



CODY COUNTRY
CHAMBER OF COMMERCE
836 SHERIDAN AVENUE
CODY, WYOMING

STRATEGIC DIRECTION

2017-2019

OUR GUIDING BELIEFS

Guided by tradition and resiliency, the Cody Country Chamber of Commerce finds guidance in the following clarifying statements:

OUR VISION:

The community of Cody will prosper as the premier western location for business and for travel through the advocacy of the Cody Country Chamber of Commerce.

OUR MISSION:

The Cody Country Chamber of Commerce, the community's "front porch", represents the interests of its members and the entire business community, extends exceptional western hospitality and promotes an unparalleled visitor experience.

OUR VALUES:

- Member Involvement: Contributing to the wellbeing of the Chamber and the Community
- Leadership: Clear in our vision with the ability to communicate and garner support
- Integrity: Honesty and ethics to warrant the trust of stakeholders and the community
- Partnerships: Maximize resources, provide assistance and create opportunities
- Community Inclusiveness: Respect and honor diversity
- Fiscal Responsibility: Be a role model for transparency and sound business practices

SPEAKING WITH "ONE VOICE"

Of utmost importance to the Cody Country Chamber of Commerce –is the board, executive director, staff and, ultimately, the membership – to be speaking with a clear, unified voice, and to minimize discrepancies between policy & action. **When our mission statement is kept at the forefront of all board and Chamber work, and the strategic goals established by the board receive commitment and priority, they will certainly pave the way for "one voice" to emerge.**

2-3 YEAR STRATEGIC PRIORITIES AND STRATEGIES

The Board of Directors of the Cody Country Chamber of Commerce began their strategic planning process during the fall of 2016. A listening session was conducted at the regular meeting of the Chamber membership on October 17, 2016. The findings from that listening session were integrated into the formal strategic planning process facilitated by Tara Kuipers of the University of Wyoming on October 26, 2016.

Choosing to re-affirm the current Mission, Vision, and Values, with a slight modification to emphasize the value of our members, the Board of Directors and Staff of the Cody Country Chamber of Commerce directed the efforts of the strategic planning session towards priorities that were based in current need and the desire to chart a course for growth and sustainability in the next three years. Following the facilitated session, the Executive Director and Staff were tasked with crafting tactical and measurable goals that become the framework for the organization's operating plan. The following three priorities emerged from the facilitation:

CHAMBER LEADERSHIP:

1. **Support** the Executive Director
2. Examine the **committee structure**, and determine which committees are needed, develop a mission or charter for each that will be maintained, and improve the way board members are assigned to committees
3. Charge the personnel committee (or other similar group, dependent on #2) with developing a strategy for **meaningful and productive staff engagement**
4. Create a **policy committee** (or other similar group, dependent on #2) with the task of reviewing existing policies, identifying need for new policies, and developing them as needed
5. Engage in a **board self-evaluation** process

Strategies

1. Align the Board of Directors and Executive Committee for proactive leadership in advancing the economic vitality and quality of life in Cody Country.
2. Reinforce a strong understanding of the role of the Executive Committee in strengthening the Board for decision-making succession.
3. Ensure leadership succession for the ED role that ensures continuity of mission and implementation of the Strategic Plan.
4. Implementation of staff-centered reassessment of job descriptions
5. Ensure that Staff and Board are engaged in a meaningful self-assessment process that seeks to identify growth opportunities and benchmarks for professional development.
6. Evaluate the possibility of the US Chamber of Commerce accreditation as a "best practice" check list and guide for the Cody Country Chamber of Commerce. Thereby setting the groundwork for future accreditation.
7. Identify a process to attract, develop and retain a strong core of volunteers interested in Board service.

CHAMBER MEMBERSHIP:

1. Develop better ways to clearly **demonstrate value of Chamber membership** to members & nonmembers
2. Target Chamber efforts on **programs, events and services to benefit members** rather than both members & nonmembers (*see note on mission statement revision*)
3. Consider opportunities to **engage with non-members**, guided by these 2 questions: What holds them back from membership? Is there a “3rd option” aside from member, or non-member? (i.e. affiliate status)
4. Create a program, and supporting resources (contact lists, scripts, testimonial collection, etc.) for **board members to serve as a liaison Chamber members** for regular contact
5. Enhance member visibility by using **new media strategies** (Facebook Live, Chamber Master tools)

Strategies

1. Develop a strategy and process for evaluating and enhancing communications and marketing to members and the community.
 - a. Enhance and broaden the Chamber’s marketing and communications strategies with the development of an overall Chamber marketing and communications plan including the discussion and goal of re-branding.
 - b. Explore new methods of marketing and communicating to members that includes targeted marketing initiatives, streamlining communications and segmenting of members for marketing purposes and through the use of on-line webinars, streaming media, taped events and other technology.
2. Ensure that the activities, services, programs, events and initiatives offered by the Chamber provide high value to members and ROI on Chamber resources.
 - a. Develop a review process for all services, programs, and events to ensure all events offer the best fit for our mission and highest possible ROI.
 - b. Explore new events, activities, services and programs that serve to advance our mission and service to our members.
 - c. Explore the possibility of a defined “Shop Local” program as a component to the marketing plan.
 - d. Explore possibilities to engage new businesses and young professionals and entrepreneurs that will support and engage them in Chamber participation.
3. Strengthen and develop the Advocacy role of the Cody Country Chamber of Commerce through the continued growth of the Government Affairs Committee.
4. Actively lead, advocate and partner on key education, workforce development and leadership development issues and initiatives.
5. Establish goals for membership retention.
6. Establish goals for new members.

CHAMBER FACILITY:

1. **Explore the possibility of a new Chamber facility**, using Wyoming Business Council grant funding in conjunction with the City of Cody
2. Use this as an opportunity to **determine facility priorities**, considering as a roadmap the uses of the existing Chamber facility (Chamber, Visitor Center, Art League, etc.)
3. Use this as an opportunity to **re-brand the Chamber** identity in the community
4. Develop the fiscal strength of the organization so that the new facility does not prove to be a financial burden.

Strategies

1. Create a fiscally strong organization poised for expansion through the development and implementation of consistent financial management policies.
2. Establish a culture of profit among all boards, committees and staff where discussion of ROI and Cost Benefit Analysis is the norm.
3. Establish annual year-end net income goals for the Chamber with these funds to be added to the Chamber's reserves.

SMART GOALS

In response to a rapidly changing economy, and marketplace, the Cody Country Chamber of Commerce has shortened the duration of the Strategic Plan from 5 to 3 years. In essence, the direction serves as a blueprint for the organization and as such may require further modification in order to ensure responsiveness to our members. In an effort to achieve our mission and vision, we will focus our activities on the realization of the following goals:

Cody Country Chamber of Commerce

2017-2019 Tactical Goals

Note: Tactical goals are dynamic and may be altered as situations change or issues arise that directly impact the form or function of the organization.

Tactical goals break Strategic Priorities down into manageable parts. Tactical goals tend to be more specific and include strategies, tactics, or actions, whereas visionary goals are strategic and relate directly to the mission providing overall direction and focus areas.

Tactical goals are listed below for each Strategic Priority named in the 2017-2019 strategic plan.

Strategic Priority: Chamber Leadership

Tactical Goals:

1. Educate Board and Staff on the purpose of the Institute of Organizational Management (IOM) as a training/development priority
2. Establish Committee on Committee to review committee structure and plan for development of committee charters
3. Develop plan for meaningful staff engagement not including benefits and compensation
4. Implement a strategy of ongoing policy review and development
5. Implement Board of Directors self-assessment and process for change management

Strategic Priority: Chamber Facility

Tactical Goals:

1. Identify funding model and develop goals and timeline
2. Identify fund-raising champion and develop pyramid
3. Work with Plan-One to fine-tune plans to maximize need fulfillment
4. Support City of Cody efforts to stabilize existing building
5. Begin public awareness campaign to educate citizenry regarding need

Strategic Priority: Chamber Membership

Tactical Goals:

1. Research "Best Practices" and "member value" from various chambers in similar communities and build a comparison matrix to assess the comparative value of membership and to determine whether or not emulating techniques that work for other organizations is the right step to take and implement timeline
2. Create a marketing/communication plan that maximizes need fulfillment and motivation for membership
3. Increase participation through marketing and value statements of networking opportunities and social events (Cody Club, After Hours)
4. Establish a membership evaluation program for past, present and future members to increase member growth and retention
5. Develop and implement meaningful survey to assess member satisfaction to use as a baseline to develop strategic trajectory for benefits