**The Committee**

Larry Bingaman (Committee Chair), South Central Connecticut Regional Water Authority
Gary Mullin, FTG Financial LLC
Elena Cahill, Global Energy
Vincent Pettrini, Yale-New Haven Hospital
Paul D’Andrea, Watch Hill Partnership
Dennis Regan, Blum Shapiro
Robert Hammersley, Diversified Technology Consultants
Thomas Sciuto, ConnectiCare
Arlene Ajami, Greater New Haven Chamber
Andrea Kovacs, Albertus Magnus College
Hugh Manke, Updike, Kelly & Spellacy, P.C.

Len Matteo, Jr., Edge Technology Services
Rick Taft, Business Transfer Alliance
Anthony Rescigno, Greater New Haven Chamber
Susan Rapini, Greater New Haven Chamber
The Strategic Plan sets the Greater New Haven Chamber’s direction for 2015–2018. This plan is designed to help our members address current challenges and capitalize on the corresponding opportunities. Adaptability will be an important asset as we help provide you with a clear picture of our mission, core values and the direction of your organization as we work towards a prosperous future for our Chamber and your business.

Tony Rescigno, President of Greater New Haven Chamber

**Mission Statement**

The mission of The Greater New Haven Chamber is to provide unrivaled member services and lead regional economic growth through bold and effective advocacy.

Our vision is to succeed locally, have an impact regionally, and achieve national recognition.

**Leadership**

We foster leadership that serves and empowers people, builds relationships and inspires the next generation of leaders. We bring a positive attitude to everything we do.

**Education**

Encourage and embrace new ideas; share relevant and accurate information; and constantly investigate and pursue new practices and opportunities for our membership.

**Advocacy**

Be the voice of business; through bold and effective advocacy.

**Dependability**

Build open and honest relationships with our members, partners and community. Deliver high quality products and services.

**Success**

Our members’ success is the core of the Chamber’s plans, programs and activities.

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**Membership Services**

- Provide real value and opportunity for involvement by members.
- Reach our full membership potential by increasing the number of members and the retention rate.

**Lead Economic Growth & Development**

- Examine the Chamber’s role in economic development to play a leadership role in the region.
- Formalize the program of the existing economic development council.

**Lead Advocacy Efforts Boldly and Effectively**

- Strengthen relationships among GNHCC members, government agencies and policy makers at state, regional and local levels to impact positive change.
- Be the regional business leader in legislative and regulatory issues.
- Build more collaboration with groups to increase advocacy.

**Marketing & Communications**

- Reposition the Chamber as a full service business resource.
- Segment the membership base to recognize and reflect the unique needs of categories of members.
- Increase two-way communication between members and the Chamber to foster more member engagement.

**Governance**

- Create a more engaging and rewarding Board experience.
- Achieve the highest level of Governance to lead GNHCC into the future.
- Establish financial stability to achieve our goals through 2025.

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**CRITICAL SUCCESS FACTORS**

**Metrics**

- Increase new members by 10% by February 2016 and 18% by February 2017.
- Increase retention rate by 3% by February 2016 and 6% by February 2017.
- Increase member involvement by 10% by February 2016 and 20% by February 2017.

**Metrics**

- Become a key private sector leader in business attraction by June 2016.
- Provide a clear long-range plan of work for economic development for the region by June 2016.
- Economic Development Committee will have a defined program in place with participation from other key stakeholders – Workforce Alliance, REX Development, Council of Governments (COG), etc. by February 2017.

**Metrics**

- By February 2016, 25% of staff and 15% of the Board will represent GNHCC on a key board or committee; by February 2017, 40% of staff and 25% of the Board will represent GNHCC on a key board or committee.
- By February 2017, the budget will include a full-time position for governmental affairs.
- By February 2016, GNHCC will increase participation of elected officials at GNHCC events by 35%.
- By March 2018, increase activity and lobbying services and efforts by 20%.
- By March 2018, increase participation of members in advocacy efforts.

**Metrics**

- Increase our portfolio of mid-size companies by 100 members by February 2018.
- Survey the Chamber’s current membership about their needs and likelihood of renewing with the Chamber annually; increase member loyalty by 10% in February 2016, February 2017, February 2018 consecutively.
- Increase the open rate of Chamber emails by 5% by September 2016.
- Increase member engagement by 20% by February 2018.
- Increase the number of leads by 20% by February 2018.
- Produce 5 new testimonials by February 2016, 10 new testimonials by February 2017, and 20 new testimonials by February 2018.
- Increase the number of media hits by 10% by February 2017, 20% by February 2018.