




2019 ACTION PLAN

ADOPTED 10.03.18



MISSION

- WE ARE A MEMBERSHIP ORGANIZATION THAT WORKS TO STRENGTHEN AND PROMOTE REGIONAL ECONOMIC VITALITY, WHILE ADDRESSING RELATED CULTURAL, ENVIRONMENTAL AND COMMUNITY CONCERNS.
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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.
- AS A GROUP OF BUSINESSES AND COMMUNITY ORGANIZATIONS, THE CAPE COD CHAMBER STRENGTHENS COMMUNITIES AND BUILDS THE ECONOMY HERE BECAUSE WE LOVE 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 ORGANIZATIONS INCLUDE:
 - THE CAPE COD BLUE ECONOMY FOUNDATION,
 - CAPE COD ECONOMIC DEVELOPMENT COUNCIL, INC.
 - COASTAL COMMUNITY CAPITAL
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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 \$550,000 IN MEMBERSHIP REVENUE IN FY 19
- ACHIEVE \$75,000 IN NEW MEMBERSHIP REVENUE / ROLLUP TO NEW TIERS REVENUE IN FY 19
- TRAIN MEMBER LIAISON AND UTILIZE INTERNSHIP PROGRAM & AMBASSADOR PROGRAM TO SUPPORT OUR MEMBERS
- TRANSITION TO NEW WEBSITE: WWW.CAPECODCHAMBER.ORG IN MARCH 2019 TO INCREASE TRAFFIC TO MEMBERS
- INCREASE MEMBER SATISFACTION WITH CUSTOMER MANAGEMENT SOFTWARE TO HELP TRACK ROI
- FINALIZE A NEW TIER TO SUPPORT ENTITIES IN THE BLUE ECONOMY
- OFFER MARKETING FLEXIBILITY AND NEW OPPORTUNITIES ON AN A LA CARTE BASIS
- PROMOTE BENEFITS OF MEMBERSHIP THROUGH MEMBERSHIP MONDAY & TESTIMONIAL TUESDAY
- PROMOTE MEMBERS ACTIVELY THROUGH TOWN LOVE THURSDAY, WEDDING WEDNESDAYS, SOCIAL MEDIA POSTINGS, MEMBERSHIP LISTINGS, AD DELIVERABLES
- 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 / VIP PASS PACKAGES / ENEWS FOR INNS)
- KEEP MEMBERS INFORMED WITH BI-WEEKLY ENEWSLETTERS, POLICY UPDATES, CALLS TO ACTION BY EMAIL, MAIL & TEXT.

PILLAR: CVB/DESTINATION MARKETING

GOAL: A THRIVING AND SUSTAINABLE HOSPITALITY INDUSTRY

- **STRATEGY:**

- **HELP SUSTAIN & GROW TOURISM-RELATED ENTITIES THROUGH INCREASED VISITOR MARKET SHARE**

- **OBJECTIVES:**

- INCREASE REFERRALS TO MEMBERS IN THE HOSPITALITY / TOURISM INDUSTRY BY 5% BY IMPLEMENTING THE FY MARKETING PLAN INCLUDING THESE TACTICS:
 - MAINTAIN THE **#1 RANKING FOR OUR** WEBSITE ON TRAVEL & TOURISM INFO
 - **REDESIGN WEBSITE** (COMBINING ALL SITES INTO ONE) BY MARCH 2019 TO INCREASE TRAFFIC TO THE SITE
 - PURSUE NICHE MARKETS FOR SHOULDER SEASON BUSINESS:
 - GROUP TRAVEL, MEETING & INCENTIVE TRAVEL, SPORTS TRAVEL, DESTINATION WEDDINGS, INTERNATIONAL TRAVELER FROM KEY COUNTRIES
 - USE TRADITIONAL & DIGITAL MARKETING TACTICS INCLUDING:
 - PRODUCE THE **2019 CAPE COD TRAVEL GUIDE**, PRODUCE THE 2019 **MEETING PLANNER GUIDE**, AND PRODUCE THE 2019 **PAD MAP**
 - 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
 - BOOST MID-JULY BUSINESS THROUGH THE 5TH ANNUAL **HYDRANGEA FESTIVAL**
- PURSUE NEW RESOURCES TO INCREASE MARKETING
- SUSTAIN CURRENT BUSINESS FOR MEMBERS INCLUDING THESE TACTICS:
 - DEVELOP NEW MESSAGING AROUND **SHARK SAFETY**
 - MANAGE TOWN OF BARNSTABLE TOURISM MARKETING INITIATIVES – INCLUDING **REBRANDING EXERCISE IN 2019**
- **MAINTAIN TRANSPARENCY BY REPORTING OUT** TO MEMBERS/STAKEHOLDERS THE ROI OF CHAMBER MARKETING PROGRAMS

PILLAR: ADVOCACY & EDUCATION

GOAL: IMPROVE BUSINESS CONDITIONS AND THUS SUSTAINABILITY AND OPPORTUNITY FOR BUSINESS & EMPLOYMENT GROWTH

- **STRATEGY:**

- **ASSURE BUSINESS HAS A VOICE AT THE TABLE**

- **OBJECTIVES:**

- ENCOURAGE COLLECTIVE BUSINESS ENGAGEMENT ON ISSUES IMPACTING BUSINESS & COMMUNITY PROSPERITY
- PROMOTE ANNUAL ADVOCACY PRIORITIES & TACTICS FOR FY 2019 INCLUDING BUT NOT LIMITED TO:
 - **SHORT TERM RENTAL TAX** BILL SIGNED INTO LAW
 - USACE **CANAL BRIDGE** PLANS ANNOUNCED
 - SUNSET **EMAC** FINES
 - **SHARK SAFETY** MESSAGING & STRATEGIES (TELE/COM IMPROVEMENTS, ETC.)
 - RETAIN **NOAA HEADQUARTERS** ON CAPE
 - AMEND **ACCESSORY DWELLING UNIT** BY LAWS IN MORE TOWNS
 - SUPPORT **FORM-BASED ZONING** BY LAW ADOPTION
 - **H-2B VISA RETURNING WORKER EXEMPTION** APPROVED
- CONNECT EMPLOYERS TO **SEASONAL WORKFORCE HOUSING DEVELOPMENTS** (E.G. SINGERMAN/BLACK PEARL HOLDINGS)
- CONNECT EMPLOYERS TO **SEASONAL WORKFORCE SOURCES**
- CHAMBER REP. ON COUNTY **SUBSTANCE ABUSE COUNCIL**
- CONDUCT DIRECTORS' **POLICY BRIEFINGS** BY GO-TO-MEETING PLATFORM (CONSIDER FOR MEMBER SESSIONS)
- CONDUCT **MEMBER/ELECTED OFFICIAL BRIEFINGS** / ELECTION YEAR SURVEY OF CANDIDATES (FALL 2018)
- ESTABLISH **BRIEFING BREAKFASTS**

PILLAR: BLUE ECONOMY

GOAL: CATALYZE A RESILIENT AND DIVERSE ECONOMY

- **STRATEGIES:**

- **DIVERSIFY 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**
- **GROW AVERAGE ANNUAL EMPLOYMENT WAGES (BENCHMARKED AT 2008 LEVELS)**

- **OBJECTIVES:**

- SUBMIT **16 EDA GRANT** FOR BLUE ECONOMY PLAN IMPLEMENTATION (& PROVIDE OVERSIGHT IF APPROVED)
- SUPPORT **CAPE COD ECONOMIC DEVELOPMENT COUNCIL, INC.** (**REDO** GRANT SCOPE OF SERVICES) (**ATTACHED**)
- SUPPORT THE **BLUE ECONOMY FOUNDATION, INC.** (IMPLEMENT BLUE ECONOMY PLAN WWW.BLUECAPECOD.ORG)
- SUPPORT **COASTAL COMMUNITY CAPITAL** (ACCESS TO CAPITAL & TECHNICAL ASSISTANCE)
- PRODUCE & PROMOTE **WORKSHOPS** WITH STRATEGIC PARTNERS & MEMBERS
- PARTICIPATE IN **RESILIENT CAPE COD** PLANNING (STAFF)

REDO GRANT SCOPE OF SERVICES

FY 19 – MOBD TO CCEDC, INC.

BUSINESS SUPPORT

- **PURSUE AN I6 EDA GRANT FOR A 3-YEAR PERIOD TO ESTABLISH A BLUE INNOVATION WHEELHOUSE (TO INCREASE THE RATE OF WATER-RELATED COMMERCIALIZATION EFFORTS BASED ON A RICH PIPELINE IN THE REGION). MATCHING FUNDS FOR THE GRANT HAVE BEEN IDENTIFIED FROM PARTNERS SUCH AS WHOI, CAPE COD CHAMBER AND OTHERS. (REDO FUNDS WILL SUPPORT THE BLUE ECONOMY CONSULTANT, LESLIE ANN MCGEE. ADDITIONAL SUPPORT SERVICES/STAFF TO BE HIRED VIA THE I6 EDA GRANT IF AWARDED IN ORDER TO MANAGE THE INNOVATION WHEELHOUSE.)**
- PROMOTE OUR ENTREPRENEUR ECO-SYSTEM AND SUPPORTS SERVICES OFFERED BY MENTORS, COUNSELORS/ADVISORS & ENTREPRENEUR IN RESIDENCE FOR PRE-POST WHEELHOUSE CANDIDATES. (KARLSON)
- **CONTINUE WORKSHOPS TO PROMOTE SUPPLY CHAIN OPPORTUNITIES TO OFF-SHORE WIND. (REDO, ADAMS)**
- HOST & PROMOTE WORKSHOPS/SEMINARS: CANNABIS WORKSHOP (JULY 2018) CANNABIZ WORKSHOP (OCT, 2018), AND LIST OF TOPICS TO BE DEVELOPED. (CHAMBERS, COASTAL, SCORE, C&P BUSINESS MAG.)
- SEASONAL WORKFORCE HOUSING INITIATIVE: DEVELOPER/EMPLOYER MEETINGS AUG 8, AND FALL/WINTER 2018/19, (CC CHAMBER)
- SUPPORT THE OVERHEAD AND OPERATING COSTS OF COASTAL COMMUNITY CAPITAL AND PROMOTE THEIR ACCESS TO CAPITAL AND TECHNICAL ASSISTANCE SERVICES.
- HOST & FACILITATE BI-MONTHLY MEETINGS OF REGIONAL EC DEV PROFESSIONALS FOR TRIAGE OF CLIENTS AND SHARING INFORMATION. (KARLSON/NORTHCROSS)
- HOST E FOR ALL CAPE COD EVENTS AND OFFICE SPACE AT LAUNCHPAD.
- REFER 10 COMPANIES TO MOBD FOR EXPANSION POTENTIAL
- PROVIDE DATA ON KEY CLUSTERS IN REGION + PRIVATE INVESTMENT
- PROMOTE SBIR TRAINING FOR PRIVATE INDUSTRY WITH MOBD

REDO GRANT SCOPE OF SERVICES

FY 19 – MOBD GRANT TO CCEDC, INC.

WORKFORCE DEVELOPMENT:

- **ORGANIZE & CONDUCT THE NEW WATERWORKS PROGRAM ON JANUARY 8, 2019 FOR REGIONAL HIGH SCHOOL STUDENTS, CONNECTING THEM TO BLUE ECONOMY EMPLOYERS AND CAREER PATHS. (REDO + PARTNERS INCLUDING C&IS REGIONAL STEM NETWORK, CC AND MA MARINE TRADES ASSOCIATIONS, AND OTHERS LISTED BELOW.)**
- PARTICIPATE IN A BLUE ECONOMY CAREER DAY PLANNED FOR BARNSTABLE HIGH SCHOOL IN OCTOBER, 2018.
- PJPPI HIGH SCHOOL LEADERSHIP SERIES SPEAKER (NORTHCROSS)
- CONTINUE TO OFFER INTERNSHIPS TO THE BARNSTABLE HIGH SCHOOL SENIOR INTERNSHIP PROGRAM (CC CHAMBER)
- PARTICIPATE ON THE CAPE COD REGIONAL STEM NETWORK (ADAMS)
- PARTICIPATE ON THE BARNSTABLE ADVISORY COMMITTEE FOR ENVIRONMENTAL SCIENCE & TECHNOLOGY (PURSUING A NEW CURRICULUM UNDER MA CH. 74 FOR A NEW ENVIRONMENTAL SCIENCE PROGRAM.) (ADAMS)
- **PUBLISH FIRST ANNUAL CAREER INTENTIONS & PERCEPTIONS SURVEY FOR GRADES 6 – 9. FIRST SURVEY NETTED 3300 STUDENT REPLIES OR A 29.7% RESPONSE RATE. COMPILATION/INTERPRETATION OF SURVEY RESULTS BY UMASS DONAHUE INSTITUTE ON HOW CAREER PATHS ARE CHOSEN WILL BE RELEASED SOON. THE REPORT WILL INFORM HOW WE CAN IMPACT INTEREST IN BLUE ECONOMY EMPLOYMENT/CAREERS WITH ACTIVITIES SUCH AS EXPERIENCES AND HANDS-ON INTERACTION WITH BLUE ECONOMY EMPLOYERS, AND PARENTAL INFLUENCERS. THE REDO GRANT WOULD HELP FUND THE SECOND ANNUAL SURVEY, AND BEGIN TRACKING TRENDS. (REDO/MCGEE)**
- PARTICIPATE IN QUARTERLY WORKSMART PARTNERSHIP MEETINGS TO ADVANCE SHARED GOALS (ORGANIZED BY MASSHIRE C&I WDB) (NORTHCROSS)
- PARTICIPATE IN MASSHIRE C&I WDB BOARD MEETINGS (NORTHCROSS) & MASSHIRE CAREER CENTER OPERATOR'S (JTEC) BOARD MEETINGS & **WORKFORCE SKILLS CABINET EVENTS.** (NORTHCROSS)
- MAINTAIN JOB/INTERNSHIP PORTALS + **PROVIDE KEY EMPLOYMENT STATS IN REGION**

REDO GRANT SCOPE OF SERVICES

FY 19 – MOBD TO CCEDC, INC.

COMMUNITY DEVELOPMENT:

- DURING THE UPCOMING TOWN MEETING SEASON, WE WILL BE PROMOTING MODEL BY-LAW ADOPTION FOR ACCESSORY DWELLING UNITS IN ORDER TO INCREASE YEAR ROUND RENTAL HOUSING SUPPLY, PARTICULARLY FOR YOUNG PROFESSIONALS AND MIDDLE-INCOME EARNERS IN THE WORKFORCE. (CC CHAMBER AND PARTNERS)
- **SUPPORT WITH A MINI GRANT FOR TECHNICAL ASSISTANCE ON DOWNTOWN-TENANT RECRUITMENT BEST PRACTICES FOR HYANNIS BID IN GATEWAY CITY OF BARNSTABLE. (REDO)**
- MANAGE THE REBRANDING EXERCISE FOR GATEWAY CITY OF BARNSTABLE, (CC CHAMBER)
- SUPPORT FORM-BASED ZONING ADOPTION FOR CAPE TOWNS (CC CHAMBER + PARTNERS)
- **CONCEPTUAL DESIGN COMPLETED AND IMPLEMENTATION FUNDS PURSUED FOR A MARITIME TRAIL CALLED EXPEDITION: BLUE! THIS NEW CAPITAL PROGRAM WILL SHOWCASE THE BLUE ECONOMY ASSETS IN THE C&I/PLYMOUTH REGION & TIES INTO TOURISM AS WELL AS TRADITIONAL MARITIME INDUSTRIES. WORK TO SECURE FUNDS TO IMPLEMENT DESIGN. (REDO/MCGEE)**
- **HOST EDIP WORKSHOP WITH MOBD IN OCT 2018. (REDO)**
- **PROMOTE PRIORITY DEVELOPMENT SITE LIST**

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 19 ALIGNED WITH THESE GOALS (BUDGET & FINANCE COMMITTEE)
- REVIEW **RESERVES INVESTMENTS** & RECOMMEND HIGHER INTEREST BEARING ACCOUNT PLAN (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, INSTITUTE FOR ORGANIZATIONAL MANAGEMENT, ACCE & MAMD MEMBERSHIP DEVELOPMENT, GRANTS MANAGEMENT SOFTWARE, ATTENDANCE AT ACCE, NEACCE, MACCE CONFERENCES, ESTO 2019
- CONDUCT ANNUAL **STRATEGIC PLANNING** SESSION WITH DIRECTORS
- PERFORM **CEO REVIEW**, & **SUCCESSION PLANNING** (PERSONNEL COMMITTEE)
- ADOPT POLICY TO COMPLY WITH **EUROPEAN COMMISSION'S GENERAL DATA PROTECTION** REGULATION



BLINK PLAN

- INCREASE THE VIABILITY AND SUSTAINABILITY OF MEMBERS THROUGH MEANINGFUL SERVICES
 - MAINTAIN A THRIVING AND SUSTAINABLE HOSPITALITY INDUSTRY & GROW MARKET SHARE
 - ASSURE BUSINESS HAS A VOICE AT THE TABLE ON PUBLIC POLICY MATTERS
 - CATALYZE A RESILIENT AND DIVERSE ECONOMY THROUGH THE BLUE ECONOMY PLAN
 - SUSTAIN A STRONG BUSINESS COMMUNITY BY SUSTAINING A STRONG CHAMBER
- 