



## Sample Chamber of Commerce & Tourism 2021-2024 Strategic Initiatives and Action Plan

Strategic Objective	Defined Goals	Action Steps	Due Date	By Whom	Outcome	Comments
Develop a Clear Chamber Value Proposition for Different Audiences	Implement member outreach efforts to determine needs and priorities of chamber members (surveys, focus groups)	Appoint Membership Task Force	9/30/2021	Board of Directors	Better understanding of what members value about the chamber, its programs, and their membership	For focus groups, consider Ten at Ten or similar programs (invite members to come for small group discussion about chamber and their business needs)  May want to convene by industry group
		Develop member survey and focus group questions	10/31/2021	Membership Task Force		
		Survey membership through web blasts and social media	11/30/2021	Membership Task Force		
		Establish schedule for weekly/biweekly focus groups and invite target businesses	10/31/2021	Membership Task Force		
		Convene focus groups	10/31/2021 Forward	Membership Task Force		
	Develop value proposition and elevator pitch for target	Identify target business sectors	10/31/2021	Membership Task Force	Clearer messaging targeted at diverse member needs, to be used in member recruitment	Check <a href="http://www.hightperformance.com">www.hightperformance.com</a> for resources, particularly on membership recruitment and "personas"
		Using survey data and other resources, identify how each sector can benefit from chamber membership and what programs and services would interest them	12/31/2021	Membership Task Force		
	Develop value proposition and elevator pitch for each sector (manufacturing,	3/31/2022	Membership Task Force			

		retail, service, professional, etc.)				
		Clarify chamber mission and values to differentiate from service groups	2/28/2022	Board of Directors	Chamber has clear identity with focus on business community, distinct from service organizations	
		Adopt Membership Task Force's value propositions and elevator pitches	4/30/2022	Board of Directors		
<b>Recruit New Members</b>	Identify target business sectors underrepresented in Chamber and recruit using newly created value proposition, elevator speech, and member services	Appoint standing Membership Growth Committee	4/30/2022	Board of Directors	Members involved in recruitment of new members who would benefit from being part of the chamber	Because this is an ongoing effort, though based on the work of the Membership Task Force, it should be transferred to a standing committee. Members of this committee require a different skill set than those surveying and creating
		Identify target business sectors underrepresented in chamber	6/30/2022	Membership Growth Committee	Chamber has new members	
		Recruit members using newly created value propositions, elevator speeches, and member services	6/30/2022 Forward	Membership Growth Committee		
<b>Share Chamber Success Stories</b>	Share chamber achievements and goals with members through published Annual Report and news blast	Create Annual Report highlighting Chamber achievements, plans for the future and distribute to all members	1/31/2022	Chamber Staff	Members know what the chamber is doing on their behalf, and what is planned for the future	Claire can offer some sample documents
		Solicit testimonials from members about how the Chamber has helped their business	3/31/2022	Chamber Staff	Prospective members have examples of what Chamber does	ACCE, US Chamber Best Practices also have samples
		Highlight Chamber accomplishments and efforts on behalf of business community in news blast	1/1/2022 Forward	Chamber Staff		Might be able to get some of these out of focus groups
<b>Promote Local Businesses to Encourage Local Support and</b>	Create Business of the Month Spotlight highlighting small local business	Appoint Small Business Council to develop programs promoting and supporting chamber members	9/30/2021	Board of Directors	Members recognize that chamber is actively engaged in promoting their businesses, both B2B and B2C	

Business Sustainability		Develop questionnaire or interview guidance – consider questions about how they got started, their challenges, what they are proudest of, etc.	11/30/2021	Small Business Council		
		Interview local businesses	1/1/2022 Forward	Small Business Council Ambassadors		
		Publish stories (weekly if possible) in newsletter, social media, etc.	1/1/2022 Forward	Chamber Staff		Share in newsletter, on social media, etc. Ambassadors or local journalism students could be used to interview business owners.
	Develop Shop Local and Buy Chamber promotional programs to encourage local residents and chamber members to keep their dollars in Muskego	Research programs that have been successful in other communities	11/30/2021	Small Business Council	Members recognize that chamber is actively engaged in promoting their businesses, both B2B and B2C	Claire can share some samples, and also check out <a href="https://www.the350project.net/">https://www.the350project.net/</a>
		Identify 1-2 programs that would work in Muskego	12/31/2021	Small Business Council		Rebecca Wildeboer of Discover Cooperville (MI) does an excellent job of this and the Business Spotlight
		Launch Shop Local/Buy Chamber program(s)	3/31/2022	Small Business Council		
	Increase Online Presence Through Website Enhancements and Mobile App Creation	Appoint Website Task Force to overhaul chamber website and pursue mobile app development	9/30/2021	Board of Directors	Better visibility for chamber and its members	ACCE Awards for Communications Excellence are a good source
	Focus on Promoting Muskego Businesses	Allocate funds for website and mobile app development	2022 Budget	Board of Directors	User-friendly interface for local consumers and visitors	The Chamber Professionals Group on FB is another good source – just ask those who are really pleased with their websites to share the link
		Find chamber websites from other communities that include the features you'd like for Muskego	12/31/2021	Website Task Force		Lots of other providers for chambers: Membee Member Clicks ChamberMaster
			1/31/2022	Website Task Force		Some providers offer templated sites that reduce

	Identify changes needed to the chamber website	2/28/2022	Website Task Force		cost and time if they include your identified features
	Evaluate if current CMS provider (Growth Zone) can accommodate desired features. If not, evaluate other providers	3/31/2022	Website Task Force		
	Develop RFP for website update	4/30/2022	Chamber Staff		
	Solicit bids for website update	5/15/2022	Website Task Force		
	Evaluate bids and select preferred provider	4/30/2022	Website Task Force		Local student (HS or college) may be able to do the hands on work required for the website update and app content development – it can be quite time consuming, even if using a templated site
	Develop website content	9/1/2022	Chamber Staff		
	Launch completed website				
Create Chamber Mobile App	Find chamber mobile apps from other communities that include the features you'd like for Muskego	12/31/2021	Website Task Force		Most association software should have built in mobile app options that sync seamlessly with your website, which will streamline development time
	Identify features needed in the chamber mobile app	1/31/2022	Website Task Force		
	Develop RFP for mobile app (combine with website RFP)	3/31/2022	Website Task Force		
	Solicit bids for mobile app (combine with website RFP)	4/30/2022	Website Task Force		
	Evaluate bids and select preferred provider(s)	5/15/2022	Chamber Staff		

		Develop mobile app content if different from website content	4/30/2022	Website Task Force		
		Launch completed mobile app	9/1/2022	Chamber Staff		You might want to do some sort of “launch party” where you can showcase the capabilities of both the website and the mobile app
<b>Develop Strategies to Address Workforce Shortage and Recruitment Challenges</b>	Expand school partnership (Connect Academy) to incorporate more technical training, career exploration, and workforce experience at the high school level	Appoint internal work group to explore expansion of Connect Academy school partnership to incorporate broader career/technical exploration and training	10/31/2021	Education & Mentoring Committee (EMC)	Expansion of career/technical exploration and training benefits broader industry sectors than current program, increasing the chamber’s value to them	Board may choose to delegate this effort to the Workforce Task Force/Workforce Committee rather than creating a work group in the Education & Mentoring Committee
		Collect examples of successful programs in other communities for: Technical Training School-to-Work Career Exploration Workforce Experience Youth Apprenticeship	1/31/2022	EMC Work Group	Likely to get more engagement from non-retail/service sectors through exploration of these programs	Dorchester District 2 Foundation in Summerville, SC fundraised for a technical center to serve the entire district – led to involvement by Boeing, Volvo, Mercedes, Google, and other area manufacturers <a href="https://dd2foundation.org/">https://dd2foundation.org/</a>
		Develop recommendations for Muskego-Norway School District for programs which could be incorporated into or added to Connect Academy	4/30/2022	EMC Work Group		National Center for Construction Education and Research may have some model programs: <a href="https://www.nccer.org/">https://www.nccer.org/</a>
		Work with school district representatives and leaders to adopt and initiate new programs as recommended	6/30/2022 with implementation through 2024	EMC Work Group		Also Paths for Secondary Education/High School at <a href="http://www.agc.org">www.agc.org</a>
	Identify existing workforce programs and create webpage/ document to inform the business community of options	Appoint Task Force(s) to consider best direction  Assess existing programs, including state and national	9/30/2021  12/31/2021	Board of Directors  Workforce Task Force	Businesses are better aware of existing programs and served by new ones	Areas to explore: Recruitment concerns Housing affordability Attracting YPs Specific industry needs Expand Connect Academy

	(DOL, DLLR), current Connect Academy program				Business owners feel supported by chamber in their workforce recruitment and training efforts	May want to include other organizations in the discussion after initial assessment
	<ul style="list-style-type: none"> <li>EARN grants</li> <li>WIOA grants</li> <li>Wisconsin grants?</li> </ul>					
	Identify program gaps and ways to partner with existing organizations	12/31/2021		Workforce Task Force	Businesses have the staff they need to remain operational	This is likely to morph into a full blown committee after the initial discussions – certainly by the point of developing programs to fill gaps
	Develop marketing materials to inform employers what programs are available (one stop shop)	2/28/2022		Workforce Task Force		
	Develop programs to fill gaps or work with other organizations to meet the needs	12/31/2022		Workforce Task Force		
	Launch new workforce development programs	12/31/2023		Workforce Task Force		
Leverage chamber website and social media to share member job postings within the community at large	Develop intake system for obtaining job listings from chamber members	10/31/2021		Chamber Staff	Community recognizes chamber as resource for open positions; businesses have trusted place to post jobs	This effort should be built into plans for an enhanced website and mobile app – coordinate with Website Task Force
	Develop media plan for informing community of chamber job listings	11/30/2021		Chamber Staff		
	Post listings as received	12/31/2021 Forward		Chamber Staff		
<b>Focus Efforts on Programs and Events which Businesses Appreciate</b>	Evaluate current events and prioritize those supporting local business	Appoint Event Strike Force to evaluate current events and their impact on business	9/30/2021	Board of Directors	Chamber differentiates self from service organizations; businesses recognize chamber programs and events as unique to meeting their business needs	Does it bring you friends, funds, or fame (revenues, good will/support, publicity/recognition)? If not, why are you doing it?
		Evaluate current events with which the chamber is involved and determine which best fit the chamber's business mission of supporting local businesses	10/31/2021	Event Strike Force		

	Evaluate effort required for current events vs benefit to business community/revenues to chamber/other considerations	11/30/2021	Event Strike Force		
	Prioritize events based on effort and audience, with recommendations to the Board of which should be dropped or changed	11/30/2021	Event Strike Force		
	Consider/adopt recommendations of Event Task Force and determine event and program schedule for 2022 forward	December board mtg	Board of Directors		
Create business-focused programs based on member survey results	Appoint Business Growth Task Force to develop programs that support local business growth	1/31/2022	Board of Directors		Delayed to 2022 so Membership Task has opportunity to survey membership and conduct focus groups
	Using member survey data from Membership Task Force, identify program gaps	2/28/2022	Business Growth Task Force		Business leadership training/dinner event was suggested at board retreat
	Identify business-focused programs in other communities that could be beneficial in Muskego	3/31/2022	Business Growth Task Force		Possible sources include WACCE, ACCE, US Chamber, Chamber Pros FB Group, neighboring chambers
	Launch new programs to meet business needs and interests	6/30/2022	Business Growth Task Force		
Develop Roundtable Discussion Program to provide business owners with the opportunity to share challenges and suggestions in a confidential setting	Develop criteria for participation in Roundtable Discussion Program	5/31/2022	Business Growth Task Force	Business leaders have safe place to share and learn	Should be business owners or managers to be beneficial – also need to avoid competitors within group
	Draft confidentiality agreement to cover	5/31/2022	Should involve a local attorney in this	Chamber recognized as providing valuable resource	Claire can provide example from Maryland, but recommend soliciting other

		Roundtable discussions	6/30/2022	Business Growth Task Force		examples from ACCE, Chamber Pros FB Group
		Survey membership for interest in participating in Roundtable Discussion Program	9/30/2022	Business Growth Task Force		Could be on Zoom to accommodate members who have difficulty leaving their business
		Launch monthly Roundtable Discussion Program				
<b>Actively Support City Economic Development Efforts</b>	Work with Muskego Economic Development to identify areas in which Chamber could be a valuable partner in achieving community goals	Identify gaps/needs in current Muskego economic development efforts <ul style="list-style-type: none"> <li>• Business parks</li> <li>• Filling empty commercial spaces</li> <li>• Business incubator</li> <li>• Recruiting larger businesses</li> <li>• Recruiting needed service businesses</li> <li>• External marketing</li> </ul>	6/30/2022	Economic Development Committee	Chamber is an active partner in creating successful programs to grow existing, and attract new, businesses to Muskego	This actually didn't make the board's prioritization list, but is worth considering as time allows – can use 2022 to evaluate options, then actively pursue in 2023/24
	Identify and leverage opportunities to promote Muskego externally	Advocate for Muskego Economic Development to update their strategic plan/marketing plan	9/30/2022	Economic Development Committee	Businesses that recognize Chamber's role in economic development are more likely to join the Chamber	Will require revitalization/ repopulation of Chamber's Economic Development Committee
		Identify economic development programs chamber could spearhead or undertake on its own	12/31/2022	Economic Development Committee		Not updated since 2003/2012 respectively. Also a gap analysis is probably much needed
		Meet with Muskego Economic Development to discuss possible areas of collaboration	12/31/2022	Economic Development Committee		Business and Industry Week Business visits – Claire has example from MD Business Expo (B2B) Industrial Trade Show
<b>Structure Chamber/ Board Operations to Achieve Identified Goals</b>	Develop follow up plan to ensure strategic plan is executed	Include strategic plan progress review at least quarterly, monthly is preferable	9/30/2021	Board of Directors	Chamber goals are accomplished	Focus on current year's goals and accomplishments
		Appoint Strike Force to evaluate current	9/30/2021	Board of Directors	Chamber members are engaged with Chamber plans	Appointing volunteers (not necessarily board members)



	Develop committee structure to support Chamber goals	committee structure and recommend future policies			Chamber members see results as continued reason to belong	to be responsible for different elements of the plan is critical to its success – cannot be purely staff or board driven
		Assess committee functionality, goals, and consistency with Chamber priorities	12/31/2021	Committee Strike Force		Must hold volunteers accountable for follow through – if not making progress, Board President will need to contact them
		Develop committee structure to support Chamber goals, aligned around Chamber Strategic Plan	12/31/2021	Committee Strike Force		In addition to providing structure to committee operations, this is also an opportunity for committee chairs to share with each other
		Create committee orientation to establish expectations and guide goal setting	3/31/2021	Committee Strike Force Krisann Durnford		Might want to consider a quarterly committee chair roundtable for regular reporting and collaboration – can include training such as running effective meetings
		Hold committee orientation annually for all committee and task force chairs and vice chairs	3/31/2021 Annually	Board President Krisann Durnford		
	Seek mutually beneficial, business-focused opportunities to collaborate with other organizations		Ongoing	Board of Directors Chamber Staff		Key here is “mutually beneficial” – make sure it’s not just the chamber providing manpower or attendance for someone else’s priority
	Update policies and procedures to reflect best practices to protect chamber	Appoint Policies Task Force	1/31/2022	Board of Directors	Chamber operates efficiently and consistently with appropriate risk management policies	This is a big effort, so best to get more visible external programs underway first
		Evaluate current policies and procedures and identify gaps, needed changes	3/31/2022	Policies Task Force		Consider dividing up work with strike force members each taking a topic to expedite work
		Research recommended policies and identify sample policies	6/30/2022	Policies Task Force		Samples available under US Chamber Best Practices, ACCE, ASAE, Bob Harris’ website ( <a href="http://www.rchcae.com">www.rchcae.com</a> )
		Draft policy manual	9/30/2022	Policies Task Force		Ed McMillan book <i>Model Policies and Procedures for Not-for-Profits</i> is excellent, but a bit dated

		Review/adopt Policy Manual	12/31/2022	Board of Directors		
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