

STRATEGIES: 2019-2021

Mission: Advance economic success through support, promotion, and education

Vision: Be an invaluable partner and resource

Values: Innovative · Member-focused · Committed to growth · Dedicated to excellence



watkinsglen
AREA CHAMBER OF COMMERCE

Focus on Membership Development

Outcome #1

Understand the structure of our membership (What benefits do our members take most advantage of? Why? Why are so many members located out of the county?)

Action #1

Develop tools (surveys, questionnaires, etc.) to gather this data. Focus on 1-3 year members.
Due: 2nd Quarter 2019

Action #2

Analyze the data and present findings and recommendations to Membership Committee.
Due: 4th Quarter 2019

Action #3

Adjust member benefits that will serve members and help grow their bottom line. (i.e. - Health Insurance plans, Business Development classes, or Marketing seminars)
Due: 2nd Quarter 2020

Outcome #2

Incentivize key staff to prioritize retention and recruitment of members.

Action #4

Set staff goals and objectives for retaining and recruiting new members.
Due: 1st Quarter 2019

Optimize Organizational Structure

Outcome #1

Retain talented staff for 3-5 years.

Action #1

Develop a staff retention plan which includes professional development and opportunities for growth.
Due: 4th Quarter 2019

Outcome #2

Pursue non-dues revenue sources.

Action #2

Apply for CFA funds, tourism grants, and Erie Canal grants as appropriate.
Due: Ongoing

Outcome #3

Utilize board of directors to its fullest capacity.

Action #3

Recreate board agenda.
Due: 4th Quarter 2019

Action #4

Assess board members for skills and talents and utilize appropriately.
Due: 4th Quarter 2019

Outcome #4

Establish committees and events that are meeting our mission and are operating effectively.

Action #5

Develop a mission statement for each program and/or committee and consolidate committees for effectiveness.
Due: 3rd Quarter 2019

Action #6

Assess all events and eliminate and/or add events as appropriate.
Due: 3rd Quarter 2019

Enhance Government Affairs Efforts

Outcome #1

Create a Government Affairs Committee that is fully functional and is nimble enough to act upon the needs of the members.

Action #1

Research:
Invite other successful chambers to present on their advocacy efforts.
Due: 3rd Quarter 2019

Action #2

Plan:
Develop a stronger plan to act on advocacy topics.
Due: 3rd Quarter 2020

Action #3

Activate:
An engaged group to be the voice of the business community.
Due: 1st Quarter 2021

Action #4

Educate & Inform:
Working with the Business Council, provide an outlet to educate and inform our members on topics relative to their business and to NYS.
Due: 3rd Quarter 2019

Streamline Marketing Programs for Chamber and Visitor Centers

Outcome #1

Develop a website to better support the needs of our partners and members.

Action #1

Send out RFP for web design, select a web design team, create a new website.
Due: 4th Quarter 2019

Outcome #2

Better utilize the advertising dollars spent by chamber members and partners.

Action #2

Create a cohesive approach to all ad sales processes.
Due: 4th Quarter 2019

Outcome #3

Better utilize marketing and advertising dollars spent on behalf of Tourism Promotions.

Action #3

Develop a 3 year marketing plan that will encompass social media, website, advertising, and printed pieces.
Due: 4th Quarter 2019

Outcome #4

Extend the tourism season.

Action #5

Research options for events, marketing opportunities, and potential partnerships.
Due: 1st Quarter 2020

Action #5

Develop a plan for an extended tourism season.
Due: 3rd Quarter 2020

Action #6

Implement plan.
Due: 1st Quarter 2021

Foster a Unified Community Culture

Outcome #1

Improve the visitor experience while visiting our downtowns.

Action #1

Using the data collected in 2018 from visitor surveys and interviews with partners in 2019, collect information for improving those experiences.
Due: 4th Quarter 2019

Action #2

Develop and implement a plan.
Due: 3rd Quarter 2020

Outcome #2

Take a leading role in providing customer service programs for all businesses.

Action #3

Create a training program (and/or video) for new staff members at key destinations/tourism businesses.
Due: 3rd Quarter 2020

Outcome #3

Coordinate and lead the development of a public relations plan within the county with appropriate partners.

Action #4

Create a cohort of representatives from all municipalities and appropriate organizations within the county.
Due: 3rd Quarter 2020

Action #5

Create a public relations plan.
Due: 3rd Quarter 2019

Action #6

Implement public relations plan.
Due: 1st Quarter 2020