



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%.

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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	\$ 1,750,000
• 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.