

# OCC STRATEGIC PLAN 2017-2019



ontario  
chamber of  
commerce

*"Building on Success"*

# Table of Contents

CHAIR AND PRESIDENT AND CEO'S MESSAGE	I	AN ASSESSMENT OF THE OCC AND ITS ENVIRONMENT	
2016-17 BOARD OF DIRECTORS	III	<b>PEST Analysis:</b> Political, Economic, Social & Technological	20
EXECUTIVE SUMMARY	IV	<b>Organizational Analysis:</b> Core Strengths of the Ontario Chamber of Commerce	24
INTRODUCTION		The OCC Performance Summary	27
About the Ontario Chamber of Commerce	2	<b>THE OCC'S MOVE FORWARD STRATEGY</b>	
Value Created for Core Constituents	4	Five Overarching Goals	32
<b>THE OCC'S FOUNDATION</b>			
Strategic Planning Framework	10		
Stakeholder Research and Engagement	12		
Key Terms Used in this Strategic Plan	14		
Vision, Mission and Brand Image	15		
Guiding Principles	16		
The OCC Business Model	18		

# Chair and President & CEO's Message

The Ontario Chamber of Commerce's (OCC) previous strategic plan was constructed to serve as a solid foundation to enable organizational growth, effectiveness and relevancy. When creating this strategic plan, our guiding principle was to focus on delivering diversified and high value services and supports to our core constituents.

Over the past five years, we have succeeded in reforming our organization, strengthening our financial model, supporting our membership, implementing a customer service approach, accelerating our policy and communications efforts and revitalizing our events and programs. The OCC has evolved into a highly professional organization with a laser sharp focus on addressing the needs of our members. Our success can be attributed directly to the dedicated efforts of our Board of Directors, Committee volunteers and our committed and talented staff team.

The OCC is now recognized as the single, most influential and respected voice for businesses in our province because of the continued strength of our Chamber Network. With a membership of 60,000 businesses and business organizations, the OCC remains Ontario's premier business advocacy organization.

The years ahead will pose new and unique challenges to the OCC and to our Chamber and corporate members. As we move forward, we will leverage our past success and drive our future initiatives to ensure continued OCC and Chamber Network relevancy in a competitive and demanding economic landscape.

Our new strategic plan *Building on Success* 2017-2019, outlines a series of overarching goals, objectives and strategies that will ensure that the OCC continues to create value for its constituents and stakeholders.

As a strong collective voice that is truly representative of our Chamber Network and members, we will continuously assess our effectiveness and search for opportunities to innovate, collaborate and partner. We will ensure that the issues and concerns of Ontario businesses are not only heard, but sufficiently addressed through a strategic and collaborative approach with the government of Ontario.

With *Building on Success*, the OCC can look forward to a future where effective strategy will ensure organizational sustainability. We will develop and deliver effective programming that demonstrates a measurable contribution in ensuring Ontario's economic and social prosperity.

We would like to thank the Board of Directors, our stakeholders and our staff team for their contribution in the creation of our *Building on Success* 2017-2019 strategic plan. We look forward to working together to effectively implement this bold and visionary roadmap to continued success for our organization.

Sincerely,



**Graham Henderson**

Chair (2016-2017)  
Ontario Chamber of Commerce  
President, Music Canada



**Allan O'Dette,**

President & CEO  
Ontario Chamber of Commerce



ontario  
chamber of  
commerce

Ontario's Business Advocate  
occ.ca | @OntarioCofC

# 2016-17 Board of Directors

**Graham Henderson, OCC Chair**

President - Music Canada

**Ann Bowman, Past Chair**

Head of Private Banking Canada for RBC  
Royal Bank of Canada

**Jennifer Sloan, OCC Chair Elect**

Vice President, Sr. Business Leader  
Public Policy, MasterCard Canada

**John Capobianco, Vice Chair**

SVP & Sr Partner, National Public Affairs  
Practice Lead, Fleishman-Hillard Canada

**Jamie Lim, Vice Chair**

President & CEO  
Ontario Forest Industries Association

**Kim Warburton, Vice Chair**

VP, Public Affairs & Communications  
General Electric Canada

**Greg Webb, Chair,**

*Chamber Executives of Ontario*  
General Manager  
Bancroft & District Chamber of Commerce

**Linda Franklin**

President & CEO  
Colleges Ontario

**Josh Hjartarson**

Vice President, Public Sector  
KPMG MSLP

**Caroline Hughes**

Director, Government Relations  
Ford Motor Company of Canada Limited

**Richard Koroscil**

President & CEO  
KORLON Strategic Services

**Nathan Lawrence**

Mortgage Broker  
Dominion Lending Centres

**Peter Snelling**

Senior Vice President  
Optimus|SBR

**Patti-Anne Tarlton**

SVP and Chief Operating Officer Canada  
Ticketmaster

**Joaquim Ballès**

Vice President, General Counsel &  
Corporate Secretary  
Trudell Medical Limited

**Murad Bhimani**

Partner, Regional Leader Public Companies  
MNP

**Matthew Cumming**

Partner  
McCarthy Tetrault

**Ian Faris**

CEO  
Ottawa Chamber of Commerce

**Eli Fathi**

CEO  
MindBridge Analytics Inc.

**David Lindsay**

President and CEO  
Council of Ontario Universities

**Kithio Mwanzia**

President & CEO  
Guelph Chamber of Commerce

**Beth Potter**

President and CEO  
Tourism Industry Association of Ontario

**Gord Surgeoner**

Associate - Ontario Agri-Food Technologies  
Agri-Technology Commercialization Centre

# Executive Summary

The Ontario Chamber of Commerce (OCC) is launching a new strategic plan, *Building on Success*, to further advance the best interests of its Chamber Network and corporate members. By enabling the success of Ontario's businesses, our province can begin to generate wealth creation and mitigate the challenges brought on by the forces of government regulation, globalization and technology. Ontario's businesses can only succeed in an environment where government is supportive and assists with the elimination of systemic barriers to growth and profitability.

*Building on Success* leapfrogs from the vision, mission and strategic directions of the OCC's most recent strategic plan, as we recognize and build upon the organizational transformation that has occurred in the past 36 months. Reflecting on the broader political and social environments as well as the OCC's organizational strengths and opportunities, this plan responds to the needs of both the 135 Chamber Network members and its corporate supporters.

The OCC will now implement new strategic priorities. The next phase of its work is one that supports the growth of the Chamber Network, ramps up and intensifies evidence-based policy, and grows its strategic collaborative partnerships. The OCC will continue to develop its human resources and grow its business operations to ensure effective programming and financial sustainability.

*Building on Success* represents a courageous and realistic roadmap to growth and relevancy to its members and stakeholders. It envisions a stronger and more effective partnership with the Government of Ontario. It responds to the urgency of having a strong, competent and collaborate advocate on behalf of Ontario's businesses. The Ontario Chamber of Commerce will continue to lead in shaping both the policies and programs that enable Ontario businesses to spur growth and prosperity for the province.



# INTRODUCTION

# About The Ontario Chamber of Commerce

The Ontario Chamber of Commerce (OCC) is the independent, non-partisan voice of businesses from across Ontario which collectively employ over two million people and produce nearly 17% of Ontario's GDP.

From innovative small and medium enterprises to established multi-national corporations and industry associations, the OCC is committed to working with its members to improve business competitiveness across all sectors. The OCC represents local Chambers of Commerce and Boards of Trade in over 135 communities across Ontario, steering public policy conversations provincially and within local communities.

Through focused programs and services, the OCC enables companies to grow at home and in export markets, providing exclusive support, networking opportunities, and access to innovative insight and analysis for members. The OCC has approved over 1,300 applications through its export programs and companies have reported results of over \$250 million in export sales.

The OCC undertakes important research on Ontario's most pressing policy issues from a business perspective, advocating for solutions that will foster the growth of Ontario businesses and lead to the creation of jobs in the province. This work is based on the belief that strong businesses are the foundation of a prosperous Ontario.

As Ontario's business advocate on key issues, the OCC drives recommended policy for key areas including but not limited to: alternative service delivery, debt and deficit, energy, fiscal arrangements, pensions, productivity, regulation, the "Ring of Fire" mineral resource development, sharing economy, skilled workforce, taxation, trade, transportation and WSIB.



It has never been more important for the OCC to provide critical leadership and plan strategically for impact. The global economy has changed significantly over the past decade. Health care costs represent a substantial segment of the Ontario government's budget, with spending increasing at a faster rate than overall budget growth. Ontario's traditional trading partners, most notably the United States and Western European states, are experiencing slower growth while emerging economies, such as India and China, are surging ahead. It is critical that Ontario enhance its trading relationship with emerging markets to sustain economic growth, industry, and research and development capitalization.

As the economic landscape continues its transformation, it is time to create a renewed OCC strategic plan that will ensure continued impact and the delivery of relevant programs and services to meet the diverse needs of Ontario's businesses.



# Value Created for Core Constituents

The OCC delivers a very strong value proposition for its constituents. Representing the collective voice of small, medium enterprises and corporate members, the OCC provides thought leadership and serves as a convener of shared interests. The Chamber remains a leader in moving evidence-based policy into effective advocacy by leveraging its power of collective action and collaboratively working with elected and non-elected government officials.

## ONTARIO'S CHAMBER NETWORK

The OCC enables the success of the Chamber Network through active policy and advocacy engagement, including policy development, education and information. The OCC supports the Chamber Network in effectively communicating and executing on policy advocacy and government relations. Having a strong Chamber Network is critical to the success of the OCC. The OCC supports building Chamber Network capacity through a wide diversity of Chamber Network programs, governance and operations resources, brand awareness initiatives, affinity benefits for Chamber Network members and chamber accreditation. The OCC enables the Chamber network to participate in key business and policy related events, facilitation of networking and sharing of best practices.

## CORPORATE MEMBERS

The OCC provides an opportunity to support corporate government relations and to join forces with other like-minded companies in advocating on shared issues. Membership provides a voice to government, information about policy development data, knowledge, best practices, economic business trends and shared opportunities to advance policy positions through evidence-based research. Corporate members also have valuable opportunities for high level business development, networking with key government representatives and key business stakeholders. The OCC assists with business development, connection to local communities and helping to attract corporate head-office investment in Ontario. The OCC also provides opportunities to demonstrate good corporate citizenship in Ontario.

## SMALL AND MEDIUM ENTERPRISES

The OCC enables the growth and capacity of small and medium enterprises through a series of direct to business programs in collaboration with government and other corporate partners including:

### AccessibilityWorks

This program helps 60,000 businesses across Ontario become aware of, and comply with, the customer service standard by developing an online training tool and providing workshops for businesses related to the Accessibility for Ontarians with Disabilities Act (AODA). Under the same umbrella is the Abilities Connect Fund, a grant program designed to raise awareness among employers about the benefits of hiring, integrating and retaining people with a disability. Current funding expires in December 2016.



## GLOBAL GROWTH FUND PROGRAMS

### Early Stage Exporters

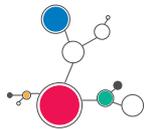
Recognizing that some companies naturally have a global mindset early on in their development, the Early Stage Exporters (ESE) fund has been created to assist Ontario small to medium-sized enterprises (SMEs) to develop and grow their export markets, obtain new sources of capitalization/funding, and increase export sales of Ontario goods and services. Current funding expires in March 31, 2017.



### Export Market Access

Export Market Access has helped over 900 businesses access and expand growth in foreign markets. This grant matching program is designed to assist Ontario businesses showcase goods and services to potential international buyers, participate in trade missions, develop promotional materials, and conduct market research. Current funding expires in March 31, 2017.





## CLUSTER DEVELOPMENT SEED FUND

### Ontario Exporters Fund

The Ontario Exporters Fund has been established to assist small and medium sized enterprises (SME's) gain and increase access to international export markets. The Ontario Exporters Fund is intended to:

- Help small and medium size enterprises better understand their export capacity and thereby improve their ability to access foreign markets
- Encourage small and medium size enterprises to develop export market access strategies
- Assist companies to realize their export sales objective

Specifically, the Fund supports small and medium enterprises to hire an Export Manager on a 50/50 cost share basis by providing a grant of up to \$80,000 over a two-year period. Current funding expires March 31, 2017.

### Cluster Development Seed Fund

The pilot Cluster Development Seed Fund supports the shared goal of cluster development for greater productivity, innovation, and competitiveness in Ontario. As some clusters may require additional support before they are ready to develop cluster plans, organizations seeking funding may apply under this pilot grant program via two streams:

- **Stream 1 – Networking:** supporting cluster consortium building and networking
- **Stream 2 – Research and Feasibility Studies:** supporting research and needs analysis

A cluster organization applying for funding must demonstrate a clear business case for requiring the funds and must explain how the activities to be undertaken will contribute to cluster development in Ontario. Applicants are also expected to provide signed letter(s) from industry and other partners as evidence of 1:1 matching funds

for the amount of grant funding being requested. At least 50% of matching funds for each project must be provided by private sector industry partner(s). Current funding expires on March 31, 2017.

### Exclusive Chamber Services

Through their local Chamber of Commerce, businesses can gain access to a variety of business essentials and comprehensive discount programs that are tailored to the needs of successful small and medium enterprises across the province including group insurance, First Data discounted electronic payment processing, and preferred pricing with Purolator courier services.

## FOR ALL STAKEHOLDERS

### Ontario Economic Summit

The Ontario Chamber of Commerce hosts a dynamic economic summit each year that brings together business and government leaders, industry experts, academics, and innovators, members and non-members from across the country to provide solutions to Ontario's economic challenges. Attendees include high profile international and provincial government leaders, Ontario cabinet ministers, businesses and government representatives.

### Ontario Business Achievement Awards (OBAA)

The OBAA is a highly recognized industry gala in the province focused on celebrating business success. For over 30 years businesses have been awarded for their achievements in areas including sustainability, innovation, and accessibility. OBAA winners are recognized for making positive contributions to Ontario's economy while being mindful of the importance of corporate social responsibility when operating a business here in Ontario and abroad.



## POST-SECONDARY SECTOR

The post-secondary sector enjoys opportunities to share information and collaborate regarding labour market data, provincial skills and training needs, and other knowledge transfer. As with other members of the OCC, there is valuable opportunity to network with other businesses and attend OCC events.

## INDUSTRY ASSOCIATIONS

Industry associations benefit from opportunities to share information and collaborate with other sectors on provincial issues of common interest. As with other member groups of the OCC, there is valuable opportunity to network with other businesses and attend OCC events.

## ETHNIC-BASED BUSINESS AND TRADE ASSOCIATIONS

The OCC creates policy that ethnic-based business and trade associations can draw on for serving their membership. The OCC also serves as an important networking opportunity for various associations to meet with each other, to share diverse perspectives and to come together in advocating for provincial policy that crosses all groups.

## GOVERNMENT (ELECTED AND NON-ELECTED)

The OCC provides trusted, evidence-based thought leadership and a non-partisan approach to complex issues to inform government policy, decisions and ideas. Up-to-date information about business trends, challenges and opportunities give valuable direction. As the eyes and ears of the business community, the OCC serves as a touchstone for government on policy proposals in development and provides the government with access to business opinion leaders. The OCC supports government initiatives that will have a positive impact on Ontario businesses and serves as a broad engagement platform to support the delivery of programs where appropriate. The government has special opportunities to network directly with businesses through the OCC Annual General Meeting, An Evening with the Deputy Ministers, An Evening with the Chiefs of Staff, OCC Advocacy Day at Queen's Park, the Ontario Economic Summit and numerous other policy-related events.

### [An Evening with the Deputy Ministers](#)

The OCC brings together all of the Deputy Ministers from the Government of Ontario to engage in timely public policy discussions. This event provides our members with the opportunity to interact with the province's senior decision makers.

### [An Evening with the Chiefs of Staff](#)

This exclusive event is an opportunity for our Premier members to socialize with the Chiefs of Staff of Ontario's Cabinet Ministers on public policy issues that matter most to Ontario's long-term growth.



# OCC'S FOUNDATION



# Strategic Planning Framework

This strategic plan provides a path to taking the OCC to the next level of success by providing a road map to growth and continued effectiveness. With strong leadership from the OCC's President & CEO, Board of Directors and senior staff, this Plan will increase the real, positive and measurable impact that the OCC can achieve for members, and in turn, the province.

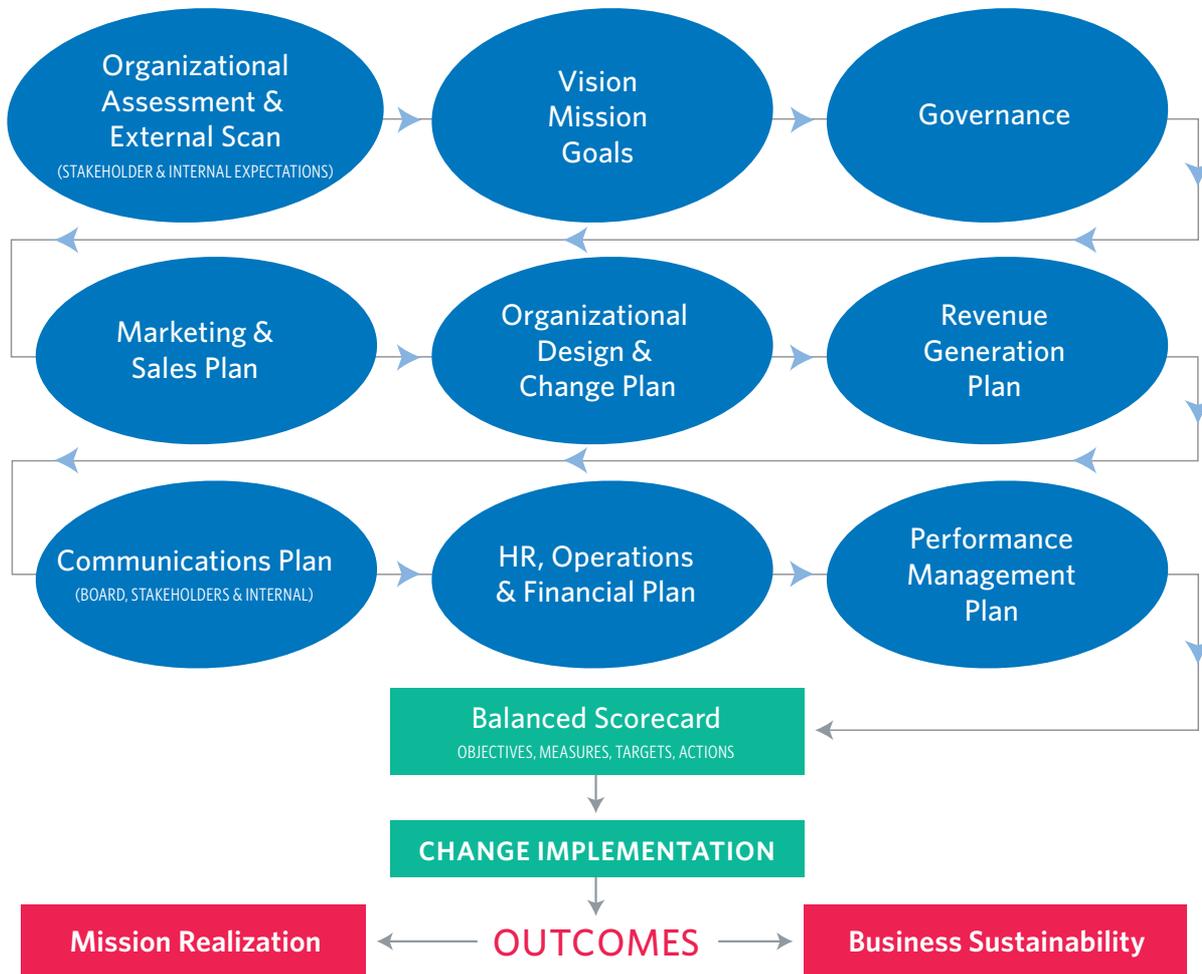
Strategic planning demands focused effort and dedication by the President and CEO, the Board of Directors, and the senior management team. Ultimately, a well-crafted and insightful strategic plan will enable the OCC to make tough strategic decisions, understand the core business, achieve organizational sustainability and actualize the OCC mission. The OCC will undertake a new strategic planning process every 3 years and measure its progress on a systematic basis.

“By belonging to the OCC, local chambers are part of a powerful network that is driving important policy advocacy that represents the interests of all businesses across the province. Together we are enhancing economic prosperity and quality of life in every community.”

SUZANNE ANDREWS, GENERAL MANAGER, QUINTE WEST CHAMBER OF COMMERCE

This Plan is a result of a comprehensive process facilitated by the Aurora Consulting Group (ACG). The proprietary SuccessMap™ process includes the review and analysis of nine core functional areas within the OCC:

### OCC SuccessMap™ Key Areas for Review



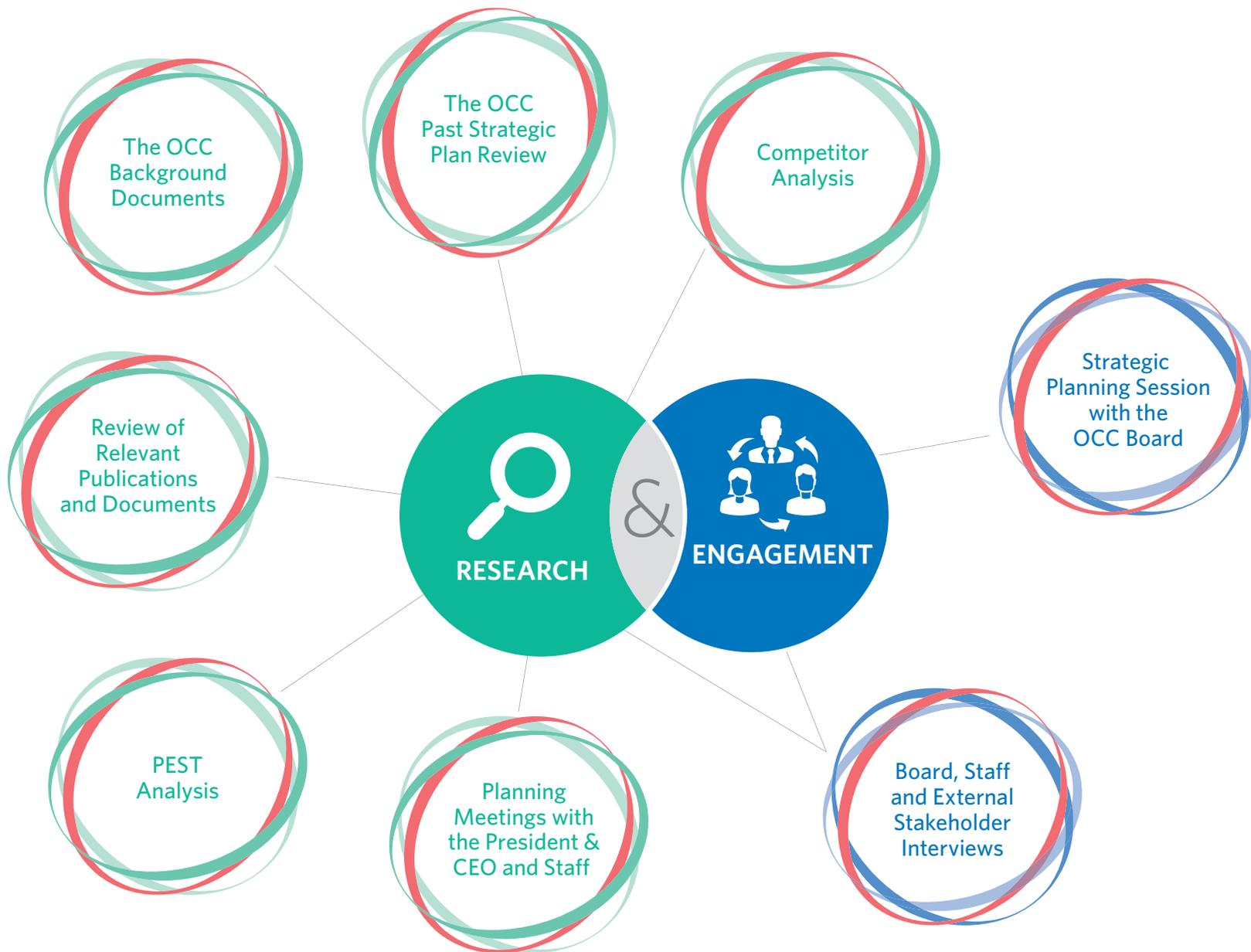
# Stakeholder Research and Engagement

With the guidance and support of the OCC, the Aurora Consulting Group has followed an in-depth research process to ensure that all key areas within the Strategic Plan are reviewed for their ability to positively influence the long-term success and sustainability of the organization.

The research process included interviews with 38 individuals, including the Board of Directors (past and present), current staff, past staff, Network CEO's and members, and other stakeholders. Each confidential interview took between 30 and 90 minutes. The purpose of the interviews was to gather confidential feedback and insights about the OCC as it is now, and to discuss possible future directions for the OCC.

The key components of the research and engagement process:

- 38 confidential one-to-one interviews with Board of Directors (past and present), staff, ex-staff, Network CEO's and members, and other stakeholders
- A review of all pertinent background materials related to The OCC, including publications, past strategic plans and other documents
- A competitive analysis
- A political, economic, social and technological (PEST) analysis, prepared in conjunction with the OCC Policy Team
- A one-day, facilitated Strategic Planning Board session
- Planning meetings with the President & CEO and staff
- Board and staff input and edits to the draft Strategic Plan
- Board approval of the final OCC Strategic Plan



# Key Terms Used in this Strategic Plan

## ORGANIZATIONAL ANALYSIS

An organizational analysis is a review and assessment of internal and external factors that will have an impact on the Ontario Chamber of Commerce (OCC). In this plan, the Strengths, Weaknesses, Opportunities and Threats (SWOT) format is used to identify OCC's internal strengths and weaknesses, as well as its external opportunities and threats as it moves towards Mission realization.

## VISION

The Vision is an ideal and timeless view of OCC's future success.

## MISSION

The Mission is a view of what OCC does today, why it exists and its reason for being.

## BRAND

Brand is a cognitive image in a consumer's mind, developed through communication strategies including advertising.

## BRAND IMAGE

For the purposes of this plan, the brand image is expressed as OCC's logo.

## GOALS

Goals are desired high-level achievements that will enable the actualization of OCC's Vision and Mission.

# Vision, Mission and Brand Image

## VISION

Our Vision is to foster a vibrant and economically sustainable province that is driven by an innovative, successful and ever-expanding business community.

## MISSION

The Ontario Chamber of Commerce is the most influential, respected and non-partisan voice for all businesses in Ontario. Drawing on the strength of our Chamber Network, we will inform and help shape government policy in a positive, effective, consistent and representative manner. The Ontario Chamber of Commerce will nurture economic growth by harnessing and deploying the collective voice of our members.

## VALUES

- Professional Excellence
- Entrepreneurial, Responsive & Customer Service Focused
- Integrity & Accountability
- Dynamic & Visionary
- Objective, Evidence-Based & Non-Partisan
- Common Purpose
- Collaborative
- Respect, Equality and Fairness

## TAG LINE



ontario  
chamber of  
commerce

## TAG LINE

*"Ontario's Business Advocate...  
Driving Our Prosperity"*

# Guiding Principles

VALUE	GUIDING PRINCIPLE
Dynamic & Visionary	We are a dynamic and visionary organization that inspires the business community in Ontario to collaborate and advocate with one voice. We are passionate about our work and we believe we will make a significant impact in bringing positive outcomes for Ontario businesses and citizens. Our visionary and pragmatic approach drives our success, and we embrace innovation and continuous improvement.
Professional Excellence	We always act professionally, taking pride in our work and our conduct. Our policy papers, programs and services are of the highest quality.
Objective, Evidence-Based & Non-Partisan	We are unbiased and non-partisan in our views, staying focused on what is in the best interest of the OCC and the businesses that we represent. We develop and share research and policy information that is evidence-based, strategic, current, relevant and accurate.
Entrepreneurial, Responsive & Customer Service Focused	We are action oriented and dedicated to quickly meeting the needs of our members and stakeholders. We do what we say we will do with energy and enthusiasm. We put what is best for our members as our top priority for decision-making. We will increase our membership and support their success and growth. We are proactive in seeking out talented staff and Board Directors and continuously implement best practices in all that we do. We keep our members engaged through information sharing, social media and person-to-person interactions.

VALUE

GUIDING PRINCIPLE

Common Purpose

True to our history, we are guided by the common purpose of our Chamber Network across the province to provide strong leadership, contributing to economic prosperity and quality of life in Ontario. Our Chamber Network and the businesses that they serve and represent are vested in their communities. We recognize the correlation between great places to do business and work, and great places to live and raise a family. We share in a common vision for a better Ontario for all, and recognize that our collective leadership role as a Chamber Network has and will continue to be a major force in sustaining a successful province.

Collaborative

We believe that collaboration is essential for developing policy, programs and services that meet the needs of all constituents of the OCC, including the government. We provide open and inclusive processes that allow all voices to be heard and considered. We find strength in a multitude of ideas and perspectives. We understand our responsibility to each other and to our stakeholders, and achieve our goals through effective collaboration. We are united as a group in our purpose and advocacy, and support each other to achieve the best possible collective outcomes.

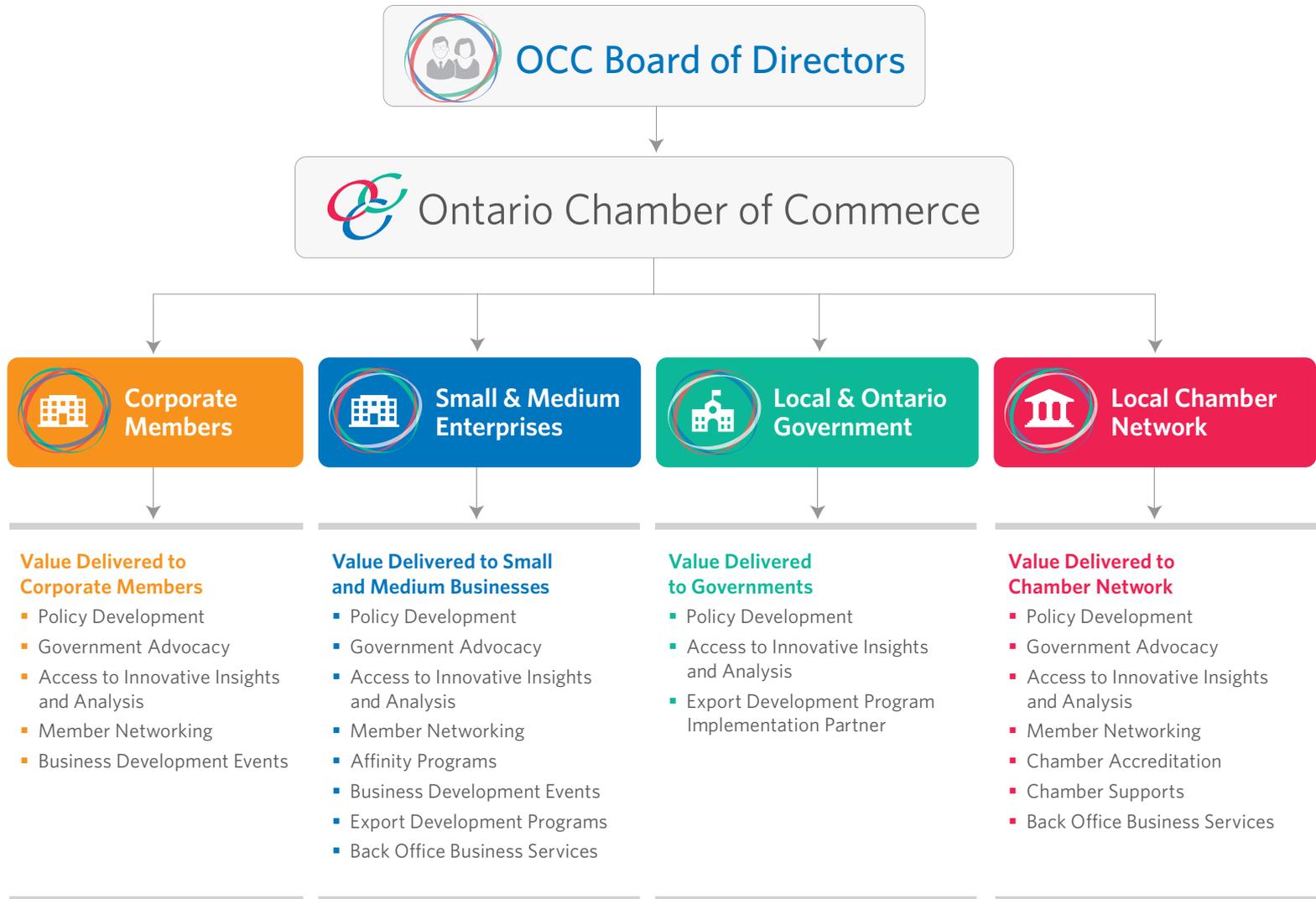
Respect, Equality and Fairness

We value all of our relationships. Our behaviours and organizational decisions are guided by the philosophy that everyone is treated with dignity and respect.

Integrity & Accountability

We uphold our mission in all we do. The OCC's primary accountability is to its members. Our Board, staff and volunteers are highly responsible, honest and accountable in all of their actions and activities. We build and maintain the trust and confidence of our stakeholders, abiding by the highest standards of integrity, professionalism and ethics. We exercise good governance, and we are fiscally responsible, accountable, and transparent, ensuring the long-term sustainability of the OCC.

# The OCC Business Model





# AN ASSESSMENT OF THE OCC AND ITS ENVIRONMENT

# PEST Analysis: Political, Economy, Social & Technological



## Political

The 2018 provincial election will continue to influence both the policies and views of the government and opposition parties for the medium term. In most post-election scenarios, OCC priorities in mitigating Cap and Trade policy will each face difficulty as there will likely be on-going support for these programs from both the NDP and Progressive Conservative programming. Beyond Premier Wynne's legacy, the NDP and PCs (via support for a carbon tax) have shown green-focused projects will be a key component of any future administration providing the OCC space to engage with policy and firms with this focus.

There is a renewed partnership between the Governments of Ontario and Canada with an emphasis on infrastructure investment, skills and training program growth, labour law reform, changing workplaces review, health care partnerships and a national climate change strategy. The OCC can continue to leverage this partnership to generate maximum benefit for OCC members.

Discussions over changes to political contributions and greater transparency within lobbying activities create both opportunity and challenges for the OCC. As an organization, the OCC should closely monitor these changes and assess if their activities, marketing and communications outreach fit well within the evolving structures.





## Economy

The Ontario economy remains the nation's largest, with the highest GDP growth, highest employment rate and a rebounding manufacturing sector. The Government is investing heavily in growing the economy and promoting the creation of quality jobs. The OCC has a real opportunity to hold the government accountable as they invest in economic and job growth. Notwithstanding this, the Ontario government continues to hold the largest sub-sovereign debt in the world, and this will need to be effectively managed. The business community remains concerned about the provincial accumulated debt and annual deficits and these will remain top priorities for the government.

As the American political establishment appears to pivot against free trade for the first time in decades, Ontario could be adversely affected by renewed political will behind a project like "Buy America". In this capacity, the OCC has the ability to play an important role in convening businesses to advocate for the continued free-flow of goods between the U.S. and Canada. Regarding trade elsewhere, Canada should expect markets to open with the European Union, which, in lieu with possible trade downfalls with the U.S., could become an increasingly valuable relationship for firms.

"The support received through the OCC, by way of resources and services, is essential to boosting our chamber's value proposition. As the needs of our businesses are ever changing, the benefits we gain by being part of the Chamber Network in Ontario ensures that we are relevant and responsive to our members' interests."

CHARLENE NICHOLSON, CEO, CHAMBER OF COMMERCE BRANTFORD BRANT





## Social

As the envy of the Western world, Ontario is a multicultural society that enjoys considerable wealth and lives in relative harmony. Our multi-ethnic and multi-faith community is 30% foreign born which spawns immense cultural diversity and linguistic opportunity. Healthy communities are good for Ontario businesses.

Ontario continues to value robust social assistance programs. The province is beginning to lack the finances to sustain these projects in the long term. Evidenced by the monetization of assets in Hydro One, and outright divestments such as Ontario Northland; a trend towards public-private partnerships and contracting social policy to businesses should be expected in the medium and long-term.

The province is seeing a trend toward increased “precarious employment”. Policy trends like the basic universal income have the ability to profoundly impact the province. With the coming revolution in social policy to replace and enhance longstanding approaches, the OCC can export its Health Transformation Initiative (HTI) model to other sectors of Ontario’s public sector. Ontario’s social programming is here to stay, but it will be necessarily retooled. The Government is committed to the promotion of a fair and just society for all Ontarians. It will be investing to increase affordable housing, reduce the cost of living, end chronic homelessness, transform child care and early learning, make colleges and universities more affordable and increase social assistance for those in need.



## Technological

An innovation-driven economy is the key to sustainable wealth creation. Investing in the “innovation” sector will enable the emergence and growth of high technology firms.

The start-up industry has surged while traditional manufacturing and commodity sectors have lagged or stagnated. With a multiplicity of technological advances to revolutionize traditional sectors, the OCC can play an enhanced role in providing the space for these sectors to emerge. As a value proposition to tech firms, the OCC can use access to high-level contacts in the multi-faceted private sector in order to enhance its membership among these firms.

There is potential for labour disruption to occur through integration of technology. In its convening strength, the OCC has the opportunity to break down barriers between sectors to foster innovation and understanding. Worthy of note, the OCC should also strive to promote and enhance event innovation to keep relevance.

Thousands of high technology jobs go unfilled while many of the unemployed are not equipped to work in this high technology sector. Labour training must evolve to better match technology jobs with those individuals seeking employment.

Embracing high technology creates a real opportunity for Chambers and Boards of Trade to increase the value offered to its core customers. Through the use of new technologies such as social media, customer relationship management software, webcasts and digital marketing, the Chamber Network can promote the sustainable success of its membership.

# Organizational Analysis: Core Strengths of the Ontario Chamber of Commerce

## STRENGTHS

### Huge Positive Impression

The overall impression of the OCC is very positive. The organization has evolved significantly over the past few years to become a professional, credible, effective, stable, progressive, modern, financially strong, relevant and a dynamic organization.



### Building Critical Mass

There has been a very strategic approach to building a grassroots critical mass through the Chamber Network. The last few years have brought increased OCC engagement, support, mentorship and co-branding with the Chamber Network. The Chamber Network is now a respected, province-wide “boots on the ground” organization, supported by the history and connections that OCC brings to the table.

### Policy and Advocacy

Policy and advocacy is widely viewed as “outstanding” and “excellent” and the core strength and driver of the OCC success and relevancy. The policy work produced by the OCC is viewed as being evidence-based, rigorous, and the strongest policy work in the province. Particular appreciation was noted for the “Emerging Stronger” as well as policy papers on sharing economy and skills development, which all demonstrated strategic thinking from the OCC. Policy and advocacy reports are valuable for the Chamber Network to use in presentations to local government. While big investments have been made, more investment is still required in this important area.

## Brand & History

The OCC is a very well respected and visible with a “brand” that is known to be one of the strongest of any provincial association (for those who know of the OCC). Founded in a long-standing and renowned Chamber history, the OCC brand is now becoming more contemporary. There is high recognition of the OCC among the Chamber Network, with large Ontario-based companies, with many SMEs and with the media. The OCC corporate membership has grown by 15% since 2012. Media hits have grown by 88% in 2016, and the media are consulting the OCC more frequently.

## Improving the Value Proposition for Members

Strong and visible research, reports, advocacy, and partnerships, along with the ‘professionalized’ OCC organization have dramatically improved the value proposition for members. There is appreciation for the ability of the OCC to ‘have the ear of the government’ through effective relationship building. Members also appreciate the opportunity to network, be part of an Ontario-wide conversation, to hear other opinions, to listen and learn and to have a sense that they have made a contribution.

## Financials & Performance Measures

The OCC now has a solid base to grow from, with increasing financial reserves. The progress of the organization is constantly monitored through key performance indicators and new management systems, including staff objectives and Performance Development Plans.

## Collaboration with Government

The OCC is able to have ideas listened to by the current provincial government and is well positioned to get issues addressed as a result of this strong relationship. The OCC is now getting real results in effecting policy change. All three political parties perceive the OCC to be a credible organization representing the business community and readily attend OCC events. The Premier has attended 5 events in 2016 alone. All three political leaders have commented on their respected and valued relationship with the OCC.

## Event Programming

The OCC Annual General Meeting, An Evening with the Deputy Ministers, An Evening with the Chiefs of Staff, the OCC Advocacy Day at Queen’s Park, the Ontario Economic Summit and numerous other policy-related events have proven to be very valuable and are generally perceived to be highly successful and worth the time and financial investment. It was noted that the OCC has consistently generated revenue from all events.



## Board and CEO Leadership

The Board of Directors brings a great deal of expertise and stakeholders have expressed their confidence in the current leadership. The CEO brings a corporate background, with a focus on quantifiable goals to the organization and is a very strong communicator. He is viewed as collaborative in his approach to moving things forward. He has built a new management team and management systems. He has made large strides in moving the organization forward since 2012, and gives his team full credit on an ongoing basis.

## Management and Staff Team

A strong management and staff team at the OCC are driving success and transforming the organization. The significant credentials of the team, combined with high output and quality of work have created growing accomplishments. The OCC is now considered to be a sought-after employer, with a large inventory of job applicants. Many staff members have had the benefit of strong professional development and have moved on to significant new opportunities.

---

“The OCC is the only business organization in the Province that has mastered the formula for positive outcome advocacy work. Working from within Queen’s Park with their network partners and allied stakeholder groups has helped the OCC to shape Ontario’s economic agenda in a far more effective way than ever before.”

GERRY MACARTNEY, CHIEF EXECUTIVE OFFICER  
LONDON CHAMBER OF COMMERCE

---

# The OCC Performance Summary

## Business and Strategic Focus

The Ontario Chamber of Commerce continues to demonstrate its effectiveness at shaping and protecting a business climate that generates prosperity, high paying employment and vibrant communities. With 135 Chamber members representing 60,000 businesses and almost 300 corporate members, the OCC is well positioned to deliver increasing value to its members, to the provincial government and the business community at large. The OCC has successfully positioned itself as an effective voice for business in Ontario. It has earned the support of a large number of local Chambers of Commerce and Boards of Trade by providing effective policy creation, government advocacy, business growth services and affinity programming. It has also attracted the ongoing support of Ontario's largest corporations and small and medium enterprises by demonstrating its ability to have impact. The OCC generates measurable value for its core constituents, which ensures its own viability and sustainability.

## Organizational Effectiveness

The OCC has a clearly articulated vision, mission, values and guiding principles, which ensure that organizational efforts are strategic, targeted and customer centred. The OCC marketing and communications programming continues to grow. Much has been accomplished to date with relatively few resources – both financial and staff. Communications and branding initiatives will continue to grow over the next three-year period as new resources are secured. A redesigned membership recruitment strategy has been implemented. Innovative digital marketing efforts will continue to grow and become the central strategy for the Chamber's member recruitment program.

The Chamber's staff team continues to perform at a very high level, with multiple initiatives managed simultaneously and successfully. The team is well balanced with several new staff bringing talent, experience and fresh perspectives to the OCC. The senior management team is highly experienced and continues to perform at a very high level. The staff team remains committed to the OCC Mission and is very motivated to serve their constituents. The OCC team is clearly driven to provide services and supports that promote success for Ontario's business community.



## Capacity

The OCC's greatest challenge is capacity. Ontario remains one of the strongest and vibrant subnational economies in the world but it is not immune to serious economic challenges. From an activist provincial government, to intense global competition and technological disruption, Ontario's business community is facing a series of difficult challenges. As the perceived "lead" organization when it comes to policy creation and effective government advocacy, the demands on the OCC remain heavy and ever increasing. Led by a dedicated Board of Directors, an effective President and Chief Executive Officer and a talented staff team, the OCC is undertaking a growth strategy to increase its capacity, to grow its impact and to metamorph into a 21st century organization. As the staff team is expanded, the impact of the OCC will be even greater. Through creative programming, the OCC continues to demonstrate that the needs of its customers are the highest priority.

## Innovation and Change

The OCC has undertaken a path that ensures constant renewal and growth, innovation and change within the organization. The Chamber Network is aware of and respectful of the significant contribution being made by the OCC. Organizational innovation and change at the local level and within the Ontario Chamber of Commerce, is understood to be critical for continued success. The Emerging Stronger campaign was an innovative program that demonstrated great OCC leadership.

New and innovative programming will be launched in 2016 and beyond as current initiatives, such as "Emerging Stronger" are coming to the end of their life cycle. The OCC will continue to invest heavily in high technology and focus on next generation membership. Government funding partnerships such as the Export Market Access program, will continue to expand, enabling Ontario's exporters to grow. New initiatives, such as the Financial Literacy and Entrepreneurship for Youth program, have been finalized and will be delivered.

## Financial Strength

The OCC continues to generate very strong financial success with growing revenues, managed expenses and increasing operational reserves. The OCC has demonstrated consistent financial discipline as it grows programming while keeping its finances in the positive. As a general rule, programming growth will always be tied to increasing financial resources. This disciplined approach has ensured that the OCC has access to sufficient operational reserves.

## Customer Focus

The OCC continues to attribute very high importance to the needs of its constituents. From local Chambers to corporate sponsors to government officials, the Chamber continues to provide value in an effort to grow relationships and partnerships. By way of example, the OCC policy creation process is mandated to be inclusive, high integrity and evidence based. All OCC members are respected and their input is highly valued.

## Operational Excellence

The OCC continues to demonstrate its operational excellence as it produces effective policy, grows its advocacy, delivers well attended special events and provides good affinity programs. Its operational excellence enables the creation of several well researched, strategically important policy initiatives. Access to senior elected and non-elected governmental officials is enabled through several channels annually.

## Organizational Integrity

The OCC success is built upon a commitment to high ethics and standards. This reputation for high integrity, competency, honesty, collaboration and partnership, has enabled the OCC to build and enjoy a privileged relationship with key stakeholders such as the provincial and local governments. Strong relationships, built on trust, have come to define the OCC brand. This reputation is what enables the OCC to build the partnerships that are so critical to continued growth and impact.





# THE OCC'S MOVE FORWARD STRATEGY

# Five Overarching Goals



1

Be Ontario's thought-leader and effective voice of business by creating evidence-based, non-partisan, proactive policy and driving changes needed to make Ontario's economy grow.



2

Strengthen and support the growth of the Chamber Network by understanding its needs, providing innovative, accessible programs and fully engaging the Network in driving OCC activities and priorities.



3

Grow the OCC's strategic, collaborative partnerships across industry associations, all levels of government and with civil society organizations.



4

Be a well-governed, transparent and well-managed organization that recruits and develops the best in human capital and that adheres to the highest professional and ethical standards.



5

Grow the OCC business in a responsible and measured way that ensures effective programming and sustainability.

# Goals & Objectives



Be Ontario's thought-leader and effective voice of business by creating evidence-based, non-partisan, proactive policy and driving changes needed to make Ontario's economy grow.

## OBJECTIVES

- **Involve Local Chamber Network and Corporate Members in Policy Development Through a Systematic Process**
- **Increase Reach of Policy Across Ontario**
- **Enable the Translation of "Policy Knowledge" at the Network Level**
- **Effectively Influence the Political, Legislative & Regulatory Environment Impacting Business & Industry**
- **Provide a high customer service experience**



Strengthen and support the growth of the Chamber Network by understanding its needs, providing innovative, accessible programs and fully engaging the Network in driving OCC activities and priorities.

#### OBJECTIVES

- Provide Clear Leadership to Enable Chamber Network Success and Membership Growth
- Create Awareness of the OCC & Chamber Network Brand so the Mandate is Known and Understood by all Ontario Businesses and the International Business Community
- Modernize Technology for Programs and Services
- Expand OCC Programs and Services





Grow the OCC's strategic, collaborative partnerships across industry associations, all levels of government and with civil society organizations.

#### OBJECTIVES

- **Identify Key Potential Partners and Complementary Service and Research Organizations**
- **Define Criteria for Partnerships**
- **Actively Network at the Provincial, National and International Level to Build Effective Strategic Collaborative Partnerships**



Be a well-governed, transparent and well-managed organization that recruits and develops the best in human capital and that adheres to the highest professional and ethical standards.

#### OBJECTIVES

- **Implement Human Resources and Organizational Development Changes to Best Implement Strategic Plan**
- **Implement Succession Plan for President & CEO and Board of Directors**
- **Continue Visible Leadership from the Board to Enable Successful Implementation of the Strategic Plan**
- **Build Procurement Transparency**



Grow the OCC business in a responsible and measured way that ensures effective programming and sustainability.

**OBJECTIVES**

- **Grow Event Revenues**
- **Increase Number of Revenue Streams**
- **Maximize Current Revenue Streams**
- **Maintain Operational Reserves at Minimum 6 Months of Annual Budget**







**Ontario Chamber of Commerce**

180 Dundas Street West, Suite 1500  
Toronto, ON M5G 1Z8

T. 416.482.5222 • F. 416.482.5879

[www.OCC.ca](http://www.OCC.ca)



[www.successmap.ca](http://www.successmap.ca)