



## Key Take-aways from the December 2025 Board Retreat: Our role as a regional convenor

**HEADLINES ACTIVITY:** Create headlines you hope define 2026 as a Chamber.

Across the headlines, board members envision the Plano Chamber in 2026 as a regional leader that goes well **beyond traditional chamber functions:**

- A **connector** between business, education, city leadership, and the community
- A driver of workforce and talent development, especially for young professionals and future leaders
- A **regional convener**, extending influence beyond Plano into Collin County
- A **thought leader** using data, insights, and collaboration to shape economic growth
- An inclusive, modern organization that sets the standard for engagement, representation, and impact

Collectively, the proposed headlines position the Plano Chamber as an organization that builds the **future of the region**, not just supports the present.

Key Takeaways:

- The Chamber's value is defined by **impact, not programming**. Outcomes like workforce pipelines, regional growth, and data-driven leadership matter most.
- **Regional influence** is a major aspiration. Stakeholders want the Plano Chamber recognized as the leader for Collin County, not just the city.
- **Talent and NexGen leaders** like young professionals are seen as the future currency. Nearly every growth or success story ties back to people.
- **Collaboration** is non-negotiable. The Chamber's success is imagined as deeply integrated with city, education, and business partners.
- **The Chamber is expected to look different than it did in the past. Modern, inclusive, data-driven, and forward-focused.**

**In Practice:** As we begin a new strategic planning process in 2026, these themes will be explored, along with data that informs final decisions around goals, tactics, activities and outcomes to help shape our future as an organization and the important role we play in the community and for our business members.

**SUCCESS INDICATORS ACTIVITY:** Identify quick wins, annual metrics and long-term goals for the Plano Chamber in the four pillars of impact.

Across the activity, the board members consistently envision the Plano Chamber as a modern, data-informed, relationship-driven organization that connects advocacy, talent, business growth, and storytelling into one cohesive strategy. **Success is not defined by activity volume, but by engagement, outcomes, and regional influence.**

**There is a strong desire for the Chamber to:**

- **Lead regionally**
- **Be indispensable to members**
- **Use data to drive decisions**
- **Clearly articulate its value and purpose**

Key Takeaways:

- **Engagement** is the primary success indicator across all pillars.
- **Data and measurement** are expected, not optional.
- Storytelling underpins every pillar, from advocacy to membership to workforce.
- The Chamber is expected to evolve into a **connector and convener**, not just a service provider.
- **Regional leadership** is a recurring aspiration across activities.

***In Practice:*** The 2026 Strategic Program of Work must have metrics defined in three categories – 1) Quick Wins (what can we do now to show progress); 2) Essential Indicators (must have goals that indicate sufficient effort and progress); and 3) Reach Indicators (longer-term stretch goals that show growth as an organization). These metrics will be defined and shared in March.