

Sublette County Chamber of Commerce Strategic Plan 2017-2020

Mission

The purpose of the Sublette County Chamber of Commerce is to create and foster a sustainable business climate in Sublette County.

Vision

The guiding principles of the Sublette County Chamber of Commerce are:

- Communicating Identity
- Growth & Diversity
- Visitors' Center Services
- Increased & Diversified Revenue
- Training/Continuing Education/ Staff & Member Development
- County-wide Collaboration
- Strong Membership Advocacy
- Economic Development

Terms and Definitions

- **Goals:** Broad, long-term aims that define accomplishment of the mission.
- **Objectives:** Specific, quantifiable, realistic targets that measure the accomplishment of a goal over a specified period of time.
- **Critical Success Factors:** Major items or issues that must be controlled to achieve one or more objectives.
- **Barriers:** Existing or potential challenges that hinder the achievement of one or more objectives.

Goal 1: Foster collaboration amongst local agencies and organizations.

Objective 1: Schedule and attend regular meetings with town of Pinedale, BCC, PTTC, Main Street Pinedale, PFAC, etc.

Action Step 1:

Objective 2: Facilitate shared calendars and ways to share ideas/efforts without duplicating other efforts.

Action Step 1:

Objective 3: Find ways to incorporate and utilize local partners in new and existing programs, events and projects.

Action Step 1:

Critical Success Factors:

Willingness of others to engage; idea sharing; open dialogue

Barriers:

Time; mechanism for gathering info/getting others in community used to providing it to us; full-time job

Goal 2: Build internal structure into organization.

Objective 1: Update organizational bylaws.

Action Step 1:

Objective 2: Establish a staff and board handbook.

Action Step 1:

Objective 3: Establish board/organizational policies and procedures.

Action Step 1:

Objective 4: Establish an operations manual.

Action Step 1:

Objective 5: Establish and approve an annual budget.

Action Step 1:

Critical Success Factors:

Time; effort; examples from other Chambers

Barriers:

Not a sexy project, but necessary; might need specific expertise

Goal 3: Increase member focus and engagement.

Objective 1: Develop relationships with underserved/non-traditional businesses.

Action Step 1: Board and staff will identify a list of potential businesses to target. (By when?)

Action Step 2: Rachel and Debbie will segment membership list into categories created by (board and staff?) by
January 31, 2018.

Action Step 3: Develop strategic efforts to target these segments. (Who will come up with these? By when?)

Objective 2: Utilize Ambassador Committee to assist staff.

Action Step 1:

Objective 3: Implement a plan to increase “touches” with members.

Action Step 1: Conduct a minimum of ____ face to face visits with members each month. (Who will do this?)

Critical Success Factors:

Time; effort; volunteer and staff commitment

Barriers:

Time; other, diverse priorities

Goal 4: Analyze and evaluate current and potential Chamber programs and events.

Objective 1: Evaluate current programs.

Action Step 1: Create a scorecard with a list of criteria by April 1, 2017. (Who will do this?)

Action Step 2: Survey membership on programs/events. (Who will do this? By when?)

Action Step 3: Review the cost and return-on-investment for each program/event. (Who? When?)

Action Step 4: Make modifications based on results generated from previous steps. (Who will lead this?)

Objective 2: Evaluate current Chamber-sponsored events.

Action Step 1: Create a scorecard with a list of criteria by April 1, 2017. (Who will do this?)

Action Step 2: Survey membership on programs/events. (Who will do this? By when?)

Action Step 3: Review the cost and return-on-investment for each program/event. (Who? When?)

Action Step 4: Make modifications based on results generated from previous steps. (Who will lead this?)

Objective 3: Evaluate community initiatives.

Action Step 1: Create a scorecard with a list of criteria by April 1, 2017. (Who will do this?)

Action Step 2: Survey membership on programs/events. (Who will do this? By when?)

Action Step 3: Review the cost and return-on-investment for each program/event. (Who? When?)

Action Step 4: Make modifications based on results generated from previous steps. (Who will lead this?)

Objective 4: Evaluate new opportunities as they arise.

Action Step 1: Create a scorecard with a list of criteria by April 1, 2017. (Who will do this?)

Action Step 2: Survey membership on programs/events. (Who will do this? By when?)

Action Step 3: Review the cost and return-on-investment for each program/event. (Who? When?)

Action Step 4: Make modifications based on results generated from previous steps. (Who will lead this?)

Objective 5: Evaluate Visitor Center operations.

Action Step 1: Review the budget and return-on-investment. (Who will lead this? And when?)

Action Step 2: Determine how much Chamber staff time is dedicated to Visitor Center operations.

Critical Success Factors:

Time and effort

Barriers:

Not a sexy/appealing project to work on, but necessary

Goal 5: Promote, support and grow economic development.

Objective 1: Be open to a merger with Sublette Economic Resource Council (SERC).

Action Step 1: Chamber (director? Board member? Who specifically?) will attend and engage in task force meetings starting immediately.

Action Step 2: Create a list of Chamber's conditions for merger by February 9th, 2017 Task Force Meeting.

Objective 2: Identify projects that have a key economic development focus.

Action Step 1: Chamber (board? Staff? Who?) will continue to work on the Sublette County internet project.

Action Step 2: Chamber staff, with input from board, will create a business relocation packet by _____(contingent on merger).

Action Step 3: Director will continue to work on Connect Sublette-Teton Project.

Objective 3: Identify infrastructure needs.

Action Step 1: Compile a list of current needs by April 1, 2017.

Critical Success Factors:

Setting boundaries/conditions for a merger with SERC; strategic and realistic thinking; partnerships

Barriers:

Old guard; fear of/refusal of change; limits with technology; projects that resonate with locals