



Quality of Life, Work, Society

www.strategicleadership.com

Changing the trajectory of the future by creating consensus on vision and strategy

Canton Regional Chamber of Commerce
2023 Strategic Business Plan

December 10, 2018

Prepared by:
CRCC Senior Staff and Executive Committee
Assisted by:
David Ramey, Consultant

3155 Research Blvd. | Suite 101 | Kettering, Ohio 45420-4015 | P 937.252.2342 | F 937.252.5128 | Toll Free 888.429.9445

Table of Contents

<u>Section</u>	<u>Page</u>
I. History and Overview	3
II. Vision and Mission.....	4
III. Strategic Goals.....	5-6
IV. Objectives and Initiatives (for each goal area).....	7-9
V. Performance Measures.....	10
VI. Strategic Action Plans.....	11-21
VII. Staffing Structure.....	22
VIII. Board and Committee Leadership Structure.....	23
IX. Five-Year Financial Forecast (TBD).....	24
X. Core Capability and SWOT Analysis.....	25-28

I. History and Overview:

Since 1914, the Canton Regional Chamber of Commerce has been dedicated to our mission of leading the region in business and community development through collaboration and innovation. We are committed to helping our area thrive as both a great place to do business and an exceptional place to live with your family.

The Canton Regional Chamber of Commerce is the oldest and largest Chamber serving Canton/Stark County, Ohio, and one of eight metro Chambers in the State of Ohio, along with Akron, Cincinnati, Cleveland, Columbus, Dayton, Toledo and Youngstown.

Today, the Chamber serves nearly 2,000 members in Stark County and neighboring areas, representing businesses of all sizes and industries, as well as nonprofits and individuals. These members are part of a powerful business network of like-minded businesses and business owners who are committed to success and growth in the region.

Along with our five departments – Leadership Stark County, Pro Football Hall of Fame Enshrinement Festival, Canton Development Partnership, Stark County Safety Council and ystark! – our efforts include economic, community and workforce development, business and legislative advocacy, energy (oil & gas) programming, young professional engagement, membership education and networking opportunities, leadership development, workplace safety programming, downtown improvement and revitalization, and production of world class nationally-televised events.

In addition, we offer over 100 business, networking, young professional, education and safety events, which along with our community festivals and events, engage more than 30,000 attendees annually. Add in our Pro Football Hall of Fame Enshrinement Festival events, and that number grows to 700,000 people!

The Chamber is led by President & CEO Dennis Saunier, together with a 30-person staff, our board of directors, and the service of nearly 5,000 community volunteers.

II. Vision and Mission:

Current Vision

Advancing the business needs of the region.

Current Mission

To lead the region in business and community development through collaboration and innovation.

III. Strategic Goals:

The following Canton Regional Chamber of Commerce 2023 strategic goals constitute the “one-page” strategic plan for growth over the next five years. Each goal is supported by a set of objectives and initiatives, as well as a strategic action plan which follows.

Strategic Goal A – Convene the region’s leaders for economic growth in the I-77 Corridor.

Convene the region’s leaders in the I-77 Corridor to leverage the region’s infrastructure, workforce, and higher education assets towards economic vitality and growth.

Strategic Goal B – Expand the region’s talent development capacity.

Expand the region’s talent development capacity by attracting, training and retaining the workforce and leadership to sustain the community.

Strategic Goal C – Strengthen the environment for member businesses in public policy through advocacy.

Strengthen the environment for member business through policy advocacy, knowledge, education and influence working with our regional partners at the local, state and federal levels.

Strategic Goal D – Strengthen the economic vitality and brand of strategic economic centers (urban core, Belden Village area, and surrounding region).

Strengthen the vitality and brand of the strategic economic centers (Canton urban core, Belden Village area, and surrounding region) through community events, relevance to the Hall of Fame Village and economic development initiatives.

Strategic Goal E –

Provide superior and recognizable value to our members.

Provide superior and recognizable value to members through healthcare, the small business growth network, member business events and networking for women, minority and retail businesses.

Strategic Goal F –

Optimize the Chamber's resource and revenue capacity.

Optimize the Chamber's resource and revenue capacity to maximize its revenue, occupancy, and staffing capacity as a robust community and business asset.

IV. Objectives and Initiatives (for each goal area):

The following objectives and initiatives represent major priorities to be accomplished over the next five years. These objectives and initiatives will be further defined in strategic action plans, including timetables and responsibilities for each of the major priorities outlined below.

Strategic Goal A – Convene the region’s leaders for economic growth in the I-77 Corridor.

- 1. Maximize resources to support the Akron-Canton Airport.**
- 2. Engage leaders in Akron in regional collaboration along the I-77 Corridor.**
- 3. Build a regional economic development collaborative.**
- 4. Leverage “Strengthening Stark” in regional efforts.**
- 5. Cultivate economic development partnerships along the I-77 and U.S. Route 30 Transportation Corridor.**

Strategic Goal B – Expand the region’s talent development capacity.

- 1. Realign the CRCC’s internal talent development structure to support community needs and grow programs.**
- 2. Connect business with education through the Education Committee.**
- 3. Continue Leadership Stark County Youth Academy to high schools.**
- 4. Engage ystark! with the region’s opportunities for civic and business engagement.**
- 5. Intergrate Chamber efforts with higher education for talent development and retention.**
- 6. Continue to offer Gallup “Strength – Finders” program to local businesses.**
- 7. Continue Leadership Stark County Signature and Spotlights programs each year.**
- 8. Develop college-based mini programs.**
- 9. Explore programs for 2nd career retirees returning to civic engagement and leadership.**

Strategic Goal C – Strengthen the Environment for member business through public policy advocacy.

- 1. Be on the forefront of legislation which fosters business growth.**
- 2. Develop an advocacy model with a formal representative in public policy supporting our work.**
- 3. Develop a regional public policy agenda with the Public Affairs Committee.**
- 4. Provide members with timely knowledge on legislation effecting business interests.**

Strategic Goal D – Strengthen the economic vitality and brand of strategic economic centers (Canton urban core, Belden Village area, and surrounding region.)

- 1. Continue high value business and community events, especially those relevant to the Hall of Fame.**
- 2. Re-examine our sponsorship strategy and capacity in light of multiple demands on businesses from other entities.**
- 3. Continue to evolve the Chamber’s role in Hall of Fame Village expansion.**
- 4. Increase the Chamber’s presence and investment in Jackson Township representing business interests.**
- 5. Lead downtown Land Bank efforts and evaluate and acquisition opportunities.**
- 6. Lead and support downtown economic development projects.**
- 7. Continue leadership involvement in “Strengthening Stark.”**
- 8. Support the innovation district for strategic growth.**
- 9. Develop a strategy to support hospitality, service, and retail sectors.**
- 10. Expand partnerships with communities to support “Utica events.”**

Strategic Goal E – Provide superior and recognizable value to our members.

- 1. Refine our value proposition to better represent the Canton Regional Chamber “Health Fund” with AultCare to members.**
- 2. Continue to highlight business excellence and the recognition of leaders among members and in the community.**
- 3. Maintain relevant member events that deliver value to members.**
- 4. Engage the diverse member segments of the Chamber through our communication tools.**
- 5. Expand utilization of fresh media concepts (video, etc.)**
- 6. Explore the potential to create member networks; including women, minority owned businesses.**
- 7. Strengthen and grow the involvement of members on volunteer committees and the Ambassadors program.**
- 8. Engage new members in the Chamber’s mission to help improve retention.**
- 9. Develop new member recruitment strategies.**
- 10. Implement an effective member retention program.**

Strategic Goal F – Optimize the Chamber’s resource and revenue capacity.

- 1. Re-examine the Chamber’s structure to maximize service and expand revenue.**
- 2. Realign the overhead allocation of internal cost allocations.**
- 3. Optimize our vacant space capacity for revenue or shared services space.**
- 4. Evaluate the potential of offering back office and shared services to small businesses and/or non-profits.**
- 5. Develop and implement a succession plan for key staff.**

V. Performance Measures:

The following performance measures represent the metrics of success to evaluate the progress of the CRCC over the next five years as a result of the strategic business plan. These measures represent the recommended points of accountability to track plan accomplishments in the annual review and update.

1. Annual economic value to the community of I-77 business partnerships and alliances leveraged by the Chamber each year. (Goal A)
2. Improvement in year-over-year employer satisfaction on the annual survey with workforce readiness and availability. (Goal B)
3. Annual community service impact leveraged by Leadership Stark County graduates. (Goal B)
4. Annual level of community engagement and retention of ystark! members each year based on an annual survey. (Goal B)
5. Established coordinated barrier removal system for workforce readiness in the community by the end of Year 2017. (Goal B)
6. Annual leadership Stark report on results. (Goal B)
7. Annual consensus on a Chamber Board Public Policy Agenda in place annually. (Goal C)
8. Chamber economic impact leveraged in the urban core annually for:
 - Public and private investment;
 - Living and building investment;
 - Downtown employment levels; and
 - Property value increases (Goal D).
9. Joint economic impact of the Pro Football Hall of Fame and Hall of Fame Festival on a multi-year survey. (Goal D)
10. Annual number of businesses assisted by Chamber economic development projects each year. (Goal D)
11. Bi-annual member satisfaction with Chamber programs and benefits, including intangible benefits. (Goal E)
12. Annual improvement in member retention rates consistent with nationwide Chamber trends. (Goal E)
13. Free and clear fund balances consistent with financial planning targets. (Goal F)
14. Key financial ratios maintained as approved by the Board for:
 - Overhead allocation;
 - Ticket prizes and attendance figures;
 - Sponsorships;
 - Compensation as a percent of revenue; and
 - Investment returns. (Goal F)

VI. Strategic Action Plans (for each goal):

Strategic Goal A: Convene the Region’s Leaders for Economic Growth in the I-77 Corridor

Key Decisions and Actions	Start Date	Scheduled Completion Date	Responsibility	Objective(s) Supported
1. Begin to build support among community, business, and political leaders for the Akron-Canton Airport as an economic driver and anchor.	January of 2019	Ongoing	<ul style="list-style-type: none"> • President • Vice President for Economic Development 	A1
2. As appropriate, advocate for airport expansion projects which advance the region.	January of 2019	Ongoing	<ul style="list-style-type: none"> • President • Director of Public Policy 	A1
3. Engage Canton and Akron corporate leadership to begin a combined strategic growth agenda.	January of 2019	Ongoing	<ul style="list-style-type: none"> • President • Vice President for Economic Development 	A1, A2
4. Build an economic development collaborative to support the Akron-Canton Airport for an airline service center and the workforce requirements to support it.	January of 2019	Ongoing	<ul style="list-style-type: none"> • President • Director of Public Policy • Vice President for Economic Development 	A3
5. Engage with the State of Ohio Study Commission on Regional to Economic Development to keep up on their findings.	January of 2019	Ongoing	<ul style="list-style-type: none"> • Director of Public Policy 	A3, A5
6. Continue an active role in “Strengthening Stark” especially as it relates to the wider regional efforts along the transportation corridor. (I-77 and U.S. Route 30)	January of 2019	Ongoing	<ul style="list-style-type: none"> • President 	A4
7. Continue Executive Committee level meetings between CRCC and the Stark Development Board to identify roles and opportunities for greater collaboration on shared goals.	January of 2019	Ongoing	<ul style="list-style-type: none"> • President • Executive Committee 	A3. A5

Strategic Goal B: Expand the Region’s Talent Development Capacity

Key Decisions and Actions	Start Date	Scheduled Completion Date	Responsibility	Objective(s) Supported
1. Implement CRCC’s Strategic Plan to create and integrate a new Department of Talent Development with the resources of ystark!, Leadership Stark County, and Education Committee.	January of 2020	September of 2020	<ul style="list-style-type: none"> • President 	B1
2. Develop Education Committee agenda to focus on talent retention action plan to reach 300 students touching: <ul style="list-style-type: none"> • College and university students • Reconnecting high school students to higher education • Career and technology education of students 	January of 2019	Ongoing	<ul style="list-style-type: none"> • Education Committee • Talent Development Department 	B2, B5
3. Solidify the CRCC Education Committee alignment and collaboration with the Stark County Education Service Center and the Stark Educational Partnership.	January of 2019	Ongoing	<ul style="list-style-type: none"> • Education Committee • Talent Development Department 	B2, B5, B5
4. Expand Offerings of the Leadership Stark County Youth Academy to high schools.	January of 2019	Ongoing	<ul style="list-style-type: none"> • Leadership Stark County • Talent Development Department 	B3
5. Develop an explicit strategy to engage “ystark!” members and leadership graduates as mentors with local high performing graduates.	January of 2020	Ongoing	<ul style="list-style-type: none"> • Talent Development Department 	B4

6. Begin exploration of a local Stark County Educational Promise Program of local scholarships, internships, and mentoring opportunities for students to continue their education here.	January of 2020	Ongoing	<ul style="list-style-type: none"> • Education Committee • Talent Development Department 	B2, B5
7. Highlight and promote internship opportunities across Stark County with businesses and higher education partners.	January of 2020	Ongoing	<ul style="list-style-type: none"> • Education Committee • Talent Development Department 	B5
8. Continue to offer Gallup “Strength Finders” Programs to local businesses in the region.	January of 2019	Ongoing	<ul style="list-style-type: none"> • Leadership Stark County • Talent Development Department 	B6
9. Expand offering of Leadership Stark County Signature and Spotlight Programs.	January of 2019	Ongoing	<ul style="list-style-type: none"> • Leadership Stark County • Talent Development Department 	B7
10. Explore the potential of offering college based mini programs on leadership.	January of 2019	Ongoing	<ul style="list-style-type: none"> • Leadership Stark County • Talent Development Department 	B8
11. Explore the potential to offer 2 nd career retiree programs for civic engagement and leadership.	January of 2020	Ongoing	<ul style="list-style-type: none"> • Leadership Stark County • Talent Development Department 	B9

Strategic Goal C: Be the Voice of Business in Public Policy

Key Decisions and Actions	Start Date	Scheduled Completion Date	Responsibility	Objective(s) Supported
1. Strengthen and expand the network of CRCC's legislative relationships at local, state, and federal levels.	January of 2019	Ongoing	<ul style="list-style-type: none"> • Director of Public Policy 	C1
2. Build relationships with new leadership at Governor's office.	January of 2019	Ongoing	<ul style="list-style-type: none"> • Director Public Policy 	C1
3. Implement new position of Director of Public Policy.	January of 2019	Ongoing	<ul style="list-style-type: none"> • President 	C2
4. Working in concert with metro chambers, industry groups, and member companies to develop advocacy on public policy issues of common concern to focus on.	January of 2019	Ongoing	<ul style="list-style-type: none"> • President • Director of Public Policy 	C2
5. On critical issues, organize direct outreach of Board members and other interested parties with government leaders.	January of 2019	Ongoing	<ul style="list-style-type: none"> • President • Director of Public Policy 	C2
6. Within each legislative session, identify critical areas of business concern.	January of 2019	Ongoing	<ul style="list-style-type: none"> • Director of Public Policy 	C3
7. Solicit ideas among the Public Affairs Committee and the Membership on Public Policy Agenda and a process to refine positions over time.	January of 2019	Ongoing	<ul style="list-style-type: none"> • Director of Public Policy 	C3
8. Work with State Legislators from the local area to help shape CRCC's Public Policy Agenda.	January of 2019	Ongoing	<ul style="list-style-type: none"> • Director Public Policy 	C2, C3

9. With substantial engagement of members, evaluate the potential of creating a Political Action Committee.	January of 2020	Ongoing	<ul style="list-style-type: none"> • President • Director of Public Policy • Board of Directors 	C3, C4
10. Develop an annual civic excellence award for a public official to demonstrate support for their leadership.	January of 2020	Ongoing	<ul style="list-style-type: none"> • Director of Public Policy 	C1-C4

Strategic Goal D: Strengthen the Economic Vitality and Brand of Strategic Economic Centers (Urban Core, Belden Village Area, and Surrounding Region)

Key Decisions and Actions	Start Date	Scheduled Completion Date	Responsibility	Objective(s) Supported
1. Support 2020 Centennial function for the community.	January of 2020	September of 2020	<ul style="list-style-type: none"> • President • Vice President of Community Events and Sponsorships 	D1
2. Adjust Pro-Football Hall of Fame Enrichment Festival to be relevant to Hall of Fame Village Development.	January of 2019	Ongoing	<ul style="list-style-type: none"> • Vice President of Community Events and Sponsorships 	D1, D3
3. Initiate a deficit reduction strategy and continued re-evaluation of events.	January of 2019	Ongoing	<ul style="list-style-type: none"> • Vice President of Community Events and Sponsorships 	D1, D3
4. Continue to evolve CRCC's separate event management and sponsorship strategies for the Chamber, community events, and the HOF events. This may require a separate event management limited liability company (LLC).	January of 2019	Ongoing	<ul style="list-style-type: none"> • Director of Community Events and Sponsorships 	D2
5. Support key development opportunities in Jackson Township, including the CIC, Land Bank, Hall of Fame Village Development, Amphitheatre, and key events.	January of 2019	Ongoing	<ul style="list-style-type: none"> • Chief Operating Officer and Vice President for membership • Vice President for Economic Development 	D4

6. Continue sale of select land bank properties and facilitate acquisition of “KeyBank” and “Nationwide” building opportunities for development.	January of 2019	Ongoing	<ul style="list-style-type: none"> • Vice President for Economic Development 	D5
7. Develop a process for attraction of consumer service, business, and housing development in downtown Canton.	January of 2019	Ongoing	<ul style="list-style-type: none"> • President • Vice President for Economic Development 	D5, D6
8. Continue to promote and utilize the Canton Improvement District to strengthen economic development.	January of 2019	Ongoing	<ul style="list-style-type: none"> • Vice President of Economic Development 	D6
9. Focus CRCC support for “Strengthening Stark” by investing in “public policy” and “talent development.”	January of 2019	Ongoing	<ul style="list-style-type: none"> • President 	D7
10. Explore and create an opportunity zone fund to support local re-development projects.	January of 2019	Ongoing	<ul style="list-style-type: none"> • Vice President for Economic Development 	D6, D7, D8
11. Lead the community conversation and participate with Johnson Controls to position Canton as a model “Smart City.”	January of 2019	Ongoing	<ul style="list-style-type: none"> • President • Vice President for Economic Development 	D6, D8
12. Utilize CRCC buildings and investments to strengthen commercial occupancy through the Innovation District and marketing CRCC’s marketing capacity.	January of 2019	Ongoing	<ul style="list-style-type: none"> • Vice President for Economic Development 	D8
13. Consult with and develop a strategy for members who are locally owned retail and restaurant operators.	January of 2020	Ongoing	<ul style="list-style-type: none"> • Chief Operating Officer and Vice President for Membership 	D9

Strategic Goal E: Provide Superior and Recognizable Value to CRCC's Members

Key Decisions and Actions	Start Date	Scheduled Completion Date	Responsibility	Objective(s) Supported
1. Work with AultCare to educate health care plan brokers on CRCC capabilities.	January of 2019	Ongoing	<ul style="list-style-type: none"> • Chief Operating Officer for Membership • Marketing and Public Relations Department 	E1
2. Continue to emphasize the health care plan to members at their renewal period and to members who currently do not use their health care plan.	January of 2019	Ongoing	<ul style="list-style-type: none"> • Membership and Small Business Development Department 	E1
3. Continue Business Excellence and Community Salute Awards.	May of 2019	Annually and Ongoing	<ul style="list-style-type: none"> • Director of Community Events and Sponsorships • Membership and Small Business Development Department 	E2
4. Continue Business Exposition, monthly lunches, Four Star Forums, speed networking, new member reception, small business showcase, and TIP Groups.	February of 2019	Annually and Ongoing	<ul style="list-style-type: none"> • Membership and Small Business Development Department 	E3

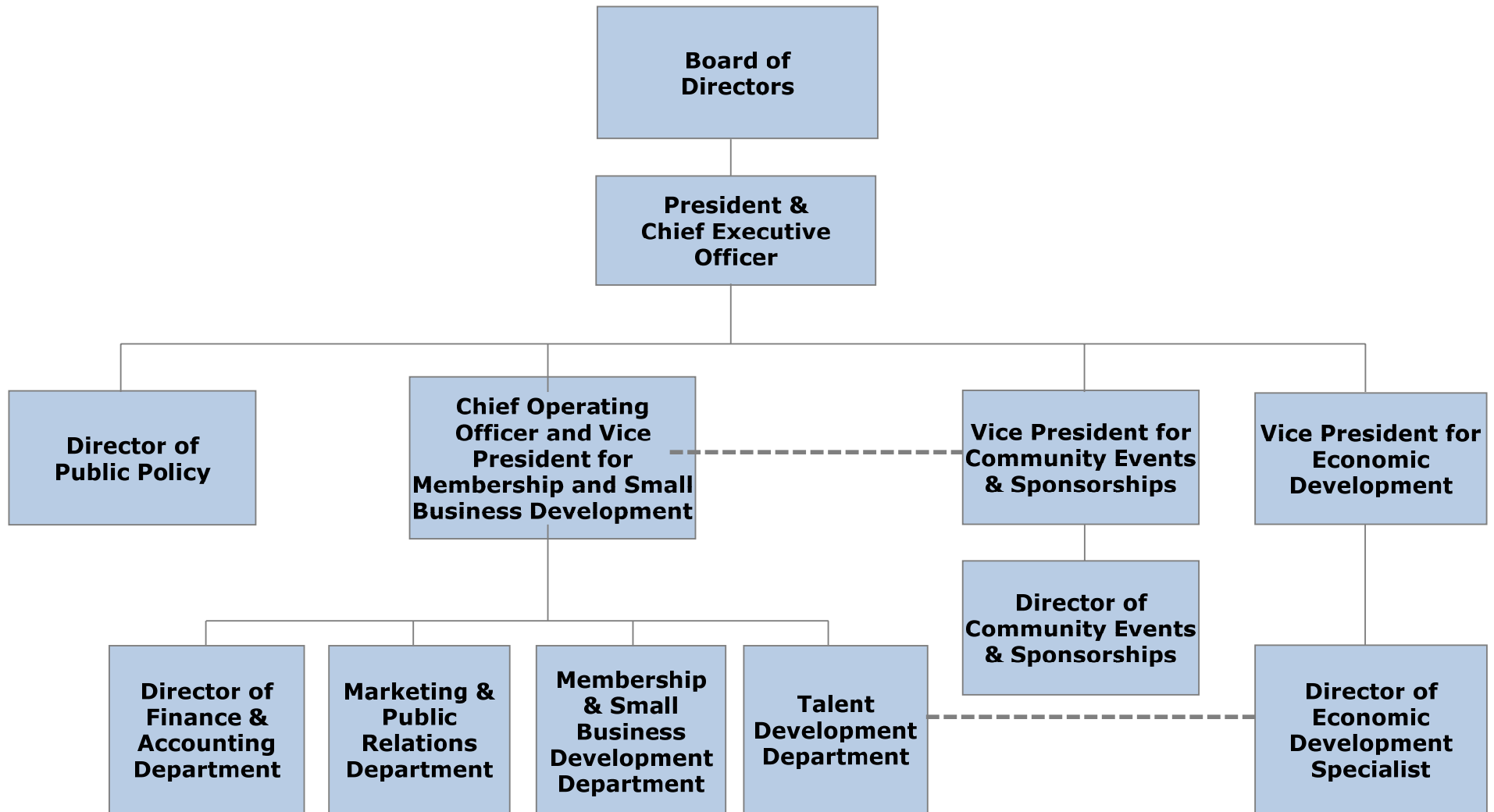
5. Engage our members fully through social media, the newsletter, personal contact, events, and special promotions.	January of 2019	Annually and Ongoing	<ul style="list-style-type: none"> • Membership and Small Business Development Department • Marketing and Public Relations Department 	E4
6. Develop baseline service offering for members to support their digital presence.	July of 2019	Ongoing	<ul style="list-style-type: none"> • Membership and Small Business Development Department • Marketing and Public Relations Department 	E5
7. Strengthen the capability of CRCC’s website to promote member inter-activity.	July of 2020	Ongoing	<ul style="list-style-type: none"> • Marketing and Public Relations Department 	E5
8. Develop a partner relationship with the Better Business Bureau (BBB) and Stark County Minority Business Association or other partners to explore women in business networks and a separate minority owned business networks.	January of 2019	Ongoing	<ul style="list-style-type: none"> • President • Chief Operating Officer and Vice President for Memberships 	E6
9. Increase opportunities for personal contact with new members renewals to increase member involvement through new member receptions, ambassadors, and coffee with the President.	January of 2019	Ongoing	<ul style="list-style-type: none"> • President • Chief Operating Officer and Vice President for Memberships • Membership and Small Business Development Department 	E7, E8, E10
10. Explore ways to expose new members to “Simple Steps” as a member benefit.	January of 2019	Ongoing	<ul style="list-style-type: none"> • Chief Operating Officer and Vice President for Memberships • Memberships and Small Business Development Department 	E9

<p>11. Expand new member recruitment and member retention through a focused annual marketing plan for this purpose.</p>	<p>January of 2019</p>	<p>Ongoing</p>	<ul style="list-style-type: none"> • Chief Operating Officer and Vice President for Memberships • Memberships and Small Business Development Department 	<p>E9, E10</p>
---	------------------------	----------------	---	----------------

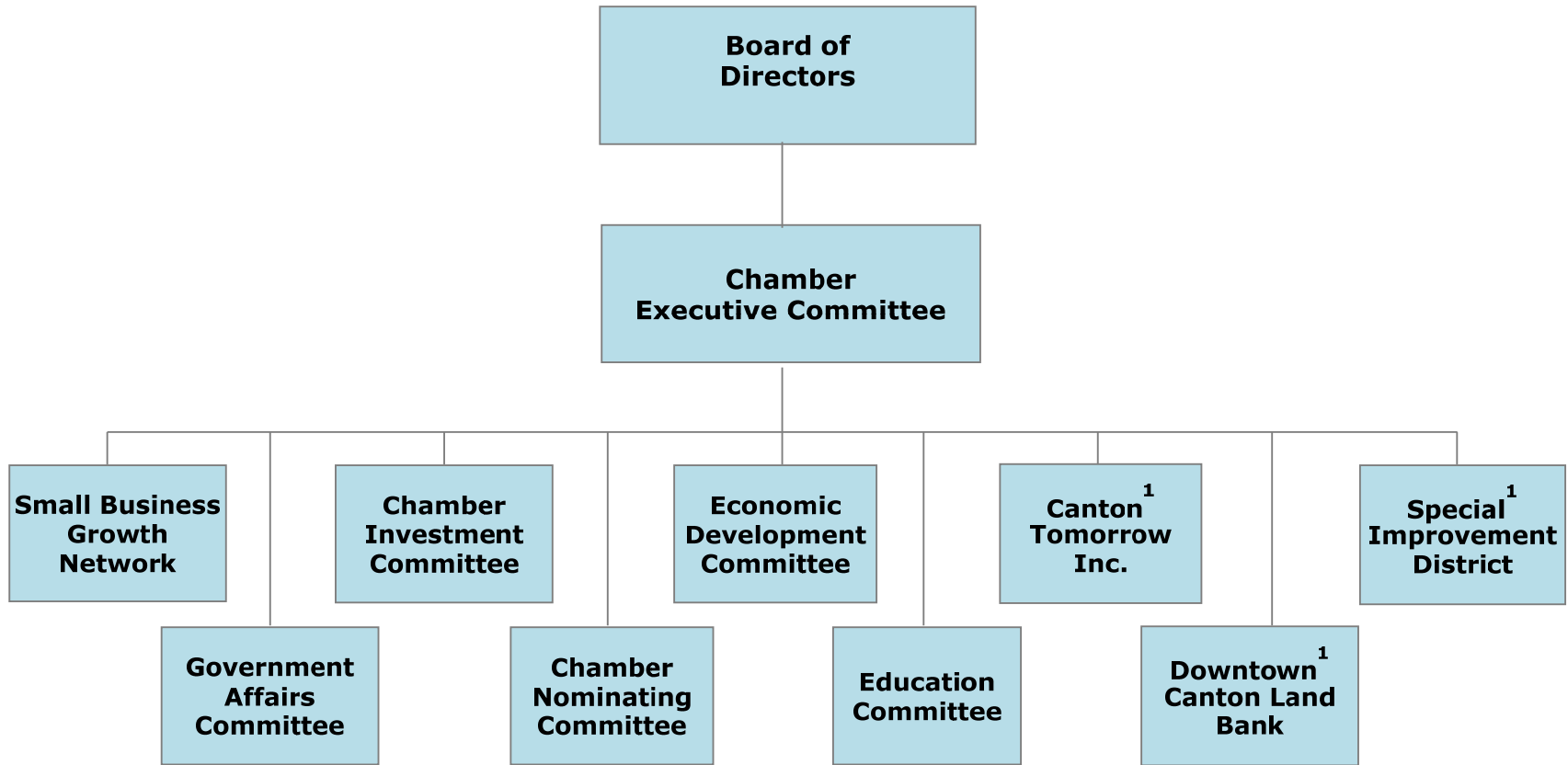
Strategic Goal F: Optimize the Chamber’s Resource and Revenue Capacity

Key Decisions and Actions	Start Date	Scheduled Completion Date	Responsibility	Objective(s) Supported
1. Evaluate the potential of a joint operating agreement or a merger with similar business development organizations.	January of 2019	Ongoing	<ul style="list-style-type: none"> • President • Board of Directors 	F1
2. Integrate “Leadership Stark County” and “ystark!” into a single division of “talent development.”	January of 2019	Ongoing	<ul style="list-style-type: none"> • President 	F1
3. Implement CRCC targeted consulting roles to other institutions in key areas: <ul style="list-style-type: none"> • Public Policy • Education • Economic Development 	January of 2019	Ongoing	<ul style="list-style-type: none"> • President 	F1
4. Selectively examine event ticket pricing for market value and potential to grow revenue.	January of 2020	December of 2020	<ul style="list-style-type: none"> • President • Vice President of Community Events and Sponsorships 	F2
5. Adjust overhead allocation for operating divisions to address budget requirements.	January of 2019	Ongoing	<ul style="list-style-type: none"> • President • Accounting Director 	F2
6. Actively explore a relationship with a potential tenant for the first-floor store front coupled with a shared services arrangement.	January of 2019	Ongoing	<ul style="list-style-type: none"> • President • Board of Directors 	F3, F4
7. Implement targeted succession plan appropriate for key leadership positions as needed.	January of 2019	Ongoing	<ul style="list-style-type: none"> • President 	F5

VII. Staffing Structure:



VIII. Board and Committee Leadership Structure



¹ *Separate legal entities staffed by the regional chamber.*

IX. Five-Year Financial Profile: (TBD)

X. Core Capability and Strengths, Weaknesses, Opportunities and Threats (SWOT) Assessment

The Canton Regional Chamber of Commerce Senior Staff and Board Executive Committee met on Monday, August 27th to develop the Core Capability and SWOT Assessment as part of the CRCC Strategic Plan Update. Senior Staff and Board Executive Committee members began their discussion with an evaluation of key internal and external developments during the past few years that have impacted the direction of the CRCC. The following items are listed in priority order.

Key Internal and External Developments in the Last Few Years Impacting the Organization's Direction	Level of Significance (H, M, L)
• Focus on strengthening Stark County	H
• Hall of Fame Village Development	H
• Merger of CRCC and Jackson Belden Chamber	H
• Relationship with City of Canton	H
• Canton Comprehensive Plan	H
• Change in Stark County Economic Development Board Leadership	H
• I77 Corridor Development	H
• Emerging leadership in Akron market	H
• Resurgence of Petrochemical Industry	H
• Passage of City Income Tax	H
• 200 new living units downtown	H
• Downtown re-development district	H
• Older, poorer, fewer identity of City of Canton	H
• Creation of CRCC Health plan (MEWA)	H
• Opiate epidemic	H
• Merged events department	H
• Downtown master plan	H
• Development/innovation district	H
• Opportunity zones	H
• Adoption of regional mentality across community entities	H
• Leadership Stark County Programs	M-H
• 10 th Anniversary for ystark!	M-H

Key Internal and External Developments in the Last Few Years Impacting the Organization’s Direction	Level of Significance (H, M, L)
• Succession of airport CEO	M
• SCORE Partnership for small business	M
• Timken Companies split	M
• Independent “Visit Canton”	M
• Increase of suicides among youth	M
• City Parks and Recreation merger	L
• Downtown outdoor refreshment and entertainment district legislation	L

The CRCC Senior Staff and Board of Executive Committee to develop their Core Capability and SWOT Assessment as part of their strategic planning update. Committee members identified the following strengths and weaknesses in no particular priority order.

Strengths	Weaknesses/Limitations
<ul style="list-style-type: none"> • Growth in size of organization • Proactive community identity • Proactive management and leadership • Fiscal strength • Convener, advocacy and support of community collaborations • High functioning staff • Community respect of our mission and goals • Size and breadth of membership • Engagement of business leadership in community • Strategic partnerships with other community leaders • Chamber responsiveness and voice in community initiatives 	<ul style="list-style-type: none"> • Succession planning, aging management team • Staffing levels • Weather and sponsor dependent budget • Remaining relevant • Internal collaboration and communication • External collaboration and communication with community organizations • Diversity of members and staff • Reaching wider audiences for events • Small cohort of mid-sized businesses compared to small and large member companies

As part of the Core Capability and SWOT Analysis, members of the CRCC Senior Staff and Board of Executive Committee also evaluated threats or challenges to the future viability and effectiveness of CRCC, as well as emerging opportunities to focus the strategic business plan. The following external threats were identified and prioritized.

External Threats to Effectiveness or Viability	Level of Significance (H, M, L)
• Parochialism of Stark County communities	H
• Perception of not being seen as representing the entire county or having regional capabilities	H
• Urban poverty, drugs, and unemployment	H
• Business migration from Canton area	H
• Older, smaller, poorer population	H
• Changing priorities of government entities and officials	M
• Expansion of Hall of Fame events	M
• Attrition of business support for the community	M
• Diminished impact and engagement of business leadership	M
• Other organization (MEWA) Health Plans	L
• Misinformation about Hall of Fame Village	L

Future Opportunities/Recommendations	Level of Significance (H, M, L)
1. Continued downtown development and expansion	H
2. I-77 Corridor development	H
3. Public policy emphasis and investment	H
4. Regional growth, becoming a true regional chamber	H
5. Providing superior and recognizable value to members	H
6. Support for Hall of Fame Village and their national exposure with CRCC flexibility	H
7. Supporting NFL expanded celebration	H

Future Opportunities/Recommendations Continued	Level of Significance (H, M, L)
8. Regional talent development (ystark!, Leadership Stark County Programs, etc.)	H
9. Connecting downtown to Hall of Fame Village	H
10. Assessing needs of different business sectors	H
11. Engage universities in workforce training collaboration	H

CRCC Senior Staff and Board of Executive Committee were asked to identify the needed knowledge, skills, experiences, and assets which are essential for CRCC to be successful in the future to effectively implement its strategic plan and to reach the families and communities it serves.

Future Required Capabilities (knowledge, skill, experience, and services)

- Public policy data and research
- Data for strategic priorities
- Revenue generating priorities
- Public policy expense
- Targeted consulting experience
- Akron Chamber and Stark Development Board collaboration on regionalism
- Media support/video
- Financial independence from public funding

CRCC Senior Staff and Board of Executive Committee were asked to identify how CRCC adds value to the individuals, families, and communities it serves. The following value proposition was identified which may later be useful when reviewing the CRCC Vision and Mission.

Emerging Value Proposition

Business can do business better as part of the Canton Regional Chamber of Commerce.