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 6th 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

12/20/2019 Adopted 11.6.19
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.bluecapecod.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,

12/20/2019  Adopted 11.6.19
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 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 enewsletters, policy updates, calls to action by email, mail & text.

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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)

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