



THE WINNIPEG CHAMBER OF COMMERCE **STRATEGIC PLAN** 2010-2011 YEAR 3



100-259 Portage Ave. Winnipeg, MB R3B 2A9 Tel: (204) 944-8484 Fax: (204) 944-8492
Email: info@winnipeg-chamber.com Web site: www.winnipeg-chamber.com

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Strategic Plan 2010-2011

Change (chañj) v. to transform, cause to make different from what is or what would be if left alone.

The Chamber is a driving force for change. We're harnessing the power, energy and commitment of our members to change the way we and others see ourselves and our city, and the way we are.

Change ... one simple word that translates into the ability to make a difference and positively impact the lives of those around us.

Our members told us we must be bold, focused and aggressive. We've been all three, and now in the final year of our three-year strategic plan, we continue to look to create real change, value and opportunity for the business community.

We're thinking big and acting big, but we cannot do it alone. We're reaching out to forge new partnerships, a model on which we'll build. By collaborating, we can achieve our mission to create an environment in which Winnipeg business can prosper.

In the coming months, we will be boldly telling the world about Winnipeg and bringing the world to Winnipeg, so local businesses can benefit from change - new markets, new ideas, a growing economy and expanded tax base. Our members will be centre stage as part of a business call team that will



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meet with local CEOs to identify potential businesses looking to make Winnipeg their future home.

Our members will be asked to invest in our future – many already have – by helping Yes! Winnipeg raise \$6-million over five years to attract new businesses to Winnipeg and assist existing businesses in expanding.

And we will bring the world to Winnipeg. Businesses from as far away as India, Africa, China and Brazil are coming here to do business and forge new alliances as part of Centrallia 2010.

Also high on our priority list - we will be aggressive in strengthening our connections with local decision-makers and making sure our voice is heard.

We will ensure there's continued dialogue between business and our political leaders. We will set the business agenda.

Our members will demand that all civic election candidates go on-the-record about where they stand on critical business issues - from new revenue sources to service delivery – and we will hold them accountable.

We will stimulate discussion and collectively identify the priorities of the business community, whether it's the economy, business performance or strategies to facilitate trade and investment.

Then we will act. We will be the Voice of Business, a role we've played for some 135-plus years, and make recommendations to government – recommendations

for change that will see our businesses prosper, our opportunities expand and our global competitiveness increase.

We are fortunate we can draw upon the expertise and talent of our members for the benefit of our community and our membership. Wherever we can, we will help nurture and develop that talent. We will offer our members opportunities to be:

- Involved
- Informed
- Influential

We will ask our members to step forward as volunteers to promote The Chamber and our city, to organize and host our networking events and to plan events that will further the opportunity to learn and grow – to change.

We will also work with our leaders of tomorrow – our high school students and Leadership Winnipeg participants – to inspire them and help them develop the skills, self-understanding and community knowledge that will enable them to contribute to changing our city for the better.

2010-2011 will be an exciting year, and one in which we are committed to making a difference.

Our efforts will be focused in five main areas: Being a Leading Voice of Business, Engaging and Involving Our Members, Nurturing and Developing Talent, Empowering the Private Sector to Make a Mark on the World and Planning for the Future.



The Chamber - Being a Leading Voice of Business

Since 1873, The Chamber has represented the interests of business. Today, more than ever, we are well-positioned to be an authoritative voice of business, speaking out on behalf of our more than 2,060 member companies, who employ close to 90,000 people.

And today, more than ever, there is a pressing need to speak out. As we head down the path of recovery from the economic downturn and into a civic and provincial election, we must loudly and clearly state what is needed if the business community is to move forward and create jobs.

In the coming year, we will consult with our members and determine their priorities, concerns and recommendations. We will then speak out on their behalf, lobbying government and bringing public awareness to their issues.



Political Accountability Report

Chair Brian Bowman, PITBLADO LLP

Determining where civic election candidates stand on issues of critical importance to the business community.

goal

To create a dialogue between the business community and those running for or elected to office to ensure there is a clear understanding of and support for the issues and policies that impact business.

action plan

- Make all civic election candidates accountable for their positions, based on publicized responses to a questionnaire on Chamber policy.
- Pair Chamber members with councillors and have them meet regularly one-on-one to discuss business issues.

Transportation Committee

Chair Michael Rodyniuk, Exchange Income Corporation

Developing transportation policy in support of Winnipeg's vision as a transportation hub.

goal

To work with key community stakeholders to collectively identify priorities and make recommendations to government on policy, strategy and initiatives that will enhance transportation and facilitate trade and investment in Manitoba.

action plan

- Invite representatives of our transportation and manufacturing sectors to participate in developing policy that will enhance existing initiatives, such as CentrePort Canada and the Mid-Continent Trade Corridor, and reduce barriers to the movement of goods.

Provincial Election Strategy

Ensuring business issues are a high priority in the 2011 provincial election.

goal

To collaborate with Manitoba business organizations in influencing public policy and setting the business agenda for the next provincial election.

action plan

- Ask members to complete a special Winnipeg Business Leaders Survey to determine the issues and priorities for lobbying candidates in the October 2011 provincial election.
- Collaborate with other organizations to develop a report and communications / lobbying strategy.

As we head down the path of recovery from the economic downturn and into a civic and provincial election, we must loudly and clearly state what is needed if the business community is to move forward and create jobs.

The Chamber - Engaging and Involving our Members

With a membership of more than 2,060 companies, we have an army of bright, talented and committed individuals whose abilities we can leverage. They want to get involved, and we want them to be involved with us.

As a not-for-profit organization with a small staff, what better way for us to extend our reach into the business community and to share with our members what we are doing.

And what better way for our members to extend their reach – making new connections here at home and overseas and learning more about their city and the challenges and opportunities faced by other businesses.



Ambassadors

Co-chairs Jodi Moskal, MOSKAL electric Ltd., and Brian Scharfstein, Canadian Footwear

Involving our Chamber and community champions.

goal

To create “raving fans” of The Chamber and our community by involving our members as volunteers in supporting and hosting our networking events and promoting The Chamber.

action plan

- Establish an Ambassadors program that clearly defines roles and expectations and offers monthly meetings for the “Ambassadors” to network, provide input and learn.
- Transfer responsibility to the Ambassadors for supporting and hosting a series of Chamber events.
- Have the Ambassadors engage new and existing members, so they become more involved.

Business Call Team

Working with local business to find ways of supporting Yes! Winnipeg.

goal

To lead the way in addressing issues of concern to the business community as well as opportunities for growth.

action plan

- Have Chamber volunteers contact assigned business owners to gather information on how local businesses are doing, what challenges they face and the opportunities that exist to attract new businesses or help existing businesses expand.
- Focus on how The Chamber can help.

The Chamber - Nurturing and Developing Talent

The Book of Proverbs says: “Where there is no vision, the people perish.” Effective leadership helps a city grow. It makes businesses successful, not-for-profits able to fulfill their missions and parents able to help their children become healthy, productive adults.

As part of our mandate for 2010, we want to focus on our young people and future leaders, nurturing and developing their talent, so they are inspired and challenged to serve their community.

Leadership Winnipeg

Shaping our leaders of tomorrow today.

goal

To inspire our city's future leaders and provide experiences that will help develop their skills, knowledge and understanding of themselves, their community and their role in it.

action plan

- Recruit a diverse group of participants for the 10-month leadership program, offered through The Chamber and Volunteer Manitoba.
- Host monthly sessions in which participants develop their leadership skills and are given a “backstage pass” to our city, so they can visit and learn about key community initiatives and hear directly from those making change happen.
- Select a project that promotes teamwork and contributes to participants having a greater understanding of our community.

Vision Winnipeg

Chair Judy Murphy, Meyers Norris Penny LLP

Leveraging Winnipeg's assets for future prosperity.

goal

To engage our community in exploring a vision for Winnipeg that will define our city 20 years from now and help in decision-making.

action plan

- Raise the public consciousness and level of awareness of our city's strengths through an edgy marketing campaign or work with individual communities to identify opportunities and strengths on which to build a plan for the future.

High School Program

Engaging our youth and providing new experiences that will influence their roles in society.

goal

To expose high school students to new role models, whether in the workplace or the community, and to provide new experiences that position them for the future.

action plan

- Connect students with Chamber members so they are exposed to a variety of career options.
- Partner with Leadership Winnipeg to provide students with leadership skills training and to have them meet some of our community leaders.
- Provide an opportunity for students to have political input on the issues facing young people.

The Chamber - Empowering the Private Sector to Make a Mark on the World

We cannot do it alone. We are redefining our city – how we attract investment, companies and jobs, and extend our global reach. It's about thinking big, partnering and engaging the private sector financially, intellectually and emotionally. With the proper investment, the right strategy and an unparalleled passion for Winnipeg, nothing can keep us from being a city that's world-class.



Yes! Winnipeg

Growing and strengthening Manitoba's private-sector economy.

goal

To successfully transfer Yes! Winnipeg to Economic Development Winnipeg and to continue to support the initiative by generating leads and backing the investment campaign.

action plan

- Provide office space for the Yes! Winnipeg team until they can co-locate with Economic Development Winnipeg.
- Generate leads on companies looking to expand or move to Winnipeg through our Business Call Team.
- Meet with companies interested in contributing to the investment campaign, expected to raise \$6-million over five years from the private and public sectors.

Centrallia 2010

Forming new global business relationships.

goal

To showcase Winnipeg to the world and to bring the world to Winnipeg from Oct. 20-22, so that Manitoba businesses can expand their global connections and marketshare.

action plan

- Partner with ANIM, Manitoba's francophone trade agency, to recruit more than 700 businesses from around the world to attend Centrallia 2010 and to arrange more than a dozen one-on-one business meetings for each participant.
- Recruit volunteers for the three-day event from amongst The Chamber membership, staff and programs.

The Chamber – Planning for the Future

If we, as a Chamber, are to affect change, we must be the best we can be as an organization. Our members have told us we must be bold, focused and aggressive – we heartily agree. As we head into 2010-2011, we must ask ourselves how we can be better.

We continue to be recognized by the Canadian Chamber of Commerce as an accredited Chamber of Commerce with Distinction, which acknowledges our high standards of excellence in service, but we cannot be satisfied with the status quo.



Strategic Plan 2012-2014

Chair Brian Bowman, PITBLADO LLP

Establishing a new plan of action for The Chamber so we're relevant and reflect the concerns and interests of the business community.

goal

To determine the priorities and direction of The Chamber for the next three years, based on research and feedback from our board, members, staff and community partners.

action plan

- Survey our members, board and staff; conduct focus groups with community partners; and compile research documents to help determine our action priorities.

Governance Review

Co-chairs BJ Reid, Investors Group, and Judy Murphy, Meyers Norris Penny LLLP

Reviewing how we do things to maintain our standards of excellence.

goal

To ensure our policies, procedures and bylaws are in keeping with existing practice and the roles and responsibilities of The Chamber.

action plan

- Review policy process, executive limitations, communications and committee structure.

 **The Chamber**
The Winnipeg Chamber of Commerce