

# STRATEGIC PLAN 2025-2027

## MISSION

Fostering a prosperous community by strengthening, representing, and promoting business.

## VISION

We are a welcoming community known for its courageous leadership, flourishing economy, and quality of place.

## VISION 2030: LEADING A NEXT-GEN CHAMBER

PEOPLE | PLACE | POSITION | PURPOSE

### IMPROVE THE BUSINESS CLIMATE

Through targeted partnerships supporting economic growth and job stability.

### SUPPORT BUSINESS GROWTH

Through Business Education programs and partner resource provider network.

### STRENGTHEN WORKFORCE READINESS

Aligned with employer needs through targeted partnerships.



## ECONOMIC GROWTH

The Chamber will strengthen its role as a catalyst for economic growth, foster a resilient business community, and improve the overall business climate.



## ADVOCACY & INFLUENCE

The Chamber will continue to be a trusted advocate and leadership incubator, increasing member engagement in advocacy initiatives.

### ENGAGE POLICY MAKERS

And mobilize key influencers to improve the business climate and strengthen economic competitiveness.

### EMPOWER BUSINESS LEADERS

With the knowledge, skills, and opportunities to excel in business, government, and civic roles.



## PERFORMANCE EXCELLENCE

The Chamber will enhance member value, build community trust, and ensure long-term continuity.

### DELIVER VALUE AND IMPACT

Through revenue diversification, fiscal stewardship, and rigorous performance benchmarking.

### PRACTICE FORESIGHT

Positioning the Chamber for organizational health, continuity, and sustainability.

### FOSTER A CHAMBER LEADERS PIPELINE

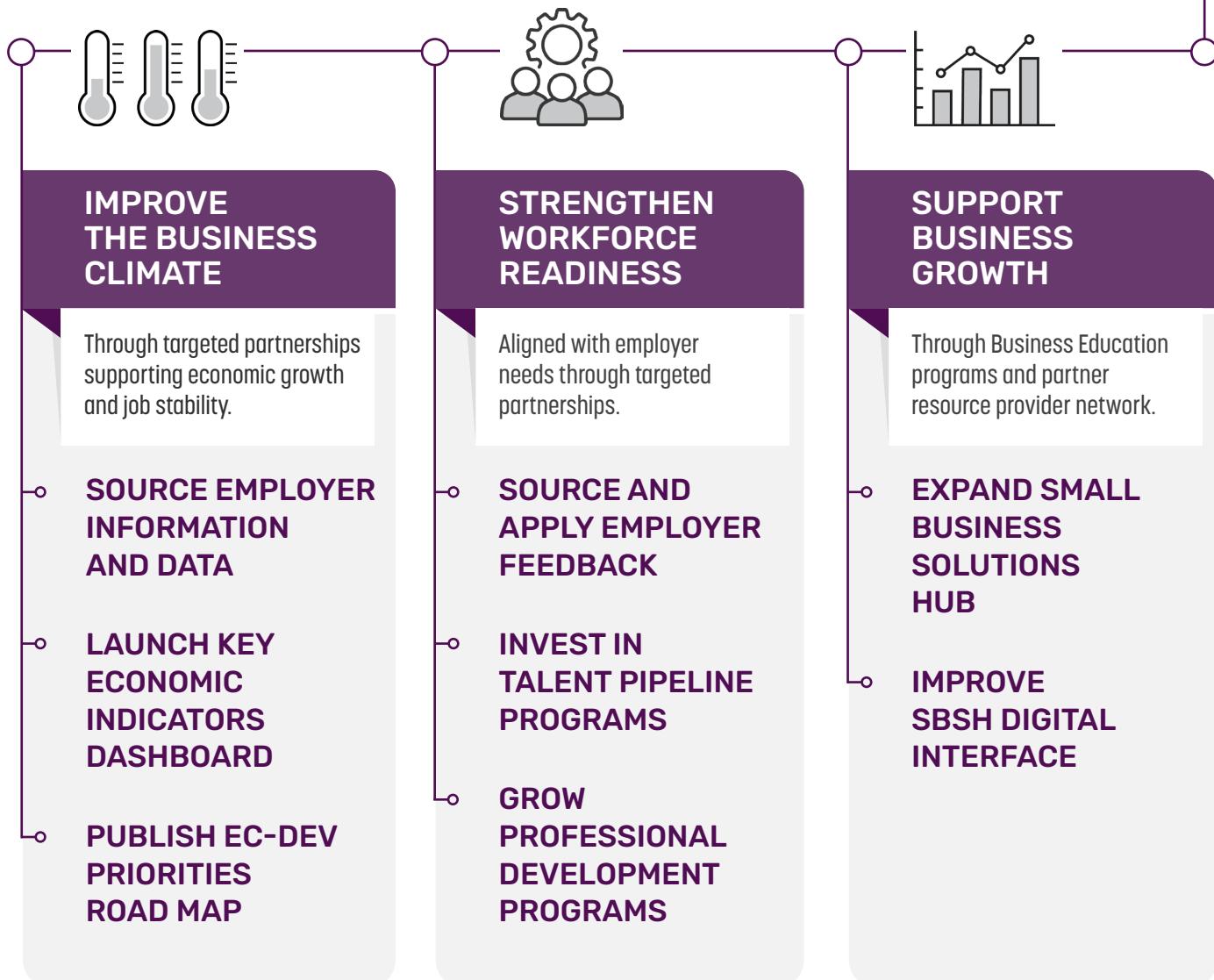
Attracting talent and champions for community to serve in Chamber leadership roles.



## ECONOMIC GROWTH

### VISION OF SUCCESS

The Chamber will strengthen its role as a catalyst for economic growth, foster a resilient business community, and improve the overall business climate.



### CONNECTED PROGRAMS:

State of Business; Business After Hours; Business Before Hours; Small Business Solutions Hub; Ribbon Cuttings/Grand Openings; WorkReady; Student Access Pass; Essential Skills Workshop

### COMMITTEES:

Essential Skills Advisory; Greeters Exec; Leaders Advisory; Foundation Board



## ECONOMIC GROWTH

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## STRATEGIC GOALS

- ✓ **SOURCE EMPLOYER INFORMATION AND DATA.**  
By Q2 | 2026: Improve data-collection and analysis process, curating and tracking top business barriers to growth to inform business priorities for workforce, education, development, and advocacy.
- ✓ **LAUNCH KEY ECONOMIC INDICATORS DASHBOARD.**  
By Q3 | 2026: Launch an online dashboard to display key local and regional economic indicators, providing accessible, data-driven insights to inform decision-making and strategic planning.
- ✓ **PUBLISH EC-DEV PRIORITIES ROAD MAP.**  
By Q3 | 2026: Identify up to five evergreen priority issues (3-5 year horizon) and publish an economic development priorities document, clearly articulating the Chamber's vision and strategic priorities. From Q3 | 2026 - Q4 | 2027: Define those priorities in targeted partnerships and collaborative outcomes, ensuring progress as measured by 1 point (or 10%) increase in Business Climate Scores (compared to 2023 - 2024 results).
- ✓ **SOURCE AND APPLY EMPLOYER FEEDBACK.**  
Strengthen local workforce readiness by establishing a structured employer feedback system by June 2026 to ensure workforce programs align with industry needs. Gather feedback through employer roundtables, measure workforce trends via the Business Climate survey, and actively connect Chamber staff and members with workforce and education advisory committees.
- ✓ **INVEST IN TALENT PIPELINE PROGRAMS.**  
Strengthen local workforce readiness by expanding talent pipeline initiatives by December 2025, supporting student placements in job experiences and expanding participation in the student access pass program by 400% from 10 to 40. Track and publish impact stories by Q1 | 2026 to support the Chamber Foundation's fundraising goals, demonstrating the positive outcomes of workforce readiness efforts.
- ✓ **GROW PROFESSIONAL DEVELOPMENT PROGRAMS.**  
By December 2025, Secure funding through the Chamber Foundation to expand the Essential Skills Program by 50%, increasing annual participation from 40 to 60.
- ✓ **EXPAND SMALL BUSINESS SOLUTIONS HUB.**  
Increase number of workshops from 4 to 8 annually, (2026); cumulative participation from 160 to 320 or 200% by end of 2027; resource hub partners by 100% (from 8 to 16) and net revenue from \$13,000 (FY25) to \$39,000 (FY27). Establish a baseline in 2025 to measure members' business success attributed to Chamber education, training, and resources; achieve an average satisfaction score of 9.0 or higher, and a net promoter score of 55 or greater for the Small Business Solutions Hub.
- ✓ **IMPROVE SBSH DIGITAL INTERFACE.**  
Improve the Small Business Solutions Hub appeal and digital user interface as measured by 25% growth of unique visitors to the "hub" from current 1600 to 2000, by end of 2026; track and achieve incremental improvement on "experience" scores as measured in the annual member experience survey.



## ADVOCACY & INFLUENCE

### VISION OF SUCCESS

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### ENGAGE POLICY MAKERS

And mobilize key influencers to improve the business climate and strengthen economic competitiveness.

- CONVENE TO INFORM
- ACTIVATE ADVOCACY AGENDA
- PUBLISH ECONOMIC GROWTH AGENDA
- ENGAGE AND MOBILIZE MEMBERS

### EMPOWER BUSINESS LEADERS

With the knowledge, skills, and opportunities to excel in business, government, and civic roles.

- CATALYZE CIVIC LEADERSHIP ENGAGEMENT
- ASSESS NEW YOUTH CIVIC LEADERSHIP PROGRAM

#### CONNECTED PROGRAMS:

Chamber Advocacy; Chamber Roundtables, Leadership Summit; Leadership Eugene-Springfield

#### COMMITTEES:

LES Steering; Leadership Summit Steering



## ADVOCACY & INFLUENCE



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## STRATEGIC GOALS

### ✓ CONVENE TO INFORM.

Use the Roundtable platform to educate businesses, broaden dialogue, and inform high-priority policy decisions impacting local business, the economy, and competitiveness, with topics informed by the Chamber Leaders Advisory. Convene up to 12 Chamber Roundtables annually, achieving a 10% increase in total participation (from 416 to 450 annually).

### ✓ ACTIVATE ADVOCACY AGENDA.

By Q1 2025, publish a Board-adopted Policy Agenda that aligns with and connects positions, comments, perspectives, and testimony. Communicate the agenda to policymakers, members, and the community. Track activations quarterly; review and update annually.

### ✓ PUBLISH ECONOMIC GROWTH AGENDA.

By Q3 | 2026: Convene and activate a task force from the Leaders Advisory to collect data and draft an Economic Growth Agenda. By Q2, 2027, publish the agenda, collaborating with private industry associations, academic institutions, and economic development agencies to ensure reliable data and collaborative inputs.

### ✓ ENGAGE AND MOBILIZE MEMBERS.

By Q3, 2025: Develop a database system to track political and association connections of the CLA members. By December 2025, establish a system and secure commitment from the Chamber Leaders Advisory to serve as the mobilization team, connecting with public and elected officials to support the Chamber's policy and economic growth agendas.

### ✓ CATALYZE CIVIC LEADERSHIP ENGAGEMENT.

By Q4 | 2026: establish a system to track Leadership Eugene Springfield (LES) alumni interest and placement in various business, civic, chamber, and non-profit leadership roles.

### ✓ ASSESS NEW YOUTH CIVIC LEADERSHIP PROGRAM.

By Q4 | 2027: Complete an assessment of program models and resource requirements to launch a youth civic leadership program, identifying potential partners, funding sources, and program structure for future implementation.



## PERFORMANCE EXCELLENCE

### VISION OF SUCCESS

The Chamber will enhance member value, build community trust, and ensure long-term continuity



### DELIVER VALUE & IMPACT

Through revenue diversification, fiscal stewardship, and rigorous performance benchmarking

- BOARD IMPACT & EMPOWERMENT

- PROSPECTING PROCESS IMPROVEMENT

- TRANSPARENT PERFORMANCE REPORTING

- FISCAL REVIEW & STEWARDSHIP

### PRACTICE FORESIGHT

Positioning the Chamber for organizational health, continuity, and sustainability

- FACILITIES IMPROVEMENT

- INVEST IN TECHNOLOGY SOLUTIONS

- SUPPORT EMPLOYEE CAREER DEVELOPMENT

- CONTINUITY AND SUCCESSION PLANNING

### FOSTER A CHAMBER LEADERS PIPELINE

Attracting talent & champions for community to serve in Chamber leadership roles.

- PROMOTE THOUGHT LEADERSHIP

- CELEBRATE IMPACT THROUGH RECOGNITIONS

- ASSESS BOARD EMPOWERMENT PROGRAM FOR MEMBERS



## PERFORMANCE EXCELLENCE



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### PRACTICE FORESIGHT

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## STRATEGIC GOALS

- ✓ **BOARD IMPACT & EMPOWERMENT.** By May | 2025, the Board Empowerment Task Force will present recommendations and fundraising goals. By Q2 2025, the Board will approve an Impact Investor strategy to raise at least \$500,000 over three years, with ongoing quarterly and annual reviews to track progress.
- ✓ **PROSPECTING PROCESS IMPROVEMENT.** By Q2 | 2025, Provide a Comprehensive Prospecting, Communications, and Marketing toolkit created in support of the Impact Investor campaign strategy.
- ✓ **TRANSPARENT PERFORMANCE REPORTING.** Develop two KPI dashboard versions by 2025: an internal version for staff and board by Q2 and a public-facing version by Q4, providing clear and accessible performance insights. By Q1 | 2027 publish a comprehensive annual report to support Impact Investors and Foundation funding campaigns.
- ✓ **FISCAL REVIEW & STEWARDSHIP.** By Q3 | 2025, conduct a comprehensive banking services review, issue an RFP, and review proposals. By Q1 2026, establish new banking relationships that deliver higher value and efficiencies.
- ✓ **FACILITIES IMPROVEMENT.** By May | 2025, the Board will review and authorize long-term lease options. By Q2 | 2025, a lease will be signed with favorable conditions, and budget assumptions will be updated for FY2025. By Q4 | 2025, long-term projections and facility maintenance line items will be incorporated into the FY2026 budget.
- ✓ **INVEST IN TECHNOLOGY SOLUTIONS.** By Q3 | 2025 and ongoing (annually), budget for and adopt technology solutions—including A.I.—with annual reviews for improvements. Achieve up to 0.50 FTE equivalent cost efficiencies as measured by maintaining current service level staffing (8.0FTE) through 2026; and also by a membership experience score equivalent to or greater than the five-year average.
- ✓ **SUPPORT EMPLOYEE CAREER DEVELOPMENT.** Annually, staff will complete a minimum of 20 hours of self-driven professional development; and at least one workshop or conference each; to enhance skills in technology, software, chamber trends, and leadership, with budget allocated to support these activities. Budgeted annually at \$10,000 or more.
- ✓ **CONTINUITY AND SUCCESSION PLANNING.** By Q2 | 2026, convene a Task Force to develop a Business Continuity Plan (BCP) outlining succession, continuity, and risk mitigation measures for key leadership transitions (Phase One) and Emergency Management (Phase Two). By Q4 2026, the Board of Directors will adopt the plan, with reviews and amendments every two years or as needed.
- ✓ **PROMOTE THOUGHT LEADERSHIP.** By Q4 | 2025, implement Board Empowerment Plan 2.0 to include thought leadership education and development for current Chamber board leaders. Achieve 100% board member participation annually in at least one “empowerment activity”, including Chamber industry training, education, webinars, readings, or committee/task force participation.
- ✓ **CELEBRATE IMPACT THROUGH RECOGNITIONS.** By Q3 | 2025 Launch communications plan to celebrate Chamber leadership, connecting individual impact through storytelling, interviews, spotlights. 12 recognitions will be announced or published publicly per year.
- ✓ **ASSESS BOARD EMPOWERMENT PROGRAM FOR MEMBERS.** By Q4 | 2026: complete an assessment to extend the “Board Empowerment 2.0” program beyond Chamber board to members; evaluating participation and interest levels, costs, and staff/volunteer capacity. Consider implementation by Q1 2027.