The Tampa Bay Chamber is reflective of the industries and businesses it serves. As such, we are called to evolve, transform, and innovate to ensure that our priorities and organizational structure are aligned with the evolving needs of our members.

<table>
<thead>
<tr>
<th>Our Mission</th>
<th>Our Vision</th>
<th>Our Values</th>
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<tbody>
<tr>
<td>To serve our members and enhance our community by building business success.</td>
<td>The Tampa Bay Chamber envisions an engaged and inclusive community driven by business prosperity.</td>
<td>Integrity, inclusiveness, agility, and accountability.</td>
</tr>
</tbody>
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The Tampa Bay Chamber is reflective of the industries and businesses it serves. As such, we are called to evolve, transform, and innovate to ensure that our priorities and organizational structure are aligned with the evolving needs of our members.

Vision 2026 is a 10-year Vision Plan established by members of the Tampa Bay Chamber in 2016 to ensure the organization continues to move forward and is ready for the future. The Vision Plan consists of three pillars, all supported by the Chamber’s Organizational Excellence.

- CATALYST
- INCLUSIVE ORGANIZATION
- HUB FOR BUSINESS

ORGANIZATIONAL EXCELLENCE
Catalyst

The Chamber will have the civic will and capacity to address economically crucial community issues decisively and thoughtfully with fact-based solutions. It will readily demonstrate its ability to inform and hold public officials accountable and mobilize its members around those solutions.

Strategies

Promote pro-business policy to:

• Expand the Chamber’s leadership presence within our community.
• Grow a membership representative of both large companies and small companies and entrepreneurial startups thus expanding the Chamber's broad-based sphere of influence.
• Ensure consistent and effective volunteer and professional leadership talent skilled at affecting community change.
• Develop our community’s leaders through innovative leadership development programming.
• Engage our community’s key commerce drivers and economic development organizations in mutually supportive collaborations intended to advance community change.
• Adopt appropriate research-based community impact models and best practices in leading community change and public policy.
• Remain nonpartisan-advocate for positions and accountability for our priorities.
• Expand the Chamber’s capacity to proactively, quickly, and thoroughly research issues, define pro-business solutions to those issues and lead community impact and advocacy efforts for those solutions.
Inclusive Organization

The Chamber will create an environment where all feel welcome; it will actively attract, recruit, retain, and engage a membership reflective of our community.

Strategies

- Foster a diverse business community reflective of our community at large.
- Recruit large organizations and those in growth industries.
- Engage small businesses, entrepreneurial startups, and other evolving business entities.
- Seek to achieve a balanced membership-a membership inclusive of all workforce segments and all industry sectors.
- Ensure multi-generational representation in Chamber committees and the work of the Chamber.
- Create a multi-generational approach to programs, membership services, and communications.
Hub For Business

The Chamber will be the hub of business activity where business professionals connect, cultivate, converse, and collaborate.

Strategies

- The Chamber, while recognizing the changing nature of how organizations and people connect, continues those strategies proven successful at connecting members to each other.
- Connect members, ensuring an effective balance between face-to-face interaction among Chamber members and the use of technology.
- Evolve the Chamber’s Relationship Management Model; ensuring the Chamber’s ability to connect with a diverse, multi-generational membership as well as with large, small and entrepreneurial businesses.
- Continuously assess members’ changing expectations for value and return on investment and quickly adapt programs and services to those changing expectations.
- Engage and retain the current membership while continuing to grow membership.
- Develop our community’s leaders through innovative leadership development programming.
Organizational Excellence

The Chamber will strengthen its role model status for effective and efficient governance, fiscal health, management of information, workplace environment and team member engagement, and core processes.

Strategies

- Adopt best practices in governance, specifically in the areas of board/staff roles and responsibilities and coordination and communications, board goal setting, board size, transparency of board decision-making, and board leadership succession planning.
- Maintain strong fiscal stewardship and transparency; continue to grow the Chamber’s membership and total dues investments; enhance non-dues revenues.

- Enhance speed and ease of information; continually improve how the Chamber collects, analyzes, manages, and disseminates information.
- Attract and retain a diverse team of skilled and empowered professionals.
- Enhance thoroughness, speed of delivery, and cost efficiencies of the Chamber’s core processes; maintain ownership and fidelity of those processes.