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Strategic Plan 2010

2011 Review & Update

As emphasized at the completion of Strategic Plan 2010, the Board of Directors committed to review the document on an annual basis at its January board meeting. In keeping with this commitment, Strategic Plan 2010 has been reviewed and updated. The updates are contained within.



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The Wyoming County Chamber of Commerce was incorporated as a chamber of commerce in 2000. At that time, the primary focus and function of the Chamber was economic development in the form of business retention, recruitment and expansion. The Chamber also took on traditional chamber activities and provided such services as educational seminars, recognition events, low cost health insurance, networking events, and business promotion through the Wyoming County business directory.

In 2006 the Wyoming County Business Center was established as a new entity to take on the lead role of economic development for the county, working closely with the Chamber, IDA and County Planning and Development Department. While its own separate legal entity with 501c3 non-profit status, the Business Center functioned as an affiliate of the Chamber of Commerce in that the two organizations shared staff and other office/administrative resources.

The end of 2009 saw a complete separation of the Chamber of Commerce and the Business Center, thus positioning the Chamber to take on new initiatives. In developing new initiatives and shaping the future of the Chamber of Commerce, we need to ensure from a strategic standpoint, that we are meeting the needs and desires of the business members of the Chamber, as well as the residents of Wyoming County.

This strategic plan was developed following several focus groups with member businesses, committee members, board members and staff to focus on existing service areas, as well as areas of potential new services. The resulting plan is designed to provide a strategic direction for the organization. We do however; recognize the need for flexibility and adaptability in the plan as opportunities and challenges arise. Therefore, the document will be reviewed by the board of directors on an annual basis at their January board meeting and amended as deemed necessary and appropriate. Additionally, each year, staff and committee members will develop a business plan with specific tactics and outcomes to advance the Strategic Priorities.



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Vision Statement

The Wyoming County Chamber of Commerce is the gateway for doing business in Wyoming County and the catalyst for growth, advocacy, and connection for our businesses and communities.

Mission Statement

Our mission is to create an environment that leads to the success and prosperity of business and community in Wyoming County by providing: educational seminars, leadership development, business assistance (guidance), cost saving opportunities, advocacy, recognition, connections, networking, advertising, exposure and promotion.



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Core Values

The Chamber focuses on meeting the needs of its member businesses, Wyoming County communities and our employees in a way that encourages everyone to achieve their desired and maximum potential. To this end, the Chamber values

- *An empathetic, supportive and collaborative approach to doing business*
- *Listening and responding to member and community needs*
- *Innovation and creativity as integral to improving our County's economic development and tourism efforts*
- *A Board of Directors and staff that is known widely for their positive attitude*
- *The understanding of our members at great depth – their products/services offered – and that our ability to make referrals is critical to everyone's success*
- *The Chamber's role as a legislative liaison and advocate on behalf of business and community*
- *A collaborative effort on behalf of the Board of Directors and staff to achieve shared goals and objectives*



Strategic Priorities

Advocacy

Awareness & Delivery of Services

Community Development & Collaboration

Communication

Leadership Development

Tourism Promotion

Buy Local

Strategic Priorities- Advocacy

Act as the voice of Wyoming County businesses to all levels of government

Action Items

Include representation from all business sectors on legislative committee

Increase advocacy posture

Be willing to take and voice active positions on business issues

Take member business issues and concerns directly to legislators

Be able to mobilize in a pro-active vs. re-active manner

2011 Review & Conclusions

Continue on current path recognizing when the organization needs to increase efforts based on legislative activities affecting business.

Strategic Priority – Awareness & Delivery of Services

Ensure member businesses fully understand and access the benefits of their Chamber membership – thus resulting in a strong, stable membership base

Action Items

Develop and maintain a database of current usage

Create an orientation process for new members and a refresher process for existing members

Increase face-to-face interaction of staff and board of directors with membership

Identify and coordinate training sessions based on business and industry needs

Survey members on an annual basis to assist in development of annual benefits and services delivered

Examine current committee structure and alter as needed to provide the most beneficial direction for service and representation of membership needs

2011 Review & Conclusions

Fast track the examination of current committee structure

Work to present a cohesive presence and promote the one stop shop nature of our building encompassing internal and external marketing (fast track this item)

Strategic Priority – Community Development & Collaboration

Work together to enhance our county and individual communities in an efficient and productive manner

Action Items

Increase communication and interaction with local chambers of commerce and business development associations to create efficiencies, avoid duplication of services and indentify unique offerings to best serve business and community

Initiate a community development committee that will focus on cross-community dialogue and promotion

Incorporate information on local chambers of commerce and localities in Chamber newsletter and on website

Facilitate and develop synergies between county Chamber of Commerce and county Tourism Department

Complete the coordination of the move of county Tourism Department to Chamber facility

Create a cross-functional Chamber and Tourism committee

Work with local communities to secure and administer grant funding or community development and enhancement in areas currently underserved as to avoid duplication of efforts

2011 Review & Conclusions

Market the one stop shop nature of the Wyoming County Business Services Center (fast track this item)

Continue the merger process with tourism and evaluate programs and delivery of service

Strategic Priority – Communication

Act as the conduit of information relevant to the business community and their ability to conduct business

Action Items

Increase e-marketing efforts as a distribution mechanism

Capitalize on the current website traffic as, not only a communication tool, but also a member business marketing tool

Utilize expertise of board members to provide “tips” service to member businesses on a weekly or monthly basis

Establish a building committee to enhance communications between agencies to convey information and services to business community

Enhance building signage to best convey services available

2011 Review & Conclusions

Develop the organization’s social media presence (fast track this item)

Strategic Priority – Leadership Development

Identify, promote, educate and support current and future leaders of Wyoming County

Action Items

Establish Leadership Wyoming as a separate 501c3 entity

Expand leadership development and training opportunities beyond just the traditional Leadership Wyoming platform. Possibilities include a short-term, smaller scale leadership training program, as well as the potential for a broader GLOW leadership program

Secure funding, monitor finances and build a quasi-endowment to ensure the long-term self-sustainability of the program

Fully utilize the program alumni as agents of change for the further advancement of Wyoming County

Continue best practices communication with other leadership programs

2011 Review & Conclusions

Better utilize alumni to play an active role in the program development and execution

Utilize the program as a pipeline for progress in attracting and retaining young professionals

Strategic Priorities- Tourism Promotion

Increase awareness and tourism spending in Wyoming County

Action Items

Consumer based marketing focused on family friendly, affordable, outdoor activities

Increase presence at community events

Have a legislative presence on items affecting tourism industry

Increase internal and external promotion & awareness of:

Community events

Tourism partners

Local assets – individual community based and county-wide

Plan appropriately based on State funding

Package development run and built out through our office



Strategic Priorities- Buy Local

Develop a user-friendly, accessible, easily upgradable Buy Local program for use by the Chamber and its members

Action Items

Develop a retail based buy local campaign that can be further developed into a focus local campaign

Launch a Wyoming County gift card program

Engage the membership base to actively participate in the program