



2025 STRATEGIC PLAN

INTRODUCTION

The Westfield Chamber of Commerce 2025 Strategic Plan was developed through a twelve-month process that incorporated the ideas, perspectives, and priorities of the Board of Directors, City of Westfield, Staff, Chamber Partners and Members, and strategic community partners. The process culminated in an immersive discussion during the fall 2021 Board of Directors meeting in Carmel, Indiana, where the CEO presented data collected earlier in the process and during partner and member meetings and visits. At the meeting, the Board reviewed and offered initial feedback and then discussed concepts and ideas that would carry the Chamber through the middle of this decade.

The 2025 Strategic Plan builds on the organization's past success (covering the period from 1981 – 2022) and responds to issues, challenges, opportunities, and environmental factors anticipated during the next three years.

It was developed within the context of, and with respect for fidelity toward, the Chamber's traditions and principles. The CEO, in conjunction with the Board of Directors and Staff, leads the strategic planning process and presents this final report to create an implementation plan. This will be the first of its kind for the Westfield Chamber.

ABOUT THE CHAMBER

In 2021, the City of Westfield was ranked as the sixth-best place to live in the United States by Money Magazine, and then in 2022, Westfield was ranked the 10th best small city to live in, according to WalletHub.

Thirty minutes north of Indianapolis, where the city gives way to gold and green cornfields, you will find Westfield, the fastest-growing city in Indiana for two years in a row, 2021 and 2022, with more than 50,000 residents. We are a fantastic community with first-class schools, vibrant shopping, and superior dining. We are home to the 400-acre Grand Park Sports Campus, the Indianapolis Colts Training Camp, and the Pacers Athletic Center.

As of 2022, there are 911 businesses in Westfield with a front door and more than 13,000 employees who work within our borders. Today, the Chamber counts over 500 company and community partners as members. This is a testament to our organization's impact on the community since 1981.

The Westfield Chamber advocates for our members' and our community's needs and serves to support, unite, and lead our business partners and their employees. We have a longstanding tradition of connecting ideas to people who can do the job. The Chamber celebrated its 40th Anniversary in 2021.

One reason for the population boom is our strong schools. Westfield High ranks as the ninth-best in the entire state, with a 97% graduation rate. The other reason is our businesses and the people who serve in them that work tirelessly to build upon our city's good name. We are known for our welcoming spirit, can-do attitude, and community-orientated focus.

EXECUTIVE SUMMARY

We now turn our attention towards celebrating our 50th Anniversary in 2031, and so we are reminded of the trust and duty bestowed upon us to ensure that Westfield Chamber endeavors forward for generations to come here in Westfield.

The mantle of responsibility has been carried forward by legions of Board members for more than 41 years. Today, we are well positioned to honor and make good on this promise, but like any great and noble cause, we need to significantly grow our base of support to make it happen.

Now is the time to prepare ourselves for our changing environment and the next generation of business leaders. Now is our turn to pick up the mantle left for us and carry it forward with conviction, passion, and purpose.

The Westfield Chamber of Commerce Board of Directors has embarked upon a significant effort to envision the future and position of the Westfield Chamber to meet its future from a place of strength. In the following paragraphs, we describe the steps we endeavor to take in our organization.

Like any good organization or institution that has endured, we now stand at a crossroads created by a confluence of sociology and changing social norms. Down one path lies an accelerating spiral into irrelevance, dwindling membership, and eventual demise. Down the other path, the opposite will be found. The choice seems simple, and the alternatives clear. The Board of Directors firmly believes that Chambers are relevant and will be relevant in the foreseeable future and thus are willing to make the significant investment of time, talent, and treasure, to ensure that the Westfield Chamber continues to be relevant, replicable, and recognizable.

This strategic plan lays out a roadmap for reunifying our actions, programs, and priorities with our core values and principles at every level. It incorporates a traditional strategic planning model to identify today's partners' and members' attributes and needs. From this plan, the CEO will develop the implementation and metrics to quantify the success of the changes outlined herein. By executing this plan, we will again become relevant to a broader cross-section of members seeking to learn and grow, individuals who want every advantage to become the greatest versions of themselves personally and professionally.

To succeed in reaching our vision, we must evolve and move beyond our competition to show that being a member of Westfield Chamber will add value to their personal and professional lives. To that end, we have developed a vision statement to guide and focus our organizational efforts over the next several years. Now is the time to make the long overdue institutional changes necessary to ensure our horizon continues to lean forward.

OUR VISION

Building a vibrant and prosperous community through business leadership.

Our membership will fully reflect the industries and businesses of our community. Together we will make Westfield one of the most prosperous communities for companies and people to thrive in Indiana.

OUR PURPOSE

The Westfield Chamber is the leading organization that serves Westfield, regional businesses, and community prosperity through advocacy, access to leaders, economic development, connectivity, and business education.

CORE VALUES

Support. Unite. Lead.

The Chamber will invest significant time, talent, and treasure to ensure that the Westfield Chamber continues to be relevant, replicable, and recognizable for all partners and members.

The Chamber is committed to providing visionary community leadership to support, unite, and lead our partners and members. It is our duty and honor to develop good leaders who are courageous, innovative, and strategic.

SUPPORT

DATA-DRIVEN

We use quality data to make decisions and produce high-impact results that provide value to our partners and the Westfield business community.

COLLABORATION

We recognize that the strength of the team is greater than the strength of the individual and choose to work with others to achieve collective success.

UNITE

DIVERSITY

We are committed to diversity in all staff, volunteers, and audiences, including full participation in programs, policy formulation, and decision-making.

EQUITY

We create an environment where individuals from all backgrounds are included and have equal access, opportunity, and support for advancement.

FUN

We celebrate our wins as a team, take time to have fun, and enjoy each other's company.

LEAD

ACCOUNTABILITY

We demonstrate reliability, trust, and strength of character to our colleagues and partners.

ADAPTABILITY

We embrace and encourage new and different ideas, opinions, and ways of working to move the Chamber forward.

COMMUNITY IMPACT

We believe in walking the talk. We ensure that our work and how we do it reflects our drive to make Westfield the best place for businesses and people to thrive.

INNOVATION

We will be a leader in offering new ideas and technologies that align and advance the organization's mission and help achieve greater efficiency and effectiveness.

STRATEGIC PRIORITIES

The Chamber's strategic priorities derive from our partners and their commitment to leading Westfield's competitive, inclusive, and diverse economy. The strategy statement is the roadmap for how we will execute the strategic priorities: deepen our relationship with our partners so we can galvanize their collective voice, reputation, and credibility to advance our community's economic success.

This plan links our strategic priorities and our strategy statement by describing how we collaborate with and lead partners to achieve concrete results.

STRATEGY STATEMENT

We will advance our strategic priorities by uniting and leading. We will drive our community and region's economic success by deepening our engagement with all employees of our inclusive partnerships, marshalling the strength of their collective voice, reputation, and credibility.

PRIORITY 1: SUPPORT

Our partners will have access to unique networking and promotional opportunities, educational programs, business services, and special events – all designed to help SUPPORT their businesses.

Objectives

- 1.1 Attract 50% of Westfield's new businesses and retain 90% of all existing members.
- 1.2 Ensure significant involvement in the Chamber by providing programs, services, and benefits members value as essential to their success.
- 1.3 Provide thought leadership, best practices, and training for partner businesses to remain competitive.
- 1.4 Expand cost-saving opportunities and business tools for members, including but not limited to best practices that attract and retain talent.

PRIORITY 2: UNITE

Our day-to-day activities will UNITE our partners by featuring the Chamber as an active partner in business attraction, business retention and expansion, transportation, housing, redevelopment, workforce development, and talent recruitment and retention.

Objectives

- 2.1 Promote and enhance a vibrant, diverse, and sustainable economy by growing and retaining our existing businesses and recruiting new industries into the region.
- 2.2 Advance diversity, equity, and inclusion initiatives to strengthen the business community.
- 2.3 Enhance and support leadership growth and targeted professional development to create a talent pipeline.
- 2.4 Compile and communicate Westfield economic data.

PRIORITY 3: LEAD

We will LEAD as the voice of business and serve as guardians of the business climate advocating on issues that affect the business environment and work to ensure Westfield remains an ideal city in which to live, learn, play, and do business.

Objectives

- 3.1 Our connections will provide a visionary governmental affairs effort that offers relevant and timely information and leadership to inspire Chamber members to engage in solving economic, governmental, and socio-cultural issues impacting our community and region.
- 3.2 Serve as the resource for all organizations and community-led initiatives that aim to improve Westfield and, thus, the greater business community.
- 3.3 Champion regional infrastructure and transportation improvements.
- 3.4 Leverage state leadership connections to the Westfield community.

PRIORITY 4: OPERATIONS

We will strive to create new efficiencies and opportunities that enhance our ability to serve our partners and members so that we be worthy of their highest esteem. We will be curious, bold, and intentional in building the strongest foundation possible to ensure our long-term success.

Objectives

- 4.1 Establish the Westfield Community Foundation that supports the Chamber and Downtown Westfield Association and the Westfield community as a whole.
- 4.2 Lead efforts to enhance the experience for those visiting Westfield (tourism).
- 4.3 Promote and advocate for the WestfieldCalendar.com to become the central place for information in our community.
- 4.4 Establish our forever home (office).

OUTCOMES

The Chamber's strategic priorities will position every person, organization, and business for sustained, meaningful transformation.

The Chamber is eager and ready to continue enhancing the vitality and resilience of our community and the region. With the Strategic Plan as our compass, the work of the Chamber today and tomorrow will move the needle. It is our collective voice and united action that will champion a future that benefits every community as well as future generations.

We will continue to lead Westfield, Hamilton County, and the State of Indiana forward, serving as a blueprint for other communities as we create and celebrate economic success. Together, we will ensure that Westfield is the best place for all businesses and all people to thrive.

2028 PLAN RECOMMENDATIONS

The Committee working to create the 2025 Strategic Plan had several good ideas. While every idea would contribute greatly to the Chamber, it was decided to have a narrower focus with the 2025 plan. Should all the objectives be accomplished before 2025 or as work to put the next plan comes together, the Committee would like for the future Committee to consider these objective recommendations.

- A. Provide small businesses, women, and minority-owned businesses with intentional support and state and local resources.
- B. Connect members to workplace safety, mental health, and emergency preparedness resources.
- C. Promote and enhance a highly qualified, well-trained workforce capable of meeting the region's workforce needs to sustain continued economic growth and prosperity.
- D. Engage in initiatives to expand and diversify the community's labor pool.
- E. Support business retention and attraction to the region.
- F. Lead state advocacy efforts for the region and business community.