

# THE LONDON CHAMBER OF COMMERCE

## STRATEGIC PLAN 2015-2018

*The Voice of Business*



# LONDON'S PREEMINENT 'VOICE OF BUSINESS'



**This document represents the newest vision and direction of the London Chamber of Commerce for the period 2015 to 2018.**

**The Strategic Plan renews our commitment to provide an excellent standard of service and programs designed to continuously meet the needs of our members.**

**We look forward to the continued implementation of the London Chamber of Commerce Strategic Plan. We will be enlisting the help and support of the entire membership to ensure that it succeeds.**

***London Chamber of Commerce  
Board of Directors***

# INTRODUCTION TO THE STRATEGIC PLAN



**The Strategic Plan for the London Chamber of Commerce articulates the Strategic Objectives for change and the Action Plans for bringing about that change. This is an adaptive, non-static document subject to amendment with new and or additional input.**

**The Plan is not designed as a stand-alone document. It is intended to work in conjunction with each year's committee business plans.**

**We will continue to reach out to our members in order to learn more about how our programs and services are being received and, how we can maximize our efforts to the full benefit of the membership.**

**As a Member of the London Chamber, your views and opinions are critical to the organization's success.**

# WHAT GUIDES US?



## THE MISSION

To serve as the Voice of Business committed to the enhancement of economic prosperity and quality of life in London.

## THE VISION

To be known as London's leading business organization providing maximum value to its membership by recognizing and encouraging the private sector's role as the driving force in the economy.

# PRINCIPLES, VALUES AND BEHAVIOURS



## PRINCIPLES

Professionalism and integrity united in the delivery of high value services and benefits.

## VALUES

Respect for and celebration of the contributions and achievements of our members

## BEHAVIOURS

We will Advocate, Educate, Collaborate and Celebrate to Empower Business Success

# Strategic Objective #1



**To be THE premier networking organization for business**

*“If you want to go fast, go alone. If you want to go far, go with others”*

*African Proverb*

## **PRIORITIES**

- Ensure marketing efforts match anticipated attendance at key events
- **Continue to find ways** to engage broadest number of member segments including the “C” suite & young professionals of our membership base (**YPPR Roundtables, Trade Seminars/MPP-MP Roundtables etc.**)
- **Continually enhance** the “Networking” benefit in our “Value Proposition” marketing materials
- **Continue to** articulate value of the “Network” and “Networking” through re-structured communications plan, e.g. testimonials etc.
- **Work in progress by MS Comm.** to determine how many ethnic based business organizations are in London and plan to engage strategically
- **Incorporate** “Victory Page” for distribution across Chamber media **on annual basis**
- **Based on time of year, ensure members have planned Networking opportunities at least on a monthly basis**

## **WHO IS ACCOUNTABLE**

The Board of Directors under direction of VPs Program & Communications  
Assist from MS & MC Comm. through business plans and Agri-Biz through Agri-net and Farm Tours  
Responsibility falls to Chairs, staff, Board liaisons, and CEO.

## **STATUS UPDATE FEB 2017**

- **Utilize attendance summary (events catalogue) in evaluating BAFs and Speed Networking**
- **All previous testimonials in our printed application materials have been replaced with new ones from videos and other sources**
- **MC Comm. to re-issue member satisfaction survey every other year**
- **MS Comm. will develop “Networking” tool kit and feature a “How to Network” 101 seminar. Tool kit to include a social media component**
- **The word “Networking” to be evaluated annually to ensure relevance/currency**

# Strategic Objective #2



***To be THE leader in developing global business initiatives with existing and new partners***

## **PRIORITIES**

- **Develop a 3-5 year strategy to strengthen** regional base for GBOC initiatives including those municipalities along 401/402/403 corridors (include mayors)
- Re-visit current MOUs with partners in China to ensure currency/relevancy and likelihood of ROI between 2015-18. **Refocus on key sectoral opportunities vs. city-specific relationships**
- Work to enhance efforts of the CCC/**OCC** and the Federal/**Provincial** Governments in developing new export market development programs for SMEs & added budgetary funding for **Global Affairs Canada and Provincial Trade Ministry**

## **WHO IS ACCOUNTABLE?**

The Board of Directors under direction of VP Program and Chair of GBOC  
Responsibility falls to GBOC, sub-committees, staff liaison, Board liaisons and CEO.

*“If we are together nothing is impossible. If we are divided all will fail”.*

*- Winston Churchill*

## **STATUS UPDATE FEB 2017**

- Continue GBOC efforts to remain aligned with LEDC’s geographic/sectoral focus
- Develop 1-3 year strategy for bringing added regional chambers into GBOC scope, e.g. Tillsonburg, St. Thomas, Strathroy, Ingersoll, Woodstock but, only after LCOC’s plan is recalibrated
- Consider MOU with India based on new and evolving global reality to include business case with established ROI
- Build at least 2 Trade Ready Roundtables into each year’s business plan

# Strategic Objective #3



***To be THE leader in business advocacy.***

*“Our lives begin to end the day we become silent about things that matter”*

*- Martin Luther King, Jr.*

## **PRIORITIES**

- Program into our Policy Calendar, annual roundtable meetings with all area MPs and MPPs allowing members to share concerns/issues
- GA Comm. to develop 2 versions of all policy papers – one for CCC/OCC and the Municipality - the other written to our members
- **Continue with** efforts to include at least one advocacy piece in our newsletters and magazine each month
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- Mimic efforts of CCC locally to let members know what impact our policy efforts have on their businesses – **see Victory Sheet**
- Continue regular meetings with the Mayor & Sr. Admin. Team on various initiatives

## **WHO IS ACCOUNTABLE**

The Board of Directors under direction of VP Policy Responsibility falls to GA Committee Chair, Board and staff liaison, and CEO.

## **STATUS UPDATE FEB 2017**

- **Continue to build YPPR and although not designated as a policy committee, utilize 2 way dialogue to improve policy product**
- **Formalize monthly YPPR invitation to GA Committee**
- **Chamber's across ON now taking part in OCC organized Queen's Park Day**
- **Continue regular meetings with the Mayor and Sr. Leadership team thru GBOC Community Road Map, LEDC, pre-budget consultations and Progress London (all have been achieved and will continue)**
- **Continue to promote to membership consultations with local MPs/MPPs as well as High Speed, Prov. & Fed. Budgets etc.**



# Strategic Objective #4



## *To promote the strength and visibility of the Chamber Brand in London and beyond*

### **PRIORITIES**

- Marketing and Communications strategy and activities to include more trumpeting of LCOC success stories, accolades and awards
- Regional efforts and successes to be more widely broadcast in region
- Design strategy/promotion to have more members feature LCOC logo on their websites/stationary/premises
- Website to include testimonial upgrades from members
- Embrace new technologies on more events/seminars/keynotes, e.g. streaming, social media etc.
- “Victory” sheet that boasts accomplishments **to be maintained and promoted annually**
- **Brand enhancements will also be achieved thru Agri-Biz Comm. (Agri-net and Farm Tours). This exposes the Chamber’s diversity & enhances its brand to broader economic sectors**

### **WHO IS ACCOUNTABLE?**

The Board of Directors under direction of VPs Program, Policy, Communications.  
Responsibility falls to Chairs of MS/MC/GA/GBOC/AG Committees, Board & staff liaison, and CEO.

“Your Brand is what people say about you when you’re not in the room”

- Jeff Bezos founder of Amazon

### **STATUS UPDATE FEB 2017**

- **Continue with strategy to include more regional media for news/promo as well as like-minded industry/trade groups. Current media contacts at 65.**
- **Feature successful efforts of members who demonstrate best use/application of Chamber logo – consider incentives.**
- **Work underway on possible introduction of Chamber Swag/product lines**
- **Enhance use of video to promote success stories of members as they relate to their Chamber experience. Videos now used on web/BAFs/Discover Your CC**
- **“On Board” profiles of Directors underway**
- **Blog format to be considered for On Board**
- **Consider long-service member recognition**
- **Develop infographic on How Ag contributes to local regional economy – find success stories of collaboration between AG and ??**

# Strategic Objective #5



***To be THE model of good governance ensuring a sustainable & relevant organization that delivers excellent value for its members.***

## **PRIORITIES**

- Establish annual review of By-laws to ensure currency and adherence to changing regulations and laws
- Review and document updates as needed to “Terms of Reference” for Nominating Committee/Board Manual/ Accreditation/ CEO Performance Appraisal/Succession Plans & Reserve Fund Review etc. on an annual basis

## **WHO IS ACCOUNTABLE?**

**The Board of Directors under direction of the President, President-Elect, and Past President  
Responsibility falls to them and the CEO only**

*“The time is always right to do right”  
– Nelson Mandela*

## **STATUS UPDATE FEB 2017**

- **Maintain comprehensive “Compliance Report” mechanism that includes regulatory compliance items as well as operational & organizational issues.**
- **Monthly oversight includes CEO Certificate and ¼ ly Factual Treasurer’s Certificate**
- **Need to pull together Governance TF in March to set parameters for By-law sectional reviews as well as other TORs**
- **On Agenda for March Exec. meeting**
- **TOR for CEO’s Performance appraisal process written and delivered**
- **Consider body of work in LCOC Governance Strategy as possible revenue generator for external organizations**

# In Summary

## THE MISSION

To serve as the Voice of Business committed to the enhancement of economic prosperity and quality of life in London.

## STRATEGIC OBJECTIVES

- 1. To be THE premier networking organization for business*
- 2. To be THE leader in developing global business initiatives with existing and new partners*
- 3. To be THE leader in business advocacy*
- 4. To promote the strength and visibility of the Chamber Brand in London and beyond*
- 5. To be THE model of good governance ensuring a sustainable & relevant organization that delivers excellent value for its members.*

# YES – BUT IS IT IMPLEMENTABLE

The foregoing action plans indicate what must be done if we are to take steps toward the continual improvement of the London Chamber of Commerce.

They do not indicate in all cases how each of the elements of the plan will be carried out. This will be determined by the appropriate groups, committees, boards and task forces along with the administrative staff of the Chamber.

Each strategic goal expresses the action required to get us to the next step. Only total, Chamber-wide involvement will ensure that these steps and the ones that follow are successful.

The Board of Directors and Chamber staff has accepted the challenge of leading efforts to implement this revised strategic action plan.

They entrust it to you for approval

