

## **STRATEGIC PLAN (2019 – 2023)**

### **FINAL**

This report outlines the Strategic Plan for the Twinsburg Chamber of Commerce for the years 2019-2023. It covers the key areas of:

- Vision
- Mission
- Values & Culture
- Strategic Objectives
- Goals & Strategies
- Metrics

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 to five years. The elements of the Strategic Plan are defined as follows:

**TABLE 1: Elements of the Strategic Plan**

<b>ELEMENT</b>	<b>ADDRESSES THE QUESTIONS</b>
Vision	<ul style="list-style-type: none"> <li>• How will the world be different as a result of our work?</li> <li>• What is our destination?</li> <li>• Vision provides a vivid and clear picture that is a source of inspiration and clear decision-making.</li> </ul>
Mission	<ul style="list-style-type: none"> <li>• What is the organization’s unique and fundamental purpose for existing?</li> </ul>
Values & Culture	<ul style="list-style-type: none"> <li>• What are the ideals and deeply held beliefs that guide our organizational culture, our priorities and how we accomplish our mission?</li> </ul>
Strategic Objectives	<ul style="list-style-type: none"> <li>• What is necessary in order for the organization to fulfill its mission?</li> </ul>
SWOT Analysis	<ul style="list-style-type: none"> <li>• What is the current climate regarding the organization’s strengths, weaknesses, opportunities, and threats</li> </ul>
Goals	<ul style="list-style-type: none"> <li>• What are we trying to achieve?</li> <li>• What is the long-term desired impact on the problem?</li> <li>• Goals are usually beyond what one program alone can achieve.</li> </ul>
Strategies	<ul style="list-style-type: none"> <li>• What are the implementation steps to attain the identified goals?</li> </ul>
Metrics	<ul style="list-style-type: none"> <li>• What data points or benchmarks can be measured and analyzed to monitor goal attainment</li> </ul>

### **Goal & Strategy Implementation**

The Chamber Board of Directors will assign the Executive Committee and volunteer member driven committees’ goals and strategies for implementation. The respective committees will develop tasks,

timelines and desired outcomes that will be presented yearly through the business plan, reported monthly at Board meetings, and monitored with the communications of metrics.

### **Vision Statement**

The Twinsburg Chamber of Commerce will work with our members to foster a positive environment in which businesses and the community can prosper.

### **Mission Statement**

The mission of the Twinsburg Chamber of Commerce is to facilitate connections between business, civic leadership and the community to resources for a thriving and prosperous Twinsburg region.

### **Values and Culture**

#### Existing

1. Integrity  
*helpful attitude + welfare of the Chamber before own*
2. Innovation  
*constantly improving + introducing new programs and activities*
3. Financial Stewardship  
*commitment to manage resources with integrity*
4. Inclusive  
*embrace differences so that we enrich the well-being of all*

### **Tag Line (Translate values, culture and point of view to audience)**

Growing Your Business. Growing Our Community

## SWOT Analysis

October 2018

<p style="text-align: center;"><b>Strengths</b></p> <ol style="list-style-type: none"> <li>1) Leadership – Board and Executive Director</li> <li>2) Good networking opportunities (volunteer opportunities)</li> <li>3) Working Board – strong Board – full Board</li> <li>4) Strong partnerships (Schools, Township)</li> <li>5) Benefit opportunities</li> <li>6) Active community</li> <li>7) Membership growth opportunities</li> <li>8) Geographic location</li> <li>9) Diversity of community</li> <li>10) Culture change – excitement for future</li> <li>11) Longevity</li> </ol>	<p style="text-align: center;"><b>Weaknesses</b></p> <ol style="list-style-type: none"> <li>1) No full Committees</li> <li>2) Resident recognition</li> <li>3) Clear ROI for Members</li> <li>4) Define what Members want</li> <li>5) What is our brand?</li> <li>6) Member on-boarding process</li> <li>7) Funding/Financial stability</li> <li>8) Manufacturer involvement</li> <li>9) Stability of office location (opportunity for City relationship)</li> <li>10) Telling our Story</li> </ol>
<p style="text-align: center;"><b>Opportunities</b></p> <ol style="list-style-type: none"> <li>1) Engage Manufacturers</li> <li>2) Learn more about Member needs</li> <li>3) Community relationships – Ambassadors – getting more Members involved</li> <li>4) Member drip down</li> <li>5) Students (developing the next leaders)</li> <li>6) Utilizing technology</li> <li>7) Community events (be present at all events – strategically involved)</li> <li>8) Partnerships</li> <li>9) Promoting the Chamber and telling our Story</li> <li>10) Retention/Member growth</li> <li>11) Marketing <u>for</u> Members</li> <li>12) Member orientations</li> <li>13) Be the “Go-To” organization</li> <li>14) New programming</li> </ol>	<p style="text-align: center;"><b>Threats</b></p> <ol style="list-style-type: none"> <li>1) Retention</li> <li>2) Other Chambers</li> <li>3) Finances</li> <li>4) Reputation</li> <li>5) Remaining stagnant</li> <li>6) Visibility to next generation</li> <li>7) No control on Chamber House</li> <li>8) Keeping pace with</li> <li>9) Lack of coolness factor</li> </ol>

### Twinsburg Chamber Strategic Objectives:

- Tell our story powerfully as an organization.
- Continually listen to our membership and community.
- Provide resources and tools to meet our member’s needs.

- Set realistic operational and financial goals.
- Facilitate active conversation within businesses for the future of our community

## **GOALS**

### **1.) Be the catalyst for connectivity to resources, to ideas, and to one another.**

#### **Strategies:**

- Continue to enhance and promote the networking, visibility and credibility advantages of being a member.

#### Tactics:

-Create and ensure marketing materials clearly articulate brand and value

- Remain relevant by offering signature events and topical learning opportunities for members, their employees, and the broader business community.
- Create and maintain improved access to information and resources.

### **2.) Provide a unique competitive advantage for our members.**

#### **Strategies:**

- Discover and define the unmet needs of members

#### Tactics:

-Conduct annual membership survey

-Have one targeted engagement yearly with each member

- Evaluate current cost saving benefit programs and seek opportunities for new exclusive offerings.
- Become a valuable partner and resource for the business community to maintain a qualified and sustainable workforce.
- Viewed as a credible and valued resource on relevant issues and discussions

### **3.) Celebrate our history while leading for the future.**

#### **Strategies:**

- Commemorate the 100<sup>th</sup> Anniversary of the Chamber of Commerce in 2021.

#### Tactics:

-Create committee of former board members to plan commemorate anniversary activities

- Modernize the delivery of information and connectivity to stay relevant via the website and social media platforms

Tactics:

- Create and implement a social media plan to meet internal customer needs while building the Chamber's brand externally
- Update the website design and content

#### **4.) Strive to implement operational best practices to be a model organization.**

##### **Strategies:**

- Expand and strengthen membership base

Tactics:

- evaluate and align dues structure with value
- create and implement a retention and attraction strategy
- engage members in committees and leadership opportunities

- Maintain and develop strategic partnerships that position the Chamber as a leader in building consensus for the purpose of strengthening the community.

Tactics:

- Set up regular meetings with Mayor and City Planning Director and other relevant audiences to search for ways to deepen relationships
- Engage with the JEDD Board

- Be fiscally responsible, maximize sponsorship and partnership opportunities to take full advantage of profitability.

Tactics:

- Investigate potential new non-dues revenue sources

- Develop and maintain an organizational structure to support the goals of the Chamber.

Tactics:

- Review and update by-law's

- Create and implement operational policies and best practices to ensure efficiency and effectiveness of organization.

Tactics:

- Review all vendor contracts to make sure we are getting the best value for our organization.
- Document all operational processes
- Create and implement an employee handbook

## Evaluation/Metrics

- Membership Statistics
  - Retention (Rate & Financial)
  - New Member (Rate & Financial)
  - Members in service area vs out of service area
  - Total number of members
  
- Programs
  - Number of Events
  - Attendance Figures
  - Participation in benefits (aggregate vs by individual program)
  - Ribbon Cutting Events
  
- Member Engagement
  - Number of volunteers on committees
  - Number of staff and ambassador engagements/interactions
  
- Marketing/Communications
  - Website Visits
  - Email Blast (Subscribers, Open & Click rates)
  - Social Media Engagements (followers, likes, shares)