



COLUMBIA
CHAMBER
OF COMMERCE

STRATEGIC PLAN

(APPROVED BY COLUMBIA CHAMBER OF COMMERCE BOARD OF DIRECTORS APRIL 20, 2007 AND REVISED SEPTEMBER 9, 2009)

VISION STATEMENT: Through persistent commitment to our mission, we see a future characterized by unprecedented achievements in both public policy and economic vitality. We are dedicated to nurturing and providing leadership to ensure community aspirations become realities.

MISSION STATEMENT: The mission of the Columbia Chamber of Commerce is to lead our community, drive commerce in our region, and advance community and regional collaborations, thereby enhancing the quality of where we live, learn, work, and play.

STRATEGIC ISSUES, GOALS, AND OBJECTIVES

STRATEGIC ISSUE #1: Increase employment opportunities in Columbia.

- **GOAL-Support recruitment and retention efforts to recruit and maintain a desirable base of high-tech, high paying jobs for the community and the region.**
 - **Objective #1-Coordinate with REDI and others to retain/expand high-tech, high-paying jobs in Columbia and the region.**
 - **Objective #2-Coordinate with other economic development related organizations to foster entrepreneurship, business development and a skilled workforce.**
 - **Objective #3-Identify and capitalize on the opportunities to increase environmentally friendly and sustainable jobs.**
 - **Objective #4-Explore the options for enhanced technical training in Columbia.**
- **GOAL-Coordinate efforts with the University of Missouri to foster technical transfer and research opportunities.**
 - **Objective #1-Assist in the marketing efforts of Discovery Ridge.**
 - **Objective #2-Continue to support Centennial Investors and research other venture opportunities.**

STRATEGIC ISSUE #2: Improve the economic development opportunities for the Columbia area.

- **GOAL-Identify areas of need that might hinder our ability to grow the economy.**
 - **Objective #1-Improve air service and terminal at the Columbia Regional Airport.**
 - **Objective #2-Support the efforts of the Columbia Area Jobs Foundation to secure shovel ready sites for future development.**
 - **Objective #3-Encourage a culture of teamwork between business and government.**

STRATEGIC ISSUE #3: Become more externally focused to increase Chamber impact.

- **GOAL-The Chamber will further nurture an external focus in order to help the community and the region envision and achieve a higher level of economic vitality.**
 - **Objective #1-Continue to encourage and support regional collaborations to better address issues that impact more than just the local community.**
 - **Objective #2-Support and encourage an Emerging Needs committee.**

- **Objective #3-Continue our efforts to engage in the legislative process.**
- **Objective #4-Continue to meet with elected officials at the city, county, state and federal level.**

STRATEGIC ISSUE #4: Affect culture and attitudes.

- **GOAL-The Chamber will seek to increase the understanding that business is a driving force behind the quality of life for all citizens.**
 - **Objective #1-Identify, influence and engage talent within the Chamber in order to become champions of economic vitality.**
 - **Objective #2-Establish consistent messages and a targeted campaign to promote and enforce the concept that commerce is vital for the economic health of the community.**
 - **Objective #3-Use strategic plan to drive cultural and attitudinal change.**

STRATEGIC ISSUE #5: Identify and nurture future leaders.

- **GOAL-Develop leaders to guide our community to achieve economic vitality.**
 - **Objective #1-Identify and engage future leaders of our community.**
 - **Objective #2-Provide training for emerging leaders.**
 - **Objective #3-Encourage members of the Chamber to serve on various boards and commissions and to consider some form of public service.**