Upper Perkiomen Valley
Chamber of Commerce

STRATEGIC PLAN

2011-2013

Upper Perkiomen Valley Chamber of Commerce

STRATEGIC PLANNING PROCESS

Keeping the Upper Perkiomen Valley Chamber of Commerce (UPVCC) current and responsive to the needs of its members is critical to future success.

Input for the Strategic Planning process was gathered from over 80 individuals representing:

- Chamber Leadership;
- Large companies;
- Mid-size companies;
- Small companies;
- Township, borough, and state government representatives;
- Staff; and
- Non-members.

Vehicles used to gather information included:

- Focus Groups,
- Phone interviews, and
- Surveys.

During the Board of Trustees fall retreat, they used this information along with industry best practices to create not only the Chamber's first Vision Statement, but also to refine the Chamber's Mission Statement.

With those key guiding statements finished the Board clearly identified three key goals crucial to the success and competitiveness of the Upper Perkiomen Valley region. The completion of each goal will be measured by the objectives listed.

STRATEGIC GOALS FOR 2011-2013

1. Grow and Retain a Strong Membership Base
2. Strengthen Financial Position
3. Use the US Chamber Accreditation Process to Implement Best Practices

TERMS

Vision Statement
It is a vivid and clear picture of the future. It should be consistent with the Chamber's values and mission. The vision should challenge and inspire the Board of Directors, staff, members, and volunteers.

Mission Statement
Defines the Chamber's unique and fundamental purpose for existing.

Tagline
A branding slogan.

Values
These are the ideals and deeply held beliefs that guide the Chamber's culture which prioritizes and provides a framework for decisions to be made.

Core Functions
The organization's primary areas of operation.

Upper Perkiomen Valley Chamber of Commerce

Vision Statement
The most trusted strategic partner for the Upper Perkiomen Valley

Mission Statement
Providing leadership and vision to foster economic vitality and enrich the quality of life in the Upper Perkiomen Valley.

Tagline
Strength through Connections

Values
We are committed to providing visionary leadership built on:

Integrity
Demonstrating strength, accountability, and fiscal responsibility that merit the trust of our members, elected officials, and our community

Service
Modeling excellence in service

Collaboration
Sharing knowledge, building consensus and working together on common goals

Innovation
Creatively tackling challenges

Community
Celebrating a proud heritage, civic awareness and sense of stewardship for an unparalleled quality of life

Upper Perkiomen Valley Chamber of Commerce

Core Functions

Resource and Marketing Center

- Provide value to members through improved networking and marketing opportunities, and targeted communications
- Serve as the primary resource for business needs

Community and Economic Development

- Promote the UPV through the *PerkUp** Community and Economic Development Initiative and regional planning

Educational Opportunities

- Partner with educational institutions through the Business and Education Alliance, and the *PerkUp* Educational Initiative.
- Coordinate the UPV Workforce Development Partnership
- Provide business development seminars

Legislative Liaison

- Maintain a strong relationship with and access to local, state, and federal representatives
- Offer opportunities for dialogue on local, state and federal issues impacting the Upper Perkiomen Valley

Regional Cooperation

- Coordinate regional economic development through the *PerkUp* initiative
- Host Intermunicipal Council meetings
- Maintain a presence at Regional Planning Commission meetings

Leadership Development

- Identify and develop leaders within the Chamber, and engage them in key community leadership roles

Note: *PerkUp Vision Statement on the following page

PerkUp VISION STATEMENT

STRENGTHEN the small-town environment by providing broader quality-of-life amenities for all members of the community;

CONFIRM the value of our open space, natural resources, and agricultural heritage;

INSTILL a sense of community pride and stewardship that leads to a wider commitment to civic involvement;

MARKET the region's assets to residents, visitors, and potential employers;

DEVELOP a favorable climate for low-impact business that provide family sustaining jobs;

SUPPORT planned growth through regional planning;

PROTECT and enhance community and cultural events, open spaces, parks and natural areas, and recreational and fitness opportunities unique to the Upper Perkiomen Valley;

COOPERATE through active intermunicipal collaboration and public involvement for the shared success of the region.

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2011-2013 Strategic Planning Goals

1. Grow and Retain a Strong Membership Base

Objectives:

- Hire a consultant to develop an aggressive membership recruitment strategy and membership retention program
    1. Develop a recruitment tool using "impact" statements and emphasizing how "value" received exceeds "investment" made
- Create a Membership Development Committee separate from the Ambassador's Council to focus on new member cultivation
    1. Identify the pool of possible new members
    2. Increase membership each year by 30 new members
- Review Ambassador's Council guidelines to include:
    1. Create and conduct a survey of new members at the end of their first year
    2. Create an on-line survey to annually measure membership satisfaction
    3. Set a retention goal of 90% or greater
- Create a Membership Benefits Task Force
    1. Evaluate current and potential benefits
    2. Evaluate services and programs in terms of company size

2. Strengthen Financial Position

Objectives:

- Research and establish appropriate revenue goals (percentages of dues versus non-dues income)
- Explore alternative revenue sources
- Develop a Comprehensive Sponsorship Program
- Use the US Chamber Accreditation guidelines to identify and implement innovative and best practices for financial sustainability
- Research the framework to establish a 501c3 entity
- Partner with PerkUp for sustainable funding

3. Use the US Chamber Accreditation Process to Implement Best Practices

Objectives:

- Form an Accreditation Best Practices Task Force
- Assign the appropriate Board committees to identify the scope of work needed to complete each of the nine focus areas of accreditation, and determine which are appropriate for UPVCC at this time.
- Evaluate becoming an Accredited Chamber.