



“Greatness is not primarily a matter of circumstance or luck; greatness is first and foremost a matter of conscious **choice** and **discipline**. The factors that determine whether or not a company becomes truly great, even in a chaotic and uncertain world, lie largely within the hands of its people. It is not mainly a matter of what happens to them but a matter of what they create, what they do, and how well they do it.”

Jim Collins, *Great by Choice*

GETTING TO GREAT

The Greater Saskatoon Chamber of Commerce
Strategic Plan

GETTING IT RIGHT

When it comes to improving Saskatoon's business climate, providing value-added services to members, building Saskatoon's brand as a destination for business, we've focused on getting it right.

ADVOCATING FOR BUSINESS

- Nation-leading research to promote a growth-orientated regulatory and taxation policy
- Voice of business on balanced approach to competitive architecture in taxation policy, regulatory oversight, responsive community infrastructure and enhanced public sector productivity
- Campaigns to explain the benefits of growth in the community to the business community, government decisions makers and to the citizens of our region
- Media commentary and analysis to frame emerging business issues through a business climate lens



SUPPORTING BUSINESS

- Bi-annual Business By Design series to build capacity in businesses competing in fast changing markets
- Raj Manek Mentorship Program to improve the success and performance of hundreds of businesses across Saskatoon
- Special seminars, workshops and events to help businesses compete and win
- Exclusive business-building services to members

BUILDING SASKATOON'S BUSINESS BRAND

- Business View Magazine now distributed to over 10,000 businesses seven times per year
- Faces of Business media campaign profiled the passion of local risk takers and community builders
- SABEX Celebrate Success! continues to honour the contributions and success of business builders across Saskatoon
- Going Global Events to engage hundreds of prospective investors and newcomer entrepreneurs to live, work and invest in Canada's greatest city

INVESTING IN TOMORROW'S GROWTH

- Success stories of Aboriginal achievements in education, employment, and business success highlighted
- Support for emerging Saskatoon-based businesses to compete in a \$7 trillion health and human service industry
- Investing in current and emerging business leaders through Leadership Saskatoon, Saskatoon Young Professionals and Entrepreneurs (SYPE) and the University of Saskatchewan's new Junior Chamber of Commerce

- Support for Prosperity Saskatoon and Keep Saskatchewan Growing campaigns to champion the benefits of growth

MAKING PROGRESS AT EVERY LEVEL

Municipal

- Productivity agenda and improvement
- Full implementation of 1.75 tax differential
- P3 infrastructure development

Provincial

- Health improvements to efficiency and delivery
- Productivity agenda
- Uranium, oil and gas royalties
- Small business rate
- SaskEnergy – a productivity leader
- Youth tax credits to improve employee retention

Federal

- Corporate rate down 15%
- Regulatory certainty for major projects
- Several new international trade agreements

DELIVERING BENEFITS TO THE COMMUNITY

Assessment Growth

Business property tax assessment in Saskatoon has grown from approximately

\$1B in 1997 to approximately \$6B in 2013 thanks to Saskatoon businesses. This is the highest business tax investment growth rate in Canada and means a much stronger tax base for our city and region's future.

National Recognition

Saskatoon is Canada's top Entrepreneurial City Centre. We have been recognized for this honour five years in a row.

Careers and Higher Pay

Since 2007, Saskatoon's median family income has lifted from a rank of 19th in Canada to 5th highest in the country. This is the fastest rate of increase in the country since 2006. Saskatoon also has the fastest job growth rate in the country.

Population Growth

Since 2006, the Saskatoon region has had the fastest population growth rate in Canada. The Saskatoon region has doubled its housing starts from an average of 1,400 per year (2003-2006) to over 3,000 (2010-2013).

GETTING TO GREAT

There was time in Saskatoon when “good” was good enough. *Not any more.* The success and growth we have achieved since 2008 has positioned us for greater things – and a chance to solidify our place among the best cities in Canada to live, work and grow a business.



Our City

Focus Area	COMPETITIVE TAXATION AND REGULATION <i>Creating an environment that promotes a balanced approach to taxation and regulation.</i>	STRATEGIC INFRASTRUCTURE DEVELOPMENT <i>Making the most of our city's assets and bring new business and infrastructure on stream faster.</i>	GROWTH AS A GOAL FOR ALL <i>Growing our business base to continue to deliver community benefits across Saskatoon.</i>	CAPITALIZING ON RESEARCH COMMERCIALIZATION <i>Unlocking the economic potential of Saskatoon's research, science and innovation cluster.</i>
What does success look like?	<ul style="list-style-type: none"> • Full implementation of the Canada West Tax Plan • Strong placement in the KPMG “Competitive Alternatives” Report • Reduced regulatory barriers on inter-provincial and international trade • Wide public appreciation on the benefits of peace through trade • Real progress on NewWest Partnership regulatory alignment • Regional collaboration is reducing regulatory barriers to new business and streamlining approval processes • Immigration policies facilitate the attraction and placement of skilled newcomers to Saskatoon 	<ul style="list-style-type: none"> • North Commuter Bridge and northern gateway/highway bridge is tracking for completion within 20 years • P3 procurement is seen as an accepted method of bringing infrastructure on stream faster and for less cost • City of Saskatoon Land Bank policies are regularly reviewed and policy improvements are given full consideration • Chamber tools and recommendations are adopted as the City plans for growth 	<ul style="list-style-type: none"> • Business success is seen as the front door to community prosperity • Sufficient career options to entice and retain Saskatchewan graduates and skilled newcomers • Number of businesses in Saskatoon has doubled to 20,000 by the year 2024 • Local business expansion and investment is championed as a way of building Saskatoon's resilience • Saskatchewan Chamber of Commerce Plan for Growth target reaches 1.5 million residents by 2030 	<ul style="list-style-type: none"> • A climate that champions and supports new product deployment and investment • Chamber is valued as a leader facilitating connections between private and public entities focused on research commercialization and service delivery, inside and outside of our region

GETTING TO GREAT



OUR VALUES:

Free Markets, Ethical Behavior, Commitment to Community

Our Chamber

Focus Area	CHAMBER LEADERSHIP <i>Solidifying our position as Saskatoon's go-to business group.</i>	MEMBER ENGAGEMENT <i>Actively engaging our members in Chamber issues and initiatives.</i>	LEADERSHIP CAPACITY <i>Building bench strength to deliver what we promise.</i>	CAPACITY TO IDENTIFY ISSUES <i>Sharpening our focus on issues that affect Saskatoon's business community.</i>
<p>What does success look like?</p>	<ul style="list-style-type: none"> • Membership growth consistent with population growth • Clear Chamber voice on key issues • Stakeholders ask "What Would the Chamber Do?" • Seat at the table beyond our borders (agenda setting) • Board representation includes recognized and respected business leaders • Chamber is valued as a vehicle to help Saskatoon succeed 	<ul style="list-style-type: none"> • Members initiate projects and policy ideas • Members are consistently wowed by the services and advocacy provided by their Chamber • Touch points beyond insurance and POS services • Chamber has established emotional cement with its members • Business View Magazine and Member 2 Member services are valued • Participation in events is consistently strong • Increased Chamber involvement and membership among Aboriginal business leaders 	<ul style="list-style-type: none"> • Board is diverse (by sectors and demographics) with Directors seen as leaders outside the Chamber • Retention of Directors and mission-critical staff • Succession planning is an ongoing activity and strategic priority • Committee structure and activity aligns with the Chamber's highest priority issues and goals 	<ul style="list-style-type: none"> • Directors actively engage Chamber members, bringing back market and business intelligence • Ongoing environmental scanning to identify risks and opportunities for Chamber members • In-house capacity to consolidate and generate research • Chamber tools and outreach to help members bring issues forward

OUR
ROAD MAP

GREAT BY CHOICE



Success is a choice. As a Chamber, we will leverage the ideas of our members, and the strength of our network, to help decision-makers make smart choices and get us to great.



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