



Indigenous
Chamber
of COMMERCE

STRATEGIC PLAN

2023-2027

ABSTRACT

Seven Board of Directors and the Acting General Manager attended a one-day Strategic Planning session on November 28, 2022, to complete a five-year strategy for the Indigenous Chamber of Commerce.

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Table of Contents

Introduction and Background	3
BSC's Strategic Priority Areas, the Perspectives, and Definitions.....	3
Summary of the ICC Strategy Over Time	4
Key Findings from the Summary Review	5
Plan Overview	6
Vision	6
Mission.....	6
Core Values	7
Strategic Priorities and Goals.....	7
Timeline	8
Environmental Scan.....	8
Competitors.....	10
Types of Competitors.....	10
Competitor Strengths and Weaknesses.....	10
ICC's Competitive Advantage and Differentiators	11
Stakeholders.....	11
Stakeholder Map.....	11
Process for the Board to Complete the Stakeholder Map	12
Stakeholder Identification.....	13
Next Steps in Stakeholder Mapping Process.....	13
Summary of SWOT Analysis.....	13
Key Findings from the Environmental Scan	14
The Strategic Plan	15
Key Performance Indicators	16
Strategies for Achieving the Goals	16
Approach.....	18
A Continuum of Governance Models:.....	19
Current Structure:	19
Proposed ICC Structure:	19
The Benefits of a New Structure:	20
Reviewing and Reporting on Progress.....	21
Reporting on Strategy	21
Linking to Operational Plan.....	0
List of Appendices.....	0
Appendix A – Strategic Planning Session Attendees	0
Appendix B – Vision and Mission Notes.....	0

Vision0
Mission.....0
Appendix C – Summary of Goal Discussion 1
Appendix D – Competitor Analysis 3
Appendix E – A Draft Stakeholder Assessment 5
Appendix F – Annual Strategy and Operational Plan Reporting Template..... 0

Introduction and Background

A balanced scorecard (BSC) was used in evaluating the Indigenous Chamber of Commerce past and current strategic planning efforts. The concept of BSCs was first introduced in 1992 by David Norton and Robert Kaplan, who took previous metric performance measures and adapted them to include nonfinancial information.

A BSC refers to a strategic management performance tool and metric used to identify and improve various internal business functions and their resulting external outcomes. A BSC is used to measure and provide feedback to organizations and allows leaders to look at the business from four important perspectives: Finance (performance), HR & Governance (learning and growth), Operations (business processes and services) and Customers/Clients (satisfaction of members/products/services/funders).

BSC's Strategic Priority Areas, the Perspectives, and Definitions

BSC AREAS	QUESTIONS TO ASK?	PERSPECTIVES TO CONSIDER	INFORMATION COLLECTED
Financial Results and Impact	How do we look to Shareholders?	Financial performance Effective resource use	This includes all ICC's financial data, such as sales, expenditures, and income are used to understand financial performance. These financial metrics may include dollar amounts, financial ratios, budget variances, or income targets.
Human Resources and Operational Stability (or Governance)	How do we continue to improve, create value and achieve breakthrough performance?	Human Capital Governance Board and HR Policy Infrastructure Culture	This is everything Human Resource and governance related. This helps handle how well information is captured and how effectively employees use that information to convert it to a competitive advantage within the industry.
Operational Excellence and Innovation	What must we excel at?	Service Delivery and Business Processes Quality of Programs and Services Efficiency Organizational Performance	This is all ICC programs, services, business processes. They are evaluated by investigating how well services, programs and products are designed and delivered. Operational management is analyzed to track member satisfaction, any gaps, opportunities or issues.

BSC AREAS	QUESTIONS TO ASK?	PERSPECTIVES TO CONSIDER	INFORMATION COLLECTED
Client, Community and Collaboration	How do our members and all stakeholders we are designed to serve see us?	Member value and retention Stakeholder satisfaction Communications Brand and image	Customer / stakeholder perspectives are collected to gauge stakeholder satisfaction with the quality, price, and availability of products or services.

Summary of the ICC Strategy Over Time

The ICC’s 2019 to 2022 Strategic Plans that were reviewed and summarized in a BSC template and format. As expected, all previous goals fit within the typical four strategic priority areas of the Balanced Scorecard (BSC)

Strategic Priority Areas	Financial Results & Impact	Human Resources & Organizational Stability	Operational Excellence & Innovation	Client, Community & Collaboration
2019 Strategic Goals	Robust Revenue Channels	Board governing not operating Fully staffed	Offer numerous member services Aligned to Pillars	Create awareness Branding Go to Resource Known for Leadership, Founding Chapter Government Advocacy
2020-2022 Strategic Goals	Improve Manitoba’s economy Increase Return on Investment on events	Governing Board Hire ICC Staff Develop Policy Resolutions	Inclusive organization Improve Indigenous economy Promote Indigenous Business	Government relations Express positions and opinions Promote member businesses

Strategic Priority Areas	Financial Results & Impact	Human Resources & Organizational Stability	Operational Excellence & Innovation	Client, Community & Collaboration
	Seek government and other funding		Advocacy Support TRC's Calls to Action Create sales and marketing committee and staff Conduct events Expand Affinity Programs	Promote role – leader Communicate and rebrand nationally Member Surveys Event Calendar Member Campaign
Key Performance Indicators	Increase Member Revenue Improvement on Event Net Margins	None	Affinity Programs Increase members Retain Members 95% Grow Membership to 200 then 450	

Key Findings from the Summary Review

BSC Priority Areas	Key Findings
Financial Impact and Results	Need more robust revenue and funding options
Human Resources and Organizational Stability	Need to complete governance transition from an operating board to a governing board and hire and retain key staff positions
Operational Excellence and Innovation	Need to enhance to programs and services
Client, Community and Collaboration	Need to define and communicate the value proposition for all members and collaborate with

Strategic Priority Areas	Goals
Financial Results and Impact	Secure robust revenue streams including additional funding sources that improves the ICC’s financial position for continued long term growth, investment, and resiliency.
Human Resources and Organizational Stability	Empower the ICC’s Board of Directors to govern and its staff to operate through a sound governance and operating framework while ensuring ongoing learning and development for both.
Operational Excellence and Innovation	Be the lead Indigenous business organization in Manitoba for a 3-5 year period that increases the Indigenous business economy by providing opportunities with meaningful value through our programs, services and advocacy.
Client, Community and Collaboration	Enhance the ICC’s position and brand as the leading Indigenous business voice that provides Indigenous business value for generations to come.

See Appendix C – Summary of Goal Discussion.

Timeline

Long-term goals are usually completed in 3 to 5 years.

Environmental Scan

Environmental scanning is the ongoing tracking of trends and occurrences in an organization’s internal and external environment that bear on its success, currently and in the future. The results are extremely useful in shaping goals and strategies.

Political	<p>Federal government commitment to set aside 5% of government contracts for Indigenous business and to publicly report with full implementation by 2024</p> <p>Manitoba has a decades old Indigenous Procurement Initiative, but it is extremely ineffective</p> <p>City of Winnipeg has recently started developing a process for increased Indigenous procurement</p> <p>Canada’s private and public sectors, have faired poorly on implementing the TRC’s Action Plan</p>
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	Manitoba’s 2022 Throne Speech identified reconciliation as a key priority.
Economic	<p>Most businesses are back to pre-pandemic revenue</p> <p>Shortage of skilled employees</p> <p>Research shows that the inclusion of more of the population (in this case, Indigenous) in the workforce, results in economic growth. Simply put, everyone in the economy is better off when Indigenous individuals and businesses prosper.</p>
Social	<p>Canada doing poor on Indigenous Reconciliation and TRC Action Plan</p> <p>Indigenous people still underrepresented in education, labour market and business</p> <p>Biases exist and are reflected within social norms</p> <p>Indigenous identity fraud</p>
Technology	<p>Learned through the pandemic that online resources are needed and wanted</p> <p>Our environment is increasingly technologically enabled. This provides opportunities for those with access to the networks that carry this technology and barriers for those without reliable access. Some impacts of the increasing reliance on technology in Manitoba include:</p> <ul style="list-style-type: none"> • limited access to reliable high-speed data connectivity is an issue for Manitoba’s rural and especially more isolated northern communities. For example, limited access to in-community educational resources and business communications for remote communities reduces opportunities for members of these communities in ways not experienced in communities that are connected. • increased location flexibility for workforce participants and business growth where network connectivity is reliable. For example, networks can support video conference and secured connections foundational to successful work from home options. <p>Increases in the reliance of technologically enabled solutions also highlights the need for technical solutions designed to serve a diverse population.</p>
Environmental	The environmental impacts of industrial progress including the impacts of climate change on weather events and agriculture, finite natural

	<p>resources and other environmental challenges are growing as the world’s populations balloon and demand development.</p> <p>Increasing standards of living dramatically increase environmental demands.</p> <p>Global Climate Change and Sustainability created ESG Reporting Requirements, never more aligned with Indigenous beliefs and environmental protection. Also companies need to demonstrate Indigenous relations and reconciliation.</p>
Legal	<p>Implementation of Bill C-15 (the United Nations Declaration of the Rights of Indigenous Peoples) and compliance with Supreme Court rulings/precedence on ‘Duty to Consult and Accommodate’ .</p>

Competitors

The purpose of a competitor analysis is to understand ICC’s competitors’ strengths and weaknesses in comparison to the ICC and to find a gap in the market. A competitor analysis is important because: It will help the ICC recognize how it can enhance the ICC strategy.

Types of Competitors

The ICC must compete for sponsorship, membership and event revenues with other local, provincial, and national non-Indigenous Chambers of Commerce as well as similar national and regional Indigenous organizations.

Examples include the Winnipeg, Manitoba and Canadian Chamber of Commerce, and the Canadian Council for Aboriginal Business (CCAB)

Competitor Strengths and Weaknesses

Strengths	<p>High Membership and Event Attendance</p> <p>Indigenous Competitors have high non-Indigenous member involvement</p> <p>Non-Indigenous Competitors have Indigenous membership, programs, and partnerships</p> <p>Strong value propositions for all members</p> <p>Excellent communications (active and live)</p> <p>Well-developed Affinity Programs</p> <p>Numerous other related business Programs and Services</p> <p>Access to relevant customers, partners, and funding</p> <p>Customized tools and resources</p>
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	<p>Relevant and profiled advocacy</p> <p>High profiles and excellent brand recognition</p> <p>Certified Indigenous Business process at CCAB, NAABA and other similar Indigenous organizations that is promoted as value to both Indigenous and non-Indigenous members</p>
Weaknesses	<p>Winnipeg, Manitoba and Canadian Chambers are not Indigenous lead organizations nor are they specifically for Indigenous businesses</p>

See Appendix D – Competitor Analysis.

ICC’s Competitive Advantage and Differentiators

The Indigenous Chamber of Commerce’s Competitive Advantage and Differentiators are many:

- Created in 2004 by bringing northern and southern businesses together to work on common issues.
- Throughout the years, our membership has grown, however this has been impacted by the pandemic and number are now down.
- Manitoba businesses recognize the value of working as a collective on key issues concerning Indigenous business initiatives.
- Governed by a volunteer working Board of Directors that are duly elected by our members.
- Established key strategic partnerships with like-minded businesses and organizations that will assist us in furthering the causes of our members.
- Steps have been taken to become the Voice of Indigenous Business in this Province.
- Understand that we have more work to do to ensure that are creating the impact our members need.

Stakeholders

Stakeholders are the people or organizations that are internal or external to the ICC and have a vested interest in the ICC’s success. Stakeholders can have a positive or negative impact on the ICC and its execution of the strategy. Therefore, it’s crucial to identify and know ICC stakeholders.

Stakeholder Map

A stakeholder analysis is a way to identify ICC’s stakeholders based on two key aspects: stakeholder impact and stakeholder interest.

A stakeholder map is a visual, four-quadrant influence-interest matrix used to identify stakeholders and categorize them in terms of their influence and interest in the project.

The y axis determines the level of interest, from highest on the top to lowest on the bottom—meaning how much the stakeholders are impacted by the outcome of ICC’s work.

The x-axis of the grid measures the stakeholder’s level of influence, or how much can the stakeholder impact ICC, from low (left side) to high (right side).

Stakeholders are then plotted on this map depending on how they fall on those two metrics, and they guide on how to manage ICC stakeholders.

A Stakeholder Map:



Process for the Board to Complete the Stakeholder Map

When the ICC is ready to make a stakeholder map and start the stakeholder mapping process, follow these four steps:

1. Identify Stakeholders

There can be many stakeholders. The list ICC comes up with will depend on your organization, the impact of ICC and its objectives. That means also that the ICC might have to revise the list throughout the course of the Strategy term (annually).

2. Analyze Stakeholders

The next step asks for some analysis. This helps the ICC figure out how relevant the stakeholder is to ICC, as well as what perspective the stakeholder brings. To do this, define what type of stakeholder they are, how much they might contribute to the ICC and their legitimacy in so doing. Is the stakeholder willing to engage? How much influence and involvement in ICC business do they have?

3. Map Stakeholders

This is when ICC creates a box and divides it into four, with the y-axis measuring the level of influence from low (bottom) to high (top). On the x-axis, you map the level of interest, low (left) to high (right). Using the list of stakeholders and the analysis the Board made, plot them according to the two axes.

4. Prioritize Stakeholders

Now that you've listed, analyzed, and plotted ICC stakeholders on the map, you can begin to devise a plan on how you'll engage with the stakeholders over the course of the five-year strategy. Depending on where the stakeholder lands on the map, the ICC will either manage them closely or just monitor them. This is the start of the stakeholder communication plan and overall stakeholder management.

Stakeholder Identification

The participants of the Strategic Planning Session Identified the following stakeholders.

Stakeholder:

1. Indigenous Businesses and Trade Organizations
2. Non-Indigenous Businesses and Trade Organizations
3. Funders
4. Educational Institutes
5. Financial Organizations
6. Indigenous Government
7. Federal Government
8. Provincial Government
9. Winnipeg Government
10. Partner Organizations

Next Steps in Stakeholder Mapping Process

When the ICC is ready to complete a stakeholder map the Directors and the General Manager will need to complete steps two through four in the process described above.

Once plotted the stakeholder map / matrix will assist ICC in planning its communications and engagement.

1. Stakeholders who are determined to have high interest and high influence / impact should be managed closely.
2. Stakeholders who are determined to have high interest and low influence / impact should be kept satisfied.
3. Stakeholders who are determined to have low interest and high influence / impact should be kept informed
4. Stakeholders who are determined to have low interest and low influence / impact should be monitored.

See Appendix E – A Sample of a Stakeholder Assessment.

Summary of SWOT Analysis

A SWOT analysis is a framework for identifying and analyzing an organization's strengths, weaknesses, opportunities, and threats. Developing a SWOT analysis can help the ICC look at its business in a new way and from different directions. It can also help ICC to create or fine tune its strategy. Typically, an organization would use its

strengths to take advantage of its opportunities and minimize threats, and overcome weaknesses by taking advantage of its opportunities and avoiding threats.

Strengths	Weaknesses	Opportunities	Threats
Director dedication and experience Improved financial position Governance and Policy/Advocacy Documents Chamber Alliances Committed Members	Low Membership Not enough events Low media Limited communications Director burnout Operational funding Lack member resources No value proposition for all stakeholders No Staff No Statements on Issues	Renewal of Governance Structure Increase revenue through various scenarios Leverage partnerships Creating awareness More advocacy Grants and additional funding New Members Enhance Program Offerings	Pandemic Risk management Director interest Reputation damage Competition Retention of members because of perceived value Board overworked

Key Findings from the Environmental Scan

The purpose of the environmental scan is to track of the trends and occurrences in ICC’s internal and external environment that may bear impact on ICC’s success. The results are intended to shape ICC’s strategy and goals.

Scan Area	What can help shape the ICC’s strategy and goals? (by BSC area)
Environmental Scan	<p>Operations – Post pandemic businesses are seeing a shortage of skilled employees, Reconciliation program opportunities</p> <p>Client, Community Collaboration – Rural and First Nation technology challenges, Indigenous prosperity is Canadian prosperity. ICC Board needs to understand what it is advocating for and who it is advocating with. UNDRIP and Reconciliation opportunities.</p>
Competitor Analysis	<p>Operations – Competitors have significantly more member programs, services, and more timely and relevant communications. They are outperforming the ICC in many areas. Opportunity to</p>

Scan Area	What can help shape the ICC’s strategy and goals? (by BSC area)
	<p>consider certifying Indigenous membership as a value for all members?</p> <p>Client, Community Collaboration – Opportunity to explore Indigenous Economic Reconciliation programs. Competitors have strong partnerships that add member value. Examples include the Winnipeg Chamber and Red River Polytech working together to increase diversity and access to Indigenous new grads, NAABA and Athabasca University partnered to build member business skills and knowledge.</p>
Stakeholder Mapping	<p>Operations – ICC needs to better understand who it serves and whether the services are perceived well by all stakeholders.</p> <p>Client, Community Collaboration – There is an opportunity for ICC to complete a stakeholder identification and prioritization process.</p>
SWOT Analysis	<p>Finance – ICC needs a more robust revenue/funding sources, better net margins on events and grow affinity revenue to support the staff needed to achieve vision, mission and goals.</p> <p>HR & Governance – ICC needs to complete its governance transition from operating to governing and put all the policy and process pieces in place to support bringing on and retaining staff. Both HR and Governance need to be stable.</p> <p>Operations – Increase programs and value for both Indigenous and non-Indigenous members, build on affinity program and enhance on their performance,</p> <p>Client, Community Collaboration – Opportunity to move from low brand recognition to high. ICC needs to build on its understanding of its stakeholders and the value proposition for those that matter. ICC needs to build a competitive advantage and brand recognition.</p>

The Strategic Plan

Vision	Thriving Indigenous businesses in a growing Indigenous economy.						
Mission	To grow the Indigenous economy by strengthening member success through networking, education, leadership, and advocacy.						
Values	Love	Respect	Courage	Honesty	Wisdom	Humility	Truth

Stakeholders	Indigenous and non-Indigenous Businesses and Trade Organizations	Indigenous Government	Funder	Financial	Educational	Partners	Non-Indig. Gov
Financial Impacts & Results		Human Resources & Org Stability	Operational Excellence & Innovation		Client, Community and Collaboration		
Secure robust revenue streams including additional funding sources that improves the ICC's financial position for continued long term growth, investment and resiliency.		Empower the ICC's Board of Directors to govern and its staff to operate through a sound governance and operating framework while ensuring ongoing learning and development for both.	Be the lead Indigenous business organization in MB that increases Indigenous economy business by providing meaningful value through our programs, services and advocacy.		Enhance the ICC's position and brand as the leading Indigenous business voice that has been providing Indigenous business value for generations to come.		
KPI		KPI	KPI		KPI		
Year over year increase in revenue.		Board and Staff retention.	Increased membership.		Improved stakeholder perception of the ICC and our work.		

Key Performance Indicators

Key Performance Indicators (KPIs) are important because it gives the ICC a value to compare against current performance. KPIs clearly illustrate whether the ICC is reaching its goals. Implementing KPIs within the ICC strategy framework means the ICC Board can set goals, and its General Manager can devise the operational plan to reach the goals and evaluate ICC performance along the way.

Strategies for Achieving the Goals

Key strategies came from the discussions on past strategies, the environmental scan, the review of ICC's competitors, the review ICC stakeholders, the SWOT and Goals Setting.

Strategic Priority Area	Goals	Strategies to Support the Goals	
Financial Results and Impact	Secure robust revenue streams including additional funding sources that improves the ICC's financial position for continued long term growth, investment and resiliency.	<ul style="list-style-type: none"> • Increase revenue and seek alternative revenue streams and funding programs to be less reliant on membership dues for operations • Increase membership 	<ul style="list-style-type: none"> • Improve event net margins • Increase budget for staff and facility • Improve performance on passive revenue
Human Resources and Organizational Stability	Empower the ICC's Board of Directors to govern and its staff to operate through a sound governance and operating framework while ensuring ongoing learning and development for both.	<ul style="list-style-type: none"> • Complete the Board's transition from Operating to Governing. • Define Board Structure and Framework to support the strategy and ensure long-term sustainability 	<p>Hire General Manager and Define Performance Expectations:</p> <ul style="list-style-type: none"> • Job description • Performance review • Use strategic plan from board to develop operations plan
Operational Excellence and Innovation	Be the lead Indigenous business organization in Canada that increases Indigenous business opportunities by providing meaningful value through our programs, services and advocacy.	<ul style="list-style-type: none"> • Develop advocacy plan (who, what, when how) which results in reports on progress and statements made by the ICC • Assess, design and deliver programs that ensures ICC is focused on the value proposition for both Indigenous and non-Indigenous members • Increase access to information and grants for members 	<ul style="list-style-type: none"> • Provide more training/learning opportunities • Partner with organizations (as part of their loan applications they offer paid membership to their clients ie. FPGF) • Increase and enhance events • Good split of events that increase member opportunities, learning events and networking/socializing events • Reduce barriers

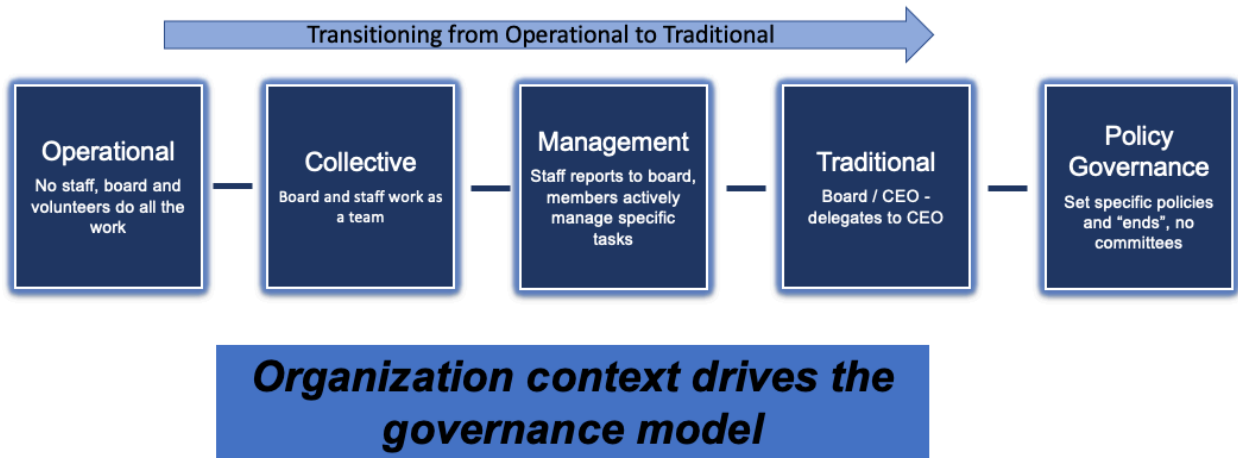
Strategic Priority Area	Goals	Strategies to Support the Goals	
		<ul style="list-style-type: none"> • Develop a Reconciliation agenda and position 	<ul style="list-style-type: none"> • Increase focus on youth
Client, Community and Collaboration	Enhance the ICC’s position and brand as the leading Indigenous business that has been providing Indigenous business value for generations to come.	<ul style="list-style-type: none"> • Determine the value proposition all members/stakeholders including Indigenous, non-Indigenous, government, funders etc. • Enhance advocacy and collaboration • Increase membership • Build out communications for youth • Understand members’ perception of the ICC and its work (eg. Baseline and 5-Year perception survey) 	<ul style="list-style-type: none"> • Become leader of providing Indigenous business value • Primary resource and top of mind for Indigenous businesses, governments, and other partners • Be vocal, have opinions, demonstrate knowledge, and communicate often for accountability • Build a focus on engaging with non-Indigenous businesses and get their involvement in working with our Indigenous businesses

Approach

ICC’s goal is to complete the transition from an Operating to a Traditional / Governing Board. This type of change is normal in the lifecycle of an organization.

During a lifecycle transition it is normal for the directors to consider if the Board structure still serves its purpose. This is an opportunity to consider a restructure to better align with the Strategy and the work that needs to be completed to reach ICC’s vision, mission, and goals.

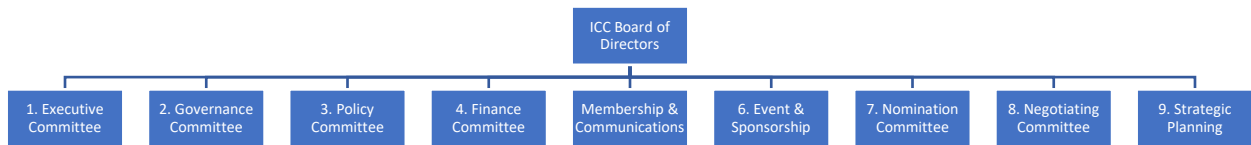
A Continuum of Governance Models:



A Hybrid Model would work for the ICC

The existing structure served well for the operating board.

Current Structure:



The Balanced Scorecard assisted the ICC in the planning process and could potentially assist in restructuring the Board to be better aligned to the Strategy and better structured to achieve ICC's vision, mission and goals.

Proposed ICC Structure:



The existing Committees would easily fall in line and could be absorbed in the proposed Balanced Scorecard structure. Plus, the new structure would allow for the seamless addition of new work discussed in the strategic planning process (developing member training / education, developing the affinity program, building an advocacy plan, etc.).

Proposed new Structure:				
Executive Committee	Human Resource and Governance Committee	Finance, Risk and Audit Committee	Operational Excellence and Innovation Committee	Client, Communication and Collaboration
Where the Accountability for the existing Committees would move in the new Structure:				
<ul style="list-style-type: none"> Ad-Hoc Strategy Committee 	<ul style="list-style-type: none"> Governance Committee Nomination Committee 	<ul style="list-style-type: none"> Finance Committee 	<ul style="list-style-type: none"> Events and Sponsorship 	<ul style="list-style-type: none"> Membership and Communication Negotiating Committee Policy/Advocacy Committee is best under the 'Client, Communication and Collaboration' heading. That has an external and member focus
Opportunities to Align a Balanced Scorecard Structure with the new Strategy and Goals:				
	<p>Complete Board Transition and Stability</p> <p>General Manager retention and performance management</p>	<p>Improve net margins</p> <p>Financial oversight and reporting, budget preparation, financial policies, etc.</p>	<p>Enhance Programming for all members</p> <p>Build out Affinity Program</p> <p>Advocacy Plan</p> <p>Youth Program</p>	<p>Timely and Strategic Communications</p> <p>Build Brand and Identity</p> <p>Positions and influence</p>

The Benefits of a New Structure:

- Aligned to strategy
- Enables achievement of the Strategy’s vision, mission, and goals
- Reduces Director and Staff burn-out
- Simpler
- Restructuring while transitioning from Operating to Governing Board is common
- Enables the ability of ICC to deliver on more; training, advocacy, affinity programs, etc.

Reviewing and Reporting on Progress

This plan needs constant assessment to ensure the ICC reaches its goals and to help the Board and ICC leaders to make informed decisions and to justify any changes. Progress reports will keep any ICC stakeholder, especially the board and its members, informed about what the ICC is working on, and that the ICC is making progress.

Also importantly, it advises what are not ICC priorities, when making choices. Strategy is as much, or more, about deciding what NOT to do. This is especially true for ICC where the stakeholder requests/opportunities are vast.

Reporting on Strategy

At a high level it is possible to report on the strategy as whole but what is key is seeing the strategy linked to the Operation Plan. An example of how it is possible to report in the strategy alone shown below. The ICC will want to report against the strategy quarterly and annually. (The colours are how you would report on progress. Red for needs immediate attention, green means things are progressing as expected, etc. They should appear clear until you report. Then you'd add a color to indicate its status).

Strategic Priority Areas	Goals	KPI's	Amount	Status	% Complete
Financial Results and Impact	Secure robust revenue streams including additional funding sources that improves the ICC's financial position for continued long term growth, investment and resiliency.	Year over year increase in revenue.	% or \$		10%
Human Resources and Organizational Stability	Empower the ICC's Board of Directors to govern and authorize its staff to operate through a sound governance and operating framework while ensuring ongoing learning and development for both.	Board and Staff Retention.	% retention and / or turnover		40%
Operational Excellence and Innovation	Be the lead Indigenous business organization in Canada that increases Indigenous business opportunities by providing	Increased membership.	% or # or \$		15%

Strategic Priority Areas	Goals	KPI's	Amount	Status	% Complete
	meaningful value through our programs, services and advocacy.				
Client, Community and Collaboration	Enhance the ICC's position and brand as the leading Indigenous business association that has been providing Indigenous business value for generations to come.	Improved stakeholder perception of the ICC and our work.	% change		15%

Linking to Operational Plan

Once the Strategic Plan is complete and approved by the ICC Board of Directors the General Manager can use the Strategy and link it to the Annual Operations Plan and Committee work.

For each Strategic Priority and Goal set by the Board of Directors the General Manager and the ICC Board Committees will develop an Annual Operational Plan with aligned annual Objectives/Deliverables and Actions that will be reported on.

Strategic Priority Area 1 – Financial Results and Impact

Goals	Annual Objectives / Deliverables	Actions to Complete each Deliverable	Annual Measurement	Schedule	Budget
Secure robust revenue streams including additional funding sources that improves the ICC’s financial position for continued long term growth, investment and resiliency.					

Strategic Priority Area 2 – Human Resources and Organizational Stability

Goals	Annual Objectives / Deliverables	Actions to Complete each Deliverable	Annual Measurement	Schedule	Budget
Empower the ICC’s Board of Directors to govern and authorize its staff to operate					

Goals	Annual Objectives / Deliverables	Actions to Complete each Deliverable	Annual Measurement	Schedule	Budget
through a sound governance and operating framework while ensuring ongoing learning and development for both.					

Strategic Priority Area 3 – Operational Excellence and Innovation

Goals	Annual Objectives / Deliverables	Actions to Complete each Deliverable	Annual Measurement	Schedule	Budget
Be the lead Indigenous business organization in Canada that increases Indigenous business opportunities by providing meaningful value through our programs, services and advocacy.					

Strategic Priority Area 4 – Clients, Community and Collaboration

Goals	Annual Objectives / Deliverables	Actions to Complete each Deliverable	Annual Measurement	Schedule	Budget
Enhance the ICC’s position and brand as the leading Indigenous business association that has been providing Indigenous business value for generations to come.					

List of Appendices

Appendix A – Strategic Planning Session Attendees

Appendix B – Vision and Mission Notes

Appendix C – Summary of Goal Discussion

Appendix D – Competitor Analysis

Appendix E – A Sample of a Stakeholder Assessment.

Appendix F – Strategy and Operational Plan Reporting Template

Appendix A – Strategic Planning Session Attendees

Attendees of the November 28, 2022, Strategic Planning Session included:

1. Jamie Dumont
2. Vanessa Everett
3. Ernie Gilroy
4. Randy Desgasdas
5. Raena Baker
6. Brian Kelly
7. Dan Richard
8. Rhonda Forgues

Appendix B – Vision and Mission Notes

Vision

- Indigenous business prosperity.
- Creation of a sustainable, just and reconciled space for Indigenous business.
- Indigenous business success where Indigenous business have a full role in economic activity.
- Thriving Indigenous business community.
- Thriving and empowered business community.
- Growth, creating and nurturing connections and building opportunities to ensure Indigenous prosperity.
- The Indigenous Chamber of Commerce envisions to increase wealth, prosperity, growth and sustainability for Indigenous business community.
- Resources for businesses.
- Connecting, empowering.
- Resources.
- Eagle in Sky.
- Thriving Indigenous business community.

Mission

- To foster members success through networking, education, leadership and advocacy.
- Creating opportunity through education, advocacy, celebration, networking and leadership.
- Support Indigenous business by improving the environment to do business.
- Support, promote, celebrate, create awareness on Indigenous business economy and impacts.
- To constantly work to improve business environment for Indigenous businesses through networking, education, leadership and advocacy.
- To support Indigenous leaders with strong connections to all stakeholders.
- Enhance member success through connecting and empowering our stakeholders.
- Increasing Indigenous wealth and prosperity by facilitating of Manitoba Indigenous businesses economy and community and fostering relationships with and between non-Indigenous businesses.
- Foster business support.
- Coordinate with members.
- Advocate for members.
- Calls to support the Truth and Reconciliation Commission of Canada's Calls to Action.
- Facilitate economic reconciliation.
- Excellence.
- Sole purpose is our members.

Appendix C – Summary of Goal Discussion

Strategic Priority Areas	Goal Discussion Summary
Financial Results and Impact	<p>Increase revenue and seek alternative revenue streams and funding programs</p> <p>Increase membership but less reliance on it</p> <p>Increase budget for staff and facility</p> <p>Improve performance on passive revenue / affinity programs</p> <p>Increase number of and net margins on events</p>
Human Resources and Organizational Stability	<p>Accountability of each Director</p> <ul style="list-style-type: none"> • Job description • Candidate understands expectations and commitment needed • Internal communications for Directors • Board responsibility chart, visual matrix <p>Board Capacity</p> <ul style="list-style-type: none"> • Stability and continuity • Succession plan • Term limits • Required skills and experience • Recruitment strategy <p>General Manager and Performance</p> <ul style="list-style-type: none"> • Job description • Performance review • Use strat plan from board to develop operations plan
Operational Excellence and Innovation	<p>Develop advocacy plan (who, what, when, how) which results in reports on progress and advocacy statements made by the ICC</p> <p>Assess programs and ensure ICC is focused on the value proposition for both Indigenous and non-Indigenous members</p> <p>Increase access to information and grants for members</p>

Strategic Priority Areas	Goal Discussion Summary
	<p>Increase and enhance events and ensure improvement on net margins</p> <p>Ensure good split between events that increase member opportunities, learning events and networking/socializing events</p> <p>Provide more training / learning opportunities</p> <p>Reduce barriers for Indigenous economic inclusion</p> <p>Develop a Reconciliation agenda¹ and position</p> <p>Increase focus on youth entrepreneurship and orientation to business</p> <p>Deliver programs and services for all members by understanding the value propositions for all</p>
<p>Client, Community and Collaboration</p>	<p>Determine the value proposition for all members/stakeholders including Indigenous, non-Indigenous, government, funders etc.</p> <p>Be vocal, have opinions, demonstrate knowledge and communicate often for accountability</p> <p>Brand leader of providing Indigenous business value</p> <p>Primary resource and top of mind for Indigenous businesses, governments and other partners</p> <p>Enhance advocacy and collaboration</p> <p>Increase membership</p>

¹ Truth and Reconciliation Commission - Business and Reconciliation - Call to Action 92.
We call upon the corporate sector in Canada to adopt the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP) as a reconciliation framework and to apply its principles, norms, and standards to corporate policy and core operational activities involving Indigenous peoples and their lands and resources. This would include, but not be limited to, the following:

- i. Commit to meaningful consultation, building respectful relationships, and obtaining the free, prior, and informed consent of Indigenous peoples before proceeding with economic development projects.
- ii. Ensure that Aboriginal peoples have equitable access to jobs, training, and education opportunities in the corporate sector, and that Aboriginal communities gain long-term sustainable benefits from economic development projects.
- iii. Provide education for management and staff on the history of Aboriginal peoples, including the history and legacy of residential schools, the United Nations Declaration on the Rights of Indigenous Peoples, Treaties and Aboriginal rights, Indigenous law, and Aboriginal-Crown relations. This will require skills based training in intercultural competency, conflict resolution, human rights, and anti-racism.

Comparison to Similar Organizations

Manitoba Chamber of Commerce

PURPOSE

- To connect Manitoba's business leaders with trusted pandemic experts, credible information, and the financial relief they need to make it through to the other side of the pandemic.

VISION

- The vision is to make Manitoba the best place to live and work.

MISSION

- The mission of the Manitoba Chambers of Commerce is to champion sustainable economic growth leading to greater prosperity for business and communities in Manitoba.

MEMBERSHIP

- 426 Members

Winnipeg Chamber of Commerce

PURPOSE

- To inspire and strengthen our community, by leading, connecting and growing your business.

VISION

- The Winnipeg Chamber of Commerce uses its position as a community leader, a member business supporter and a public policy influencer to build a city where industry prosperity and community wellness grow.

MISSION

- To foster an environment in which Winnipeg business can prosper.

MEMBERSHIP

- More than 2000 members

Comparison to Similar Organizations

Northeastern Alberta Aboriginal Business Association (NAABA)

VISION

- Aboriginal strength, unity, and opportunity in business.

MISSION

- To be a positive catalyst for intergenerational growth in our communities across the RMWB through: leveling the economic playing field for Indigenous entrepreneurs, and creating mutually beneficial business relationships for our Members.

MEMBERSHIP

- 107 Certified Aboriginal Member
- 110 Associate Members

Canadian Council for Aboriginal Business (CCAB)

VISION

- To be the recognized source for commercial opportunities between First Nation, Inuit, Métis people and Canadian business.

MISSION

- To promote, strengthen and enhance a prosperous Indigenous economy through the fostering of business relationships, opportunities and awareness for all of our members.

Membership

- 1131 Certified Aboriginal Member
- 519 Non-Aboriginal Business Members
- 52 Partnering Businesses (Associate/Sponsors)

Chamber Member Benefits

Manitoba Chamber

- **Advocacy** - Insightful. Impactful. Influential. Smart policy and strategic advocacy to boost competitiveness and support our community.
- **Events** - Expand your network. Connect and collaborate with a community.
- **Opportunities** - Access preferred pricing on member value programs, access to funding and other member perks and rewards.
- **Initiatives** - Strategic programs and resources to build your business and invest in our economy.
- **News** – Relevant and current.

Winnipeg Chamber

- Cost Saving Programs
- Free Downtown Boardroom
- Discounted tickets to events
- Networking and introductions
- Access to Business Support Specialists
- Communication Network
- Group Insurance
- Travel Program
- Virtual Reality Tours
- Leadership Programming
- Healthy Workplace Tools
- Toastmasters
- Child Care Expansion Program

CCAB Member Benefits

- Member profile listing on CCAB website
- Certification and assurance programs like the Certified Aboriginal Business (CAB) designation helps our members build consumer confidence in their products or services
- Progressive Aboriginal Relations™ (PAR) program for non-Indigenous members assists Canadian businesses in building positive Indigenous relationships
- Special ticket rates to CCAB events
- Participation in and access to CCAB research projects and roundtables
- Indigenous Procurement Supply Change Initiative
- Aboriginal Business Report
- Public Policy and Advocacy
- Skills Development, Training and Mentorship
- Networking events and awards that allows members gain access to, and build relationships with, new customers, decision makers, and a strong network of successful businesses from across Canada
- Online directory
- Opportunity to be profiled in newsletters
- Discounts on all CCAB events
- Access to tools and finance strategies plus opportunities for funding
- Learn about our current research addressing business challenges and trends

NAABA Member Benefits

- Affinity Programs
 - Member Group Benefit Program
 - Member Discount Program
 - Professional Photoshoot
- NAABA NET (seeking expressions of interest)
- Job Board
- Members Spotlights
- Networking Events
- Advertising & Sponsorship
- Shared Business Services
 - Communication & Marketing
 - Finance
 - Human Resources
 - Resource Development
- Member Business Centre
- Community Partners
 - Regional Municipality of Wood Buffalo Reconciliation Challenge
 - Royal Roads University Guest Speakers
 - Forward Summit seeks to assist in the fulfillment of Recommendation #92 of the Truth and Reconciliation Commission of Canada's Calls to Action, which specifically calls on the corporate sector.
- Business Resources
 - Funding and Grants
 - Procurement Resources
 - Education & Programming
 - Support Services

Appendix E – A Draft Stakeholder Assessment

Stakeholder Group	Priority	Impact / Influence
Indigenous Businesses and Trade Organizations	High	high impact and interest
Non-Indigenous Businesses and Trade Organizations	High	high impact and low interest
Funders	High	high impact
Educational Institutes	Low	medium impact and low interest
Financial Organizations	Medium	high impact and low interest
Indigenous Government	Medium / Low	medium impact (members of these communities), and low interest

Stakeholder Group	Priority	Impact / Influence
Federal Government	Low/Medium	medium impact (possible funding) and low interest
Provincial Government	Med	high impact (advocacy) and low interest
Winnipeg Government	Med	high impact (advocacy) and low interest
Partner Organizations	High	High impact and low interest

Appendix F – Annual Strategy and Operational Plan Reporting Template

Strategic Priority Areas	Goals	KPIs	Annual Objectives / Deliverables	Actions to Complete each Deliverable	Annual Amount Measured	Schedule	Budget	Status
Financial Results and Impact	Secure robust revenue streams including additional funding sources that improves the ICC's financial position for continued long term growth, investment and resiliency.	Year over year increase in revenue.						
Human Resources and Organizational Stability	Empower the ICC's Board of Directors to govern and authorize its staff to operate through a sound governance and operating framework while ensuring ongoing learning and development for both.	Board and Staff Retention.						
Operational Excellence and Innovation	Be the lead Indigenous business organization in Canada that increases Indigenous business opportunities by	Increased membership.						

Strategic Priority Areas	Goals	KPIs	Annual Objectives / Deliverables	Actions to Complete each Deliverable	Annual Amount Measured	Schedule	Budget	Status
	providing meaningful value through our programs, services and advocacy.							
Client, Community and Collaboration	Enhance the ICC's position and brand as the leading Indigenous business association that has been providing Indigenous business value for generations to come.	Improved stakeholder perception of the ICC and our work.						