

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	Begin implementation of Inspire program.	Sarah	30-Sep-17
2	Conduct targeted industry analysis.	Josh	30-Sep-17
3	Evaluate other advertising opportunities for members.	Teri	30-Sep-17
4	Identify companies/industries that would benefit the most from new utility programs.	David	30-Sep-17
5	Schedule staff training with peer Chambers in Central Illinois.	Lisa	30-Sep-17
6	Evaluate Business Connections, Shoes & Brews and other events.	Bri	30-Sep-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.