

INDIANA COUNTY CHAMBER OF COMMERCE

Strategic Plan 2011 – 2015

Indiana County Chamber of Commerce

Mission:

Committed to Economic Growth....Striving for Jobs



A Word About the 2005 – 2010 Strategic Plan

The Indiana Chamber of Commerce recently concluded the 5-year horizon assigned to the 2005 – 2010 strategic plan. That plan articulated four broad objectives, as illustrated below, and a board planning committee assessed the degree of attainment to which each objective was fulfilled:

OBJECTIVE	STRONGLY DISAGREE	SOMEWHAT DISAGREE	SOMEWHAT AGREE	STRONGLY AGREE	CAN NOT EVALUATE
Reduce unemployment to place Indiana County in the top quartile for lowest unemployment rate among the 67 PA counties.			X		
Increase median household income by 50 percent by creating growth in Indiana County (\$43,000 / yr).			X		
Improve the collaboration between the Chamber and Indiana County.				X	
Increase the financial viability of the Chamber by increasing cash reserves in excess of \$400,000.	X				

Overall, as the above scoring indicates, the Chamber attained substantial completion of their four strategic objectives. The planning committee agreed that the goal of collaborating with the County should be carried over and maintained in the new plan, and that the goal of Chamber financial viability also should be incorporated into the new strategic plan. As for reducing unemployment and increasing median household income, the planning committee concluded that such ambitions are *outcomes* of a successful strategic plan overall. In other words, they will not become specific objectives in the new plan but rather become a long-term yardstick by which the Chamber measures its effectiveness over the years.

Proposed Strategic Plan 2011-2015:

Objectives, Strategies & Measures of Attainment

Proposed Strategic Objectives

- ♠ The Chamber's foremost role is to be of service and value to its members. We will continue to grow our membership and we will renew our commitment to existing members.
- ♠ The Chamber will encourage and promote economic growth by advocating the development of new business parks, such as the 200-acre Windy Ridge site and other potential venues.
- ♠ The Chamber will help local businesses capitalize on opportunities for growth resulting from the development of energy resources (gas & oil, coal, wind, solar) that are abundant in western Pennsylvania. We will help identify external vendor and supply chain businesses that are compatible with local businesses, and assist in locating such new businesses here.
- ♠ The Chamber recognizes the reservoir of human talent and manpower that graduates from IUP every year and leaves Indiana County. We will promote a greater interface with IUP in order to attract and retain graduates willing to enter the Indiana County job market.

Measures of Attainment

- ♠ Grow membership to 1,000 by 2015 by adding a net 5 new members per month.
- ♠ Maintain cash reserves of approximating sixty percent of previous FY operating expenses.
- ♠ Provide advocacy for funding to develop new business parks and utilize Chamber networks to garner support for, and publicize the availability of new sites for business development.
- ♠ Collaborate with the Indiana County Center for Economic Operations (CEO) in ongoing efforts to target compatible vendor and supply-chain businesses for recruitment, and assist new business prospects with their efforts to locate their businesses in Indiana County. Site a corporate presence in Indiana County.
- ♠ The Educational and Workforce Development Committee will study this objective and recommend the most appropriate measure of attainment. No later than December 31, 2011.

Indiana Chamber of Commerce: Membership

The Chamber 's foremost role is to be of service and value to its members. We will continue to grow our membership and we will renew our commitment to existing members.	Committee or Individual Responsible	Action Plan Benchmarks			Resources Needed
		YR 1	YR 2	YR 3	
Grow membership to 1,000 by 2015, adding a net 5 new members per month. Maintain cash reserves approximating sixty percent of FY 2010 operating expenses.	Educational and Workforce Development Committee				
Strategy 3 Inaugurate a leadership training program to cultivate future civic leaders.					
Tactic A:					
Tactic B:					

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Strategy 4 Conceive and execute a Board development program.					
Tactic A:					
Tactic B:					

Indiana Chamber of Commerce: Industrial Development Sites

The Chamber will encourage and promote economic growth by championing new industrial development sites, such as the 200-acre Windy Ridge opportunity and other potential venues.	Committee or Individual Responsible	Action Plan Benchmarks			Resources Needed
		YR 1	YR 2	YR 3	
Complete all infrastructure development at the Windy Ridge site by the end of 2012 and sell at least four lots at the site by the end of 2015.	Growth and Economic Infrastructure Committee				
Strategy 1 Trigger early development of the Windy Ridge site.					
Tactic A: Tactic B:					

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Complete all infrastructure development at the Windy Ridge site by the end of 2012 and sell at least four lots at the site by the end of 2015.	Growth and Economic Infrastructure Committee				
Strategy 2 Continue and strengthen transportation advocacy in the county, especially for Rt. 422.					
Tactic A: Tactic B:					

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		YR 1	YR 2	YR 3	
Complete all infrastructure development at the Windy Ridge site by the end of 2012 and sell at least four lots at the site by the end of 2015.	Growth and Economic Infrastructure Committee				
Strategy 3 Continue to re-visit the 119 and Airport development sites for completion or upgrade.					
Tactic A: Tactic B:					

Indiana Chamber of Commerce: Energy

The Chamber will seize the opportunity to promote economic development of energy resources (shale, coal, wind) abundant in western Pennsylvania. We will identify, solicit and support the start-up of energy-related companies and ancillary businesses willing to locate here.	Committee or Individual Responsible	Action Plan Benchmarks			Resources Needed
		YR 1	YR 2	YR 3	
Strive to attract and retain 5-7 new energy-related companies who will establish site locations each year for the next five years.	Energy Action Team				
Strategy 1 Investigate the need for, and if warranted, catalyze the development of a gas and energy training center.					
Tactic A: Tactic B:					

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		YR 1	YR 2	YR 3	
Strive to attract and retain 5-7 new energy-related companies who will establish site locations each year for the next five years.	Energy Action Team				
Strategy 2 Participate in the formation of a <i>county energy forum</i> in conjunction with the Indiana County Center for Economic Operations (CEO) group.					
Tactic A:					
Tactic B:					

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		<p>YR 1</p>	<p>YR 2</p>	<p>YR 3</p>	
<p>Strive to attract and retain 5-7 new energy-related companies who will establish site locations each year for the next five years.</p>	<p>Energy Action Team</p>				
<p>Strategy 3</p> <p>Establish quarterly meetings of Marcellus Shale-related companies.</p>					
<p>Tactic A:</p>					
<p>Tactic B:</p>					

Indiana Chamber of Commerce: IUP Graduate Retention

The Chamber recognizes the reservoir of human talent and manpower that graduates from IUP every year and leaves Indiana County. We will promote a greater interface with the college in order to attract and retain graduates willing to enter the Indiana County job market.	Committee or Individual Responsible	Action Plan Benchmarks			Resources Needed
		YR 1	YR 2	YR 3	
The Educational and Workforce Development Committee will study this objective and recommend the most appropriate measure of attainment.	Educational and Workforce Development Committee.				
Strategy 3 Work with IUP Career Services and other workforce and educational organizations (ICTC, WCCC, etc.) to bolster student graduate retention and training opportunities.					
Tactic A: Tactic B:					

CHAMBER TASK FORCE STRUCTURE

Energy Action Task Force

Interim Chairs – Dom Paccapaniccia/Dave Coleman

Objectives

- Work to bring industry and manufacturing to Indiana County (energy industry focus)
- Manage the Indiana County Entrepreneurial Growth Center
- Promote business growth in the SW Pennsylvania Region
- Design, promote and execute a CEO energy forum
- Establish e-commerce seminars and initiatives
- Work closely with the Innovation Works, Inc. and the Ben Franklin Project
- Continue to meet with Indiana County independent coal producers
- Work with ICDC to build additional spec. buildings and pad-ready business parks
- Identify external vendor and supply chain businesses compatible with existing Indiana County industry and Businesses
- Re-establish an Indiana County SCORE Chapter
- Other _____

Measures of Success

- _____
- _____
- _____
- _____
- _____

Members:

-
-
-
-

Membership Task Force

Chair – Kelly Howells

Objectives

The main objective of the Membership Task Force is to grow the Indiana County Chamber of Commerce as a whole. Through the development & implementation of recruitment efforts the Chamber will gain new memberships. By strengthening retention efforts current memberships will be renewed consistently.

- Meet on a monthly basis, preferably following the monthly BOD meeting.
- Increase Chamber membership to 1,000 by December 31, 2015
- Review & discuss the current incentive package offered to new members.
- Upon approval, revise the current incentive package as indicated.
- Develop a recruitment plan & implement it by June 30, 2012.
- Discuss retention efforts for current members; renewal package.
- Develop a plan to expedite the renewal process that will keep the number of reported memberships stable while consistently receiving renewal fees; this will save money that is currently lost on copying & postage from monthly packets that are mailed out to stagnant members, etc.

Measures of Success

- Growing new memberships.
- Increased number of renewed memberships.
- Renewing past/resigned memberships.
- Increased phone calls & inquires to the Chamber office.
- Increased attendance to the Chamber events (After Hours, networking & educational functions).

Members:

- Amanda Bell – Anew HHA
- Luke Shively – McNaughton M&S
- Audra Palmo – AsceraCare Hospice
- Trina Plazio – Diamond
- Heidi Malin – Keystone Fundraising Solutions
- Neal Beer – Cartridge World

Economic Growth & Infrastructure Task Force

Chair – Jim Wiley

Objectives

- Develop and maintain a database listing of available commercial building and real estate sites in Indiana County
- Monitor and report water and sewage infrastructure needs in Indiana County Provide quarterly ACCRA Report statistics
- Act as liaison between the Chamber and the Indiana County Development Corporation
- Work to market all Indiana County business parks available sites
- Coordinate and report business development issues between IUP and the Indiana County business community
- Coordinate and promote IUP Management Services Group services to the Indiana County business community
- Assist the Indiana County/Robertshaw incubator facility
- Monitor and direct the county’s transportation infrastructure goals and objectives
- Provide liaison with the Indiana County Airport Authority
- Participate in PENNDOT’s Public Participation Panel (PPP) project
- Other

Measures of Success

- New tenants/Windy Ridge and Indiana County Corporate Campus
- _____
- _____
- _____
- _____

Members:

- Elizabeth Hutton
- Ron Anderson
- Jim Calhoun
- Nathan Kovalchick
- Bob Camp
- Sean Houck

Tourism & Lodging Task Force

Chair – Brian Parks

Objectives

- Better support the Indiana County Tourist Bureau to promote opportunities to increase tourism in Indiana County
- Better support current county events (Blue Spruce, Diamond Days, Indiana County Fair, Homecoming, KCAC, Jimmy Stewart Air Show, etc)
- Partner with appropriate community organizations to identify and pursue 1-2 annual events to attract tourists to Indiana County
- Be available to support Indiana County-wide downtown revitalization projects (provided it is a Chamber member initiative)

Measures of Success

- Increase support of community organizations in any new sustainable annual tourist venues for the county
- Increase room booking and revenue from hotels and B&Bs
- Increase number of hits on the Tourist Bureau, Chamber of Commerce and CEO Websites
- Increase number of events or venues and sell outs at KCAC Number
- Increase number of visitors to local attractions (Information obtained from the Tourist Bureau, Jimmy Stewart Museum, County Parks and Trails, Christmas Tree industry, Smicksburg, wineries)

Members:

- Penny Perman Kim Kelly
- Sam Phillips Jim Grafstrom
- Tim Harley Jess Bowman
- Ron Anderson Ed Patterson
- Gregg VanHorn

Nominations Task Force

Chair – Bill Darr

Objectives

- Develop and compile a list of board member candidates
- Annually convene a meeting of the Nominations Task Force to propose a slate of board member nominees to the Chamber Executive Committee
- In appropriate years, identify candidates for officer positions
- 100th Anniversary Celebration

Measures of Success

- Assemble committee and meet by September 14
- Develop a needs assessment for upcoming BOD positions. Use data from Chamber Contact Visitation Program, if available
- Identify/recruit candidates using needs assessment
- Finalize slate of candidates by October 31

Members:

- Bill Darr
- Chamber First Vice-Chair
- Others on a rotating basis

Government Relations Task Force

Chair – Joe Reschini

Objectives

- Develop a close working relationship with elected officials
- Set meetings to inform and educate elected officials
- Keep abreast of legislative issues affecting business and the Chamber
- Partner with Pennsylvania Chamber of Business and Industry regarding upcoming Commonwealth legislative issues
- Facilitate an annual “Eggs and Issues” type of legislative forum
- Solicit feedback from Chamber members on legislative issues

Measures of Success

- Hold meetings with elected officials at all levels of government (local, county, state, federal)
- Inform Chamber members of legislative issues affecting the business climate

Members:

- Heather Reed/IRMC
- Frank Holuta/Elkin Hi-Tech
- David Ruddock/S&T Bank
- Jack Hanna, Attorney

Education & Workforce Development Task Force

Chair – Robin Gorman

Objectives

- Work to enhance and monitor newly evolving career development marketplace issues
- Support the Tri-County Workforce Investment Board
- Support the Indiana County CareerLink and CareerTrack
- Support the Indiana County Manufacturing Consortium
- Support the Alliance For Business and Education Leadership (ABEL)
- Support Pennsylvania Free Enterprise Week (PFEW)
- Promote a greater interface with IUP in order to attract and retain graduates willing to enter the Indiana County job market
- Promote and support IUP internship opportunities

Measures of Success

- Educator's to define primary mission for each of their institutions, fast-facts as well as other services offered or willing to offer as well as the primary contact person for this initiative.
- Service providers to provide a list of services available as well as the primary contact for each.
- Industry assessment of education and training workforce needs.
- Industry inventory of jobs/positions open and/or in demand.
- Align and coordinate other initiatives such as Tri-County WIB, CareerLink and CareerTrack, Indiana County Manufacturing Consortium as well as Alliance for Business and Education Leadership (ABEL).
- Promote career laddering opportunities for all Education Partners.
- Promote internship opportunities and/or student work for all Education Partners.

Members:

Educators

IUP –Robin Gorman
ICTC-Eric Palmer
WCCC - Grace Thachik
Cambria Rowe- Missy Hill
WyoTech-Art Herman

Service Providers

CareerLink – Kevin Lazor
CareerTrack – Bill Clevenger
IUP MSG – Bob Boldin
IUP RI - Mark Berezansky
WIB – Mary Salony

Industry Consortium

Manufacturing – Frank Holuta
Healthcare – Kelly Howells, Diana Rupert
Philly Street Prop - Brad Martineau
IRMC – Jim Kinneer

Business & Community Relationship Development

Chair – Sherry Renosky

Objectives

- Support and promote “Buy Indiana County First”
- Establish a cooperative “Blue Ribbon” consumer panel
- Continue monthly Chamber Business After Hours events
- Establish the Indiana County Chamber of commerce Ambassadors Program
- Maintain the Chamber’s website as well as other social media opportunities
- Continue weekly eblast communication via Constant Contact
- Continue monthly Business After Hours mailings
- Plan and execute the annual Membership Luncheon Meeting and Expo
- Promote the work of the Chamber through networking, programs, seminars, newspaper and radio media opportunities and other public relations
- Other _____

Measures of Success

- _____
- _____
- _____
- _____
- _____

Members:

- Brandie Boring John Buckshaw
- Kitty Henry Skip McGreevy
- Dave Neely Alan Seymour
- Joanne Torrance Bob Vargo
- Audrey Vargo

Ad Hoc Task Force

Possible Ideas For Objectives

- To be convened by the Chamber Chair/Executive Committee to respond to a pressing need or unforeseen opportunity
- Other _____

Measures of Success

- _____
- _____
- _____
- _____
- _____

Members: