



Strategic Plan Report July 17-18, 2018

Foreword

Since 1910, the Peoria Area Chamber of Commerce has been the leading voice and resource for business in the region.

The Chamber has more than 1,000¹ members representing over 60,000 employees. It delivers value to its members by cultivating a thriving business community, representing the voice of business to government, and offering products and services for business success.

Discussions

The facilitator discussed many of the traditional services of chambers of commerce that were not apparent at the Peoria Chamber. For example, publishing, political action, awards and recognitions and economic development. This is partly because there is an abundance of organizations with missions that overlap in Peoria.

Within the region there may be some confusion among the organizations' mission. There may be an overlap of services and leadership. And it is possible that stakeholders are fatigued by the requests for sponsorships, volunteering and membership.

It was clarified that the impact and collaboration should be *regional*, rather than exclusive to the Peoria community. The summation of discussion of the purpose of the Chamber is primarily for "business success." It was also noted that nearly every business joins for a different reason.

Planning Process

The board of directors, representatives from the CEO Council, GPEDC and CVB, as well as the Chamber's professional staff met to develop a three-year plan. The meeting was held at Weaver Ridge Golf Club. Interviews and research were conducted in advance.

¹ Representing about 10% market share of all licensed businesses.

Mission Statement

The mission is the statement of purpose. It should identify the organization and what it does. The board affirmed the existing statement while asking if the Chamber actually fulfills the role of being “the leading voice.”

The Peoria Area Chamber of Commerce is the leading voice and resource for business in the region.

Prior Plan Goals – 2012-14

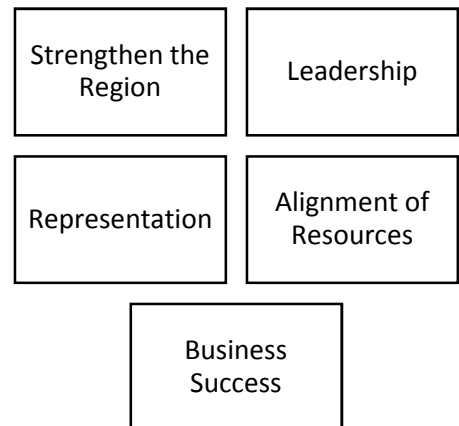
The last plan drafted for the Chamber was in 2012. It included four goals.

- I. **Leading Voice** - The leading voice for business in the regional through political advocacy.
- II. **Inclusive/ Diverse Workforce** - Inclusive and diverse in the approach to our work.
- III. **Quality of Place** - An advocate to improve the quality of place in the region.
- IV. **Leadership Development** - A source for strong leadership development.

Strategic Goals for 2019 -2021+

Goals are the core competencies to which the board is committed to allocating resources (time, funds, volunteers and staff). The board recommended five goals.

- I. **SUCCEED** - Delivering **membership** programs and opportunities to support business success.
- II. **STRENGTHEN** - Improving the **region** by supporting business prosperity.
- III. **LEAD** - Developing **leaders** to serve the Chamber and region.
- IV. **ADVOCATE – Representing** the interests of business in the region.
- V. **ALIGN** - Leading a respected **Chamber** with a pivotal role for aligning resources to benefit the region.



Strategies

Each goal is supported by priorities and strategies. The board of directors empowers the staff and committees² to carry out the details (tactics) of the strategies.

- I. **SUCCEED³** - Delivering **membership** programs and opportunities to support business success.
 - A. **Needs and Satisfaction** – Continue to identify and respond to the evolving needs of business by developing highly relevant programs and services.
 - B. **Value** – Communicate the value of programs, platforms, publications, opportunities, resources and benefits⁴.
 - C. **Regional Approach** – Expand opportunities to collaborate regionally with Chambers and to improve program value and impact through increased participation⁵.
 - D. **Resource** – Be a primary resource for members through seminars, referrals and support.
 - E. **Networking** – Promote the importance of connecting members to experts and solutions as a significant benefit.
- II. **STRENGTHEN** - Improving the **region** by supporting business prosperity.
 - A. **Consortium** – Explore opportunities to benefit the region and reduce redundancies through coordination of organizations with similar visions.
 - B. **Shop Local** – Increase business commerce through the Chamber’s Shop-Local 365® program.
 - C. **Community Resource** – Position the Chamber as a credible resource in region.

² The officers should review the existing committee structure and align committees and task forces with the 5 goals.

³ Discussed a net growth goal of membership to 1,150 by the year 2020. Current membership of 950 and an 87% retention rate.

⁴ Noted the sample on-line member value calculator.

⁵ Explore dual membership model?

- III. **LEAD** - Developing **leaders** to serve the Chamber and region.
 - A. **Leadership Reputation** – Be the source for the premier leadership programs in the region.
 - B. **Programs** – Provide proven leadership programs that deliver value to business and the region. Expand reach of the programs (i.e. LEAP, Community Leadership School, etc.) and communicate their value and curriculum⁶.
 - C. **Personal Growth and Advancement** – Utilize Chamber facilitated networking opportunities to enhance individual growth and advancement.
 - D. **Mentorship** – Provide opportunities to connect young professionals and emerging business leaders with seasoned executives and the CEO Council.
 - E. **Non-Profit Leadership** – Bolster the governance and success of nonprofits with training and support.

- IV. **ADVOCATE** - **Representing** the interests of business in the region.
 - A. **Positions and Platform** – Increase awareness of the pro-business positions of the Chamber and work of the Government Affairs Committee.
 - B. **Grassroots** – Inform members of the importance of business issues, proposals and compliance requirements.
 - C. **Region** – Facilitate opportunities for regional collaboration (i.e. Legislative Reception, CIRCLE).
 - D. **Lawmakers** – Connect with lawmakers through Chamber facilitated forums, Fly-In, etc.⁷
 - E. **Communications** – Maintain open channels of communication between members and within the region to stay abreast of the issues and challenges of business.

- V. **ALIGN** - Leading a respected **Chamber** with a pivotal role for aligning resources to benefit the region.
 - A. **Accreditation** – Consider the process for accreditation by the US Chamber of Commerce.

⁶ Consider need for mid-career entry level into leadership training.

⁷ IL Chamber and BizPAC conduct voting record score cards.

- B. **Staffing** – Maintain a competitive professional environment for the Chamber staff.
- C. **Volunteer Corps** – Sustain a core of trained volunteers to fulfill board, committee and Ambassador' roles.
- D. **Technology** – Invest in the technology necessary to support Chamber functions and efficient communications.
- E. **Brand Strength** – Be diligent about protecting and identifying the unique programs of the Chamber with distinctive branding.

Next Steps

- Review by Officers and Staff
- Approval of the Plan by a Motion of the Board of Directors
- Alignment of Committees and Assignments
- Member Awareness (announcements, brochure, etc.)
- Monitoring and Reporting at Meetings
- Annual Review
- Three Year Update