



STRATEGIC PLAN

2010 - 2014

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Introduction

STRATEGIC PLAN

This report outlines the Strategic Plan for the Greater Columbus Georgia Chamber of Commerce for the years 2010-2014. It covers the key areas of:

- Vision
- Mission
- Guiding Values
- Strategic Imperatives
- Goals & Objectives
- Strategic Initiatives

The Strategic Plan identifies what the Chamber's top priorities and goals are, serving as a road map to lead the organization from where it is now to where it needs to be in three to five years. The elements of the Strategic Plan are defined as follows:

TABLE 1: Elements of the Strategic Plan

ELEMENT	ADDRESSES THE QUESTIONS
Vision	<ul style="list-style-type: none">• How will the world be different as a result of our work?• What is our destination?• Vision provides a vivid and clear picture that is a source of inspiration and clear decision-making.
Mission	<ul style="list-style-type: none">• What is the organization's unique and fundamental purpose for existing?
Values	<ul style="list-style-type: none">• What are the ideals and deeply held beliefs that guide our organizational culture, our priorities and how we accomplish our mission?
Strategic Imperatives	<ul style="list-style-type: none">• What is absolutely necessary in order for the organization to fulfill its mission?
Goals	<ul style="list-style-type: none">• What are we trying to achieve?• What is the long-term desired impact on the problem?• Goals are usually beyond what one program alone can achieve.
Objectives	<ul style="list-style-type: none">• What are the implementation steps to attain the identified goals?
Strategic Initiatives	<ul style="list-style-type: none">• What are our major programs, projects and services undertaken to meet identified goals?

The Action Plan for accomplishing these goals is contained in a separate document - the Chamber's Annual Operating Plan.

ANNUAL OPERATING PLAN

The 2010 Annual Operating Plan is developed and designed to support the Five Year 2010-2014 Long-Term Strategic Plan Goals. It provides the annual action plan and work focus of each Chamber Department for 2010.

TABLE 2: Elements of the Annual Operating Plan

ELEMENT	ADDRESSES THE QUESTIONS
Actions	<ul style="list-style-type: none"> • What does the organization do to accomplish program objectives?
Lead Member	<ul style="list-style-type: none"> • Who on staff is responsible for accomplishing the action?
Timeframe	<ul style="list-style-type: none"> • When are the dates for actions to be completed?
Results	<ul style="list-style-type: none"> • What are the expected results, benefits or changes for individuals or populations during or after participating in program activities? • Short-term, immediate indicator of progress toward a goal.

Vision

How will the world be different as a result of our work?

The Greater Columbus Chamber Of Commerce Is An Energetic And Visionary Organization In Our Region. We Are Committed To Building A More Prosperous Community While Preserving The Democratic Process

Every Business In Our Region Should Be A Member Of This Vital Organization.

Mission Statement

What is the organization's unique purpose for existing?

Our Mission Is To Promote Business Success By Being The Leader In Economic And Community Development In The Region

Guiding Values

What are the ideals that guide how we accomplish our mission?

Relationship Management

Adaptability
Collaboration
Diversity
Honesty
Inclusion
Integrity
Openness
Respect worth of individuals
Team Results
Tolerance

Results Oriented

Advocate for continuous improvement
Attack goals with vigorous pursuit
Efficiency
Innovation
Member driven
Productivity
Well-defined goals

High Ethical Standards

Accountability
Do things right / Do the right things
Positive leadership
Responsibility

Knowledge of Chamber Business

Entrepreneurial
Relevant subject matter experts
Technology proficient

Strategic Imperatives

What is absolutely necessary for the organization to fulfill its mission?

I. Economic Development

Promote and enhance a vibrant, diverse and sustainable economy by growing and retaining our existing businesses and recruiting new industry into the region.

II. Community Development

Strengthen community involvement and decision-making that supports growth and fosters a high ranking quality of life for all residents of our region.

III. Environmental Sustainability

Improve and protect the economy and our quality of life by promoting environmental sustainability that supports a business-friendly climate.

IV. Talent Development and Retention

Develop, attract and retain a highly qualified, well-trained workforce capable of meeting the region's workforce needs in order to sustain continued economic growth and prosperity and enhanced quality of life.

V. Membership Growth

Attract new members and increase existing members' involvement in the Chamber by providing programs, services and benefits that are valued by members as essential to their success.

Goals & Objectives

What is the organization trying to achieve and what are the implementation steps to attain the identified goals?

I. Economic Development

Promote and enhance a vibrant, diverse and sustainable economy by growing and retaining our existing businesses and recruiting new industry into the region.

Goal 1: Create jobs and increase capital investment in the region by recruiting new businesses and helping existing companies to expand.

Objectives

- a. Maximize product development (i.e.: Property/park development with full infrastructure and utilities; market available buildings/sites; coordinate with workforce development team to create diverse regional workforce)
- b. Identify leads by continuing to cultivate relationships with State project managers, brokers/agents, site selection consultants and direct company contacts.
- c. Develop creative incentive offerings to maximize local, state and federal funding opportunities.

Goal 2: Serve as the regional economic development action agency.

Objectives

- a. Implement regional marketing strategies to increase brand recognition.
- b. Communicate marketing strategy and enhancements through newsletters, website, presentations, etc.
- c. Schedule personal visits with project managers, brokers/agents, consultants and company representatives to support recruitment efforts

Goal 3: Increase the level of awareness of available programs and resources for the region's small businesses.

Objectives

- a. Identify and establish or deepen the relationships with existing small business resource providers.
- b. Develop and implement a marketing/communication plan for the Entrepreneur Friendly Community Committee and the community of small business resource providers.

Goals & Objectives

Economic Development (cont'd)

Goal 4: Enhance the entrepreneurial climate of the region.

Objectives

- a. Establish a marketing/communication group of small business volunteers.
- b. Develop a list of services and providers available to regional small businesses.
- c. Develop marketing materials for regional publications and media outlets.
- d. Develop new partnerships for regional entrepreneurial programs.

Goal 5: Build Cohesive Public/Private Partnerships And Business-to-Business Relations

Objectives

- a. Promote proactive business legislation.
- b. Work with and assist regional and county organizations that positively impact economic and community change.
- c. Provide outside-the-box networking opportunities to target by profession and possibly industry.
- d. Do business with and encourage others to do business with Chamber members.

Goal 6: Maximize economic and community development opportunities created by Base Realignment and Closure Decision (BRAC) growth at Fort Benning.

Objectives

- a. Support Fort Benning growth initiatives by working with partners on “needs improvement” items as identified in the Regional Growth Management Plan.
- b. Build pro-military, governmental, public/private strategic and diverse partnerships to leverage the resources, intellect, experiences, and spheres of influence of the Fort Benning Futures Partnership.
- c. Continue to focus through coordination with Fort Benning the attainment of additional missions from the Department of Defense to Fort Benning, GA/AL.
- d. Grow Department of Defense civilian organization and retain personnel already stationed at Fort Benning.
- e. Grow the Defense Industry sector by working with the Georgia Department of Economic Development (GDEcD) to recruit Defense Contractor companies.

Goals & Objectives

II. Community Development

Strengthen community involvement and decision-making that supports growth and fosters a high ranking quality of life for all residents of our region.

Goal 1: Equip leaders to become involved in addressing and solving economic, governmental and socio-cultural issues that impact the future of our region.

Objectives

- a. Utilize the Chamber's Leadership Columbus program to help participants develop additional leadership skills and knowledge of the community through a series of one-day sessions from September through June.
- b. Increase participation of Leadership Columbus Alumni (LCA) to serve the Leadership Columbus program, the Young Professionals program, Youth Leadership, and to volunteer with other important community initiatives to make the Columbus region the best place it can be.
- c. Expand the Youth Leadership program to reach more area high school juniors to help them develop skills in leadership, goal-setting, decision-making, communicating effectively and understanding people with differences.
- d. Establish the Access Columbus program to expose new, newly-promoted or new-to-Columbus, senior level executives to the influential people and critical issues of the Columbus region, providing an exclusive day-and-a-half introduction to the city's business and community landscape.
- e. Inspire community leaders with a vision of what our community can become through the annual Inter-City Leadership Conference. The conference showcases best practices in other, larger cities, and results in public/private partnerships and community initiatives that improve our quality of life.
- f. Equip business leaders for community service through "Getting On Boards" program.
- g. Provide "See How They Run" workshops to prepare business leaders to run for public office.

Goal 2: Enhance the Columbus region's status as one of the best places to live.

Objectives

- a. Foster an environment of economic and physical security, ethical and effective leadership, inclusiveness, and opportunities for educational, cultural, artistic, social and civic engagement.
- b. Reduce crime in the Columbus area by increasing awareness and broadening funding support for the Chamber's Crime Stoppers program that offers rewards for tips leading to arrest or convictions

Goals & Objectives

Community Development (cont'd)

- c. Support the Chattahoochee River Restoration Project to realize the economic benefits of having the only quality whitewater destination in an urban setting south of Charlotte, North Carolina.: 1) Assist efforts to secure funding to breach the dams and create the whitewater course. 2) Utilize the Chamber's Riverfront committee to support maintenance and revitalization of the Riverwalk and facilities along the river to increase eco-tourism and recreational use of the river.

Goal 3: Encourage more diverse small business participation in Chamber activities and events to reflect the changing demographics of the region.

Objectives

- a. Define and survey targeted diverse small business populations.
- b. Identify and train champions for these diverse small business populations.
- c. Develop framework and leadership for the accomplishment of the goals and objectives for these champions.

Goal 4: Increase the community's level of awareness of the importance and contributions of small businesses to the region.

Objectives

- a. Redefine "small business" for this region.
- b. Define and develop the framework for data to support the importance and contributions of small businesses.
- c. Develop the awareness campaign and implement through regional media outlets.

Goal 5: Develop and provide workshops available to specific geographic groups of small businesses.

Objectives

- a. Develop and provide workshops with both generic and specific topics for Uptown Columbus, Inc., Mid-Town Columbus, Inc., and other regional coalitions of businesses.
- b. Develop specific partnerships with the Consolidated Government of Columbus and other regional municipalities interested in such workshops.

Goals & Objectives

III. Environmental Sustainability

Improve and protect the economy and our quality of life by promoting environmental sustainability that supports a business-friendly climate.

Goal 1: Protect the Chattahoochee Valley region's Water Supply which is essential for sustaining economic prosperity and quality of life.

Objectives

- a. Advocate for water management policy that protects the communities downstream from Atlanta and maintains optimal flows and levels of water sources in the region necessary to assure the biological, chemical and physical integrity of waters for current and future generations.

Goal 2: Improve Air Quality in the Chattahoochee Valley region to protect public health and reduce constraints on economic growth and development.

Objectives

- a. Partner with businesses, governments and citizens in the region to increase understanding and compliance with air quality standards and assure that the region maintains designation as being in attainment with EPA standards.

Goal 3: Increase the region's capacity to support growth by reducing demand for landfills through developing alternative solid waste management solutions, such as Waste-to-Energy (WTE).

Objectives

- a. Secure financial support for conducting a feasibility study to determine the technical viability, and the environmental, financial and social implications of Waste-to-Energy as a solid waste management strategy for the region.
- b. Pending outcome of the feasibility study, develop a regional partnership with local governments and Fort Benning to develop a Waste-to-Energy facility as a shared solution to solid waste management.

Goals & Objectives

Environmental Sustainability (cont'd)

Goal 4: Promote awareness among small businesses of the impact of environmental sustainability.

Objectives

- a. Determine and develop a list of sustainability issues particularly applicable to regional small businesses.
- b. Develop and implement a survey to determine level of awareness.
- c. Produce and disseminate a “white paper” addressing these small business issues for distribution to the media.
- d. Develop and provide workshops for regional small businesses.

Goals & Objectives

IV. Talent Development and Retention

Develop, attract and retain a highly qualified, well-trained workforce capable of meeting the region's workforce needs in order to sustain continued economic growth and prosperity and enhanced quality of life.

Goal 1: Develop a well-trained workforce

Objectives

- a. Develop programs and practices in the community and throughout the region that support the region's school systems' goals of student retention, improvement of basic skills and greater post secondary opportunities.
- b. Expand the Partners In Education (PIE) program to enhance the quality of education for all citizens by establishing, maintaining and building upon dynamic partnerships throughout the greater Columbus region.
- c. Partner to establish a Regional Report Card on our region's progress in numerous areas (education attainment, unemployment, workforce availability, etc.)
- d. Customize and renew Career Connections based upon the Mobile model.
- e. Renew focus on High School Transcript initiative.
- f. Support and implement more apprentice, dual enrollment and work study programs, as needed.
- g. Coordinate workforce development programs to meet the needs of employers and job seekers.
- h. Develop a regional website to enhance the connections between the educational & workforce development systems and the business & economic development community.

Goal 2: Attract and retain talent

Objectives

- a. Energize, engage and empower Young Professionals (YP), ages 21 – 40, in our region by providing opportunities for YP members to actively shape the future of Greater Columbus Georgia.
- b. Develop and implement a Talent Inventory Enclave (TIE) as a retention program.
- c. Develop and implement a regional recruitment initiative targeted toward college juniors.

Goals & Objectives

Talent Development and Retention (cont'd)

Goal 3: Promote the awareness of marketplace advantages available to employees in small business workplaces.

Objectives

- a. Develop and provide a list of these advantages.
- b. Produce and disseminate a “white paper” addressing these small business employee advantages for distribution to the media and regional employment assistance organizations.

Goal 4: Expand awareness of programs that benefit employees in small business workplaces.

Objectives

- a. Develop a list of these benefits.
- b. Develop and provide marketing pieces to small business employers.
- c. Develop and provide workshops for small business employers.

Goal 5: Enhance awareness of small business career opportunities.

Objectives

- a. Develop list of risks and benefits of small business ownership.
- b. Develop two speaker presentation topics and identify the speakers.
- c. Develop and provide lists and scheduling processes for presentations to target audiences in regional high schools, service clubs, and libraries.

Goals & Objectives

V. Membership Growth

Attract new members and increase existing members' involvement in the Chamber by providing programs, services and benefits that are valued by members as essential to their success.

Goal 1: Increase awareness of the Chamber and its membership benefits through an active marketing initiative.

Objectives

- a. Develop and implement a comprehensive marketing plan.
- b. Increase the number of leads generated for membership sales by marketing-advertising.
- c. Enhance the tracking of prospective members to include identification of the number of leads generated by each advertising mediums. Track the lead to either sold or not (if not, what was the reason)
- d. Increase the number of people participating in Chamber events and program through (advertising/marketing).
- e. Bring together internal and external resources to increase the visibility of the organization in the community.
- f. Increase the Chamber's visibility on the web and social networks (Facebook, Twitter and YouTube) by developing and distributing new information products through these channels. (i.e. develop video clips to educate on benefits of Chamber membership)

Goal 2: Increase Chamber membership sales and retention to achieve a positive net membership growth rate each year.

Objectives

- a. Hire a Membership Sales & Retention Manager to ensure that sales and retention programs are in place, and that they are measurable and successful in meeting the goals of the organization.
- b. Identify and implement a coordinated sales strategy, such as a membership campaign, a total resource campaign, and/or a capital campaign.
- c. Hire additional sales staff.

Goal 3: Ensure products and services offered meet the needs of our members.

Objectives

- a. Ensure that programs are in place to attract and retain members.

Goals & Objectives

Membership Growth (cont'd)

- b. Use 2009 membership survey results to develop a plan of action.
- c. Review membership booklet.
- d. Ensure all staff is well trained and versed on our available services

Goal 4: Improve communication with members and prospective members

Objectives

- a. Rebuild the Greater Columbus Georgia Chamber of Commerce website with a new content management system that gives individual departments the ability to update information.
- b. Identify and implement technology resources to enhance connectivity with volunteers and committees. (Facebook, Twitter, YouTube, Googledocs, etc.)
- c. Increase frequency and reduce length of electronic newsletter distribution to maintain high tech, high touch contact with members.
- d. Replace obsolete computers at a rate of five per year.
- e. Enhance the Chamber's network system to support the information flow between staff and members.

Goal 5: Increase the number of small businesses that join the Chamber.

Objectives

- a. Define and obtain communication lists for non-member small businesses.
- b. Develop a survey to determine needs and wants of these small businesses.
- c. Develop and implement programs, services, and benefits not already provided.
- d. Develop and implement a marketing/communication plan for these small businesses.

Goal 6: Increase the number of small business members that retain their Chamber membership.

Objectives

- a. Increase the level of awareness of existing programs, services, and benefits.
- b. Develop a survey to determine needs and wants of small business members.
- c. Develop and implement programs, services, and benefits not already provided.
- d. Develop and implement a marketing /communication plan for these small businesses.

Strategic Initiatives

What are our major programs, projects and services undertaken to meet the identified goals and objectives?

I. Economic Development

Promote and enhance a vibrant, diverse and sustainable economy by growing and retaining our existing businesses and recruiting new industry into the region.

STRATEGIC INITIATIVES IN SUPPORT OF ECONOMIC DEVELOPMENT

	EXPANSION OPPORTUNITY
Industry Recruitment & Expansion	
Regionalism / Valley Partnership Joint Development Authority	
Economic Development Property Management	
Economic Development Business Park Development	
Economic Development Project Managers	✓
Economic Development International Marketing	✓
Military Affairs	
Defense Industry Recruitment	✓
Fort Benning Futures Partnership	✓
Civilian Military Council	
Regional Growth Management Plan	
Regional Growth Initiatives Grant Development	
Additional Defense-related Grant Development	✓
Regional Airfield Military Partnership (RAMP)	✓
Upgrades to Ft Benning East Alabama Gate Road & Bridge to support Defense & Aircraft Industry Projects	✓
Department of Defense Agencies Move to Fort Benning	✓
Leadership Fort Benning	
WHINSEC Support	✓
Small Business	
Business One Stop Shop (BOSS)	
Small Business Workshops/Conferences	
Professional Consultants Program	
Drugs Don't Work	
Business Expo	

Expansion opportunities are areas where more needs to be done but additional resources are needed.

Strategic Initiatives

What are our major programs, projects and services undertaken to meet the identified goals and objectives?

II. Community Development

Strengthen community involvement and decision-making that supports growth and improves the quality of life for all residents of our region.

STRATEGIC INITIATIVES IN SUPPORT OF COMMUNITY DEVELOPMENT

	EXPANSION OPPORTUNITY
Leadership Development	
Leadership Columbus	
Youth Leadership Columbus	
Leadership Columbus Alumni	
Access Columbus	
See How They Run	
Getting on Boards	
Inter-City Conference	
Regional Growth Management Implementation: Education, Transportation, Utilities & Infrastructure, Health Care, TRICARE Acceptance, Public Safety, Social Services	✓
Riverfront / Whitewater Restoration	✓
Railyard Relocation	✓
Conference Center Hotel	✓
Crime Reduction & Prevention	✓
Crime Stoppers	

Expansion opportunities are areas where more needs to be done but additional resources are needed.

Strategic Initiatives

What are our major programs, projects and services undertaken to meet the identified goals and objectives?

III. Environmental Sustainability

Improve and protect the economy and our quality of life by promoting environmental sustainability that supports a business-friendly climate.

STRATEGIC INITIATIVES IN SUPPORT OF ENVIRONMENTAL SUSTAINABILITY

		EXPANSION OPPORTUNITY
Legislative Advocacy		✓
	Columbus Day at the Capitol	
	Legislative Express	
	Industry Leaders in Public Policy	
	Air Attainment Status	✓
	Sustainable Water Resources	✓
Fort Benning Joint Land Use Study Implementation		
	Waste-to-Energy	✓

Expansion opportunities are areas where more needs to be done but additional resources are needed.

Strategic Initiatives

What are our major programs, projects and services undertaken to meet the identified goals and objectives?

IV. Talent Development and Retention

Develop, attract and retain a highly qualified, well-trained workforce capable of meeting the region's workforce needs in order to sustain continued economic growth and prosperity and enhanced quality of life.

STRATEGIC INITIATIVES IN SUPPORT OF TALENT DEVELOPMENT AND RETENTION

	EXPANSION OPPORTUNITY
Education initiatives	
Partners In Education (PIE)	
Career Connections	✓
High School Transcript Initiative	✓
Workforce Development Programs	
Apprenticeships, Dual Enrollment and Work Study programs	
Regional Workforce Development Website	✓
Young Professionals (YP)	
Regional Relocation Concierge	
BRAC Regional Workforce Development Project	
Gaming, Modeling & Simulation for Defense Industry (STEADI)	
Continuous Improvement Academy (CIA)	✓

Expansion opportunities are areas where more needs to be done but additional resources are needed.

Strategic Initiatives

What are our major programs, projects and services undertaken to meet the identified goals and objectives?

V. Membership Growth

Attract new members and increase existing members' involvement in the Chamber by providing programs, services and benefits that are valued by members as essential to their success.

STRATEGIC INITIATIVES IN SUPPORT OF MEMBERSHIP GROWTH

	EXPANSION OPPORTUNITY
Chamber Marketing Campaign	✓
Membership Sales	
Identify & implement a coordinated sales strategy, such as a membership campaign, a total resource campaign, and/or a capital campaign.	✓
Sales & Membership Retention Manager	✓
Public Relations / Information Technology	
New Chamber Website with content management system	✓
Chamber Member Directory Online	
The Chamber Express e-newsletter	
Viewpoint radio program	
Social Media: Facebook, Twitter	
Chamber Factoids	
Upgrade/replace obsolete computers and network server	✓
ChamberMail	✓
Networking Events: EOB, Power Lunch, Business After Hours	
Small Business Recognition	
Business Development Networking	
Black Business Outreach	
New Member Orientation	
Volunteer development: Committee Members, Ambassadors	

Expansion opportunities are areas where more needs to be done but additional resources are needed.