



## **GMC Strategic Plan – 2022 to 2025**

*Presented to the Board of Directors – October 26<sup>th</sup>, 2021*

### ***Our Mission***

*We are the voice of business, shaping economic success to enhance the quality of life in Greater Manchester.*

### ***Our Vision***

*Greater Manchester is a vibrant and prosperous destination for business and people.*

### ***Our Values***

*Leadership, Engagement, Inclusiveness, Collaboration, Excellence*

### **Overview**

The GMC is currently healthy, stable, and has made significant progress on a number of key initiatives and strategic goals over the past several years. The priorities and challenges facing our state, region, and communities, however, continues to evolve and change. The relevancy and impact of the GMC relies on continually aligning the organization's focus and efforts on areas of importance to our members and the business community that will advance our mission. The impact of the COVID-19 pandemic underscores the need to regularly reevaluate the organization's priorities and goals as several new opportunities, challenges, and business trends have emerged due to the pandemic.

This strategic plan presents four updated areas of focus through which the GMC will organize its efforts, activities, committees, and programming. Each goal will be served by corresponding strategies, initiatives, programs, and/or tactics. The time horizon for this strategic plan is three to five years, however, the plan is not static. The GMC Board of Directors, through its strategic planning committee, will propose updates to the plan annually based on progress, new opportunities, or changing conditions that warrant a shift in approach.

### **Area of Focus: Economic Development**

*Goal: Support, facilitate, and enhance economic vitality in order to attract new businesses and promote growth for existing businesses in the Greater Manchester region.*

#### **Strategies & Actions:**

- Lead effort to ensure Manchester's new economic development department is sustainable, effective, and collaborative with the business community.
- Further develop the GMC's air service development consortium (ASSET) in collaboration with regional partners to incentivize efforts to attract new flights and airlines to Manchester Boston Regional Airport.
- Reenergize regional cooperation among communities from across Southern New Hampshire through the development of the NH Commerce Corridor Chamber Coalition.
- Strengthen and maintain the GMC's advocacy tools to ensure the business community has an effective voice at City Hall and the State House.

## **Area of Focus: Workforce Development**

*Goal: Attract and develop a dynamic workforce that can sustain economic growth and prosperity for the Greater Manchester region.*

### **Strategies & Actions:**

- Identify partnership opportunities, incentive programs, and policy changes the GMC can advocate for to address housing affordability and accessibility.
- Develop the Manchester Young Professionals as platform and tool to strengthen the region's workforce through networking, mentorship, marketing, and promotion.
- Enhance and build relationships with public and private Higher Education and K-12 partners from across the region. Continue the GMC's partnership, support, and advocacy for Manchester Proud.
- Develop new partnerships and tools that allow the GMC to be thought leader and resource for the community on key workforce and demographic trends and data.

## **Area of Focus: Diversity, Equity, and Inclusion**

*Goal: Forge new connections and partnerships with diverse communities and stakeholders from across our community and state. Serve as resource for member businesses seeking to implement new practices intended to foster a culture of equity and inclusion in the workplace and in the communities they serve.*

### **Strategies & Actions:**

- Serve as a resource road map for member businesses and the community. Businesses working towards implementing DEI need resources, support, and best practices.
- Lead by example through focusing on diversity and inclusivity in GMC Board recruitment, committee participation, membership, and staff development.
- Continue to listen, learn, and partner with those already deeply engaged in this work to ensure the GMC finds most appropriate and impactful role it can play.

## **Area of Focus: The Chamber of Tomorrow**

*Goal: The GMC aspires to be the premier member-serving organization and Chamber of Commerce in New England by providing high-quality membership experiences and engagement opportunities tailored to member needs and through fostering an organizational culture of vibrancy and innovation.*

### **Strategies/Actions:**

- Modernize and adapt the GMC tiered membership structure, benefits, and services to meet current member needs and challenges.
- Offer high quality, cutting-edge programs and events in both virtual and in-person formats that establish the GMC as an industry leader in this area.
- Expand and deepen the GMC's reach outside of Manchester through formal community-based councils in markets like Bedford that are ripe for expansion if local support and engagement are in place.
- Relaunch a new committee structure that engages members in advancing the GMC's strategic plan and recognizes varying levels of participation from members.
- Evolve the GMC's business model and diversify revenue through a) re-establishing the GMC's 501c3 foundation b) ongoing exploration and openness to strategic partnerships or mergers in the post-COVID-19 Chamber of Commerce landscape, and c) developing fee-for-service relationships that fit our mission.