify municipal council member to be Board Member of the S&D Chamber of Commerce.	Dec 2008	Chair & Past President	●
Work with R.M. of West Paul Council in identifying the businesses within the R.M. that maybe interested in becoming a S&D Chamber of Commerce member.	Jan 2009	Executive Committee	●
Membership information packages to be mailed out to businesses in the R.M. of West St Paul.	May 2009	Staff & Membership Committee	
Identify business in north portion of the R.M. of St Andrews including the Winnipeg Beach area.	Summer of 2009	<i>As per discussions at Strategic Plan</i>	

## Annual Community Events: Citizen of the Year

**EVENT:** Citizen of the Year

**COMMITTEE:** Sheri Skalesky (Chair), Kerry Hendry, Bob Jefferson, Kelly Lewis

**DATE:** Thursday April 30, 2009

**LOCATION:** Larter's at St Andrews Golf & Country Club

**GOALS:**

- *To host the annual Citizen of Year Banquet in a larger venue to accommodate additional audience.*
- *To increase the promotion for the Call for Nominations and raise community awareness that nominations can occur at anytime of the year.*

**ACTION PLANS:** *(Below is a listing of core action plans that should be seen as target dates, leaving the finer details to the organizing committee)*

**The Selkirk & District Chamber of Commerce will seek out a larger venue to accommodate additional audience.**

Action	Timeline	Responsibility	Status
Book venue and confirm date ensuring no other similar community event is being hosted that week.	Jan 2009	Office Staff & Chair	●
Site visit to confirm seating lay out, PA/audio requirements and head table (if required).	April 6 – 9, 2009	Office Staff & Chair	
Confirm number of attending.	3 <sup>rd</sup> week of April	Office Staff	

**2008 Citizen of the Year – Michael Buhr**  
Presented by Chamber President Kelly Lewis



## Annual Community Events: Citizen of the Year cont'd

**The Chamber will increase the promotion of Call for Nominations while raising community awareness that nominations can occur at anytime of the year.**

<b>Action</b>	<b>Timeline</b>	<b>Responsibility</b>	<b>Status</b>
Committee members to ensure community organizations/leaders are aware of Citizen of the Year event and that nominations are being accepted. Call for Nomination deadline: March 31, 2009	Feb - March 2009	Committee Members	▲
Promotion of Citizen of the Year event and Call for Nominations will involve the following, 2 paid advertisements in Selkirk Journal along with a minimum of 3 emails to General Membership, Lord Selkirk School Division, Service Clubs and community leadership groups.	Feb – March 2009	Office Staff & Committee Members	▲
Post Call for Nominations and Citizen of the Year event on website.	March 2 – 6, 2009	Office Staff & Web Master	
Feature Citizen of Year event and Call for Nominations in Chamber Chatter (March edition).	March 2009	Office Staff & Brian Kahler	
Secure community signage for event week and Call for Nominations. This signage may include City of Selkirk, North Red Community Futures and Century 21.	Jan - Feb 2009	Office Staff	▲
Request for cash donations from financial institutions and car dealerships.	Mid March 2009	Office Staff	
Request for Silent Auction items from small businesses.	Mid March 2009	Office Staff	
Selection Committee review and select Citizen of the Year recipient.	1 <sup>st</sup> week of April	K Lewis/K Hendry/ B Jefferson	
Notify Citizen of the Year.	1 <sup>st</sup> week of April	Kelly Lewis	
Community Announcement of Citizen of the Year recipient, notify Selkirk Journal (for April 9 or 17 <sup>th</sup> edition).	Mid April	Kelly Lewis Office Staff	
Send invitations to former Citizen of the Year recipients and local government dignitaries.	March 2009	Office Staff	
Production of Citizen of the Year ticket with sales.	2 <sup>nd</sup> week of April	Office Staff	
Thank you to sponsors.	May 4 – 8, 2009	Office Staff	

## Annual Community Events: Triple S Fair & Rodeo Parade

**EVENT:** Triple S Fair & Rodeo Parade

**COMMITTEE:** Connie Rapko (Chair), Bill Hrabí, Glen Basarowich, Sheri Skalesky, Margaret Swain (?), Wayne Gies (?)

**DATE:** Saturday, July 11, 2009

**GOALS:**

- *To feature the R.M. of St Clements 125<sup>th</sup> Anniversary celebrations by having the municipality as the Parade Marshall.*
- *To exceed more than 100 parade entries with the assistance of the R.M. of St Clements.*
- *To secure \$4,000 in sponsorship revenues to maintain reduced entry fee for nonprofit organizations.*

**ACTION PLANS:** *(Below is a listing of core action plans that should be seen as target dates leaving the finer details to organizing committee)*

Action	Timeline	Responsibility	Status
Invite and confirm parade entries from outside community like the Shriners, Manitoba Hydro, Glenora Pipe Band.	Jan 2009	Office Staff	●
Develop and circulate major sponsorship package to municipalities and large business.	End of Jan 2009	Office Staff & Parade Chair	▲
Develop and circulate honorary sponsorship packages to small businesses (may be the same or similar as major sponsorship package).	May 2009	Office Staff & Parade Chair	
Secure \$4,000 in sponsorship revenue.	Mid May 2009	Committee	
Call for Entries and accepting entries, may include revising parade entry form.	May & ongoing	Office Staff	
Confirm judges, former Citizen of the Year recipients.	May 29, 2009	Office Staff	
Ensure all signage is ordered; lineup #s, parade banner(s), magnetic sign for Citizen of the Year 7 Parade Marshall.	Mid June	Office Staff	
Parade entry deadline.	July 8, 2009		
Secure and confirm volunteers for Fit Out (set-up/take down), line-up supervisors (6), street barricades (10) and traffic control (10).	June 30, 2009		

## Annual Community Events: Triple S Fair & Rodeo Parade cont'd

Action	Timeline	Responsibility	Status
Draft and confirm parade line-up.	July 7- 9, 2009	Parade Chair & Office Staff	
Confirm with parade entries of space in line-up.	July 9 & 10, 2009	Staff & Committee Member	
Presentation of awards to winners with picture.	July 15, 2009	Parade Chair & Office Staff	
Acknowledgement of Parade winners and sponsors in newspaper, General membership email and website announcement.	July 20, 2009	Office Staff	
Acknowledgement of Parade winners and sponsors in Chamber Chatter (September edition).	September 2009	Office Staff & Brian Kahler	
Presentation of Gold Sponsor plaque at fall General Meeting.	Sept - Oct, 2009	Chamber Chair	

2008 Triple S Fair & Rodeo Parade Winners



L-R Connie Rapko (Parade Chair), Emil Machinski (Rockwood Antique Tractor Club – Vintage Vehicles), Pat Pruden (Sponsor - City of Selkirk), Andrea Zavetski (Evolution Dance Company - Small Business), Beth Vitt (Sponsor – Sunova), Rob Willitts (Canadian Tire – Commercial), Kelly Lewis (Chamber President)

*Missing from picture: Rotary Club of Selkirk (Non-Profit)*

## Special Events

*The Selkirk & District Chamber of Commerce has identified a number of Special Events that will be hosted between October 2008 and January 2010. All of these events are designed to highlight Selkirk and the municipalities of St Andrews and St Clements.*

*These events will focus on one or more of the following points,*

- *Promote and feature local businesses through events that have a tourist component.*
- *Welcome visitors, tourists and spectators to the community.*
- *Provide local business owners and staff with professional development and educational opportunities. These workshops and/or educational sessions will be hosted locally.*

Special Event	Goal	Event Date (Timeline)	Project Leader	Support Committee	Status
Website Launch	To update and release new website.	October 2008	Dave Bayluk	K Lewis/ Brian K/ Tom Dawson	●
MB Chamber of Commerce AGM	That the S&DCC send delegates to the MB Chamber Annual General Meeting in Gimli MB.	April 24 – 26, 2009	N/A	N/A	●
Telus Cup (Hockey Canada's AAA Midget Male Hockey Championships)	Host a Flag Pageantry program to promote this national championship.	April 20 – 26, 2009 (Feb-April)	Dave Bayluk	Office Staff	▲
Neighborhoods Alive Program	The Chamber in working with the City of Selkirk will submit an application to the Neighborhoods Alive program requesting funds for community signage.	Jan or April 2009 (Nov – Jan)	Pat Corder	Office Staff	▲

## Special Events cont'd

Special Event	Goal	Event Date (Timeline)	Project Leader	Support Committee	Status
Professional Development Workshop	To host at least one professional development workshop with the assistance of the Manitoba Marketing Network.	May 27 or 28, 2009 (Mar–May)	Kelly Lewis	L Sarginson, Office Staff & MB Marketing Network	▲
Sidewalk Sale	To host sidewalk sale in conjunction with the Back to School season (to coincide with Keystone Sporting Goods sidewalk sale).	Aug xx, 2009	TBA		
Snowmobile Trade Show	To host snowmobile trade show at Selkirk Recreation Complex.	Oct 17 - 18, 2009	Reid Henderson	L Malegus/ B Hrabi/ K Cook/ K Hendry	▲
Parade of Lights	Provide Parade of Lights committee with administrative support by sending and collecting parade entries and processing fees through the City of Selkirk financial department.	Nov 20, 2009 (Oct – Nov)	Eva Hawryshko	Office Staff	

**Note:**

*These Special Events are not typically held annually, like the Parade or the Citizen of the Year Dinner.*

*These Special Events should be held at least two years consecutively before they are considered an annual event. To determine the event's success the Board of Directors should evaluate the program based on membership's involvement and responses, financial feasibility and public attendance.*

*These Special Events are listed in chronological order and not listed on a priority basis.*

*It is most important the Special Events are financially self-sufficient, resulting in a modest profit.*

## Operations

*The Selkirk & District Chamber of Commerce defines the Operations category as the daily activities required to,*

- *Ensure all aspects of the Constitution and Bylaws are abided by.*
- *Manage and operate a public office to a high standard.*
- *Regularly communicate with the Executive, Board of Directors and General Membership.*

Activity	Goal	Timeline	Project Leader	Support Committee	Status
Financial Planning	To develop, approve and implement an annual Operating Budget.	Nov 2008 – Jan 2009	Lesli Malegus	Bev Clegg, Pat Cordner	●
Audit	To have an audit and/or review of the 2008 financial information performed by a Certified General Accountant to be presented at the AGM in June.	Jan – May 2008 (June 10, 2009)	Lesli Malegus	Office Staff & Pat Cordner	▲
Chamber Dollar Program	Increase public awareness about the Chamber Dollar Program through window signage (January), advertisement in local newspaper (November edition), website, Chamber Chatter (November edition) and emails to membership (4 per year).	Ongoing	Office Staff	Lesli Malegus	▲
Chamber Chatter	Create, publish and circulate quarterly newsletter called the Chamber Chatter.	March/June/Sept/Nov	Brian Kahler	Office Staff & Committee Chairpersons	Ongoing
MB Chamber of Commerce	Maintain a positive relationship with the Manitoba Chamber of Commerce by attending meetings and their special events. Continue to lobby for provincial and regional issues that effect economics for the betterment of the community.	Ongoing	Dave Bayluk	Pat Cordner	Ongoing

## Operations cont'd

Activity	Goal	Timeline	Project Leader	Support Committee	Status
Board Meetings	Ensure 8 – 10 monthly Board Meetings occur annually.	1 <sup>st</sup> Wed Of the Month	Kelly Lewis	Office Staff Dave Bayluk	Ongoing
General Meetings	Ensure 6 – 8 General Meetings are held yearly including the Citizen of the Year Dinner (April) and Annual General Meeting that involves elections (June).	2 <sup>nd</sup> Wed Of the Month	Kelly Lewis	Office Staff Dave Bayluk	Ongoing
Fundraising	The Chamber will hold 2 fundraising projects, for example Super Bowl tickets, Summer Raffle or a 50/50 draw.	Jan 2009  Summer or Fall 2009	Lesli Malegus	Office Staff	▲
Public Awareness	Attend community events, public and municipal meetings, representing the Chamber Membership and providing advocacy for the local business community.	Ongoing	Kelly Lewis	Dave Bayluk Board of Directors	Ongoing
Website Development	Continue to develop and design the website. Ensure accurate membership content is displayed.	Ongoing	Dave Bayluk	Office Staff & Tom Dawson	▲
Constitution & Bylaw	Review and update Constitution & By-laws in preparation for adoption at AGM in June.	March – June 2009 (June 10, 2009)	Pat Cordner	Office Staff & TBA	▲
Board Recruitment	Nominating Committee to recruit volunteers for executive positions, ensuring a full state of officers will be filled through the AGM election process.	May – June 2009	Kelly Lewis	TBA	

