



**South
Grenville**
Chamber of
Commerce

VERSION 2.1
DATE 01/12/23

STRATEGIC PLAN

PRESENTED BY: SOUTH GRENVILLE CHAMBER OF COMMERCE SUB COMMITTEE ON STRATEGIC PLANNING
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SEPTEMBER-NOVEMBER 2023

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EXECUTIVE SUMMARY

Our 2023-2028 Strategic Plan steps boldly into a space in the South Grenville business community where there is both a great need and a great benefit to be realized. The purpose of the Strategic Plan is to provide our membership cost-effective support, engagement and financial savings.

A dollar spent in the support of local business growth is shown to be the best investment for the community at large. By providing support to the businesses of South Grenville, the Chamber of Commerce builds relationships, resources and strengths within our community.

Through the fostering of cooperation between all business in South Grenville we will be able to create a strong, effective and resilient community both in business and by increasing quality of life within the Townships of Augusta and Edwardsburgh/Cardinal as well as the Town of Prescott.

The South Grenville Chamber of Commerce will do this through:

Collaborating with organizations throughout South Grenville and in neighbouring communities to achieve more cohesive systems for building positive relationships.

Sustainability in our organization to be a constant in our business community. We will be the foundation that all business builds from.

Value to our members and our partners through added benefits and a strength of being part of our community.

The South Grenville Chamber of Commerce will also promote organizational excellence. We will increase the leadership of our organization to provide top notch support to our membership.

There will be a change in our Board to transition to a Governance Board of Directors from the current operational format.

We look forward to having all members of the South Grenville community join us on this journey!

OUR VISION

The South Grenville Chamber of Commerce will be a respected support to engaged South Grenville businesses, partners and community members.

OUR MISSION

The South Grenville Chamber of Commerce shall strive to support businesses in the South Grenville Community through sustainability, collaboration and value.

PILLARS

To achieve our Vision and Mission, we will adhere to the following Pillars which will provide us with direction. Our Pillars are:

Sustainability

The South Grenville Chamber of Commerce has the resources to manage its operations, serve our business community, and maintain strong, transparent governance practices.

Collaboration

The South Grenville Chamber of Commerce is dedicated to engaging with its members, partners, and communities, to grow a stronger South Grenville.

Value

The South Grenville Chamber of Commerce is respected and valued by its members, partners and community, offering clear benefits and support.

PROCESS

This plan was developed with a core sub-committee of the Board of Directors of the South Grenville Chamber of Commerce along with the support of Grenville Community Futures Development Corporation. Katie Nolan provided facilitation and oversight for the Strategic Plan.

The sub-committee consisted of:

- Kevin Spencer - Chair
- Lynda Joannis - Secretary
- Blinda Campbell - Treasurer
- Brittany Matthie - Director

There were multiple opportunities where all members of the Board were invited to attend meetings, but the Sub-Committee was vital for the process to be successful.

One meeting focused on the overall process, the Vision and Mission Statements and the Primary Pillars.

Once the overall process was determined, the Sub-Committee developed and sent out Surveys to have feedback provided. These surveys were achieved through an online survey process, face to face conversations as well as direct email questions. These participants of this survey feedback process included Membership, Board of Directors, Partner Organizations and affected Municipalities. The feedback received was then collated and provided as the data for the Action Plan as the information related to the Vision, Mission and Primary Pillars.

Upon completion of the data collection, the Sub-Committee focused on the content of the Strategic Plan and development of the Action Plan. The Board was then brought in to go through the entire document line for line to ensure everyone was aware of the data which was collected. A total of 7 planning sessions were conducted to ensure this document was developed to the highest of quality with the greatest level of participation available.

This entire process was undertaken over 6 months and utilized over 100 person-hours putting this plan together

KEY PRIORITIES

We will become the central hub for business in South Grenville.

The South Grenville Chamber of Commerce will be the central hub for connecting Business, Municipalities and the General Public throughout South Grenville.

SUSTAINABILITY

Recognizing Today's Reality

We acknowledge the current growth in all three municipalities; however, the centralized voice for business in South Grenville is not as strong as it could be. Businesses continue to grow and have a dramatic impact not only locally but provincially and federally as well. The operators of these businesses need a strong voice that they know they can reach out to, providing guidance, direction and an opportunity to network with like-minded individuals. They also need a voice that can reach local, provincial and federal governments to lobby and support the needs for their combined success. Enabling businesses to continue success will foster growth. As more growth occurs in our community, the more opportunities will continue to present themselves in our region. For this growth to occur, key gaps such as networking, communication and membership resources need to be addressed by a sustained, unified voice. The South Grenville Chamber of Commerce will be that voice.

Working towards an Improved Future

The South Grenville Chamber of Commerce is well positioned to step into a pathfinding role, whereby it becomes known as a go-to resource for businesses who require a trusted, one-stop shop for building and sustaining their businesses. The South Grenville Chamber of Commerce will also provide an opportunity to not only become the voice of business but also the ear for business. By providing support and guidance, this will close the loop as a valued and collaborative resource.

In Five Years...

- Our by-laws, policies and procedures will be updated and reviewed on an annual basis
- The membership will show continual growth by at least 15%
- We will improve our financial and administrative capacity by hiring key staff
- Our financial position will provide lasting longevity for the Chamber of Commerce
- Our social media and online presence will support our membership

COLLABORATION

Recognizing Today's Reality

Regular networking is essential for any business to grow and **South Grenville** does not currently have a consistent opportunity for networking in South Grenville. There are currently no business organizations who focus specifically on South Grenville business networking within the region. The operators of businesses in South Grenville need opportunities to meet with like-minded individuals facing similar challenges. They also need a chance to have the opportunity to meet with local, provincial and federal governments to support their needs for combined success.

Working towards an Improved Future

Enabling businesses to collaborate will foster growth. The more growth that occurs in our community, the more opportunities will continue to present themselves. We will accomplish this by creating collaboration between our members, groups, municipalities and other applicable agencies. The South Grenville Chamber of Commerce is well positioned to step into a networking role, whereby it becomes known as a collaborative agency for businesses who wish to network and present their businesses to government, not for profits and other businesses. The South Grenville Chamber of Commerce will provide that collaborative canvas.

In Five Years...

- In South Grenville, we will be viewed as the organization who coordinates key events for businesses to network and celebrate the victories of increased economic prosperity.
- The South Grenville Chamber of Commerce will achieve a level of respect where municipalities contact us to celebrate businesses within our community.
- We will collaborate with businesses to share our resources helping them make more informed decisions with all business needs.
- We will be known and recognized by our political partners as an efficient means of collaborating with business within South Grenville.
- Other Chambers of Commerce would view the South Grenville Chamber of Commerce as a leader in the realm of business support and communication.

VALUE

Recognizing Today's Reality

The current state of the Chamber of Commerce is not recognized as providing a sufficient amount of value to our members. Currently, members renew their membership based on loyalty as opposed to value. That reasoning needs to change so that the Chamber of Commerce is considered a beneficial resource to business in South Grenville. This value needs to be placed across the organization by integrating our Board with our membership in already established Portfolios see appendix.

Working towards an Improved Future

For the Chamber of Commerce to remain valuable to its membership it needs to continue to provide resources, support and merit. By including more benefits, the Chamber of Commerce will provide greater worth to its membership. Integrating our health benefits, member to member benefits, access to government officials as well as membership advertising, will ensure the value of our Chamber of Commerce is recognized by its membership.

In Five Years...

- The South Grenville Chamber of Commerce will be the conduit for Member to Member discounts and focus on supporting each other.
- The Chamber of Commerce will provide consistent networking events; including Business After 5s, Galas, MP/MPP breakfasts and more.
- We will provide our membership with direct communication from Ontario and Canadian Chambers of Commerce.
- We will provide our membership with innovative communication from like-minded groups.
- The South Grenville Chamber of Commerce will provide exposure and visibility to its members through social media and online contact.
- We will be known and recognized by our political partners as an efficient means of communicating with business within South Grenville.
- Other Chambers of Commerce would view the South Grenville Chamber of Commerce as a leader in the realm of business support and communication.

KEY STRATEGIES TO TRANSITION

Once this strategic plan is published, the South Grenville Chamber of Commerce will go about a detailed action planning process to deliver on the expectations set out in the plan. Among other activities, the Board of Directors expects to develop a comprehensive roadmap that includes among other things:

1. Simplify the membership process. Utilize ChamberMaster to streamline the process.
2. Invest in dedicated staff evolving to a full-time employee to support the membership.
3. Increase marketing and interaction with both members and partners.
4. Ensure transparency and fairness in all situations.
5. Increase our visibility in the physical community as well as in the “Chamber” community.
6. Utilize technology to advance the contact process and enable growth for our members.
7. Ensure staff are accepted by membership to allow for comfortable communication.
8. Follow ONCA guidelines and ensure we are compliant with the rules governing non-profits.
9. Ensure our non-profit status allows for us to receive grants and financial support to drive our goals and provide receipts.

COLLABORATIVE PARTNERS

Government

Township of Augusta
Town of Prescott
Township of Edwardsburgh Cardinal
United Counties of Leeds and Grenville
Province of Ontario
Government of Canada

Partner Agencies

Grenville Community Futures
Local Chambers of Commerce
Ontario Chamber of Commerce
Canadian Chamber of Commerce
Prescott BIA, Spencerville Business



**South
Grenville
Chamber of
Commerce**

Membership

Community Partners

Local Non-Profits
Local Charities
Non-Members

APPENDIX A

LIST OF PORTFOLIOS (TO BE DETAILED FURTHER)

Collaboration Portfolio

Canadian / Ontario Chamber Liaisons
Attend Municipal Council Meetings when requested / required
Attend other Chamber Events when requested / required
Other Agencies or Group involvement

Sustainability Portfolio

Annual Golf Tournament
Fundraising
Proposals / Grants
Revenue generating opportunities which present themselves
Membership Liaison / Outreach Specialist

Value Portfolio

Awards Gala
Marketing/Website/Membership
Business After 5
MP / MPP Breakfasts
Mayors Breakfasts

APPENDIX B

ACTION ITEM LIST

Action	Responsibility	Timeline	Portfolio
Improve Financial and Administrative Capacity <ul style="list-style-type: none"> - Purchase Microsoft Office and upload all key documents - Find or obtain CRA number, proof of insurance, WSIB - Hire an accountant, file income taxes and prepare annual financial statements 	Sub-Committee of Board	2024	Sustainability
Create a job description for staff member	Chair / Brittany	December 2023	Sustainability
Create documentation for Staff	Chair / Brittany	December 2023	Sustainability
Hire Staff	Sub-Committee	January 2024	Sustainability
Update Portfolios to integrate Board Members and Membership	Secretary	2024	Sustainability
Review current By-Laws and policies to meet ONCA guidelines	Chair	2023-2024	Sustainability
Create Required Documentation <ul style="list-style-type: none"> - Board Terms of Reference - Policies and Procedures 	Sub-Committee	2024-2025	Sustainability
Update current policies and procedures	Sub-Committee	2024-2025	Sustainability
Update branding, social media, online and promotional material (Tourism Guide, website, badges and business cards)	Board Sub-contractor	Early 2024	Collaboration / Sustainability
Prioritize Financial Stability/Longevity <ul style="list-style-type: none"> - Fundraising campaigns - Seek sponsors for events and initiatives - Long term grant writing (staff) - Municipality partnership to secure funding for staffing 	Board	Q1 2024	Sustainability

Implement increased annual fee schedule (10% per year for 3 years 2024-2026)	Membership Chair	Annually	Sustainability
<p>Grow Membership Base by 10% annually for the next 3 years</p> <ul style="list-style-type: none"> - Reconcile overdue membership fees and create new collection schedule /payment policy - Solidify New Member Package - Welcome Basket for new businesses to SG Community - Annual membership campaign - Levels of Membership (Basic, Advertising, etc.) 	Membership Chair	Ongoing	Sustainability
Communicate new Member Package to membership	Chair	Late 2024	Value
Create a Recruitment Package for prospective members (Membership at a Glance program)	Membership	Late 2024	Value
Permanent Office Space for Staff (possible local in-kind space available)	Board	2024-2025	Sustainability
<p>Amongst Municipalities</p> <ul style="list-style-type: none"> -Chair attend tri-council meetings -Value proposition for employee support funding with ROI reports -Host a SG Mayor's Breakfast with 3 municipalities 	Board	Ongoing	Collaboration
<p>Through partnering with like-minded groups</p> <ul style="list-style-type: none"> -Determine and Partner on events such as MP/MPP Breakfast, Boat Cruise, others -Share resources with surrounding chambers throughout strategic planning and receiving ongoing support -Attend events such as AGM and share partnering events on social media 	Board / Staff	Ongoing	Collaboration
<p>With Sponsors/Stakeholders/Partners to offer increased value to relationship</p> <ul style="list-style-type: none"> -attend events, fundraisers, AGMs while promoting events on social media -Conduct annual surveys to gain feedback on Chambers support and needs - Refer Chamber Businesses to other partners/programs for support amongst community initiatives 	Board / Staff	Ongoing	Value
<p>Financial Benefits</p> <ul style="list-style-type: none"> - Launch Member 2 Member Benefit Program - Determine Ontario Chamber of Commerce benefits available to members and how to access. 	Sub-Committee Board	2026 2025	Value

<p>Quarterly Business After 5 Networking events, providing:</p> <ul style="list-style-type: none"> - Exposure for business <ul style="list-style-type: none"> • Able to present new matters for discussion • New Member Highlight - Access to other Members/Businesses - Access to new potential customers and contacts - Updates from the Chamber, BIA and Municipalities 	Sub-Committee	Ongoing	Collaboration
Deliver up-to-date information directly to members (possible Social Media / Website info)	Board	Ongoing	Value
Increase Exposure and Visibility of Members Businesses	Board	Ongoing	Value
<p>Provide Access to Political Leaders at the municipal, provincial and federal level</p> <ul style="list-style-type: none"> -Continue to partner on MP/MPP Breakfast -Offer Candidates Q&A session to community during election time -Host SG Mayor's breakfast with all 3 mayors present -Access to updates at BA5 events 	Sub-Committee	Ongoing	Value
<p>Health Insurance Benefits</p> <ul style="list-style-type: none"> -bring information to members on extend of benefits available 	Chair	Ongoing	Value
<p>Recognition of Businesses</p> <ul style="list-style-type: none"> -Recognize members milestones (Plaques..) -Annual Awards Gala -New Member Highlights -Board of Directors Appreciation/recognition 	Sub-Committee	Ongoing	Value
Determine committees required to implement strategic plan	Board	Early 2024	Collaboration
Set reoccurring events schedule (membership drive, AGM, Director recruitment)	Sub-Committee	Ongoing	Value/ Collaboration
Solidify which events to host annually (AGM, Quarterly BA5, Business Awards Gala, Membership Tradeshow, Golf Tournament Fundraiser)	Sub-Committee	Ongoing	Value / Sustainability

APPENDIX C

APPROVAL

Title	Name	Date	Approval (yea / nay)
Chair	Kevin Spencer	Date 1	yea / nay
Vice Chair	Sean Lucey	Date 1	yea / nay
Treasurer	Blinda Campbell	Date 1	yea / nay
Secretary	Lynda Joannis	Date 1	yea / nay
Director	Andrea Derochie	Date 1	yea / nay
Director	Brittany Matthie	Date 1	yea / nay
Director	Laura Dunnington	Date 1	yea / nay
Director	Rod Palmer	Date 1	yea / nay
Past President	Bonnie Pidgeon	Date 1	yea / nay