

Atascadero Chamber of Commerce 2021-2023 Strategic Plan

Adopted 3-25-2021

Strategic Areas of Focus - 6 Pillars					
Membership	Marketing	Operational Excellence	Programming and Visibility	Business and Economic Development	Partnerships
<i>Be the value that members can rely on</i>	<i>Be the voice of business</i>	<i>Be a model for business</i>	<i>Be relevant and present in the community</i>	<i>Be the change for prosperity</i>	<i>Be the resource for Atascadero Businesses</i>
Key Objectives - Where Do We Want To Go?					
Retain existing Chamber members	Identify, quantify, and communicate membership value	Continue to foster and support Chamber Councils	Align event portfolio to deliver value across member categories	Enhance Business Development Opportunities	Enhance BID partnership
Increase Chamber membership year-over - year	Ensure membership is connected to the community	Strengthen the Chamber's financial foundation	Increase the effectiveness of engagement with members	Provide economic development services	Partner with a non-profit organization to benefit the Chamber's mission
		Retain a long-term CEO	Improve the Visitor Center experience	Provide business services	Explore creation of a North County Chamber Alliance (Santa Margarita, Templeton, Shandon, etc.)
		Strive for excellence in operational standards		Identify industry sectors that are important to Atascadero's economy	Expand partnership network
		Develop a position platform for engagement		Nurture and grow Bridgeworks Coworking	Maintain strong partnership with the City
Initiatives - What Will We Do To Get There?					
Create a membership committee	Frequently and clearly communicate business advantages to members of being members	Create committees comprised of two or more Board members for each Pillar	Increase the "wow" factory by continually refreshing programs and events to fully engage members	Assist as a key partner in the City's economic development services	Define benefits of being a chamber partner
Offer incentives to current members who successfully refer new members	Clearly identify how members can engage	Evaluate and enhance operational standards	Continue to develop an accumulation of webinars to post on Chamber's website	Continue to convene the Chamber Economic Recovery Task Force	Increase the Chamber's ability to meet member needs across the region
Increase overall renewal rate	Develop a new member outreach strategy and checklist	Create a reserve of 10% of operating budget	Develop programs and events to enhance the Chamber's presence as an economic development authority	Meet with experts to gather knowledge on the roadblocks to permit processing	Determine if continued partnership with NCEF is possible or explore creation of a new 501 c3
Evaluate member dues on an annual basis	Share member success stories	Increase non-dues, non-event revenue.	Explore ways to make the Visitor Center more experience based	Continue to provide a Business Education Series	Strengthen the critical relationship with the City of Atascadero in order to ensure sustained support of this vital ally
Strengthen existing member benefit structure	Connect businesses to the community via social media and other engagement opportunities (e.g. A-Talks, Chamber Chats)	Improve CRM and financial reporting capabilities	Create a "signing event" to celebrate new members	Seek funding opportunities to responsibly expand Bridgeworks	Offer business support services through partnership with SCORE, MCSC, REACH, SLO-Partners, Eckerd Connects, Workforce Development Board, Cuesta College, and Cal Poly
Circulate an annual survey to gauge member satisfaction		Communicate Board expectations. Forward packet to perspective Board members when recruiting	Develop programs and events to enhance the Chamber's authority as the voice for Diversity, Equity, and Inclusion	Engage industry specific sectors through roundtable discussions	
Start tracking the reason members join		Work to charge for Mixers that are supported by Chamber Marketing efforts			
Develop a value proposition by industry segment					
Leverage the power and energy of ambassadors to reach members					
Build relationships with existing members					
Board members to introduce new members to the Chamber					
Outcomes/Results/Metrics - How Do We Know If We Got There?					
Retain a minimum of 80% of members year-over - year	75% of members feel connected as identified in the annual survey	Budget committee Minimum of 3 board members to prepare budget prep and mid-year review (2-4 meetings annually)	Year-over-year increase in event/program attendance	A kit-of-tools to support local economic development	Members and the community understand that the Chamber is a one-stop-shop for business support services
Increase membership 3% year-over-year		Staff to participate in Member Works training to evaluate effectiveness of program			
Membership dues are aligned with industry standards		Board members assigned to participate in one or more committees/ Councils			
Membership committee meets quarterly (By monthly or monthly)		Increase staffing to accommodate the increase need to make quicker operational changes as proposed by board			
Board introductions to generate \$1,500 in new memberships annually					