

LONDON CHAMBER OF COMMERCE

# Strategic Plan

2022-25





Summit 2022.

## INTRODUCTION

### THIS PLAN REPRESENTS A SEISMIC SHIFT IN OUR MISSION, VISION AND VALUES.

Welcome to the Strategic Plan for the London Chamber of Commerce (2022-2025). The Plan is the product of months of consultation with members, partners and stakeholders. It represents a seismic shift in our mission, vision and values, and we are excited to be able to share it with you. The Chamber's activities will be founded on three pillars:

1. Developing strong and impactful member services;
2. Effective operations and governance;
- and 3. Championing economic prosperity and social progress.

Every effort was made to ensure that the principles of equity, diversity and inclusion were infused into the Plan, and even our structure. And we expect to be assessed and evaluated on our ability to live up to these principles.

This is a strategically important time for business leaders in the London region. There are many emerging challenges as well as many opportunities. The London Census Metropolitan Area (CMA) is one of the fastest growing large urban centres in Canada. Its economy has weathered the COVID-19 pandemic better than most urban centres. The regional economy has several important foundational industries including education, manufacturing and professional services. London is an exports powerhouse with \$28 billion in annual exports (within Canada and around the world). In recent years the number of people attracted from around the world to London is on the rise.

The future looks bright but there are some challenges. The competition for talent is intensifying across North America and beyond. Remote working has started to physically decouple companies from their workforces. There are an unprecedented number of entrepreneurs set to retire over the next decade and not necessarily enough younger entrepreneurs to take their place. Technological change is set to disrupt many of London's most important industries. The challenge of climate change and how we address it is now front and centre in corporate boardrooms as well as the voting booth. Social progress and equity, diversity and inclusion are at the forefront of public discourse.

The London Chamber is well positioned to support the business community as it looks to address the challenges and take advantage of the opportunities in the years ahead. This strategic plan provides a roadmap for how the Chamber can help its members succeed in the years ahead and how we can be a better member of the community. If you have any questions or would like to provide comments, our door is open.





## VISION

OUR VISION IS THE FUTURE STATE THAT THE CHAMBER IS WORKING TOWARDS.

We are a trusted and essential ally for business, contributing to the London region's diverse economic strength and social progress.



## MISSION

WHAT THE CHAMBER DOES AND WHY.

To lead and serve the London region business community, celebrating and supporting business diversity and excellence, advocating for positive outcomes, and helping members make meaningful connections.

## VALUES

OUR 5 VALUES SUM UP THE FUTURE STATE THAT THE CHAMBER IS WORKING TOWARDS.

### Member Focus

We are committed to providing optimal value for our members, ensuring quality in all aspects of our work, addressing the diverse needs of the business community, and empowering our members with the resources and supports they need to be successful.

### Leadership

We contribute to economic growth and opportunity in the London region as a policy leader and voice of business. We advocate for positive outcomes for businesses and serve as a model of values-based leadership.



### Community

We believe our members are stronger because of their Chamber connections. We celebrate and amplify our members' success. We value and seek opportunities to collaborate with local partners.

### Inclusion

We represent the diverse identities, ideas, perspectives and businesses of the London business community and champion intentional equity and inclusion.

### Integrity

We act honestly and fairly, with responsible action, good governance, accountability, and transparency, recognizing the connection between ethical business practices and environmental and social responsibility.





JAAG Properties Inc. at the 2022 Business Achievement Awards.



## GOALS AND OBJECTIVES

# Strong and Impactful Member Services

The pace of change for business has accelerated and we will need to adapt to support our members and to provide a compelling value proposition for a new wave of entrepreneurs and prospective members. Our region has experienced dramatic growth in recent years and we will need to ensure our programs and communications reflect the changing demographics of the region.



**We will:**

- Engage and empower members
- Provide optimal value for members, addressing the diverse needs of the business community
- Advocate as a unified voice for business of all sizes and interests

# Effective Operations and Governance

In order to grow our membership, we must reflect the business community with a diverse, inclusive board that represents the community's insights and experiences. We will ensure that all under-represented groups have a place in the Chamber leadership.

Our Customer Relationship Management System will be a powerful tool to support our membership attraction and retention. We will leverage the CRM to support member engagement and streamline membership renewals.

We will be a model employer, providing our staff with a supportive environment that provides them with the skills they need to successfully administer the Chamber operations and invests in their professional development.

# Economic Prosperity and Social Progress

We must evolve and address the changing demands of a younger and more diverse regional business community. We can support our member's mandates and the public's demand for business action on environmental sustainability through policy development and educational resources for our members.

We have a moral and social obligation to take actions in response to the Truth and Reconciliation Commission's Calls to Action that are relevant to the business sector. We can create an inclusive advocacy platform that incorporates the values of businesses led by and serving underrepresented groups.



## We will:

- Optimize the Chamber's governance structure, policies and processes
- Strengthen internal administration and service delivery capacity
- Sustain and grow membership
- Strengthen the Chamber's financial position
- Empower staff and support their personal and professional development
- Build an inclusive and diverse Chamber



## We will:

- Contribute to the region's diverse economic strength
- Act as a catalyst for equitable change for the London region
- Align the Chamber's inclusive economic, social and environmental responsibilities

Member Focus | Leadership | Community | Inclusion | Integrity

