



Introduction

STRATEGIC PLAN

The Wellsville Area Chamber of Commerce, Inc. Strategic Plan is a comprehensive look at five key initiatives to help the Wellsville area achieve a more sustainable economy and quality of life. The Strategic Plan of the Wellsville Area Chamber of Commerce, Inc. revisits and reinforces the organization’s mission and strategies that will continue its focus and service to our members and the community.

This report outlines the Strategic Plan for the Wellsville Area Chamber of Commerce, Inc. It covers the key areas of: Mission, Strategic Imperatives, Goals & Objectives and Strategic Initiatives.

The Strategic Plan identifies what the Chamber’s top priorities and goals are, serving as a road map to lead the organization from where it is now to where it needs to be in three years. The elements of the Strategic Plan are defined as follows:

TABLE 1: Elements of the Strategic Plan

ELEMENT	ADDRESSES THE QUESTIONS
Mission	<ul style="list-style-type: none"> • What is the organization’s unique and fundamental purpose for existing?
Strategic Imperatives	<ul style="list-style-type: none"> • What is absolutely necessary in order for the organization to fulfill its mission?
Goals	<ul style="list-style-type: none"> • What are we trying to achieve? • What is the long-term desired impact on the problem?
Objectives	<ul style="list-style-type: none"> • What are the implementation steps to attain the identified goals?
Strategic Initiatives	<ul style="list-style-type: none"> • What are our major programs, projects and services undertaken to meet identified goals?



Mission Statement

What is the organization's unique purpose for existing?

The Wellsville Area Chamber of Commerce, Inc. Board of Directors is an elected constituency that serves our membership and our community. We volunteer our time and talents to promote a vibrant community and significant economic growth. Under our leadership and strategic initiatives, we contribute to the viability and stability of the region. In short, we make the greater Wellsville community a destination of choice for all and a great place to live and work.



Strategic Imperatives

What is absolutely necessary for the organization to fulfill its mission?

I. Economic Development

Promote and enhance a vibrant, diverse and sustainable economy by growing and retaining our existing memberships.

II. Community Development

Strengthen community involvement and decision-making that supports growth and fosters a high ranking quality of life for all residents of our region.

III. Membership & Events

Attract new members and increase existing members' involvement in the Chamber by providing programs, services and benefits that are valued by members as essential to their success.

IV. Talent Development & Retention

Develop and retain high qualified, well-trained Chamber staff capable of meeting the Chamber's needs in order to sustain continued growth and organizational prosperity.

V. Financial Sustainability

Ensure the future sustainability of the Chamber as a result of conservative, realistic yet optimistic budgeting; addressing an effective return on member's investment; analyzing historical data and aggressively capturing new income streams for the Chamber's programs.



Goals & Objectives

What is the organization trying to achieve and what are the implementation steps to attain the identified goals?

I. Economic Development

Promote and enhance a vibrant, diverse and sustainable economy by growing and retaining our existing businesses.

Goal 1: Serve as the regional development action agency.

Objectives

- a. Stay abreast of local development at various government levels by attending meetings, communicating with representatives, etc.
- b. Take a strong leadership role in community development and make a significant contribution to existing partnerships and building new ones through the Wellsville Development Corporation.
- c. Work with, and assist, regional and county organizations that positively impact economic and community development.
- d. Communicate local developmental progress to Chamber members and the community through newsletters, social media, website, presentations, etc.

Strategic Initiatives	Accountability
Work with the Greater Allegany County Chamber of Commerce to strengthen their tourism efforts with Chamber members.	Executive Director
Participate on the county’s Manufacturing Council; representing the Chamber’s members and communicating the council’s activities back to members.	Executive Director
Send out a monthly update to members and the community regarding development activities and/or initiatives.	Executive Director

II. Community Development

Strengthen community involvement and decision-making that supports growth and fosters a high ranking quality of life for all residents of our region.

Goal 1: Strengthen the greater Wellsville area’s status as one of the best places to live and promote the area as a preferred place to live with sound natural resources.

Objectives

- a. Support the activities/outcomes of Wellsville 2020 to realize the economic benefits of the Genesee River and surrounding natural resources.



Strategic Initiatives	Accountability
Walking Town/Trail Project	WDC Sub-committee
Commercial Historic District	WDC Sub-committee
Community Gardens	WDC Sub-committee
Comprehensive Plan for the Town & Village of Wellsville	WDC
Wellsville Gateway Project	WDC
Historic District Development	WDC with assistance from Executive Director
Beautification of Vacant Storefronts	WDC
Investigate Industrial Incubator	WDC

Goal 2: Increase the community’s awareness of the important/significance contributions of the Chamber to the region.

Objectives

- a. Significantly increase public awareness of Chamber services and activities to build a solid base of community support.

Strategic Initiatives	Accountability
Submit at least two press releases to the local newspapers each month highlighting a Chamber function, activity, award, member spotlight, project update, etc.	Executive Director
Create a standard operating procedure for uniformed website, Facebook and email blast announcements/messages. Confirm follow through.	Executive Director

III. Membership & Events

Solicit new members and increase existing members’ involvement in the Chamber by providing programs, services and benefits that are valued by members as essential to their success.

Goal 1: Increase awareness of the Chamber and its membership benefits through an active marketing initiative.

Objectives

- a. Develop and implement a comprehensive market/branding package.



- b. Increase the number of people participating in Chamber events and program through advertising/marketing.
- c. Increase the Chamber’s visibility on the web and social media networks (Facebook, YouTube, Twitter, etc.) by developing and distributing new information through these channels.

Strategic Initiatives	Accountability
Develop and implement a comprehensive market/branding package.	Executive Director <i>Present to the BOD by: XX/XX/XX</i>
Track attendance at Chamber events and activities; creating comparable yearly data. Reach out to members not demonstrating attendance at activities.	Executive Director
Create a standard operating procedure for social media marketing; what gets posted when, who posts what, etc. Confirm follow through.	Executive Director
Grow the Chamber’s Facebook following to over #1,000.	Executive Director <i>By January 1, 2017</i>

Goal 2: Increase membership and retention to achieve a positive net membership growth rate each year.

Objectives

- a. Develop and implement a Member Retention Program with timeline; goal of 90% retention rate over the next three years.
- b. Develop and implement an Ambassador Program for the Chamber to address the increasing need for public awareness.
- c. Increase personal contact between members and Chamber staff; raising Chamber visibility and allowing for strengthened communication.

Strategic Initiatives	Accountability
Develop and implement a Member Retention Program.	Executive Director <i>Present to BOD by: 01/31/16</i>
Develop and implement an Ambassador Program.	Executive Director <i>Present to BOD by: XX/XX/XX</i>
Develop a plan to visit with all members yearly.	Executive Director <i>Present to BOD by: XX/XX/XX</i>



Research and identify Chamber-specific software that addresses Membership Management, Communication & Groups, Events, Marketing, Retention, Website Solutions and Social Networking that would best support Chamber activities.	Executive Director & Membership Committee <i>Present to BOD by: XX/XX/XX</i>
Support Member Retention Program, Ambassador Program, BOD attendance policy, member Grand Openings, Business After Hours, chamber events/fundraisers, ticket sales, etc.	BOD

Goal 3: Strengthen communication with members and prospective members.

Objectives

- a. Create a *Membership Information System* containing all pertinent member information; confirming contact information twice per year with courtesy calls to members.
- b. Rebuild the Wellsville Area Chamber of Commerce, Inc. website; training staff and board members how to use the content management system.
- c. Continue to explore creative ways to educate members on membership benefits and Chamber programs.
- d. Identify and implement technology resources to enhance connectivity with volunteers, committees, members and board members (i.e. cloud-based systems, etc.)

Strategic Initiatives	Accountability
Decide on a <i>Membership Information System</i> platform; contact each contact in database to confirm information –update, if necessary, bi-annually.	Executive Director
Rebuild the Chamber website to reflect the new marketing package.	Executive Director
Identify technology resources to enhance connectivity with members, volunteers, committees and board members.	Executive Director
Implement and train individuals on identified technology resources.	Executive Director

Goal 4: Increase the number of small businesses that join the Chamber.

Objectives

- a. Research member locations, map out, and determine the areas where Chamber Membership is low.
- b. Define and obtain communication lists for non-member small businesses.
- c. Develop a survey to determine needs and wants of these small businesses.
- d. Develop and implement programs, services, and benefits not already provided.
- e. Develop and implement a marketing/communication plan for these small businesses.



Strategic Initiatives	Accountability
Assist landlords in determination of appropriate rent.	Executive Director
Develop <u>and test</u> sliding scale of rent strategies.	Executive Director
Work with Allegany County development to access and facilitate incentive loans for new businesses.	Executive Director

IV. Talent Development & Retention

Develop and retain highly qualified, well-trained Chamber staff capable of meeting the Chamber's needs in order to sustain continued growth and organizational prosperity.

Goal 1:

Objectives

- a. Keep Chamber by-laws up-to-date and current accounting for continuously changing organizational needs.
- b. Keep Chamber Staff and BOD job descriptions up-to-date and current accounting for continuously changing organizational needs.
- c. Ensure all staff/Board members are well trained and versed on Chamber services.
- d. Build a high performance team at both the Board and Staff levels of the Chamber and its committees by enforcing the Chamber's by-laws and supporting Chamber-specific continuing education and professional development.

Strategic Initiatives	Accountability
Review organizational by-laws annually for compliance with generally accepted employment practices and recommend any changes to the Board of Directors for their approval.	Executive Committee & Executive Director <i>Completed:</i> 03/31/2016 03/31/2017 03/31/2018
Review and refine job descriptions annually for the Board of Directors and Chamber staff; implement any changes.	Board of Directors <i>Completed:</i> 03/31/2016 03/31/2017 03/31/2018
Develop an organizational chart depicting flow of information and hierarchy.	Executive Director
Hold a yearly Chamber 'educational presentation' informing Chamber staff and BOD of services, Chamber history, etc.	Executive Director



Annual review, report and update of Chamber Strategic Plan (deliver a report on previous year and outline current year).	<p style="text-align: center;">1st VP</p> <p style="text-align: center;"><i>Completed:</i> 03/31/2016 03/31/2017 03/31/2018</p>
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V. Financial Sustainability

Ensure the future sustainability of the Chamber as a result of conservative, realistic, yet optimistic, budgeting; demonstrating an effective return on member’s investment; analyzing historical data and aggressively capturing new income streams for the Chamber’s programs.

Goal 1: Maintain financial stability.

Objectives

- a. Obtain long-term tenant for former ‘Red Cross’ space.
- b. Develop a three to five year financial forecast to determine the organization’s projected financial requirements.
- c. Increase non-due revenues (sponsorships, events, etc.) by \$2,500 each year.
- d. Leverage grants and other resources to fund Chamber projects/activities.

Strategic Initiatives	Accountability
Review organization’s financial policies for compliance every two years (2015, 2017, 2019, etc.) and recommend any changes to the Board of Directors for their approval.	<p style="text-align: center;">Executive Committee & Executive Director</p> <p style="text-align: center;"><i>Completed:</i> XX/XX/XX (20165) XX/XX/XX (2017)</p>
Conduct a bi-annual audit of all organization accounts and transactions.	<p style="text-align: center;">Executive Committee & Executive Director</p> <p style="text-align: center;"><i>Completed:</i> XX/XX/XX (2016)</p>



Conclusion

This Strategic Plan addresses the Wellsville Area Chamber of Commerce, Inc.'s current and future needs through 2018. The goals of this plan are specific, measureable and attainable. The Chamber staff and Board of Directors will be responsible to implement the strategies and goals in this plan. The progress of these goals will be measured through the Board governess process.