



DOWNERS GROVE AREA
Chamber of Commerce & Industry

Where Business Happens

VISION

To be recognized as the premier Chamber of Commerce & Industry
in the State of Illinois.

MISSION

The Downers Grove Area Chamber of Commerce & Industry
serves its community as the premier business resource for its membership
by providing and protecting economic opportunity
essential to operating and growing a successful enterprise.

**There are four primary positioning statements or functions performed by the
Downers Grove Area Chamber of Commerce & Industry:**

1. **Promote business:** The Chamber serves as a primary destination marketing organization and promotes its membership in the community, state, nation and global marketplace. The Chamber also provides numerous opportunities for local businesses to promote themselves to visitors, residents and other businesses. The Chamber will serve as a regional community portal and primary driver of connections among business, community, not-for-profits and government.
2. **Protect business:** The Chamber is a results oriented organization, proactively assessing Members' needs, collaborating and resolving issues impacting Member businesses. The Chamber seeks to influence legislation and regulation by local, state and federal governments in a proactive manner, supporting legislation that benefits businesses and when necessary, opposing legislation that unnecessarily inhibits businesses. The Chamber will educate Members and elected officials on key policy issues affecting business.
3. **Enhance business:** The Chamber offers a multitude of professional development through programs and services using diverse and innovative methods that assist businesses and/or individuals. It will service its Members' needs in uncovering, explaining and leveraging the expanding global business opportunities and linkages in our region; developing quality partnerships, attracting non-members and dispersing pertinent information and knowledge to Members, consistently communicating the return on Chamber investment.
4. **Business excellence:** The Chamber will employ stringent business practices designed to produce positive year-end balances, reviewed annually by a business certified public accountant and in accordance with the standards set by the U.S. Chamber of Commerce 5-Star Accreditation model. The Board of Directors' structure and policies reflect the diversity of membership and continuity of leadership. On an ongoing basis, the Chamber will explore evolving, innovative and creative ways of doing business.

Following is an outline of Strategic Priorities with Program of Work for our Members' growth. This is a living document and will be updated on an annual basis.

Ratified by Executive Board of Directors on Monday, February 15, 2010

Promote business: The Chamber serves as a primary marketing organization and promotes its membership in the community, state, nation and global marketplace. The Chamber also provides numerous opportunities for local businesses to promote themselves to visitors, residents and other businesses. The Chamber will serve as a regional community portal and primary driver of connections among business, community, not-for-profits and government.

Objective:

- To connect with and provide marketing venues that increase Members' bottom line and broadens their customer base; FY2009 and forthcoming years as measured by marketing revenue spent with the Chamber of Commerce, website visits and Member referrals, using prior fiscal year end statistics as a benchmark.

Measurable:	08/09	09/10 Goal	% of Change
Marketing revenue	\$27,677	\$48,445	42%
Website Visits	141,761	148,849	5%
Website Referrals	6,367,428	6,685,799	5%

Action Items:

- A) On an ongoing basis, create partnerships with other businesses and like organizations, expanding the network and resources available to our Members;
- B) Further the marketing plan that communicates the return on investment of Chamber membership, encourage economic opportunity for Chamber Members ensuring the Chamber achieves its vision, mission and strategic priority; develop and implement and initiated in FY2009; to include but not limited to:
 1. BUY CHAMBER – a Chamber discount program for B to C and B to B. BUY CHAMBER cards will be distributed, holders will be encouraged to check downersgrove.org to check business discounts. When a consumer presents the BUY CHAMBER card, the posted discount will be granted.
 2. Promotion of Members' Only discount and affinity programs as a benefit of Membership;
 3. Continue to include testimonials in newsletters, e-weeklys, etc.;
 4. Increase consumer activity of downersgrove.org while increasing Members' internet visibility with a pilot program called, Ask the Expert.
 5. Increase brand awareness and credibility of Membership.
 6. Increase revenue streams for both the Chamber and our Members.
- C) Enhance opportunities for the Not-for-Profit sector including the creation of a 'volunteers needed' and 'I want to volunteer' page on website, continue Commerce-in-Kind program and gifting venues by FY2010;
- D) Develop unique sponsorship opportunities for Members who want to promote their business while furthering the Chamber's marketing and technology plans by FY2010.

Protect business: The Chamber is a results oriented organization, proactively assessing Members' needs, collaborating and resolving issues impacting Member businesses. The Chamber seeks to influence legislation and regulation by local, state and federal governments in a proactive manner, supporting legislation that benefits businesses and when necessary, opposing legislation that unnecessarily inhibits businesses. The Chamber will educate Members and elected officials on key policy issues affecting business.

Objectives:

- Increase awareness, education and engagement of legislative activities; measured by various participation and website activity, using prior fiscal year statistics as a baseline;
- Provide educational leadership opportunities such as regional hearings, forums addressing current issues and interaction with legislators, etc., measured by participation, using FY2008/2009 as a benchmark.

Measurable:	08/09	09/10 Goal	% of Change
Educational Leadership Opportunities	4	5	20%
Legislative Participation			
Springfield attendance	20	20	no change
Website Visits	26/month	27.3/month	5%

Action Items

- A) Update and send the Chamber's annual legislative platform to every newly elected official applicable to Downers Grove, serving the local, regional, state and federal levels of government; as the Assembly commences;
- B) Promote the Legislative website page as a resource and information on pending legislation; FY 2010;
- C) Notify Members when applicable legislation directly affects their business and when or if the Chamber will address the issue; FY 2010;
- D) Offer Voter Registration services to the community; FY2010;
- E) Host candidate forums; as applicable;
- F) Present relevant speakers at three annual business advocacy events; implement FY2010 based on speakers' and events calendar;
- G) Communicate the voice of business message and action items as designated by the Board of Directors, through advocacy newsletters, press releases, letters to elected officials, etc.; FY2010 and forthcoming years;
- H) Continue the Springfield Business Advocacy Day; FY2010 and forthcoming years;
- I) Publish and post a relevant vote tracker of all applicable elected officials; FY2010;
- J) Create a technology based grassroots network and database; FY 2010;
- K) Create a Political Action Committee; FY 2015.

Enhance Business: The Chamber offers a multitude of professional development and networking through programs and services using diverse and innovative methods that assist businesses and individuals. It will service its Members' needs in uncovering, explaining and leveraging the expanding global business opportunities and linkages in our region; developing quality partnerships, attracting non-members and dispersing pertinent information and knowledge to Members, consistently communicating the return on Chamber investment.

Objectives:

- To create a viable and lasting economic impact on the Downers Grove region by helping Member businesses build sustainable and profitable enterprises measured annually by attraction and retention data, using prior fiscal year statistics as a benchmark.
- Enhance the programming and events calendar, ensuring the overall professional development needs and requests of the Membership are considered, consistent with the strategic plan and mission of the Chamber; measured annually by engagement and attendance data, using prior fiscal year statistics as a benchmark.

Measurable:	08/09	09/10	% of Change
Attraction	126	128	1.5%*
Retention	75%	75%	no change*
Attendance	5541	5818	5%

*In accordance with the budget.

Action Items:

- A) Continue to develop strategic partners [DG EDC (Ogden Avenue Alliance and Ellsworth Park Alliance), Downtown Mgt, (methods to engage downtown businesses) School Districts (Education Connection), etc.] in the community of the Downers Grove area; implement immediately;
- B) Continue offering a variety of professional development events, ensuring alignment with the mission, strategic priorities and feedback from Members; implement immediately;
- C) Continue to provide a unified voice for the unique corridors of the Membership (i.e., Ellsworth Park, Ogden Ave. Alliance) addressing workforce development issues, local ordinances, state programs, etc. as applicable and aligned with the strategic plan and mission of the Chamber;
- D) Continue developing Referral Groups as deemed necessary to meet the needs and demands of the Membership;
- E) Implement a program connecting the future workforce with employers, developing leadership, knowledge and skills of imminent Chamber Members; FY2010.
- F) The Programming & Events Board TEAM, along with staff, will explore and evaluate
 - 1. Business Owners Roundtable
 - 2. Chamber exclusive E-Referral Group; FY2010;
 - 3. Community leadership development program; FY2010;
 - 4. Virtual programming; FY2011.
- G) The Programming & Events Board TEAM will review the Committee/Network and Groups' purpose statements, goals, objectives, plan of work and FY calendars to ensure alignment with the mission and to avoid duplication; FY2010 and future years.
- H) Expansion and Retention TEAM will increase prospecting lists.

Business excellence: The Chamber will employ stringent business practices designed to produce positive year-end balances, reviewed annually by a business certified public accountant and in accordance with the standards set by the U.S. Chamber of Commerce 5-Star Accreditation model. The Board of Directors' structure and policies reflect the diversity of membership and continuity of leadership. On an ongoing basis, the Chamber will explore evolving, innovative and creative ways of doing business.

Objectives:

- Reduce long term debt to zero by 2013.
- Maintain the non-dues vs. dues revenue ratio, striving for a number closer to the 50/50 ratio.
- Maintain membership numbers in FY 09/10, positioning to increase in size in forthcoming years by providing enhanced value while addressing the unique needs of business;
- Achieve a US Chamber 5 Star Accreditation in 2016.

Measurable:	<u>08/09</u>	<u>09/10</u>	<u>% of Change</u>
Non-Dues vs. Dues Revenue Ratio	43%	43%	no change
Membership	678	678	no change
Membership Revenue	\$247,810	248,055	less than 1%

Action Items:

- A) The Financial Opportunities TEAM will review the financial well-being of the Chamber and participate in the annual budgeting process;
- B) The Chamber will build reserves to equal of 3 months of expenses by 2013.
- C) The Financial Opportunities TEAM will continue to meet on a regular basis to review financial status and explore new and innovative financial opportunities to create a culture that will embrace evolving, innovative and creative ways of doing business; exploring opportunities, making recommendations.
- D) The Executive Board will conduct an annual examination of bylaws and policies;
- E) A Chamber policy/procedures/practices manual and Guiding Principles and Beliefs will be produced in FY2010 and reviewed and ratified by the Board of Directors on a bi-annual basis;
- F) Increase Board of Directors engagement:
 1. The Executive Board of Directors will review, and if needed, modify the “expectations” of Directors; FY2010;
 2. Offer assistance for Board visits to Member businesses to receive a first hand membership report – reviewed at Board meetings;
 3. The Board will be engaged through the ongoing work of the four strategic areas of this Plan through the Board TEAMS. Each TEAM may engage members at large, ensuring leadership succession in future years.

The entire Board of Directors will work with all the TEAMS and staff to ensure continued alignment with the accreditation process; FY2010 and forthcoming years.

Downers Grove Area Chamber of Commerce & Industry
Board of Directors TEAM Work Plans and Status

Expansion & Retention

Board Members: Greg Bedalov (liaison), Jaime Lee Silver, Mary Lynn Fayoumi, Mattine Gallentine, Rick Mytnik, Keith Hoffman, Steve Wilkey and John Page
Member at Large: Lisa Rasin
Staff: Jane Abe
Primary Role: -Increase Chamber membership and retention ratio.
Action Items: -Prospect car dealers and Members of area business organizations
-Monitor feedback from Ambassador and Board calls

Programs & Events

Board Members: Melna Langham (liaison), Tommie Van, Dylan Moller, Dawn Tuskey, Mattine Gallentine, Rick Mytnik
Staff: Lauren Tarasewicz
Primary Role: -Assist Members in building sustainable and profitable enterprises.
-Ensure the overall professional development needs and requests of the Members are considered and consistent with the Strategic Plan and the mission of the Chamber.
Action Items: -Implement a program connecting the future workforce with employers.
-Review and provide feedback on proposed programming
-Review Committee/Network purpose, goals, objectives and plan of work.

Legislative

Board Members: Jim Russ (liaison), Tom Kallay, Valerie Bruggeman, Diana Conley, John Page, Bill Nienburg, Tammi Korrum
Members at Large: Steve Hrbek (LINC Chair), Tammi Savini
Staff: Laura Crawford
Primary Role: -Influence legislation and regulation by local, state and federal Governments.
-Increase awareness, education and engagement of legislative activities
-Provide regional partnerships and leadership opportunities
Action Items: -Communicate proposed business issues to members and elected officials in a pro-active manner.
-Provide educational forums that increase legislative awareness
- Host Springfield Day, Hearings, etc. as opportunities are presented

Financial Opportunities

Board Members: Joe Malas (liaison) Dean Malone, Michael Busse, Marc Hausmann, John Page, Arlene Kowalczyk, Jim Russ, Jr.
Staff: Laura Crawford, Melanie Burjek
Primary Role: -Provide advice and positions relevant to major financial decisions of the Chamber.
-Explore, research and advise on revenue expansion plans (geographic and non-Chamber member growth, sub-leasing options, Entrepreneurial Center concept, etc.)
Action Items: -Review financials; consider pros and cons to proposals for non-budgeted revenue.