

# Strategic Plan

## Updated March 12, 2008



The Pekin Area Chamber of Commerce Board of Directors adopted a revised Strategic Plan on March 13, 2002. Over a period of several months, the Executive Committee developed this new mission statement and 5-goal plan, with input from the Directors, committee members, and key community leaders.

In 2007, the Board of Directors began a review of the plan. The intention was not to develop a new plan, but rather, to fine-tune and adjust the current plan to meet the changing needs of the membership. The updated plan, approved by the Board of Directors on March 12, 2008, is on the following pages.

The Board of Directors prioritized the activities in this plan as part of the update process. They evaluated over 90 activities, including proposed new activities. The list of activities were prioritized as follows:

TOP = top 10% (the highest priority)

UPPER = next 20%

MIDDLE = middle 40%

LOWER = next 20%

BOTTOM = bottom 10% (the lowest priority)

The plan indicates the priority assigned to each task and will be used by the staff and committees to focus their efforts. This plan does not include any of the LOWER or BOTTOM rated activities unless it is an activity the Chamber currently performs AND the board believes should continue.

**Mission Statement:** *The Chamber’s business IS business – we promote the growth of the Pekin area through the collective efforts of our members.*

<b>Goal 1: Create a vibrant business environment in the Pekin area</b>		
<b>Vision:</b> Creating a vibrant business environment requires our participation in the legislative process – advocating those issues that will benefit our membership and keeping our membership informed of legislation that will impact their business interests. Creating a vibrant business environment also requires that we seek out organizations that share our goals and collaborate with them, actively pursuing our common goals.		
<b>Strategy</b>	<b>Responsibility</b>	<b>Activities</b>
<p><b>Advocacy</b> Proactively participate in the legislative process, serving as an advocate for our members</p>	Business Advocacy Committee	Represent the interests of Chamber members before legislative bodies <b>TOP</b>
		Monitor and react to the legislative activities of legislative bodies <b>TOP</b>
		Lead the effort to advocate for legislation and financing for the construction of Veterans Drive <b>UPPER</b>
	Transportation Committee	Provide input to the Illinois Chamber’s legislative agenda at their annual Legislative Summit <b>MIDDLE</b>
		Coordinate a Pekin Area Legislative Summit, asking participants to develop our Chamber’s legislative agenda <b>MIDDLE</b>
		Actively organize Chamber members to support our legislative agenda, including letter-writing campaigns, and lobbying trips <b>LOWER</b>
<p><b>Collaboration</b> Collaborate with organizations that share the Chamber’s goal of a vibrant business environment</p>	Business Advocacy Committee	Collaborate with the City of Pekin on economic development tasks (participate on retention visits; attend economic development staff meetings; serve on the Economic Development Advisory Committee) <b>TOP</b>
		Collaborate with local and regional units of government and organizations on projects, events and issues <b>UPPER</b>
	Transportation Committee	Collaborate with area Chambers to promote a regional list of transportation projects <b>MIDDLE</b>
		Co-sponsor with local units of government (Pekin Park District, Pekin School Districts, City of Pekin, Tazewell County) community-wide events to explain various projects and their expected impact <b>MIDDLE</b>
		Collaborate with area chambers to host an annual Heart of Illinois Legislative Reception for area legislators <b>MIDDLE</b>
<p><b>Information Sharing</b> Keep our membership informed of legislative issues that can affect their business</p>	Business Advocacy Committee	Prepare candidate questionnaires for Pekin City Council races, Pekin Park District Board races, both Pekin School Districts Board races, and local legislative races; share the results with members and the public <b>UPPER</b>
		Receive, filter and share information from the Illinois State Chamber and US Chamber regarding legislation and issues that could affect members <b>UPPER</b>
		Maintain a policy document, outlining the Chamber’s position on various issues <b>UPPER</b>
		Publish a legislative scorecard showing how local elected officials (city, county, school board, park board) voted on issues affecting business <b>MIDDLE</b>
		Published “legislative scorecard” showing how state legislators voted on business issues <b>MIDDLE</b>

<b>Goal 2: Stimulate community growth</b>		
<p><b>Vision:</b> Our members and the community expect us to be the information source for potential visitors, new residents, and new businesses. We accept that role and produce high-quality promotional materials for the requests we receive from outside of the area. However, responding to information requests is a passive form of promotion. We also need to reach out and proactively market the Pekin area to those outside of the region. The Pekin area has a number of assets that contribute to community growth. “Quality of Life” events are among those assets, and we assume a leadership role, collaborating with others to maintain, improve and expand the events.</p>		
<b>Strategy</b>	<b>Responsibility</b>	<b>Activities</b>
<p><b>Marketing</b> Proactively market Pekin as a great place to live, work, shop and play</p>	<p>Marketing Committee</p>	Proactively promote Pekin as a great place to live <b>TOP</b>
		Maintain an enhanced section of the website, featuring relocation information from our Pekin What a Pleasant Surprise campaign <b>TOP</b>
		Prepare and distribute information packets to potential visitors, residents and potential businesses that request them <b>UPPER</b>
		Target promotion efforts to “internal” markets, i.e., Pekin businesses and residents <b>MIDDLE</b>
		Produce a Pekin resource magazine <b>LOWER</b>
		Produce the “official” Pekin city map <b>BOTTOM</b>
<p><b>Quality of Life</b> Assume a leadership role in events that add to the quality of life for area residents</p>	<p>Marigold Festival July 4<sup>th</sup> Marigold Golf Committees</p>	Manage/coordinate the Pekin Marigold Festival <b>TOP</b>
		Manage/coordinate the July 4 <sup>th</sup> fireworks event <b>UPPER</b>
		Collaborate with tournament organizers, partners, Pekin Main Street, SBA, Visitors Bureau, Peoria Area CVB, etc. on quality of life events <b>MIDDLE</b>
		Manage/coordinate the Marigold Festival Golf Tournaments <b>BOTTOM</b>

<b>Goal 3: Ensure the Chamber is a strong, stable organization</b>		
<b>Vision:</b> The Chamber, like any organization, must raise and efficiently use resources. We follow the best fiscal and accounting practices to ensure the financial health of the organization. We need a pool of leaders and volunteers to keep our committees and events active and growing. Therefore, we actively recruit potential leaders and volunteers, developing their skills and commitment. Our members need to know what is happening with the Chamber and feel like they are a part of the organization, so we employ a variety of tools and media to communicate with our members. Finally, the Chamber acknowledges the need for continued organizational improvement, and the need to keep this plan a living, breathing document.		
<b>Strategy</b>	<b>Responsibility</b>	<b>Activity Examples</b>
<p align="center"><b>Fiscal Responsibility</b> Be a steward of the member’s investment in the Chamber.</p>	Executive Committee	Undertake activities that will ensure the continued financial viability of the Chamber <b>TOP</b>
		Develop/implement a formal membership growth/sales plan <b>TOP</b>
		Annually increase membership dues by 2 to 3 percent <b>MIDDLE</b>
		Promote the Chamber, Chamber membership and our members in a local media campaign <b>MIDDLE</b>
<p align="center"><b>Leadership Development</b> Develop future leaders for the Chamber and the community.</p>	Community Leadership Academy Comm.	Coordinate an annual Community Leadership Academy <b>UPPER</b>
<p align="center"><b>Communication</b> Use a variety of tools and media to communicate with our members.</p>	Annual Meeting Committee	Produce and distribute a web-based monthly FOCUS newsletter <b>TOP</b>
		Send a Monday morning “This Week With The Chamber” email to members <b>TOP</b>
		Host an annual membership meeting with a reception and speaker <b>UPPER</b>
<p align="center"><b>Organizational Improvement</b> Strive for continued organizational improvement</p>	Executive Committee	Restructure Chamber committees to better reflect/align with the pillars/goals/areas of focus <b>MIDDLE</b>
		Work on organizational improvements based on “association management” audits, best practices, etc. <b>MIDDLE</b>

<b>Goal 4: Create promotional opportunities for our members</b>		
<b>Vision:</b> One of the primary benefits of chamber membership is networking – the opportunity to meet, socialize, interact, and do business with other business people. We coordinate events that provide those networking opportunities. Also, there’s strength in numbers, and Chamber members can take advantage of those economies of scale when we offer our membership high-impact promotional opportunities at a price that is more economical than they could arrange on their own. It’s important for new members to see an immediate return on their dues investment, and so we offer numerous promotional opportunities to them.		
<b>Strategy</b>	<b>Responsibility</b>	<b>Activity Examples</b>
<b>Networking Events</b> Provide networking opportunities for our members, allowing them to build business contacts and relationships	Pekin 1 <sup>st</sup> Committee	Coordinate monthly networking events like Business AFTER Hours, Business BEFORE Hours, Puttin’ on Pekin breakfasts, etc. <b>TOP</b>
	Ambassadors	Offer members networking/social events like Chamber Challenge Trivia Night <b>MIDDLE</b>
<b>New Member Promotions</b> Provide our new members with immediate promotional opportunities	Ambassadors	Provide new members with a ribbon cutting <b>UPPER</b>
		Have Ambassadors serve as mentors for new Chamber members <b>UPPER</b>
		Publish new member photos on the website, FOCUS newsletter and submit to Pekin Daily Times <b>MIDDLE</b>
		Invite new members to Puttin’ on Pekin breakfasts for introductions <b>MIDDLE</b>
		Organize a quarterly orientation for new Chamber members <b>MIDDLE</b>
		Present new members with a membership plaque <b>MIDDLE</b>
		Welcome new members with gifts from other members <b>BOTTOM</b>
<b>Shared Promotions</b> Provide our members with promotional opportunities that take advantage of the Chamber’s economies of scale	Member Promotions Committee  Member Services Committee	Sell promotional sponsorship links on our website <b>UPPER</b>
		Promote our Chamber and our members at the Peoria Chamber’s Business Expo <b>UPPER</b>
		Partner with the Peoria Area Chamber of Commerce to offer Pekin Chamber members an opportunity to join an electricity purchasing cooperative <b>UPPER</b>
		Distribute a “welcome packet” to new residents <b>UPPER</b>
		Coordinate a Business EXPO in the Dragon’s Dome in January <b>MIDDLE</b>
		Coordinate shared advertising opportunities in local media for members <b>MIDDLE</b> ;
		Provide promotional sponsorship opportunities to our members at various Chamber events (Annual Meeting, Business After Hours, Puttin’ on Pekin, Business Before Hours, July 4 <sup>th</sup> , Marigold Golf, Marigold Festival, etc.) <b>MIDDLE</b>
		Provide a “member spotlight” each month in the newsletter and on the website, giving a member a platform to present more detailed information about their products and services <b>MIDDLE</b>
		Provide members sponsorship opportunities in the FOCUS newsletter and weekly emails <b>MIDDLE</b>
		Coordinate a Business & Community Recognition Luncheon <b>MIDDLE</b>
		Provide members with a free listing in the online membership directory <b>MIDDLE</b>
		Provide training opportunities for our members <b>LOWER</b>