

# Strategic Plan

Changing  
Manitoba  
Together



THE MANITOBA CHAMBERS OF COMMERCE  
ENTREPRENEURIAL SPIRIT - COMMUNITY VALUES



# What We Do

## Our Mission

The Manitoba Chambers of Commerce strives to champion sustainable economic growth leading to greater prosperity for business and communities in Manitoba.

## Our Vision

The Manitoba Chambers of Commerce aims to make Manitoba the best place to live and work.

## Our Core Function

The Manitoba Chambers of Commerce (MCC) pursues its mission through its involvement in two core functions:

### I. Advocacy & Policy Development

- MCC serves as the collective unified voice of business – promoting and protecting the interests of businesses of all sizes, in all sectors and communities across the province – “The Voice of Business in Manitoba”

### II. Programs and Services that Promote Business Member Prosperity and Enhance the Chamber Network

- MCC keeps members informed through its communications and events
- MCC creates opportunities for business/Chamber connections
- MCC is a broker for affinity programs that reduce member business costs
- MCC promotes training and education programs to members



# Current Progress

MCC's most recent Strategic Plan focused on creating a stronger entrepreneurial climate in this province and working to remove the economic barriers business currently face. In addition MCC committed to strengthening the relationships with local Chambers to ensure they are receiving greater value.

The following is a review of the areas of focus for MCC over the past three years and the results we have experienced to date:

## Economic Competitiveness

MCC will advocate for innovative and strategic initiatives that will enhance Manitoba's economic competitiveness including:

- Fostering an Entrepreneurial Climate in Manitoba - Introducing business support policy and programs that promote business development and expansion in Manitoba

## Progress

1. Development of a policy handbook and improved process for local Chambers. Total of 60 current policy positions passed by network (2014 – 24, 2015 – 18, 2016 – 18).
2. Improved advocacy during both recent Federal and Provincial elections and specific policy wins in regards to tourism funding and the New West Partnership.
3. MCC CEO approached by Province of Manitoba to co-chair 2016/2017 Northern Economic Development Task Force in addition to role as Task Force member on 2015/2016 Rural Economic Development Strategy.



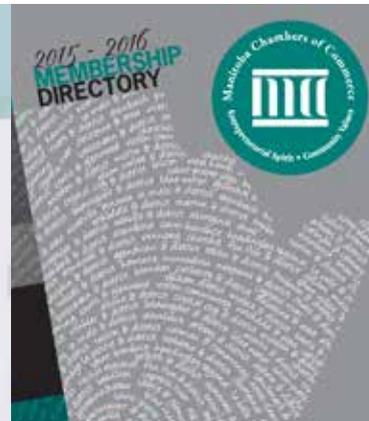
# Current Progress

## Development of the Local Chamber of Commerce Network

Undertake strategic initiatives that will enhance the efficiency and effectiveness of local Chambers of Commerce to serve the interests of their local business communities and to maximize the impact of the Chamber of Commerce movement.

### Progress

1. Established the Chamber Executives of Manitoba (CEM) in 2014, which is the professional development association for managers and staff of Chambers of Commerce and Boards of Trade in Manitoba. CEM currently has 30 members that meet regularly and hold professional development workshops.
2. Increased the number of local Chambers from 63 to 69 (2013 – Ritchot, Shoal Lake, Snow Lake; 2014 – East. St. Paul; 2015 – Gimli, Crystal City; 2016 – Springfield, Blue Water - Resigned).
3. In an effort to provide greater value for local Chambers, MCC has improved communication (Weekly E-Newsletter; Monthly Chamber Managers E-Newsletter; Monthly Events E-Newsletter, Bi-annual MBiz Magazine, Enhanced website and social media presence) enhanced affinity program offerings, and created a more transparent dues model.





# Current Progress

## Organizational Development

MCC will strengthen its internal organization, focusing on:

- Building financial resources
- Enhancing member value that will result in increased membership
- Optimizing events and member networking opportunities

## Progress

- 13% increase in revenues \$714,047 (2013) to \$823,316 (2016).
- Increase in Corporate Membership Numbers

Year	New Members	Resigned Members	Difference
2013	19	30	-11
2016	40	21	+19

- 57% increase in event attendance from 2014-2016 and significant increase in access to key decision makers with successful sold-out Minister and Deputy Minister Dinner events.





# Moving Forward

MCC will actively engage in the following priorities over the next decade as we build upon the solid foundation of the organization:

1. Advocacy and Policy Development
2. Development of the local Chamber of Commerce Network
3. Organizational Development

## 1. Advocacy & Policy Development

MCC will continue to advocate for innovative and strategic initiatives that will enhance Manitoba's economic competitiveness including:

### Long-term Vision for Manitoba

MCC will work with stakeholders and advocate for the development of a shared long-term vision for Manitoba with measurable outcomes that incorporate the North, Rural Manitoba, infrastructure & transportation strategy.

#### Goal

Define and document goal statements for Manitoba – positioning the Province to be a leader that can be distinctive, that will attract and retain business and talent, and that unifies the province.

#### Outcomes

- Greater Awareness of Manitoba's long-term economic vision
- How key sectors support the focus
- Activation in sub-strategies



# Moving Forward

## Business Attraction & Retention

MCC will take a lead role in creating a more business-friendly environment by advocating for responsible government, celebrating business success and ensuring a strong voice for business in Manitoba.

### Goal

Manitoba's economic performance and competitive environment is better than those we share borders with (SK, ON, US) in order to compete for business investment.

### Outcomes

- 4% annual economic growth
- Improved tax structure
- Red tape is a non-issue
- Access to Capital improved – number of venture capital funds, spectrum of venture capital funds for different stages and different industries – anyone that has a viable idea can be funded





# Moving Forward

## Labour Market

MCC will continue to be a strong advocate for a developing, skilled workforce in support of a growing economy.

### Goal

Manitoba is a leader in Canada in terms of job creation and integration of the indigenous population and new immigrants into a skilled workforce.

### Outcomes

- Positive job creation – private vs. public / indigenous community / new immigrants
- Increased investment in education to build the labour market that meets business needs and addresses skills gap
- Increased graduation rates – high school / post-secondary
- Better and more relevant labour market information





# Moving Forward

## Key Sectors

MCC will ensure Manitoba's diverse economy remains an asset for future prosperity in the province.

## Goal

Promote and support discussion with key industries and government in Manitoba, including agriculture, mining, manufacturing, aerospace, tourism, transport and logistics. Develop and attract available skilled workforce in these sectors in partnership with post-secondary institutions.

## Outcomes

- Increase revenues in targeted sectors
- Increase number of employees in targeted sectors
- Increase in number of training programs delivered





# Moving Forward

## 2. Development of the Local Chamber of Commerce Network

Undertake strategic initiatives that will enhance the efficiency and effectiveness of local Chambers of Commerce to serve the interests of their local business communities and to maximize the impact of the Chamber of Commerce movement.

MCC continues to play a vital role as the Voice of Business in support of the local Chamber network and business throughout the province.

### Goal

Each of MCC's unique value propositions are understood and shared in terms of products/services/priorities/resources enabling each Chamber to maximize the benefits to its members and support the Manitoba business community in general.

### Outcomes

1. 100% of Chambers have documented value propositions that are shared
2. A "Connect Manitoba" governance structure is in place to leverage each level of Chamber within the network
3. Customer/member satisfaction vehicle in place to measure key metrics including inter-Manitoba business to business activity
4. Manitoba viewed as a leader in Canada for Chamber connectivity



# Moving Forward

## 3. Organizational Development

MCC will strengthen its internal organization, focusing on:

- a) Building financial resources.
- b) Enhancing member value that will result in increased membership.
- c) Optimizing events and member networking opportunities.

MCC will continue to provide opportunities for members to get involved with MCC through policy development and networking opportunities at events.

### Goal

MCC will enhance the communications and brand awareness of the Chamber movement to strengthen our value proposition with the Manitoba business community.

### Outcomes

- Membership growth throughout the local Chamber network
- Increased brand awareness of the Chamber as the Voice of Business



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**Chambers Plan**  
Group Insurance



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