

STRATEGIC PLANNING REPORT



Strategic Plan

2015-2019

February 24, 2015

Bob Harris, CAE bob@rchcae.com

Strategic Plan

2015 – 2019

Seneca Falls, NY

Preface

The Seneca County Chamber Board of Directors (Board) met on February 24, 2015 for the purpose of drafting a strategic plan. It will serve as the roadmap to best position the organization, its business membership and county partners for success over the next 5 years.

When shared with the Chamber community and key stakeholders, the plan should inform of the Chamber's priorities. The leadership was visionary in taking a regional approach to building relationships and adding value for the benefit of business.

The Seneca County Chamber of Commerce (SCCC) was founded in 1968. There are nearly 350 members. The chamber is recognized by the IRS as a 501(c)(6) organization, exempt from federal income tax.

Mission and Vision Statements

The mission statement is the organization's purpose for existence. The vision is a statement describing and successful outcomes.

The mission was amended to include regional influence and leadership. The vision was changed to emphasize value and relationships for members and Seneca County.

	Existing	Amended
Mission Statement	The Seneca County Chamber of Commerce will be a dynamic, proactive business voice that provides information, initiative, connectivity and leadership.	The Seneca County Chamber of Commerce is the leading advocate for business in the Finger Lakes Region.
Vision Statement	The Seneca County Chamber of Commerce will be the leading advocate for Seneca County Business.	Building value and relationships for the Region.

Goals

Goals are the core competencies of the Chamber; areas where the Board is committed to allocating time and resources (committees, staff, funding, etc.)

The Board set four goals for 2015 to 2017+. This plan will influence SCCC for many years, including the 50th anniversary in 2018.

- | | |
|--|---|
| <p>I. Member Value and Business Resources - Providing the needs for growing business.</p> | 
Member Value and Business Resources |
| <p>II. Tourism and Promotion - Increasing tourism and serving as the respected source of information.</p> | 
Tourism and Promotion |
| <p>III. Public Policy and Advocacy - Recognized as the voice for business in Seneca County and the Region.</p> | 
Public Policy and Advocacy |
| <p>IV. Building Chamber Excellence - Recognized for leadership, organizational achievement and facilitating growth.</p> | 
Building Chamber Excellence |

Strategies

Strategies are innovative and continued ‘best-practice’ approaches to strengthen the Chamber and best serve its membership. Rather than setting performance measures for each strategy it was suggested that staff recommends performance measures to the Board (i.e. timeline, metrics and assignments.)

To align with the plan’s strategies, the committees should be renamed and re-aligned with the goals so they can better reflect and champion elements of the plan.

- I. **Member Value and Business Resources** - Providing the needs for growing business.
 - A. **Membership Committee** – Develop a membership committee and position Ambassadors for outreach; setting appropriate guidelines.
 - B. **Member Relations** - Increase value and services to members by being aware of their unique assets; incorporate technology (i.e. consider an online database that members can update); conduct member visits; and, provide member recognition.

- C. **Regional Relationships** - Promote SCCC regionally to engage businesses who seek relationships in the greater Seneca County area.
 - D. **Dues Structure** - Analyze implementation of tiered membership structure.
 - E. **Insurance Products** - Explore expansion of Chamber insurance products/services; be cognizant of, and maximize return on investment.
 - F. **Inclusive Approach** - Identify and reach out to any sectors missing from the Chamber to identify and serve their unique needs.
 - G. **Networking** - Facilitate member business connections through Chamber programs and events.
 - H. **Education and Information** - Provide educational/professional growth opportunities for businesses (i.e. expertise on social media, customer service, technology applications, etc.).
 - I. **Affinity Programs** – Identify affinity programs that may supplement existing member benefits.
- II. **Tourism and Promotion** - Increasing tourism and serving as the respected source of information.
- A. **Tourism Contract** - Continue implementation of the tourism contract with Seneca County, seeking a longer-term relationship through a memorandum of understanding.
 - B. **Media Relations** - Enhance media relations and the resulting PR/impressions for the benefit of Seneca County and business.
 - C. **Social Media** - Promote the county, the region and business through social media and innovative technology.
 - D. **Brochure Distribution** - Expand the brochure distribution program and develop other mechanisms that will promote the region.
 - E. **Shared Marketing** - Develop shared marketing opportunities with Lago Resort and enterprises relocating to the community.
 - F. **Collaboration** - Collaborate with tourism marketing organizations in the Finger Lakes region.
 - G. **Regional Assets** - Embrace and promote the marketing opportunities afforded by wine, history, culture and recreation in the region.
- III. **Public Policy and Advocacy** - Recognized as the voice for business in Seneca County and the Region.

- A. **Chamber Platform** - Be proactive in identifying the issues to advocate on behalf of business; develop a process and protocol for reviewing and selecting issues that come before the Chamber¹.
 - B. **Infrastructure Needs** – Identify and support the infrastructure necessary for quality and sustainable growth.
 - C. **Government Relations** - Maintain influential relations with officials at the local, state and national levels.
 - D. **Collaboration** - Collaborate on a regional basis with allied organizations.
 - E. **Economic Development** - Promote economic development through collaborative leadership with the Seneca County Industrial Development Authority and related organizations in the community.
- IV. **Building Chamber Excellence** - Recognized for leadership, organizational achievement and facilitating growth.
- A. **Leadership Roles** - Clarify the roles, responsibilities, distinctions and lines of authority for the committees, board, and staff.
 - B. **Chamber Headquarters** – Position the Chamber office to be the northern gateway to the Finger Lakes Region; explore relocation opportunities.
 - C. **Resource Management** – Be excellent stewards of the finances, strive to increase revenues.²
 - D. **Governing Documents**- Maintain the Chamber’s governing documents, including an update of policies.
 - E. **National Stature** - Explore the feasibility of obtaining accreditation by the US Chamber of Commerce.
 - F. **Communications** – Invest in the technology needed for improving internal and external communications.
 - G. **Evaluation** - Identify ways to conduct evaluation of CEO, board, budget and risks to ensure excellence in governance and management.

Next Steps

- Approval of the plan by a motion of the board of directors.
- Promotion to members, local boards and industry.
- Alignment with committees and staff.
- Periodic review of progress at meetings of the board.
- Three year update.

¹ Relying on the mission and vision to serve as a filter for issues’ review.

² Adopt an investment policy.