



THE MISSISSAUGA BOARD OF TRADE

Strategic Direction 2023-2025

TABLE OF CONTENTS

| | |
|---|--------------|
| Mission & Vision | (Pg. 3) |
| Our Values | (Pg. 4) |
| 2023-2025 Priorities | (Pg. 5) |
| Actions by Priority | (Pgs. 6-9) |
| Implementation: Year 1 | (Pg. 10) |
| Incremental Resource Requirements (Year 1) | (Pg. 11) |
| Measuring Performance | (Pg. 12) |
| Monitoring Framework | (Pg. 13) |
| Appendices: | (Pgs. 14-15) |
| • <i>A) Environmental Scan</i> | |
| • <i>B) Process Overview</i> | |

MISSION & VISION

Our **mission** is to *connect, champion and advance* Mississauga businesses.

Our **vision** is to be the pre-eminent voice for business and trusted champion of economic prosperity in Mississauga.

We have realized this by:

- ✓ Enabling business growth & increased competitiveness among Mississauga businesses;
- ✓ Being widely recognized as the “go-to resource” to help businesses overcome roadblocks to growth;
- ✓ Continuing to be financially stable with strong revenues.

OUR VALUES

Trustworthiness: We are honest & truthful with what we say to each other, to members, and to our partners

Integrity: We know and do what is right, non-partisan, and transparent.

Inclusive Spirit & Diversity: Regardless of background & beliefs, everyone feels welcome and equal, and we respect all the people around us both inside and outside of MBOT.

Innovative and Entrepreneurial: We bring savage curiosity to all that we do. We strive to be ahead of the curve in how we deliver programs and services, anticipating and adapting to our members' needs.

Member-Driven: First and foremost, we are here to serve our members. We provide support, advice, and are a resource to our members who feel they can contact us about any business growth issue.

2023-2025 PRIORITIES

- 1. Optimize Advocacy and Government Relations Offering to Enable Business Growth and Competitiveness.**
- 2. Advance Our Value Proposition Through Targeted Programs and Connecting Diverse Membership Segments.**
- 3. Be the Champion for Economic Leadership Through Strategic Initiatives and Partnerships.**
- 4. Build Financial Capacity to Drive Organizational Growth and Impact.**

ACTION PLAN

PRIORITY 1: Optimize Advocacy and Government Relations Offering to Enable Business Growth and Competitiveness

- 1. Seek input from members on issues of top importance to their business growth and success. Identify the key policy areas of focus annually, at municipal, provincial, and federal levels of government.**
- 2. Review and strengthen policy committees: areas of focus, structure, representation, and process. Explore opportunities to introduce MERG / MBOT task forces, working groups, policy councils to address specific policy and/or regulatory matters impacting business growth.**
- 3. Expand upon opportunities to engage with and educate elected officials and policymakers at all levels. Continue in-person events and member meetings with committees, Council and FPT politicians.**
- 4. Partner with City of Mississauga, MBEC, EDO on key initiatives.**
5. Build coalitions and partner with key organizations as appropriate on selected issues (w/business, associations, community orgs etc.)
6. Become trusted source of data gathering to ensure public policies and regulations (e.g. red tape reduction) are considering the impacts on all sizes and types of businesses in Mississauga

**Urgent items in bold.*

ACTION PLAN

PRIORITY 2: Advance Value Proposition Through Targeted Programs and Connecting Diverse Member Segments

- 1. Develop new programs that bring membership segments together for shared value (e.g. talent summit, procurement forum, expertise showcase opportunities).**
- 2. Identify membership segments, identify value proposition and programs for each**
- 3. Identify and take steps to actively engage under-represented communities and industry sectors with a view to increasing the diversity of MBOT membership. Engage with groups such as the Mayor's Black Caucus, cultural chambers of commerce, and others.**
4. Expand upon success of webinars that support SMEs, startups, and entrepreneurs on topics such as marketing and sales, employment law, etc.
5. Enable member connections through enhanced B2B platform & training opportunities. This includes procurement opportunities for our larger members with MBOT's SME member cohort. (Year 2)

** Urgent items in bold.*

ACTION PLAN

PRIORITY 3: Be the Champion for Economic Leadership Through Strategic Initiatives and Partnerships

- 1. Resource and reframe the Mississauga Economic Resiliency Group (MERG) to ensure sustained value for participating CEOs and greater impact.**
- 2. Foster strategic partnerships with universities and colleges to build out talent development/acquisition/skills development initiatives.**
- 3. Align with organizations outside of chambers of commerce with similar economic leadership goals (Begin Year 1)**
4. Increase MBOT activity in the area of international trade activities with targeted export markets. (Year 2)
5. Provide online training programs for business sectors (leadership, management, career development).
6. Roundtable/speaking events with Mississauga CEOs and C-level leaders.

** Urgent items in bold.*

ACTION PLAN

PRIORITY 4: Build Financial Capacity to Drive Organizational Growth and Impact

- 1. Expand MERG participation and introduce annual fee model for the program.**
- 2. Create another major signature event like job fair, international trade summit**
- 3. Bolster communications and marketing for MERG and advocacy-related offerings to ensure that our members, potential members and key stakeholders understand who we are and how MBOT is leading the way in shaping a resilient local economy that is poised for growth.**
4. Explore opportunities to manage the delivery of other government-funded programs for business (Year 2-3)
5. Group buying / shared service program opportunity for SME back office supports (Year 2-3)
6. Develop “core sponsor” offering across multiple events. (Renew Year 1)
7. Pursue grant opportunities to support development and delivery of existing programs & services (Year 2)

** Urgent items in bold.*

IMPLEMENTATION: YEAR 1

| PRIORITY | KEY INITIATIVES FOR 2023 |
|---|---|
| 1. Optimize Advocacy and Government Relations Offering to Enable Business Growth and Competitiveness | <ol style="list-style-type: none">1. Seek member input on issues of top importance to their business growth and success. Identify key policy areas of focus annually, at all levels of government.2. Strengthen advisory committee framework, representation, and process. Explore opportunities to introduce MERG / MBOT task forces, working groups, policy councils to address specific policy and/or regulatory matters impacting business growth.3. Expand upon opportunities to engage with and educate elected officials and policymakers at all levels on the needs of Mississauga's business community. Continue in-person events as permitted by Peel Region Public Health, including member committees, elected officials. |
| 2. Advance Value Proposition Through Targeted Programs and Connecting Diverse Member Segments | <ol style="list-style-type: none">1. Develop new programs that bring membership segments together for shared value (e.g. talent summit, procurement forum, expertise showcase opportunities. (Begin in Year 1)2. Identify membership segments, identify value proposition and programs for each3. Identify and take steps to actively engage under-represented communities and industry sectors with a view to increasing the diversity of MBOT membership |
| 3. Be the Champion for Economic Leadership Through Strategic Initiatives and Partnerships | <ol style="list-style-type: none">1. Resource and refine the Mississauga Economic Resiliency Group (MERG) to ensure sustained value for participating CEOs and greater impact.2. Foster strategic partnerships with universities and colleges to build out talent development/acquisition/skills development etc. initiative3. Align with organizations outside of chambers of commerce with similar economic leadership goals |
| 4. Build Financial Capacity to Drive Organizational Growth and Impact | <ol style="list-style-type: none">1. Expand MERG participation and introduce annual fee model for the program.2. Create another major signature event such as a talent forum, international trade summit3. Bolster communications and marketing for MERG and advocacy-related offerings to ensure that our members, potential members and key stakeholders understand who we are and how MBOT is leading the way in shaping a resilient local economy that is poised for growth. |

INCREMENTAL RESOURCE REQUIREMENTS

(YEAR 1)

Initiatives in Year 1 requiring a modest incremental investment are:

- **Mississauga Economic Resiliency Group (MERG)**

It is expected that all other initiatives can be achieved with existing staff, non-dues revenues, and volunteer and in-kind resources.

MEASURING PLAN PERFORMANCE (KPIs)

| PRIORITY | KEY PERFORMANCE INDICATOR(S) (KPIs) |
|---|--|
| 1. Optimize Advocacy and Government Relations Offering to Enable Business Growth and Competitiveness | <ul style="list-style-type: none">✓ Increase in engagement levels of MBOT membership in advocacy-related programming✓ Growth in advocacy-related revenues✓ Recognition at all levels of government in MBOT's advocacy leadership position. |
| 2. Advance Value Proposition Through Targeted Programs and Connecting Diverse Member Segments | <ul style="list-style-type: none">✓ Continued membership growth of firms with > 10 employees. (June 2022: 333 companies)✓ Benchmark average satisfaction level across all member services & activities (Benchmark Year 1). |
| 3. Be the Champion for Economic Leadership Through Strategic Initiatives and Partnerships | <ul style="list-style-type: none">✓ Double # of participating CEOs in MERG that are financially invested in the initiative.✓ Benchmark earned media for MBOT & MERG, increase annually. |
| 4. Build Financial Capacity to Drive Organizational Growth and Impact | <ul style="list-style-type: none">✓ Double MERG-related net revenues by 2025.✓ Increase in membership revenues✓ Increase in MBOT sponsorship revenues |

MONITORING FRAMEWORK

| Activity | Purpose | Reporting Mechanism | Key Deliverables |
|--|---|---|--|
| Progress check (President quarterly w/ Board) | Update progress and seek input/direction on initiatives | Meeting showing progress for each initiative within five pillars (not started, work in progress, completed) | Updated spreadsheet |
| Annual report to members | Inform members of progress | Present at AGM | Informed members |
| Strategy update with Board (Annual) | Review initiatives and action plans | Strategy session | Updated initiatives and Action Plans for each pillar |
| Strategy Renewal (Dec. 2025) | Full refresh of e-scan, vision, mission, pillars | New strategic direction | New strategic direction (2026-2028) |

APPENDIX A: ENVIRONMENTAL SCAN

Most Valued Programs & Services

- Professional Development Workshops
- Business Awards of Excellence
- Events featuring provincial/federal elected officials
- Good Morning Mississauga (Business Networking and Promotion)
- Government Advocacy
- Mayor's Annual Luncheon & Address
- Mississauga Economic Recovery Group (MERG)

Areas for Improvement

- Better business outreach and matching: a way to identify potential symbiotic relationships that eliminates the irrelevant contacts
- More targeted programming:
- Refresh on events & formats: e.g. More smaller member events that are targeted to specific industries
- Website in general and member directory

Opportunities to Explore

- Better member outreach and idea exchange on business development & process improvements
- Mentoring program for business leaders
- Improved marketing / B2B platform, more exposure, testimonials
- Regular speaker program of successful entrepreneurs
- Leverage data and commercialize it
- Lessons learned from pandemic

Risks to Have on Our Radar

- Relevancy to businesses who come for different reasons
- Networking in a digital world
- Economic downturn / recession
- Many small businesses remain in "recovery" mode.

- *Collected during focus groups with stakeholders, staff, Board (Feb-March 2022)*
- *These should be reviewed annually for impact on priorities.*

APPENDIX B: PROCESS OVERVIEW

