

2017 Strategic Plan

The Greater Springfield Chamber of Commerce



Completed September 21, 2016

S.W.O.T. Analysis

| Strengths (Internal) | |
|----------------------|------------------------------------|
| 1 | Attitude of Continuous Improvement |
| 2 | Quality Staff/Leadership |
| 3 | Reputation |
| 4 | Financial Stability |
| 5 | Partnerships |
| 6 | Website/Technology |

| Weaknesses (Internal) | |
|-----------------------|--------------------------------|
| 1 | Member Retention |
| 2 | Identification of Member Leads |
| 3 | Member Engagement |
| 4 | Communicating our Impact |
| 5 | Perception of Value |
| 6 | Spread too Thin |

| Opportunities (External) | |
|--------------------------|--|
| 1 | Communicating our Impact |
| 2 | Downtown Investment |
| 3 | Q5 Investor Revenue Growth |
| 4 | Event/Program Enhancement |
| 5 | Comprehensive Understanding of Businesses' Needs |
| 6 | Increase Potential for Business Attraction/Expansion |

| Threats (External) | |
|--------------------|--|
| 1 | Economy - Illinois Business & Fiscal Climate |
| 2 | Loss of Major Q5 Investor |
| 3 | Lack of Major Q5 Accomplishments |
| 4 | Competition for Dollars |
| 5 | Relevance of Chamber |
| 6 | Loss of Large Employer |

GSCC Vision

To be a catalyst that helps create a strong, growing economy through talent, leadership and collaboration.

Core Values

Impact - Be an agent of change in Springfield and Sangamon County.

Dedication - Focus on and commit to performing at a high level.

Service - Provide high quality opportunities for members and investors.

Integrity - Operate honestly and ethically, in all matters.

Teamwork - Work together to achieve significant results.

Accountability - Take ownership of our vision, values, purpose and goals on a daily basis.

Call to Action

Work hard, work smart, work as a team and have fun!

GSCC Mission

Enhance our members' success and advance our economy.

Actions

10-30 Year Priorities

| | |
|---|--|
| 1 | Diversity - Continually work to develop and encourage a group of diverse community leaders and a diverse economy. |
| 2 | Communication - Improve internal and external communications and community awareness through personal interaction and technology. |
| 3 | Member Services - Continually analyze and improve programs and benefits to align with business needs. |
| 4 | Advocate - Be a leading voice for an economic environment that is conducive to capital investment and job growth. |
| 5 | Partnerships - Attract new partners while we grow and strengthen current relationships. |
| 6 | Community Wealth - Build community wealth through ongoing business/talent attraction, growth and expansion. |

BHAG

Big Hairy Audacious Goal

Achieve an annual membership retention rate of at least 90% and increase Q5 investments each year through quality programs and economic impact.

Market & Priorities

Springfield and all of Sangamon County:

- Member Services
- Economic Expansion
- Urban Revitalization
- Workforce Expansion
- Diversity Advancement
- Transformational Leadership

Key Thrusts/Capabilities

3-5 Year Goals

| | |
|---|--|
| 1 | Construct a substantial number of single family units in the Neighborhood of Hope. |
| 2 | Complete 3-5 shovel ready sites. |
| 3 | Seek non-dues revenue sources. |
| 4 | Utilize CDC to facilitate downtown mixed-use development. |
| 5 | Meet with 300-500 businesses through BRE. |
| 6 | Increase the number of workers who are 19-34 years old to ensure a stable talent pipeline. |

Our Belief

Springfield and Sangamon County deserve our very best. We will lead by example.

Budget 2017

| | |
|-----------------|-----------|
| Membership Dues | 524,815 |
| Program Revenue | 329,903 |
| Q5 Revenue | 844,360 |
| Other Revenue | 19,530 |
| Total Revenue | 1,718,608 |

Key Numbers

| | |
|------------------|-------|
| Membership | 1,385 |
| Member Retention | 83.0% |

Key Initiatives

Annual Goals

| | |
|---|--|
| 1 | Begin construction of first pocket neighborhood (NOH). |
| 2 | Enhance regional strategies. |
| 3 | Determine financial impacts of tiered memberships. |
| 4 | Complete downtown mixed-use development. |
| 5 | Implement new BRE strategies. |
| 6 | Implement executive recruitment & retention program. |

Elevator Pitch

We provide a platform for our members to grow their businesses and work to expand the local economy through public and private partnerships.

Year Ending 2016

| | |
|-----------------|-----------|
| Membership Dues | 547,554 |
| Program Revenue | 321,314 |
| Q5 Revenue | 831,726 |
| Other Revenue | 19,992 |
| Total Revenue | 1,720,586 |

Key Numbers

| | |
|------------------|-------|
| Membership | 1,379 |
| Member Retention | 82.4% |

Rocks & Accountability

Quarterly Goals (Who / When)

| | | | |
|---|--|-------|-----------|
| 1 | Identify 1 site for shovel ready preparedness. | Josh | 31-Mar-17 |
| 2 | Evaluate and build on regional relationships and strategies. | Tom | 31-Mar-17 |
| 3 | Develop goals based on member surveys. | David | 31-Mar-17 |
| 4 | Begin construction of mixed-use development. | Chris | 31-Mar-17 |
| 5 | Evaluate BEP purpose. | Lisa | 31-Mar-17 |
| 6 | Establish processes and begin implementation of executive recruitment & retention program. | Sarah | 31-Mar-17 |

Celebration/Reward

Celebrations will be created as appropriate.

Year Ending 2015

| | |
|-----------------|-----------|
| Membership Dues | 573,022 |
| Program Revenue | 407,140 |
| Q5 Revenue | 823,369 |
| Other Revenue | 19,763 |
| Total Revenue | 1,823,294 |

Key Numbers

| | |
|------------------|-------|
| Membership | 1,423 |
| Member Retention | 82.2% |

Accountability - Brand Promise

We partner with members, investors, volunteers and the community at-large and hold ourselves accountable for:

- Providing superior services to our members.
- Promoting our community as a great place to live and work.
- Working to assist business attraction, retention and expansion.
- Advocating for policies and practices that create and encourage job growth, capital investment and economic development.