

# The Peters Township Chamber of Commerce Strategic Plan 2022-2025

## Chamber Mission:

To grow our businesses and serve our communities through connection, opportunities, partnerships, and resources.

## Chamber Vision:

The Peters Township Chamber of Commerce will be the Chamber of choice for engaging businesses and serving our communities through supporting and developing small business owners, managers, and employees.

## Year One: Create a strong Foundation March 2022-2023

1. **Goal One: Evaluate and update the infrastructure of the chamber for growth and development.**
  - a. **Update Mission and Vision Statements** to reflect value proposition of the PTCOC.
  - b. **Job Descriptions for current roles:** Executive Director, Administrative Support, internship, and Board Members.
  - c. **Policies:** creating an employee handbook and an employee contract.
  - d. **Procedures:** assess and evaluate technologies to streamline processes that drive engagement and revenue.
  - e. **Website updates:** identify key areas to be updated and enhanced now.
2. **Goal Two: Create Key Performance Indicators, data, and metrics**
  - a. **Membership:** retention and growth. Staying connected, developing membership intake and retention conversations.
  - b. **Events:** Fundraisers (Board and E.D.), Networking and Celebrations. (Create a monthly events calendar, develop cost structure and projected revenue for year one)
  - c. **Programming:** Diversification of programming for employees and leaders, creating monthly programming that generates revenue for the chamber. (How many programs a month? How are they offered? Develop cost structure.)
3. **Goal Three: Define the Value Proposition: Membership pricing structure collaborating with consultant.**
  - a. **Evaluate the current membership cost, consider raising the membership rates for 2022-2023.** (The rates have not gone up in three (3) years.)
  - b. **Evaluate current membership benefits and offerings.** How do they fit into the new pricing model?
4. **Goal Four: Committee Development.** What committees should be created to implement key initiatives and address the broad scope of work needed to be completed with the PTCOC employees.
  - a. **Identify committees for 2022:** This would be a mix of board members and chamber members.

5. **Goal Five: Communication Strategy. Communicate to members that the chamber is evaluating and enhancing their benefits and events/programming. Tie the strategic plan update and new offerings in the weekly email.**
  - a. **Start with announcing the strategic plan and areas of focus, on the website to thank members for their input on our survey,** highlight the key take aways and how it has helped shape the strategic plan.
  - b. **Add strategic plan updates in the News you Can Use Email and highlight key members each week** (Utilize the members that are participating in the committee work for the chamber.)
  - c. **Evaluate the emails sent by the chamber.**
  - d. **Develop a social media strategy for 2022.** Identify what postings are critical for new programming and events.

## **Year Two: Continued Development March 2023-2024**

1. **Goal One: Financial planning. Evaluate the tiered membership structure that provides options to members of large and small organizations.**
  - a. **Evaluate three tiers that will increase revenue and engagement of current and potential members.** Conduct survey to collect feedback from members.
2. **Goal Two: Evaluate Year One Key Performance Indicators and adjust.**
  - a. **Membership:** Compare year over year numbers for new members, retention percentages and attrition.
  - b. **Staffing Model of Chamber Employees:** evaluate the roles, where do we have strength and where do we have gaps.
  - c. **Events:** Review fundraising goals and numbers for 2022, develop goals for 2023.
  - d. **Programming:** Diversification of programming for employees and leaders, creating monthly programming that generates revenue for the chamber. (How many programs a month? How are they offered? Develop cost structure.)
3. **Goal Three: Recruitment of Board Members and Chamber Ambassadors**
  - a. **Recruitment of new board members:** focus on gap areas of expertise and leadership (recruitment for board chairman)
  - b. **Create a Chamber Ambassadors/ Champions program:** What chamber members can do to lead lunch discussions or panel groups, boost attendance, awareness, and enrollment in chamber membership.
4. **Goal Four: Evaluation of Committees**
  - a. **Which committees are essential to chamber growth and development:** review successes and challenges of 2022 committees? What outcomes did the committees achieve?
  - b. **Set goals for committees aligned to the strategic plan.**

## Year Three: Sustainability 2024

1. **Goal One: Financial Growth:** identify key strengths in revenue growth and areas of opportunity.
  - a. **Tiered Membership Structure:** Evaluation of where members are choosing to engage with the chamber. What tier is generating the most revenue? Is this still the right structure for the chamber?
  - b. **Sponsorship:** Engage sponsors annually in event planning and offerings to encourage continued giving. Identify new sponsors and sponsor opportunities.
  - c. **Programming:** what revenue is generated from programming?
2. **Goal Two: Evaluating and developing Key Performance Indicators for Executive Director and Board**
  - a. **Membership:** recruitment strategy for higher tier memberships, evaluation of tiered membership features and benefits.
  - b. **Sponsorships:** Target revenue generation for 2024.
  - c. **Events:** Aligning sponsorship to event planning.
  - d. **Programming:** Evaluate, modify, and create new paid program offerings.
  - e. **Operational Excellence:** What technology and processes can be streamlined to enhance the member experience and allow chamber employees to focus on community-based goals.
  - f. **Staffing Model of Chamber Employees:** evaluate sustainability of employees versus consultants.
3. **Goal Three: Membership and Ambassador Roles**
  - a. **Evaluate the Ambassador Program:** What is working and what needs to be improved?
  - b. **Recruitment Strategy:** new members and new ambassadors.
4. **Goal Four: Evaluation of Committees**
  - c. **Which committees are essential to chamber growth and development:** review successes and challenges of 2023 committees? What outcomes did the committees achieve?
  - d. **Set goals for committees aligned to the strategic plan.**
5. **Goal Five: Set a New Strategic Plan for 2024 and beyond**
  - a. **Review the 2022 Strategic Plan**