



## **ESTERO CHAMBER OF COMMERCE STRATEGIC PLAN 2017 - 2022**

### **Our Vision:**

Advocate, Communicate, Educate, Support

### **Our Mission:**

The Estero Chamber of Commerce promotes economic growth and business development in the Greater Estero area.

### **Our Values:**

- **Building Relationships**
  1. Adaptability
  2. Collaboration
  3. Cultural Diversity
- **Results Oriented**
  1. Advocate for continuous improvement
  2. Attack goals with vigorous pursuit
  3. Efficiency Innovation
  4. Member driven
  5. Productivity
  6. Well-defined goals
- **High Ethical Standards**
  1. Accountability/Fiscal Responsibility
  2. Do things right / Do the right things
  3. Integrity
  4. Respect
- **Knowledge of Chamber Business**
  1. Entrepreneurial

2. Relevant subject matter
3. Experts
4. Technology driven

## **Our Goals & Objectives**

### **1. Economic Development**

*Become a center of information to our existing businesses and assist new businesses with relocation and business opportunity information.*

### **2. Community Development**

*Strengthen community involvement and decision-making that supports growth and improves quality of life for all residents of the Lee County/Estero.*

### **3. Talent Development and Retention**

*Participate and/or provide programs to 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 enhance quality of life for the Village and County.*

### **4. Membership Growth**

*Attract new members and increase existing members' involvement in the Chamber by providing programs, services and benefits that are valued by members.*

### **5. Financial Sustainability**

*Ensure the future sustainability of the chamber as a result of conservative, realistic yet optimistic budgeting; addressing an effective return on member's investment; analyzing historical data and aggressively capturing new income streams for the chamber's programs.*

# Estero Chamber of Commerce

## Executive Summary

The Estero Chamber of Commerce began their Strategic Planning process with a board retreat on January 12, 2017 and concluded with a final meeting on February 22, 2017. The board generated ideas for the creation of the Chamber values, mission and vision.

The Chamber board of directors developed a strategic plan that includes values, mission, vision and overall goals. The Chamber board is responsible for planning and annual goals and the chairman of the board oversees operational planning. Decisions by the board of directors regarding the strategic plan were made using consensual processes.

The outcome of the Strategic Plan was the development of a visionary plan to provide future direction and visionary goals for the next five years.

## The Process

### A. Organizational Leadership

Lyne Graczyk, Chamber board president, provided overall direction and leadership in the strategic planning effort. The chamber board of directors utilized the marketing, budget event and ambassador committees to gather information necessary for this strategic plan. Along with this information, the Board of Directors also utilized the results of a membership survey and SWOT analysis submitted late 2016 for membership input.

### B. Values, Vision and Mission

At the Chamber retreats in January and February, 2017, board members generated ideas for the vision, mission and values. The board focused on membership and community focus to re-define the Estero Chamber vision and mission statements and define values of the plan. The final statements were as follows:

#### Guiding Values:

- **Building Relationships;** Adaptability, Collaboration, Cultural Diversity
- **Results Oriented;** Advocate for continuous improvement, Attack goals with vigorous pursuit, Efficiency Innovation, Member driven, Productivity, Well-defined goals
- **High Ethical Standards;** Accountability/Fiscal Responsibility, Do things right / Do the right things, Integrity, Respect
- **Knowledge of Chamber Business;** Entrepreneurial, Relevant subject matter, Experts and Technology driven

#### Vision:

Advocate, Communicate, Educate, Support

**Mission:**

The Estero Chamber of Commerce promotes economic growth and business development in the Greater Estero area.

C. Situational Analysis

The purpose of this analysis was to examine the strengths, weaknesses, threats and opportunities that could impact the future of the organization. The analysis information assisted in the creation of the goals and objectives of the Estero Chamber of Commerce.

Documents reviewed:

- a. 2010 Village of Estero Demographics
- b. Chamber financials for previous years
- c. Member survey results and SWOT analysis
- d. chamber member breakdown by business size
- e. website use, social media and constant contact utilization

D. Goals and Objectives

1. The board of directors identified five themes for goal development.
2. Goals and Objectives were created to guide the Chamber board in future planning as follows:
  - We will be a center of information for our existing businesses and assist new businesses with relocation and business opportunity information.
  - We will strengthen community involvement and decision-making that supports growth and improves quality of life for all residents and business owners in Lee County/Estero.
  - We will participate and/or provide programs to 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 enhance quality of life for the Village of Estero and Lee County.
  - We will attract new members and increase existing members' involvement in the Chamber by providing programs, services and benefits that are valued by members.
  - We will ensure the future sustainability of the chamber as a result of conservative, realistic yet optimistic budgeting; addressing an effective return on member's investment; analyzing historical data and aggressively capturing new income streams for the chamber's programs.

#### E. Guidelines for Implementation and Monitoring

To ensure that the plan moves forward through implementation and monitoring, the board of directors recommends the following:

- Introduce and explain the strategic plan to the membership
  - a. Digitally/electronically
  - b. Have hard copies available at the chamber office
  - c. Publish the plan on the website
- Develop Action plans for each goal for implementation and follow thru
  - a. Annual goals with timelines
  - b. Annual reviews
  - c. Publication of the plan
- Strategic plan will be revisited quarterly with the Board of Directors
  - a. Status of the plan
  - b. activities evaluated against the goals
  - c. benchmarks set to evaluate success

#### Summary

The board of directors successfully completed the Strategic Plan on February 22, 2017. Two meetings were held over 2 months. The Strategic Plan creates direction and will serve to guide the Estero Chamber of Commerce in future plans and activities for 2017-2022. The Chamber Board is responsible for moving the plan forward and the implementation and monitoring of the Plan in the future.