

STRATEGIC PLAN

2024-2029



GROW

- ▶ OUR ECONOMY
- ▶ OUR POPULATION
- ▶ OUR CULTURAL VIBRANCY



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LOOKING FORWARD

Built on nearly two centuries of civic engagement and business leadership, this framework has one, bold overarching goal: Growth.

Con behalf of the Cincinnati Regional Chamber team and our Board of Directors, we're excited to share our 2024-2029 strategy with you. This framework will guide our work over the next five years while allowing us to be nimble in support of the evolving needs of our community.

Three critical aims will guide our framework: growing the population, growing the economy, and growing cultural vibrancy. They are, of course, interrelated, and many of our initiatives will support more than one of these imperatives.

You will also see that these imperatives rely on an essential foundation: a strong business community. The Cincinnati region is fortunate to have a business community willing to lead in so many capacities. As an organization with thousands of business members and stakeholders from all over our 15-county MSA, we are proud to play an organizing and convening role for this community.

Finally, you will see that we have rooted our work and our framework in a theme that is simple but powerful: Everyone Belongs Here. If we are going to grow our population, our economy, and our cultural vibrancy, we must be a region—and a Chamber—where everyone belongs. This will guide our work to ensure a more welcoming, diverse, and inclusive region.

We are only able to do this work because of our members, investors, stakeholders, partners, and team. If you would like to be part of this bold vision for growth in our region, please connect with us. We welcome and look forward to your partnership.

BRENDON CULL
President & CEO



AT A GLANCE

GROWTH FOR OUR REGION

Our strategic framework is focused on growth because growth creates opportunity in a region. Our efforts are centered around policy, talent attraction and retention, and leadership of bold civic initiatives that ensure our region and the people who choose to live here can thrive for decades to come.



STRATEGIC FRAMEWORK

OUR GROWTH IMPERATIVES

GROW OUR ECONOMY

- Advocate aggressively for a pro-business, pro-development legislative and regulatory climate
- Lead and collaborate to advance strategic regional initiatives

GROW OUR POPULATION

- Foster a welcoming business community and develop committed civic leaders
- Connect businesses to the talent of the future throughout the entire region and at all levels

GROW OUR CULTURAL VIBRANCY

- Create events and experiences that inspire a future generation to choose Cincinnati and the region
- Collaborate to spark a cultural renaissance that drives growth of the economy and population

A STRONG BUSINESS COMMUNITY

- Offer experiences and benefits that support the region's business community
- Partner and collaborate inclusively

KEY MEASUREMENTS

FINANCIAL
PERFORMANCE

NET PROMOTER
SCORE

MEMBERS
SERVED

INDIVIDUALS
SERVED



MISSION, VISION, VALUES



VALUES

- **Being Informed.** We use an inclusive and data-driven approach to actively seek all perspectives on our work and strategy.
- **Making Connections.** Through regional thinking and relationship building, we start conversations, champion collaboration, and foster opportunity for everyone in our region.
- **Operating With Integrity.** As a voice for businesses, our members, and leaders across the region, we seek to earn your trust by leading authentically and inclusively.
- **Staying Open-Minded.** We stay true to our mission by welcoming new ideas, inviting diverse perspectives, and embracing an agile mindset.
- **Having Fun.** Positive, welcoming and engaging experiences are our expertise, and we lean on curiosity, joy, and enthusiasm to deliver.



VISION AND INCLUSION

“Everyone Belongs Here.”

We believe growth in our economy, population and cultural vibrancy will foster a welcoming environment for all who live here.

We insist a welcoming environment must be inclusive to accelerate opportunity and equity for everyone.

THIS VISION IS EMBEDDED WITHIN OUR GROWTH IMPERATIVES:

GROW OUR ECONOMY

Everyone can succeed in our economy.

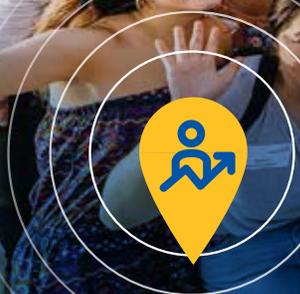
GROW OUR POPULATION

Everyone is welcome in the Cincinnati region.

GROW OUR CULTURAL VIBRANCY

Everyone is connected to our region’s cultural offerings.

A STRONG BUSINESS COMMUNITY



GROWTH IMPERATIVE:

GROW OUR POPULATION

Population growth isn't just about a number; it's about talent and opportunity. We focus on growing our population by strengthening civic ties and creating meaningful and fruitful connections for those who are here. We work with government, businesses, educational institutions, and community partners to ensure a welcoming environment that helps newcomers and recent arrivals find success and opportunity in our region.

STRATEGIES

Foster a welcoming business community and develop committed civic leaders

PRIMARY INITIATIVES

- Leadership Center
- Member Engagement
- Hello Cincy
- Diverse by Design Programming
- Compass

Connect businesses to the talent of the future throughout the entire region and at all levels

- University and Business Connection Initiative
- Workforce Ecosystem Leadership
- Targeted Talent Initiatives

LONG-TERM MEASURES

- Population Growth
- Student Retention % (new)
- Civic Engagement Rate (new)

What's New

- A Leadership Center that doubles in size and impact
- Establishment of a University & Higher Education and Business Connection initiative



GROWTH IMPERATIVE:

GROW OUR ECONOMY

A growing economy requires a pro-business and pro-development environment that ensures city, state, and federal policies are aligned to advance our region’s priorities and support a thriving business community. Through bold leadership and advocacy, the Cincinnati Regional Chamber advances strategic initiatives that stimulate and grow our regional economy.

STRATEGIES

Advocate aggressively for a pro-business, pro-development legislative and regulatory climate

Lead and collaborate to advance strategic regional initiatives

PRIMARY INITIATIVES

- Regional Advocacy and Relationship Management
- Development Policy Institute
- Statewide Advocacy
- Federal Engagement and Policy Leadership

- Civic Leadership and Regional Partnerships
- Cincinnati Futures Commission plan implementation
- Transformative transportation, infrastructure and physical asset investment advocacy, and leadership
- Minority Business Accelerator and Fund 1
- Workforce Innovation Center

LONG-TERM MEASURES

- GDP Growth
- Job Growth
- Housing Starts
- Wage Growth and Disparities

What’s New

- The creation of a Development Policy Institute
- Cincinnati Futures Commission recommendation action planning



GROWTH IMPERATIVE:

GROW OUR CULTURAL VIBRANCY



We're proud to produce events and experiences that drive vibrancy in our region. People across the world know us for BLINK and Oktoberfest. And our Taste of Cincinnati and Asian Food Fest events are growing dramatically. Beyond what we produce, we're deeply engaged and invested in growing the region's cultural vibrancy by supporting arts, culture, sports, and entertainment assets and investments, and also sharing the region's news and brand through our investment and leadership of Cincinnati Experience.

STRATEGIES

Create events and experiences that inspire a future generation to choose Cincinnati and the region

Collaborate to spark a cultural renaissance that drives growth of the economy and population

PRIMARY INITIATIVES

- BLINK
 - Asian Food Fest/Taste of Cincinnati/Oktoberfest
 - Cincinnati Event Accelerator
 - Signature Event Development
-
- Art, Culture, and Sports Partnerships
 - Cultural Assets Leadership
 - Cincinnati Experience

LONG-TERM MEASURES

Economic Impact
Cultural Vibrancy Index (new)

What's New

- Championing investments in arts, culture, sports and entertainment assets
- Launch of the Cincinnati Event Accelerator



GROWTH IMPERATIVE:

A STRONG BUSINESS COMMUNITY

We cultivate a strong business community by leading initiatives that support our strategic imperatives and by creating member experiences, connections, and programming that meet the unique needs of businesses in our region. We're a connector and a driver of regional collaboration, ensuring that our diverse civic and business communities are aligned and engaged in the work that will grow our population, economy, and cultural vibrancy.

STRATEGIES

Offer experiences and benefits that support the region's business community

Partner and collaborate regionally and inclusively

PRIMARY INITIATIVES

- Membership supported dues restructure
- Networking and Connection
- Industry Sector Programming
- Individual Memberships

- Civic organization collaboration
- Regional focus
- Chamber Foundation
- Center for Research and Data

LONG-TERM MEASURES

- Total Revenue
- Individuals Served (new)
- Members Served
- NPS

What's New

- An individual membership for remote workers
- Expansion of our Center for Research and Data

2024 BOARD

EXECUTIVE COMMITTEE



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Chair
Chief Executive Officer
Cincinnati/Northern
Kentucky International
Airport



LEIGH R. FOX
Immediate Past
Chair
President & CEO
altafiber



JAMES A. WATKINS
First Vice Chair
President & CEO
Triversity
Construction



BRENDON J. CULL
President
President & CEO
Cincinnati Regional
Chamber



TIMOTHY A. ELSBROCK
Treasurer
Regional President
Fifth Third Bank



BRIAN HODGETT
Secretary
VP, State Government
Relations & Ohio
Community Relations,
The Procter & Gamble
Company



TEDD H. FRIEDMAN
Corporate Counsel
Partner
Katz Teller



KERRY BYRNE
President
Total Quality Logistics



PATRICK LAFLEY
Managing Partner
Constellation



PAARAS PARKER
Chief People Officer
Paycor



BARBARA SMITH
President
Journey Steel, Inc.



GERALD A. SPARKMAN
Chief Executive Officer
d.e. Foxx



AMY B. SPILLER
President
Duke Energy Ohio
and Kentucky

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SVP, Group Manager &
Co-Regional Leader
Fidelity Investments

Lanae Barnes
SVP, Local Market
Executive
Bank of America

Jeff Berding
Co-CEO
FC Cincinnati

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SVP & COO
Messer Construction Co.

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Vice Partner in Charge,
Cincinnati Office
Frost Brown Todd LLP

Elizabeth Blackburn
Director of Strategy &
Engagement
Cincinnati Bengals

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Owner
Pata Roja Taqueria

Troy D. Brodie
President
Western & Southern Life
Insurance Company

Archie M. Brown
President & CEO
First Financial Bank

Sylvia Buxton
President and CEO
North America
Perfetti van Melle

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Office Managing Partner
PwC

Andrew D. Ciafardini
SVP, Corporate
Affairs & Chief
Sustainability Officer
FIS

Keith G. Dailey
Group Vice President,
Corporate Affairs
The Kroger Co.

Stephanie Ebken
Chief Marketing &
Communications Officer
and Chief of Staff -
President's Office
Cincinnati Children's

Whitney M. Eckert
COO
Justin Construction, Inc.

Konstantinos Elefter
Delivery Center Head
Tata Consulting Services
(TCS)

Stephen P. Ewald
General Counsel,
Chief Compliance
Officer, Secretary
Medpace

Karen Forgus
SVP of Business
Operations
Cincinnati Reds

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President & CEO
Environmental and Safety
Solutions Inc.

Gregory W. Harmeyer
CEO
TiERI Performance
Solutions, LLC

Deborah Hayes
President & CEO
The Christ Hospital
Health Network

Dr. Ryan Hays
EVP, Chief Innovation
& Strategy Officer
University of Cincinnati

Stephen L. Hightower II
Chief Operating Officer
Hightowers Petroleum Co.

Kreg W. Keesee
Chief Operating Officer
Cold Jet, LLC

Kai Lewars
Principal + Founder
Kaiker Development +
Construction

Douglas L. Marsh
President/CEO
KZF Design, Inc.

Robert W. McDonald
Partner
Taft Stettinius & Hollister

Kenneth McNutt
Co-Founder
MadTree Brewing
Company

Carolyn Pione Micheli
EVP/Chief
Communications and
Investor Relations Officer
E.W. Scripps

Steven D. Mullinger
Regional President
Huntington Bank

Maggie Nichols
President & CEO
Eurekal Ranch

Molly North
CEO
Al. Neyer

Ben D. Parks Jr.
President
Parks Electrical Services

J. Scott Robertson
Chairman
RCF Group

Regina Carswell Russo
Founder/CEO
RRight Now
Communications

Dr. Anya Sanchez
Vice President
Corporate
Transportation
CTI

Jeremy Vaughan
Cincinnati Office
Managing Partner
EY

John R. Ward
Senior Vice President
Regional Operations
TriHealth Inc.

Warren Weber
Regional President
PNC Bank Greater
Cincinnati/NKY

Philip Wickler
Chief Transportation
Officer
GE Areospace

Thomas L. Williams
President & CEO
North American
Properties

**Alexander M.
Yastrebenetsky**
CEO
InfoTrust

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Chief Operating Officer
Cincinnati Reds

Leigh R. Fox
President and CEO
altafiber

Melvin J. Gravelly II
Executive Chair
Triversity Construction

Ralph S. "Mike" Michael III
Chairman
Fifth Third Bank Cincinnati

George Vincent
Partner
Dinsmore & Shohl LLP

Brendon J. Cull
President & CEO
Cincinnati Regional
Chamber

Kay Geiger
Retired
PNC Bank, Cincinnati/NKY

Candace S. McGraw
Chief Executive Officer
Cincinnati/Northern
Kentucky International
Airport

Molly North
CEO
Al. Neyer

James A. Watkins
President & CEO
Triversity Construction

Julia W. Poston
Retired
EY

CHAMBER LEADERSHIP TEAM



BRENDON J. CULL
President & CEO



KATE WARD
Senior Vice President and
Chief Business Officer



JUSTIN BROOKHART
Senior Vice President,
Cultural Economy and
Executive Director of
BLINK



DE-AJURA BESS
Human Resource
Director



SEAN COMER
Vice President,
Leadership Center



THOMAS DEERE
Vice President, Sales &
Engagement



AMY FITZGIBBONS
Vice President,
Marketing &
Communications



LIZ KEATING
Vice President,
Government Affairs
& Advocacy



PETE METZ
Vice President, Civic &
Regional Partnerships



AUDREY TREASURE
Vice President &
Executive Director,
Workforce Innovation
Center



CHELSEA YORK
Vice President, Events &
Experiences

PROJECT COLLABORATIONS WITH AFFILIATED ORGANIZATIONS

Through board seats, funding commitments, or structural alignment, the Chamber participates in business and community leadership roles throughout our region. In addition, we work closely with three independently operated subsidiaries and/or joint initiatives, including Cincinnati Compass, Cincinnati Experience, and the Minority Business Accelerator. Each of these organizations support regional goals and are leading efforts to advance our collective growth imperatives. We're proud to be deeply engaged in their work.



CINCINNATI COMPASS

Cincinnati Compass advances the economic and social inclusion of immigrants, refugees, and internationals to enhance the overall vibrancy and economic growth of the Cincinnati region. Cincinnati Compass is a collaborative project of the Cincinnati Regional Chamber, City of Cincinnati, and more than 65 community partners who believe that immigrants and refugees are key contributors to a strong regional economy and a diverse vibrant economy.



**CINCINNATI
EXPERIENCE**

CINCINNATI EXPERIENCE

Cincinnati Experience (CX) was formed in 2014 to elevate Cincinnati's reputation by telling positive stories that define the region to national media outlets. CX drives the creation and implementation of reputation-building programs that contribute to positive perceptions of the Cincinnati region among critical audiences as one of the country's leading magnets for business, investment, talent and visitors.



CINCINNATI MINORITY BUSINESS ACCELERATOR

Now in its 21st year, the Cincinnati Minority Business Accelerator (MBA) operates to Accelerate the growth of the highest potential minority-owned businesses for a more economically vibrant and inclusive Cincinnati Region. Through the intentional collaboration efforts of the Accelerator and the MBA Fund I, MBA's strategic goal is to spur the growth of 20 minority business enterprises that have incremental Upside Growth Potential (UGP) of \$30M in annual revenue or the ability to create a minimum of 30 new jobs each by 2030.



**Cincinnati USA
Regional Chamber**

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cincinnati-chamber.com**