

# Powering Progress

*For You. Through You. With You.*



A MESSAGE TO OUR MEMBER-INVESTORS AND COMMUNITY PARTNERS

Alan Lakein, a well-known author and management expert, said, “Planning is bringing the future into the present so that you can do something about it now.” Strategic planning is hard work. Fortunately, the Chamber has the benefit of an exceptional pool of talent and knowledge from our own member-investors and staff who have contributed to the collective vision and ideas reflected in this five-year Chamber Strategic Plan. This thorough process ensures that the Chamber has the right priorities and tools for what we anticipate will be a dynamic period of growth and change. We want to thank all who committed their time and frank input to this important process, especially the Strategic Visioning Committee Chairman, Michael Christopher.

The underlying purpose of this strategic plan is to enhance the Chamber’s relevance and value for member-investors, the community, our economy and for you. The close collaboration between the Chamber, its member-investors and city leaders, has created a powerful environment for businesses of every size and industry – from start-ups to global corporations. Additionally, this strategic plan acknowledges that healthy growth and prosperity is essential for the wellbeing of the whole community – its businesses, institutions, workers, residents and visitors.

Every day, this Chamber tackles an infinite array of challenges with finite resources. We advocate for public policies for businesses and the community, provide valued programming to employers, market Irving-Las Colinas across the globe and shape the kind of place we want to live and work. We need a strategic plan that’s flexible, but we also need a road map to keep us on course as we provide services, programs and share the Irving-Las Colinas story as a diverse, business-friendly city with exceptional attributes.

**Powering Progress 2018-2023** establishes four strategic directions that were identified time and time again during the planning process: *People, Place, Position* and *Impact*. The Chamber will integrate these priorities into our long-standing operating principles: leadership excellence, collaborative partnerships, professional integrity and, of course, quality, which is built on continuous improvement.

We invite you to review the plan and find your place in this vibrant organization. Please join us and support the five-star Greater Irving-Las Colinas Chamber of Commerce.



**Lars Rosene**  
2018-2019 Chairman of the Board



**Beth A. Bowman**  
President & CEO

A NOTE OF THANKS TO THE STRATEGIC VISIONING COMMITTEE

This plan would not be possible without the input, leadership and support from the Chamber’s Strategic Visioning Committee. We sincerely appreciate your work to develop **Powering Progress 2018-2023** and look forward to your continued work over the coming years to fulfill this vision for Irving-Las Colinas.

A special thanks to:

- **Lori Bunger**  
HOLT CAT  
(Immediate Past Chairwoman of the Board)
  - **Michael Christopher**  
Elemental Methods  
(Past Board Vice-Chairman)
  - **Roxanne Clary**  
roxxMarketing Strategies
  - **Maura Gast**  
Irving Convention and Visitors Bureau
- **Robert Martinez**  
Broude Smith Jennings & McGlinchey, PC
  - **John Nicks**  
Envoy Air, Inc.
  - **Amanda O’Neal-Brummitt**  
The Brummitt Group
  - **Tadd Owens**  
Pioneer Natural Resources
  - **David Pfaff**  
Plastronics Socket Co. Inc.
- **Rodney Phelps**  
Citi
  - **Sam Reed**  
AlphaGraphics of Irving
  - **Dr. Christa Slejko**  
North Lake College
  - **Tabitha Turner**  
MMC Group
  - **Michael Veitenheimer**  
The Michaels Companies, Inc.  
(Board Vice-Chairman)

OUR MISSION

- Create a favorable business environment for our current and future investors resulting in sustainable economic growth.
- Advance economic growth through collaborative partnerships with organizations at the city, state, national and international level.
- Promote Irving-Las Colinas through attracting new businesses and providing enhanced visibility for our current member-investors.

OUR FIVE-STAR PROMISE

The Greater Irving-Las Colinas Chamber of Commerce is committed to creating a culture around these promises:

1. Leadership Excellence

- Build and maintain a positive business environment
- Practice servant leadership
- Accept accountability
- Embrace diversity

2. Collaborative Partnerships

- Create community and regional partnerships
- Be a trusted partner with the City of Irving, Irving Convention and Visitors Bureau, and Las Colinas Association
- Achieve goal alignment with our partners

3. Professional Integrity

- Good fiscal stewards
- Ethical decision making
- Transparency in all matters
- Sustained professional development

4. Culture of Inclusion

- Embrace the uniqueness of beliefs, backgrounds, talents, capabilities and ways of life
- Foster intentional community building
- Cultivate cultural competence
- Respect one another

5. Superior Quality

- Maintain five-star accreditation
- Utilize best practices
- Proactive communications
- Pursuit of increasing investor value
- Adaptability to an ever-changing marketplace

ANTICIPATED IMPACT

- Community/economy decisions influenced by business leaders working collaboratively.
- Skilled, confident, empowered team with capacity to handle increasing demands.
- Effortless ability of every member-investor to define the purpose and value of the Chamber.
- Sound policy reflecting pro-business climate, including state funding for Irving’s priorities and projects.
- International respect for its business climate and effective economic development.
- Broader coalitions and additional parties welcomed in the Irving Economic Development Partnership.
- Mutual respect and collaboration between those who represent business and state/local government leaders.
- Through inclusion and broader participation, the Chamber and the City can continue to make pro-business decisions that positively affect the community and the region.



# People

## STRATEGIC DIRECTION

Advance the entire community by recognizing and acting on our reality – the people who live, work and raise families in Irving-Las Colinas and throughout our region are our top asset.

### OBJECTIVE A

Create a continuous pipeline of talent.

#### KEY RESULTS

- Increase graduation rates of Leadership Irving-Las Colinas by 5% each year.
- Achieve 10,000 social media impressions that highlight Irving-Las Colinas’ top talent.
- Work with education partners towards school-to-career-readiness to fill high demand and trade job openings (e.g. biotech, healthcare, skilled manufacturing).
- 70% of high school seniors enroll in college or certification programs or have earned college credits.

#### STRATEGIES

- Support workforce development initiatives.
- Develop future leaders.

### OBJECTIVE B

Be the conduit to connectivity.

#### KEY RESULTS

- Increase total attendance of Chamber programs, committees and task forces by 5% each year.
- Net Promoter Score (NPS) is higher than the chamber industry average.

#### STRATEGY

Deliver Best-in-Class programs and products.

### OBJECTIVE C

Champion Diversity, Equity and Inclusion (DEI).

#### KEY RESULTS

- Chamber is represented on the North Texas Commission’s DEI Task Force.
- Partner to improve Irving’s Human Rights Municipal Equality Index Score.
- Chamber Board and staff is representative of the Irving-Las Colinas community in which we serve.
- Track the number of Chamber-sponsored DEI initiatives.

#### STRATEGY

Conduct intentional programming that fosters inclusion.

# Place

## STRATEGIC DIRECTION

Play a dominant role in the promotion of the best business address in the world – to current and prospective employers, while helping to build the “product”.

### OBJECTIVE A

Maintain and grow the Irving-Las Colinas economic base.

#### KEY RESULTS

- 4,400 new jobs per year.\*
- 90% retention of companies from key industries, tax producers and largest employers.
- 2,000 unique contacts per year.
- Maintain at least a 70% commercial tax base.
- Businesses with less than 20 employees make up more than 50% of the membership base.
- Maintain partnerships with organizations that support and provide resources to small businesses and entrepreneurs.

#### STRATEGIES

- Encourage an entrepreneurial ecosystem.
- Recruit, retain and expand business.
- Collaborate and support infrastructure and transportation plans.

### OBJECTIVE B

Compete on a world stage.

#### KEY RESULTS

- Maintain the Chamber’s six Sister City partnerships and grow the number of Memorandum of Understanding (MOU) by 3% each year.
- Lead one international trade mission to a target market each year.
- Increase Foreign Direct Investment (revenue) by 2%.

#### STRATEGIES

- Lead, represent and market Irving-Las Colinas through global and domestic trade missions.
- Grow Foreign Direct Investment in Irving-Las Colinas.
- Continue and expand international relationships.

\* ED-contracted Key Performance Indicators (KPI)

# Position

FIVE-YEAR STRATEGIC PLAN | 2018 - 2023

## STRATEGIC DIRECTION

The Chamber has worked to position Irving-Las Colinas as a magnet for economic development with clearer identity & even more compelling stories from current customers are keys to future success.

### OBJECTIVE A

Be the advocate and a trusted advisor.

### KEY RESULTS

- Produce a Legislative Scorecard with a 70% success rate on Chamber initiatives.
- Maintain financial support of the Committee to Inform Voters on Business Issues (CIVBI).
- Track the number of partnerships with local, regional, state and national organizations for regulatory impact.

### STRATEGY

Advocate for economic diversification, workforce sustainability and community inclusion.

### OBJECTIVE B

Amplify the Irving-Las Colinas story.

### KEY RESULTS

- Increase the number of impressions on Chamber social media channels and website.
- 20 published articles annually (earned media, opt-eds, blog posts).
- Hold at least one media familiarization tour per year that results in two published articles.

### STRATEGY

Spotlight our successes.

### OBJECTIVE C

Focus globally through regionalism.

### KEY RESULTS

- Participate in a minimum of two regional or state trade missions.
- Launch the Global Ambassador program and recruit a minimum of five global ambassadors per year.

### STRATEGIES

- Engage in synergistic collaboration.
- Continue to develop our Global Ambassador initiative.

# Impact

FIVE-YEAR STRATEGIC PLAN | 2018 - 2023

## STRATEGIC DIRECTION

Chamber impact is derived from volunteer leadership, partners, investors and a talented professional staff committed to lasting community progress and organization success.

### OBJECTIVE A

Cultivate Five-Star leaders.

### KEY RESULTS

- 100% of Chamber employees have a professional development plan.
- Create a formal recognition program for employees.
- Create Board Engagement Scorecard (meeting and signature program attendance & investment) with 80% of Directors engaged.
- Achieve 90% Internal Customer Satisfaction score each year.

### STRATEGIES

- Attract and retain top talent.
- Engage regional influencers.

### OBJECTIVE B

Maintain operational health and excellence.

### KEY RESULTS

- Maintain Five-Star Accreditation from the U.S. Chamber of Commerce.
- Obtain a 60% private / 40% public funding ratio.
- Receive Chamber of the Year award from Association of Chamber of Commerce Executives (ACCE).
- Maintain six months of operating revenue in reserves.

### STRATEGIES

- Fund the Chamber's future.
- Maximize operational effectiveness.



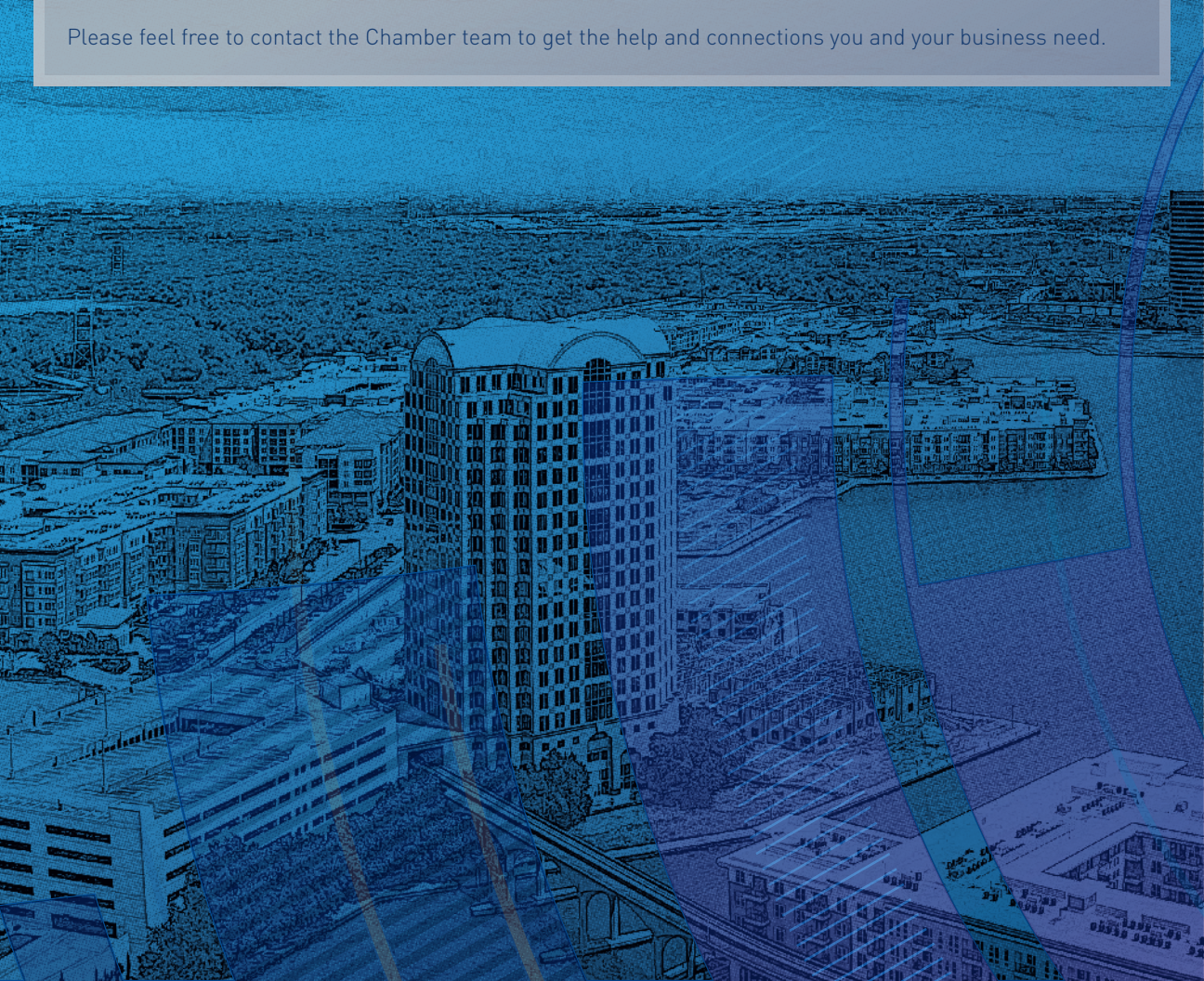
**FOR YOU, THROUGH YOU AND WITH YOU**

Chambers of Commerce are nearly unique, in that its member-investors fulfill specific roles. Our Chamber member-investors are owners of the enterprise and its output, and responsible for its relevancy to our community. To realize the aspirational goals in this plan, we will need your engagement at every level.

You may be asked to provide testimony or grassroots support on public policy priorities, referrals for membership investment, committee leadership, knowledge and management lessons for building entrepreneurs, involvement in networks, or investments in capacity. There may also be requests to help create more vibrant buyer-supplier networks, especially involving minority businesses.

We hope you will consider every 'ask' to be an opportunity to build lasting prosperity for Irving-Las Colinas, for advancement of the Chamber's impact, and to create a five-star experience for you, as a business leader, and your employees.




Please feel free to contact the Chamber team to get the help and connections you and your business need.



**IRVING - LAS COLINAS CHAMBER OF COMMERCE**

The Towers at Williams Square –  
Chamber Tower  
5201 N. O'Connor Boulevard  
Suite 100  
Irving, Texas 75039

tel (214) 217 - 8484  
fax (214) 389 - 2313  
info@irvingchamber.com  
irvingchamber.com

 /irvingchamber  
 @irvingchamber  
 /company/greater-irving-las-colinas-chamber-of-commerce



**IRVING - LAS COLINAS**  
CHAMBER OF COMMERCE

Approved by the Greater Irving-Las Colinas Chamber of Commerce Board of Directors  
January 2019