



Stronger Together

*How will we do what we are
doing in a different world?*

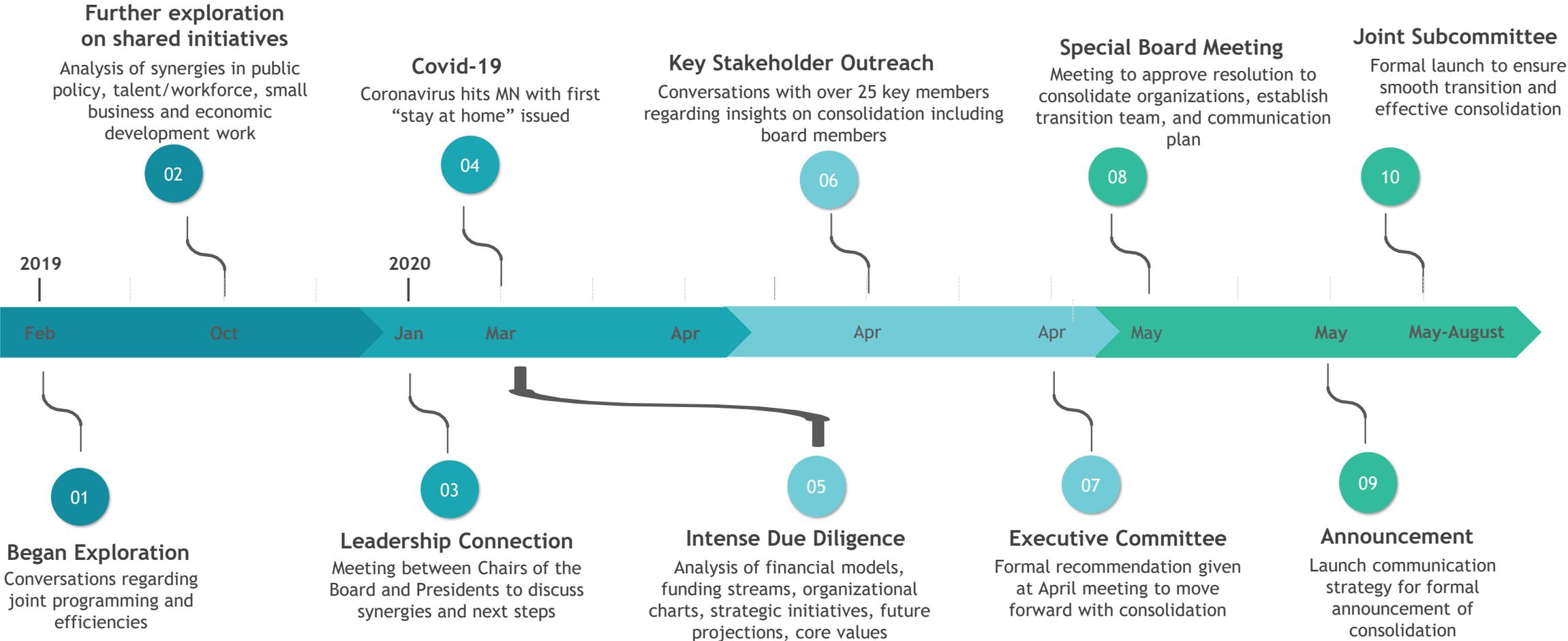
- Simon Sinek



*The purpose of this slide deck is to provide critical information to the board members to make an informed decision regarding the **intent to formally consolidate** the TwinWest Chamber of Commerce and the Minneapolis Regional Chamber of Commerce. This presentation includes:*

- Timeline regarding due diligence to this date and proposed future dates
- Current realities from the national and regional perspectives
- Assets of both organizations
- Goals of a new consolidated organization
- “Must Have’s” to ensure a smooth transition and successful long-term sustainability
- Next steps and timing

Timeline



National Outlook

- Chambers and membership organizations across the country have been experiencing membership revenue declines for the past decade
- Thriving chambers are diversifying revenue streams, increasing efficiencies and leading innovative initiative work in their regions
- Chambers across the country will experience additional pressures as a result of COVID19 that are likely to exceed impacts of 2008 recession
- National statistics indicate that 1 in 4 chambers will not survive the COVID19 pandemic



Regional Outlook

- There are currently 31 chambers in the 7-county metro area while comparable MSAs with 3-4 million people are served by 3-5 chambers
- There have been consolidation discussions for the past two decades and they have intensified in recent years
- Our region needs a strong and coordinated pro-business, growth-oriented public policy agenda that represents both urban and suburban interests
- Our members and stakeholders have communicated increasing demands on their financial and leadership resources due to the number of competing entities in the region

Why Us? - Existing Organizational Assets



- Strong regional brand and large geographic footprint
- Financially sound with proven track record of diversifying revenue streams and expanding services
- Strong public policy reputation as a regional leader advancing an agenda that connects to the Regional Indicators Dashboard
- Successful reputation of previous mergers and integration of subsidiaries
- Significant support from large corporations both financially and in key leadership capacities
- Innovative, strategic leadership at the board and staff level dedicated to addressing the most significant regional challenges and opportunities



- Strong reputation and legacy brand within the western suburbs and at the State Capitol
- Extensive and diverse base of small business members with dedicated and dynamic small business programming
- Public-private partnerships with schools and cities
- Large demography representing 11 cities in the western suburbs
- Talent/workforce strategy that has impactful results and demonstrates an ability to scale
- Successful public policy program representing suburban voices
- Committed leadership to the mission of growth and prosperity

Our “Why” – The Critical Reasons for Consolidation



- Significant alignment and synergy of strategic mission/initiatives, assets and strengths
- Stronger deliverables and outcomes by collaborative leverage of relationships and resources
- A positive, proactive approach to the current crisis – necessary unity to be the leading organization for our members in the new economy
- Strengthening the chamber brand and our outcomes by demonstrating reduction of duplication and bifurcation
- Opportunity to invest additional resources into small businesses programming and outreach – streamline, scale and increase programs and the network for small, medium and large businesses across the region
- Increased clout/representation/influence from representation of 2000+ business members especially important for policy and advocacy advancement
- Ability to lead a metro policy agenda by connecting and elevating the collective urban and suburban voices
- Streamlining and scaling through organizational efficiencies
- Delivering a solid, sustainable financial model for the future
- Strengthen our position as a critical thought leader regarding our innovative business model that inspires others to think and act differently. A model that better aligns and elevates current partners and makes a path for others to join in the future
- Scalability and growth of Elevate Futures talent program will be a differentiator for the region and inspire more public-private partnerships

“Must Haves” – Essentials for each Organization



- Maintain visionary perception
- Maintain advocacy prioritization
- Jonathan as CEO
- Maintain brand relevance and alignment functionality within regional community
- Maintain perception of serving a diverse business spectrum
- Preservation of existing partnerships
- Maintain Minneapolis downtown physical presence
- Membership engagement and retention during transition



- Maintain suburban physical presence and identity
- Maintain and elevate the suburban voice in small business and public policy
- Maintain brand relevance to small/mid-size businesses – retain members and enhance engagement
- Preservation of existing partnerships and local relationships
- Proportional representation within the new structure regarding staffing, leadership, governance, policy and program development

Next Steps and Timing

- A formal engagement with Goff Public has been established to create a cohesive, concise communications plan.
- A formal resolution has been crafted containing the intent to consolidate which will be presented to the Executive Committee on Tuesday May 18th for a formal vote
- On May 21st a Special Board of Directors meeting will be held separate but simultaneously with the Minneapolis Chamber of Commerce to vote on the resolution of intent to consolidate
- May 21st with support of both boards, the communications strategy will be launched with Goff Public
- Beginning immediately and lasting up to 60 days, continued due diligence, planning and implementation will be done by the Joint Subcommittee to include:
 - Governance – bylaws and board composition
 - Collective Core Values, Mission and Vision, Brand
 - Financial and Business Modeling
 - Strategic Initiative Task Forces Launched that include:
 - ✓ Advocacy and Public Policy
 - ✓ Member Services – Small Business Programming
 - ✓ Talent and Workforce
 - ✓ Economic and Community Initiatives
 - ✓ Partnerships and Affiliates
 - ✓ Organizational Excellence
- Within 60 days of the intent, the formal execution of consolidation will be approved by both boards.



Implementation Timeline

0 to 60 Days

- Joint Subcommittee established – work begins in the areas of strategy, structure, governance, advocacy, talent, small business, member services, operations, finance and branding
- Formal communications plan is launched
- Outreach strategies begin to all members, partners and key stakeholders through individual meetings, focus groups and events.
- Formal legal documents are approved and executed for consolidation

60 to 180 Days

- Strategic initiatives announced with task forces
- Staff and structure alignment is finalized
- Membership structure for future model is established and communicated
- Enhanced strategies around member engagement and retention are implemented
- Program analysis and streamlining begins

180 to 360 Days

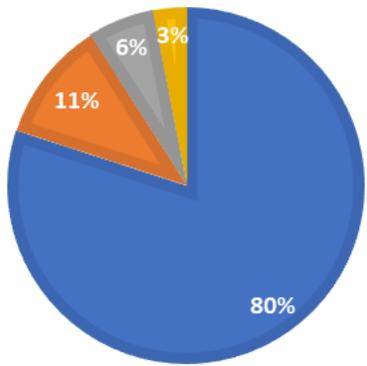
- New programs are launched
- New brand is unveiled
- Annual meeting for stakeholders regarding results from the consolidation

Additional Slides to ensure adequate due diligence and to provide more clarity on the similarities and differences of the two chambers.

Membership Information

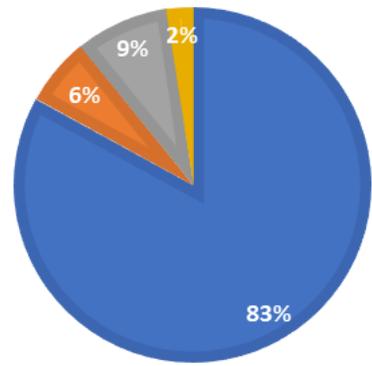
MINNEAPOLIS MEMBERSHIP BY EMPLOYEE COUNT

■ 1-50 ■ 51-100 ■ 101-500 ■ 500+



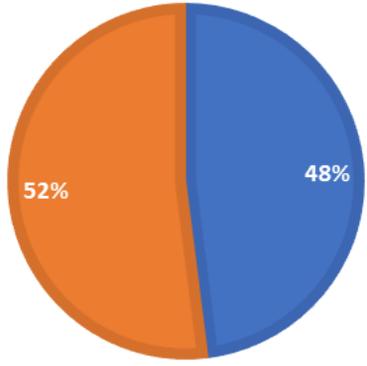
TWINWEST MEMBERSHIP BY EMPLOYEE COUNT

■ 1-50 ■ 51-100 ■ 101-500 ■ 500+



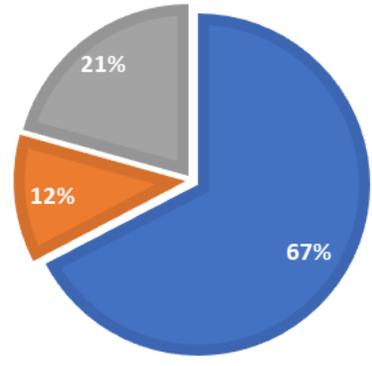
MINNEAPOLIS CHAMBER LOCATION OF MEMBERS

■ Downtown MPLS ■ Other Areas



TWINWEST CHAMBER LOCATION OF MEMBERS

■ In the Footprint ■ Downtown MPLS ■ Other Areas





- Mission: To engage members to advocate for a positive business environment, enhance economic prosperity and build partnerships that help to advance our region's interests.
- Vision: To build a high-quality, globally competitive and thriving region where businesses flourish, and everyone has the opportunity to succeed through economic opportunity and jobs.
- Initiatives: 1) Advocacy, 2) Innovative Services for Small to Mid-sized Businesses, 3) Operational Efficiencies, 4) Partners and Affiliates



- Mission: To champion growth & prosperity through catalytic leadership and dynamic partnerships, with three (3) distinct focus areas: 1) Inspiring Communities, 2) Investing in People, and 3) Promoting & Protecting Business
- Initiatives: 1) Talent and Workforce, 2) Advocacy and Public Policy, 3) Business Excellence – Small Business Services, 4) Economic and Community Development, and 5) Organizational Excellence



- Board of Directors: 65-member Board of Directors, with significant business, civic, experience, gender and ethnic diversity.
- Advisory Boards: Our Affiliate Partners: Northeast, Bloomington, Move Mpls, and Warehouse District Business Association all maintain independent Advisory Boards
- Foundation Board: Board of Directors are Officers of the Chamber.
- Committees: Five (5) Committees, include: 1) Executive, 2) Advocacy, 3) Member Services, 4) Partners & Affiliates, and 5) Operations, with Ad-Hoc Committees created as necessary.



- Board of Directors: 22-member Board of Directors, with significant business, experience and gender diversity.
- Foundation Board: 13-member Board of Directors, with significant business, civic, gender and ethnic diversity.
- PAC Board: 17-member Board of Directors, where members serve as individuals not as representatives of their respective organizations.
- Committees: Eight (8) Committees, include: 1) Executive, 2) Finance, 3) Government Affairs/Advocacy, 4) Ambassadors, 5) Business Councils, with numerous ongoing event/program committee and ad-hoc committees as necessary.



- **Priorities**: We focus on 3-levels of advocacy (Federally competent, Regionally supportive & Locally driven). We advocate on behalf of businesses of all sizes. We maintain that the region must be accessible and affordable to attract and retain the best and brightest talent; and advocate on the following key issues to ensure our competitiveness:
- **Transit**: We must continue to grow our coalition to demand development of a comprehensive transportation system.
- **Housing**: We must continue advancing housing policies and initiatives that will create new units and support regional growth.
- **Workforce**: We invest in efforts that attract and educate the future workforce of the state.



- **Priorities**: We support policies, laws and other actions that reduce taxes, produce consistent, predictable business regulations, and streamline regulatory processes at all levels of government
- **Tax & Fiscal Policy**: We support a competitive tax environment that encourages investment and economic growth.
- **Transportation & Bonding**: We support a safe & efficient multi-modal system that provides for the effective movement of people and goods.
- **State Labor Laws**: We support protecting employee flexibility to provide appropriate benefits to the worker and workplace.
- **Education & Workforce**: We support effective investments from early childhood through various training & higher education.
- **Healthcare**: We support policies that ensure access to quality, affordable healthcare for employers and employees, and transparency in costs and quality.



- Currently serving 1,500 Members, with services that include:
- Multiple Memberships – The [Bloomington Chamber](#) and [Northeast Minneapolis Chamber](#) are included with membership.
- Networking– over 100 events every year
- Company listing in online Membership Directory Member to Member Discounts
- Member Office and Conference Facility
- Personalized Advertising & Recognition
- Office Supply Savings Program with Office Depot
- Sprint Works Program
- St. Mary’s University of Minnesota Program
- Utility Cost Savings & Sustainability Optimization Program with JIT Services
- Ribbon Cuttings
- Various Other Initiatives



- Currently serving 700+ Members, with services that include:
- Networking – over 75 events every year
- Peer to Peer Learning groups – Executive Sounding board
- Results Drivers are our very successful lead generation groups
- Issues & Insights is our legislative breakfast, extremely successful bringing elected officials at the state and local level together with business leadership
- Signature events allow for human center design co-solution creation, networking, critical issue elevation and fundraising
- Affinity Programs to save money for the members and bring money into the chamber
- Business Councils in partnership with our cities and business leaders
- Significant small business programming that can be scaled