



DAYTON
Area Chamber of Commerce



UNITED STATES CHAMBER OF COMMERCE
ACCREDITED
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STRATEGIC
2020 - 2022
PLAN

Executive Summary



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President and CEO, Dayton
Area Chamber of Commerce



Jennifer Harrison
Chair, Strategic Plan
Committee



Mark Williams
Chair, Board of Trustees

We are pleased to present the next 3-year strategic plan for our chamber of commerce. As always, we do not take the work of planning for our future success lightly. We encourage businesses to think, plan, execute and measure the work they do, and we hold ourselves to the same standards.

This new plan is the culmination of work done by a strong, active committee of 25 volunteers and staff, facilitated once again by Chamber volunteer leader Tim Hull. We began our work in the Spring of 2019 by surveying our members and community stakeholders. We then compiled the data and engaged in many hours of thought and discussion. As a result, we were able to identify three key areas of focus that are important to the region and align with our Chamber's resources and sphere of influence.

Our three areas of focus for 2020-2022 are Talent Alignment, Business Advocacy and Business Success. Underpinning these strategic priorities are the core competencies of Connectivity and Organizational Excellence. These priorities

are the roadmap for the next three years and we encourage you to read more about them in the plan. We will only be successful with your help, as our valued members, our partners, and our collaborators.

Now the real work begins. We will translate this document into yearly business plans that we can implement, measure and for which we will be held accountable. That is what any good organization does; and we “walk the walk.” No excuses, just continued work for the success of our members and our 9-county Miami Valley region.

Vision

To position the Dayton region as the world’s greatest place to live, work and grow business.

Mission

To strengthen, promote and advocate for our member businesses and the region’s economy.

Core Values

Diversity: We believe our differences give us the perspective, strength, and wisdom that are critical to our success.

Advocacy: We seek to understand the needs of our members and to champion the causes that matter to our business community.

Collaboration: We connect our members and our community to produce unique opportunities for economic growth and prosperity.

Courage: We show leadership, integrity, and transparency to earn and maintain the trust of our members.

Core Competencies / Foundational Priorities

CONNECTIVITY

Foster networks, connections, and relationships to increase the success and exposure of our members and the community.

- Provide our members a sense of belonging.
- Leverage collective strength to benefit members and business community.
- Create opportunities for member businesses and their employees to interact and expand their networks.
- Serve as a conduit to direct member businesses/employees to the opportunities, information and resources within the region.
- Collaborate with regional, state and national partners on common initiatives.

ORGANIZATIONAL EXCELLENCE

Ensure we are the best association we can be for staff, members, stakeholders and the community.

- Anticipate needs to ensure highest value for all members.
- Be responsive and flexible to members and community.
- Ensure excellent stewardship of members' investments and trust.
- Maintain and develop quality staff, volunteer leadership and partners.
- Develop a cohesive brand identity to leverage chamber program and initiative reach.
- Protect and grow our influence and reputation as a five-star accredited chamber.
- Leverage the chamber's central location to enhance its visibility with the business community.



Annual Membership Meeting

Strategic Priorities and Action Items

Strategic Priority #1

TALENT ALIGNMENT

Provide resources to support employers' needs for a skilled workforce.

Action Items:

1. Expand services and access to best practices to employers to attract and retain talent.
2. Advocate for employer identified in-demand jobs to education, training and public sector partners.
3. Engage in initiatives to expand and diversify the community's labor pool.
4. Champion cradle through career education and connect the future workforce to the business community.
5. Enhance and support leadership growth and targeted professional development to create a talent pipeline.



Empower Opening Retreat



Human Resources Forum



Diversity & Inclusion Forum

Strategic Priority #2

BUSINESS ADVOCACY

As the public policy voice for our region's businesses, drive business friendly policies that promote regional growth.

Action Items:

1. Lead state advocacy efforts for the region and business community.
2. Implement federal, state and local priorities outlined in the chamber's legislative agenda.
3. Create an advocacy strategy around workforce and talent development.
4. Champion regional infrastructure and transportation improvements.
5. Support legislative efforts to strengthen investments at WPAFB and other regional federal assets.
6. Leverage state leadership connections to the Dayton region.



Strategic Priority #3

BUSINESS SUCCESS

Provide access and resources to cultivate business success.

Action Items:

1. Provide thought leadership, best practices and training for member businesses to remain competitive.
2. Expand cost-saving opportunities and business tools for members.
3. Connect members to resources in workplace safety.
4. Enhance the connection between WPAFB and businesses in the region.
5. Advance diversity, equity and inclusion initiatives to strengthen the business community.
6. Support business retention and attraction to the region.
7. Compile and communicate regional economic data.



Safety Conference & Symposium

Outcomes



1. Chamber will be viewed as the region's business expert.
2. Chamber members will be proud to be part of the most trusted and influential business organization in the Dayton area.
3. Member businesses will benefit from increased engagement in the chamber and its resources.
4. The chamber's strong brand identity will enhance its visibility in the community.
5. Members will derive a deeper value and collective sense of purpose from their chamber memberships beyond traditional benefits.
6. Executive leadership in the region will be more inclusive and demographically representative.
7. Young professionals will have access to enhanced career and leadership development opportunities.
8. Employers will have access to a broader pool of talent aligned with regional in-demand jobs.
9. A comprehensive regional workforce and talent advocacy strategy will be established.
10. The chamber will be the region's leader in local and state public policy and ballot issue advocacy.
11. New transportation and infrastructure investments will be secured for the region.
12. Through business leader engagement, the region will see increased, affordable air service.
13. The Dayton region will be influential in state policymaking.
14. The regional business community will benefit from increased access to our federal installations.
15. Economic barriers in the Dayton region will be minimized, allowing all businesses to thrive.
16. Workplace safety will be a priority for member businesses.
17. Business leadership will be maximized to achieve community goals.
18. Increased opportunities for connection will help our members get ahead.
19. The chamber will increase its overall market penetration and maintain a retention rate in the top quartile of its peers.
20. The chamber's value to members will be maximized through sound fiscal management.
21. The chamber will retain five-star re-accreditation from the US Chamber of Commerce.

Strategic Planning Committee

Jennifer Harrison, Taft Stettinius & Hollister LLP – Strategic Planning Committee Chair

Mark Williams, Elements IV Interiors – Chair, Board of Trustees

Phil Parker, CAE, CCE, President & CEO, Dayton Area Chamber of Commerce

Tim Hull, Think Patented – Strategic Planning Facilitator

David Abney, Wise Construction Co.

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Linda Ashworth, Dayton Area Chamber of Commerce

Cassie Barlow, Southwestern Ohio Council for Higher Education

Becky Benna, Five Rivers Metro Parks

Marcia Bostick, Dayton Area Chamber of Commerce

David Bowman, The Ohlmann Group, Inc.

Douglas Cleaves, PNC

Steve Conklin, WilmerHale

Dennis Grant, United Rehabilitation Services of Greater Dayton

Beth Grubb, RSM US LLP

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