

2017 Strategic Plan

The Greater Springfield Chamber of Commerce



Completed September 21, 2016

S.W.O.T. Analysis

Strengths (Internal)	Weaknesses (Internal)	Opportunities (External)	Threats (External)
1 Attitude of Continuous Improvement	1 Member Retention	1 Communicating our Impact	1 Economy - Illinois Business & Fiscal Climate
2 Quality Staff/Leadership	2 Identification of Member Leads	2 Downtown Investment	2 Loss of Major Q5 Investor
3 Reputation	3 Member Engagement	3 Q5 Investor Revenue Growth	3 Lack of Major Q5 Accomplishments
4 Financial Stability	4 Communicating our Impact	4 Event/Program Enhancement	4 Competition for Dollars
5 Partnerships	5 Perception of Value	5 Comprehensive Understanding of Businesses' Needs	5 Relevance of Chamber
6 Website/Technology	6 Spread too Thin	6 Increase Potential for Business Attraction/Expansion	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	Work to break ground on church project and plan PR for 2018 development progress	Lisa	31-Dec-17
2	Complete relocation packet and web link	Wayne	31-Dec-17
3	Finalize plans for revenue replacement of Business Connections	Bri	31-Dec-17
4	Achieve activation of Connect with needed number of employers	Sarah	31-Dec-17
5	Develop specific advertising plan for Update magazine	Teri	31-Dec-17
6	Identify list of new sponsors for events	Ashley	31-Dec-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.