



# 2020 action plan

Adopted November 6, 2019

# Mission

- We are a membership organization that works to strengthen and promote regional economic vitality, while addressing related cultural, environmental and community concerns.

# Vision

- Prosperity for all.

# Why

- Collectively we accomplish what no one organization can do alone, to make Cape Cod the best place to live, work, play, create & innovate.
- As a group of businesses and community organizations, the Cape Cod Chamber strengthens the economic and social fabric of communities to ensure the vibrant sustainability of our beloved Cape Cod.

# How

- Through four pillars of work, ad hoc committees, professional staff, and accountability to the board of directors and members, the chamber collaborates with our affiliated corporations\* and like-minded organizations to advance the goals and strategies contained in this strategic plan
  - \*Affiliated corporations include:
    - Cape Cod Blue Economy Foundation, Inc.
    - Cape Cod Economic Development Council, Inc.
    - Coastal Community Capital (d/b/a Cape & Islands Community Development Inc.)

# Pillar: CVB/DESTINATION MARKETING

GOAL: a thriving and sustainable hospitality industry

- **STRATEGY:**

- **Help sustain & grow tourism-related entities through increased overnight visitor market share**

- **OBJECTIVES:**

- **Increase overnight stays in tax-generating accommodations**
- **Increase length of stay and average rate to increase average spend**
- Increase referrals to members in the hospitality / tourism industry

- **TACTICS:**

- **Perform deep-dive analysis of statistics from peak season 2019 data to refine creative, marketing channels and target markets to build overnight stays**
- **Increase traffic to new website (launched 9/11/19) – seeking to retain #1 ranking status**
- **Deploy marketing channels in markets suggested by the data analysis**
- **Refine PR strategy with the Shark Working Group relative to shark + ocean safety with @WildCapeCod**
- Pursue niche markets for shoulder season business:
  - Group Travel, Meeting & Incentive Travel, Sports Travel, Destination Weddings, International Traveler from key countries
- Produce private matching funds for tourism grant(s):
  - Produce the **2020 Cape Cod Travel Guide**, Produce the **2020 Group Tour Guide**
- Serve visitors well while in the destination:
  - Operate the **Visitor Info Center** at Patti Page Way all year long
  - Engage with visitors on social media channels
- Support Mid-July Business by producing the 6<sup>th</sup> Annual Hydrangea Festival (establish advisory board)
- Implement Town of Barnstable group business marketing grant scope of services
- Advocate for state **and local** budget increases for state and regional marketing
- Report to members/stakeholders the ROI of chamber marketing programs with quarterly reports and annual tourism forum

# Pillar: ADVOCACY & EDUCATION

GOAL: Improved business conditions and opportunity for business & employment growth

- **STRATEGY:**
  - **assure business has a voice at the table with policymakers and civic stakeholders**
- **OBJECTIVES:**
  - encourage collective business engagement on issues impacting business & community prosperity
- **TACTICS:**
  - promote annual advocacy priorities & tactics for 2020 including but not limited to:
    - State **and local** budget increases for state and regional marketing
    - USACE canal bridge plans announced (Canal Area Transpo. Working Group) – advocate for funding (state + fed)
    - Support development of wastewater / clean water infrastructure (WWTF)
    - Shark safety messaging & strategies refined (Shark Working Group)
    - Retain NOAA headquarters on Cape
    - Support efforts to increase housing supply and affordability (Barnstable AHGDT, Future Cape Cod Coalition, HAC Housing Summit)
    - Support form-based zoning by law adoption
    - Support H-2B and J-1 Visa programs
    - **Support Education legislation (MBAE, SmartWork Group)**
    - **Support state-wide transportation infrastructure investment (MA Business Coalition for Transportation)**
  - Conduct directors' policy briefings by go-to-meeting platform
  - Conduct member/elected official briefings
  - **Investigate establishment of a Chamber podcast to help inform and educate members**

# Pillar: SUSTAINABLE ECONOMIC DEVELOPMENT

GOAL: a resilient and diverse economy

- **STRATEGIES:**

- **Diversify and increase the Cape's employment & business opportunities by increasing the number of blue economy entities in the region (benchmarked at GRP 2016 sector levels)**
- **Achieve Gross Regional Product @ or better than state GDP**

- **OBJECTIVES:**

- **Grow average annual employment and wages (benchmarked at 2008 levels)**
- **Support local business growth by retaining youth and growing supply of local employees**

- **TACTICS:**

- **Oversee compliance with MA Seaport Council grant for implementation of Expedition Blue including rebranding the Blue Economy effort as same, and emphasizing resiliency and our environment as our economy.**
- **Develop a policy statement on sustainability / resiliency / climate change relative to the role of the business community**
- Support CCEDC, Inc. in administering REDO-grant- funded scope of services
- Support BEF, Inc. implement blue economy plan [www.bluecapedcod.org](http://www.bluecapedcod.org)
- Support Coastal Community Capital with grant and administrative services to provide access to capital & technical assistance
- Produce & promote workshops with strategic partners & members
  - **Opportunity Zone Workshop Dec. 2019 (with Realtor Assoc.), Annual Wage & Hour Law Seminar, H-2B Visa Process,**



# Pillar: MEMBERSHIP SERVICES

GOAL: increase viability and sustainability of members

- **STRATEGIES :**

- **Increase business viability by extending Chamber services to a larger number of businesses in the region**
- **increase personal relationships to assist member growth and sustainability**
- **Increase the visibility and work of the Chamber to help non-members access assistance**
- **Strengthen the voice of business through diversity of membership**

- **OBJECTIVES :**

- **Retain \$540,000 in membership revenue + achieve \$76,500 in new membership revenue in FY 20**
  - **Update member tier deliverables and pricing**
  - **Retain members with increased touchpoints through website**
- **Increase staff support to improve member services**
- Finalize transition to new website: [www.capecodchamber.org](http://www.capecodchamber.org) in September 2019 to increase traffic to members
  - **Build out Made on Cape Cod page**
  - **Build out Blue Economy listings**
- **Fully implement SimpleView CRM software**
- Promote benefits of membership through social media posts (Membership Monday or Testimonial Tuesday)
- Promote members actively through social media postings, membership listings, ad deliverables.
  - **Sell Cape Cod Travel Guide ad opportunities**
- **Communications to members through video links on website:**
  - **Advocacy issues**
  - **Tutorials on how to use new website / access member benefits**
- Offer new connections & customers at Good Morning and Good Evening Networking Events / Annual Meeting
- Partner with others to increase connections & customer contacts at back-to-business bash, No Kid Hungry, Cocktails & Connections
- Empower the B&B innkeepers with programs to increase their business and creativity (InnSanity)
- **Empower the wedding industry members with programs to increase business and networking**
- Keep members informed with bi-weekly e-newsletters, policy updates, calls to action by email, mail & text.

# ORGANIZATIONAL STRENGTH

goal: sustain strong businesses by sustaining a strong chamber

## STRATEGIES:

- **SUSTAIN & GROW HUMAN, FINANCIAL AND REAL ESTATE ASSETS TO ADVANCE THE REGION'S BUSINESS SUCCESS.**

## Objectives:

- adopt **balanced budget** plan for FY 20 aligned with these goals (Budget & Finance Committee)
- Implement chamber **director onboarding** improvement plan (nominating Committee)
- Lead & manage **License plate marketing** year 'round to sustain funding levels (staff)
- provide staff training and **professional development**
  - Simpleview crm/website, ACCE & MAMD Membership Development, Grants Management Software, attendance at NEACCE, MACCE conferences, ESTO 2019
- Conduct annual **strategic planning** session with directors
- Perform **CEO review, & succession planning** (Personnel Committee)
- Promote trip with Collette Travel (outside of budget fundraiser)