

Lebanon Valley Chamber of Commerce 2017 - 2021 Strategic Plan

Mission Statement: *To be a leader in the advancement of the economic vitality and quality of life in the Lebanon Valley through access, resources, and services to the business community.*

ORGANIZATIONAL EXCELLENCE

Task Force Vision	Strategic Objectives	Action Plan Recommendations
Vision: Establish principles of organizational excellence that guide the Chamber to accomplish its mission and strategic plan.		
Mission and Vision	SO #1 - Clearly define and communicate our Vision, Mission, and Values to our members, staff, and volunteers.	Action #1 - Identify methods and mediums to communicate vision, mission, and values to stakeholder groups
		Action #2 - Establish and identify the Chamber's core values. Communicate identified values.
Leadership	SO #1 - Recruit and align the Chamber staff, board of directors, volunteers, and key partners to advance the economic vitality of the Lebanon Valley.	Action #1 - Communicate key messages and issues with all stakeholders
		Action #2 - Work with key partners to collaborate on issues that builds the business climate in the Lebanon Valley
Resources/Competencies	SO #1 - Develop the expertise, tools, and technology required to be the premier business resource for our members.	Action #1 - Participate in and review annually, ACCE's Operational Survey to learn best practices and trends among chambers nationwide.
		Action #2 - Survey members to better identify their needs and expectations

		Action #3 - Identify necessary/desired technology and resource needs and develop a budget and implementation plan.
Innovation	SO #1 - Promote a culture of innovation within the organization that anticipates changes in the marketplace and the needs of our members.	Action #1 - Complete a self-assessment to explore possible restructuring of Chamber operations, resources, events and staff.
		Action #2 - Continue to invest in the professional development of the staff through the Institute for Organization Management program through the U.S. Chamber
Customers	SO #1 - Exceed the expectations of our members and the business community.	Action #1 - Complete a member survey every two years
		Action #2 - Investigate, prepare and execute a survey of the community at large to learn/identify perceptions, expectations and roles of the Chamber
Standards	SO #1 - Utilize the following standards of performance to ensure excellence and the achievement of our goals.	Action #1 - Strive for, maintain and exceed: 28% Market Penetration Increase non-dues revenue to achieve a 60/40 split between dues and non-dues income Increase revenue per member to \$700 Budget 3% of revenue per year as set aside for reserves Establish a baseline for the number of membership attending at least one Chamber event per year and increase annually as appropriate Retain 90% of membership year over year

MEMBERSHIP

Task Force Vision	Strategic Objectives	Action Plan Recommendations
Vision: The Membership of the Chamber will be diverse, robust and engaged. The Membership structure will maximize value and		
Finance	SO #1- The Chamber will conduct an annual review of the financial impact of membership and utilize best practices and industry standards to meet the Chamber's financial obligations.	Action #1 - Through the annual budgeting process, membership investments will be reviewed and adjusted as needed. The annual increase is not recommended to exceed five percent annually.
		Action #2 - The Chamber will strive to maintain a greater than 90 percent retention of its membership and an 85 percent annual retention of membership investment renewals.
		Action #3 - The Chamber will no less than every two years review its administrative fee to evaluate if an adjustment (positive or negative) is necessary.
Structure	SO #2- The Chamber will conduct a comprehensive review of its membership model to ensure it's existing structure maximizes value and return for the Chamber and its members organizations.	Action #1 - The Chamber will review and evaluate creating an introductory or probationary membership level that gives certain types of potential members an opportunity to experience the Chamber at a reduced rate, while still maintaining value for current members.
		Action #2 - The Chamber will conduct a thorough evaluation to create a modified tiered membership investment structure which provides a "basic" membership option and an "all inclusive" level(s) that provides additional value add.

		Action #3 - Independent of any membership investment structure change, create a task force to create and recommend bundling and packaging event registration and sponsorships. Sponsorship opportunities for the coming year should be made available by September of the preceding year to allow members adequate review and budgeting
Best Practices	SO #3- Annually review the Chamber's recruitment, engagement and retention strategies to ensure alignment with industry best practices and achieving the needs of the Chamber.	Action #1 - Work with all appropriate committees and entities within the Chamber to ensure the value proposition of the Chamber is known to all.
		Action #2 - Develop a communication strategy that creates segmented messaging to membership. Align members' identified interest to those offerings of the Chamber.
		Action #3 - Annual review the Chamber's demographics, at a minimum from industry, employer size, and geographical location, to ensure the Chamber's membership is reflective of the community in which it serves.
Relationships	SO #4- Utilize relationships of committee members and other key individuals to capitalize of membership recruitment and engagement potential.	Action #1 - Strengthen avenues for feedback from members to Chamber staff and Board of Directors.
		Action #2 - Expand the use of the Chamber's Ambassador committee to assist more in membership recruitment as well as strengthen the committee's role in retention efforts.

		Action #3 - Enhance and expand the engagement of the Board of Directors in the Chamber's recruitment strategies. Create Board engagement that helps to organically grow engagement and recruitment.
		Action #4 - Continually evaluate and engage key leaders within the Chamber and community to assist with appropriate Chamber initiatives and strategies.
		Action #5 - The Chamber will grow its membership annual with a goal of 900 members by 2021.

VALUE AND RETURN ON INVESTMENT (ROI)

Task Force Vision	Strategic Objectives	Action Plan Recommendations
Vision: The Chamber is committed to provide value added services which help members to enhance the performance and services of		
Establish Value & Services	SO #1- Define and publish our value proposition that will provide specialized relatable services to members and industry segments	Establish key measurements of value for members to create the Chamber's value proposition - engage members to assist in determining this
		Analyze membership demographics to create a consolidated list of key segments that are clearly defined and targeted in a segmented and appropriate manner.
		Establish measurements, benchmarks and alignment for key industry segments. Create a customized value proposition statement for each key segment.
		Utilize established segment value propositions to identify and promote key programs and initiatives the Chamber offers that align with those values.
Communications	SO #2- Engage & Encourage member participation by effectively communicating to all members and their organizations the value and opportunities that Chamber membership provides.	Develop a communication and technology platform and strategy
		Enhance website savings and resources for members --to aid in networking and team building
Business & Organizational Development & Education	SO #3- Offer business, education and organizational development programs to members as a way to enhance their performance.	Engage with other entities (quasi-governmental, educational, etc.) to provide business development resources

		Define the type of programs for segments that enhance value for membership, via Mentor Programs, SCORE, Chamber Events, Roundtables, etc.
		Enhance offerings of seminars and workshops to members to enhance knowledge and build their success
		Create web-based seminars and social media outlets such as blogging
		Offer business education, training, and organizational development programs for members
Advocacy	SO #4- To provide advocacy and a unified voice for Chamber members in the legislative process.	Outreach, representation, participation in the Chamber will represent the needs and expectations of its members.
		Engage with member segments to learn concerns, issues, etc. to ensure advocacy matches needs

LEADERSHIP IN THE COMMUNITY

Task Force Vision	Strategic Objectives	Action Plan Recommendations
Vision: Supporting partnerships and providing leadership to grow the Lebanon Valley		
Workforce Development & Education	SO #1 - Support programs and organizations currently working to address the workforce talent gap in all industry sectors.	Action #1 - Actively engage with the Lebanon Valley Workforce Alliance to meet workforce development and education needs in the community. Consider designating a Chamber representative to participate regularly in their meetings.
		Action #2 - Support programs and initiatives dedicated to effectively educate and train students of all ages and stages (students, mid-life, professionals) for workforce readiness to accelerate the growth and sustainability of Lebanon Valley businesses (i.e. Act 339).
		Action #3 - Consider ways to find and develop a workforce that is both capable <u>and</u> diverse.
Diversity	SO #1 - Strengthen and sustain a healthy business environment in the Lebanon Valley by providing the conditions necessary for all business community members to feel welcomed, valued and supported.	Action #1 - Encourage the LVCC Board Nominating Committee to strongly consider all demographics to ensure a Chamber Board that is representative of the population.
		Action #2 - Continue as a partner and sponsor of the Hispanic Gala.
	SO #2 - Support programs that build & reinforce relationships with Hispanic and other minority owned businesses in the Lebanon Valley to provide assistance toward achieving their business growth goals.	Action #1 - Create additional bilingual materials and support existing programs that increase effective communication with the Hispanic business population.

		Action #2 - Discover a means by which to proactively serve the Hispanic business community.
	SO #3 Continue to build trust and partnership with the agricultural community to recognize the significant role they play in the Lebanon Valley; and to foster and support their success.	Action #1 Identify and participate in meetings, events and/or activities hosted by the agricultural community, as appropriate.
		Action #2 Work to better support and provide resources to the Farm-City Committee and their initiatives.
Building the Lebanon Valley's Economy	SO #1 - Support the strategies and economic development initiatives of our partner organizations represented on our Board, striving to strengthen and grow the economy of the Lebanon Valley.	Action #1 - Support efforts that encourage the effectiveness of the Business Development Team.
		Action #2 - Actively support the City's "Grow Lebanon 2020" Plan
	SO #2 - Provide leadership on best practices to micro/small businesses and nonprofits in the Lebanon Valley and opportunities for small business leaders to connect and learn from each other.	Action #1 - Continue to lead the Small Business & Community Benefits (nonprofits) Round Tables.
		Action #2 - Consider adding educational workshops and/or expanding round tables.
	SO#3 - Support the efforts of other economic development activities to attract businesses to our community.	Action #1 - Be a resource and partner with these organizations as requested.
Marketing the Lebanon Valley	SO #1 - Support the destination marketing efforts of others to communicate the benefits of the Lebanon Valley to both businesses and visitors.	Action #1 - Support the efforts of Visit Lebanon Valley to attract visitors and tourists to our community.
		Action #2 - Support unified branding efforts to market the Lebanon Valley to recruit and retain businesses.

		Action #3 - Lead and partner with organizations/initiatives that engage residents and garner their support of local businesses (i.e. Small Business Saturday and Buy Local programs).
Advocacy	SO #1 - Identify legislative issues that may impact our business community; then educate, advocate and be a resource for our members.	Action #1 - Strengthen and support the current LVCC Public Policy Committee to provide regular updates/dashboard to promote awareness of impending (or active) legislation and related matters.
		Action #2 - Use the PA & US Chambers (and other resources) in identifying and communicating legislative issues/changes to our members.