Forward Momentum 2022-2026



Our Mission — to be the catalyst for a prosperous community

Vision

To be a model of excellence of what a 21st Century chamber should be and do

Purpose

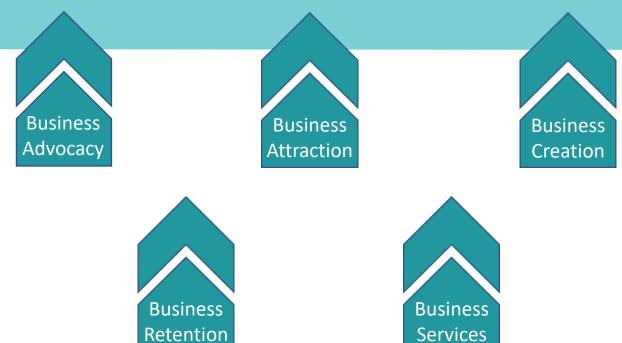
To be the One-Stop Shop and Voice for the Business Community

Goal

To provide a positive return on investment for our partners and to create and retain jobs for our community.



The CEP seeks to fulfill its mission, vision, purpose, and goal through Five Pillars



Supporting the Five Pillars is Business Support which seeks to provide the resources necessary for the implementation of the Strategic Plan.



Business Advocacy

- Goal 1 Renewal of the Local Sales Tax
 The most effective tool for investing in transportation is the Local Option Sales Tax
- Goal 2 Tourism Model Study
 Partnering with Marion County to review the current Tourism marketing structure and TDT levy.
- Goal 3 Equine Quarantine Facility
 As activity continues to boom in the Horse
 Capital®, the need for a quarantine facility
 for importation is important for continued
 growth.

The CEP partners with local, state, and federal governments to represent the needs of the business community and to advocate for an environment that supports and encourages business growth.



Business Attraction

- Goal 1 Commitment for Passenger Air Service As a single county metro approaching 400,000 in population, it is imperative that air service return.
- Goal 2 Healthcare Incubator with Lab Space Key next step to growing an advance, entrepreneurial, healthcare base.
- Goal 3 Addressing Workforce Housing
 The CEP will work to partner, promote, and recruit additional multi-family developments to the Metro.
- Goal 4 Continued Attraction & Job Creation
 The goal of the CEP is to impact the announced
 creation of 5,000 new jobs with an average wage
 15% above the County average and resulting in a
 direct investment of \$500 million.

The CEP aggressively works to recruit major employers to the area which help to diversity and strengthen the local economy and increase wages and investment in the community.



Business Creation

- Goal 1 Neighborhood Incubators
 By the end of this plan, the CEP will be operating three neighborhood incubators in the targeted IMPACT communities.
- Goal 2 Community Dev Financial Institution
 As the IMPACT Initiative continues to mature, the
 creation of a local CDFI focused on targeted
 communities to address access to capital.
- Goal 3 Entrepreneur In Residence (EIR)
 The CEP would take a blended approach to EIR to focus on early entrepreneurs and how to develop these talented individuals into an asset ready to scale.

Entrepreneurship is the backbone of the community's growth and a key component to the CEP's effort to deliver on mission to be the catalyst for a prosperous community for ALL citizens.



Business Retention

- Goal 1 Manufacturing Center of Excellence The CEP will pursue a Center of Excellence or similar designation to help support and promote manufacturing and manufacturers in the area.
- Goal 2 Workforce Diversity (Female Participation)

 The CEP will develop a program to assist women
 entering and returning to the workforce
- Goal 3 Apprenticeships

 The CEP will have helped to create 5 new apprenticeship programs.
- Goal 4 —Workforce Growth Awareness

 By the end of this plan, the number of students

 graduating who have selected the employment "E"

 will increase to 35%.

The CEP aggressively works to recruit major employers to the area which help to diversity and strengthen the local economy and increase wages and investment in the community.



Business Services

- Goal 1 Satellite CEP Office
 The CEP will open at least one with a goal of two satellite offices in an effort to better serve the needs of the business community by the end of this plan.
- Goal 2 Equine Innovation Center
 Funding and a location for a EIC will be secured and development started by the end of 2026
- Goal 3 Partnership Tier Review
 The CEP will review and revise the tiers by 2023
 to drive the greatest Return on Investment for
 partners and to deliver the revenue necessary
 for the operation of the organization.

Business Services comprises the CEP's traditional chamber programming but with a CEP approach focused on return on investment and business focused.



Business Support

- Goal 1 Foundation Executive Director

 A team member focused primarily on identifying
 and securing corporate and government grants
 through the CEP Foundation.
- Goal 2 Staff Salaries
 Over the course of this plan, the CEP will work to
 ensure that every team member is compensated
 at a rate equal to the industry median for their
 individual positions.

Business Support is the CEP's operational center. This team seeks to ensure that five pillars teams have the tools and resources necessary to deliver success.



Investment

Project Annual Revenue - 2026

•	Partnership Income	\$ 1	1,750,000
•	Non-Partnership Income	\$ 1,000,000	
•	Government Partnerships	\$	600,000
•	Foundation Support	\$	150,000

TOTAL REVENUE \$ 3,500,000

Over the next five years, the CEP will need to grow overall operating revenue from all sources to approximately \$3.5 million annually by the end of 2026.

