

2026 Chamber of Commerce Strategic Plan

One-Page Strategic Summary

Mission Focus: Strengthen local businesses, promote tourism, and serve as a collaborative community leader.

2026 Priority Pillars:

1. Membership Growth & Retention
2. Business Support & Economic Development
3. Tourism & Community Promotion
4. Events & Programming Excellence
5. Governance, Financial Stability & Operations
6. Marketing & Brand Awareness
7. Workforce, Volunteers & Leadership
8. Community Partnerships & Advocacy

Success Measures: Membership growth, visitor engagement, event ROI, clean audits, strong board participation, and positive member satisfaction.

SMART Goals by Strategic Area

1. Membership Growth & Retention

Goal: Increase membership by 8% and achieve a 90% retention rate by December 31, 2026.

- Launch standardized onboarding within 14 days of joining (Q1)
- Conduct annual member satisfaction survey (Q3)
- Host two membership drives (Q2 & Q4)

KPIs: Net growth, retention %, survey results

2. Business Support & Economic Development

Goal: Deliver at least 8 business education programs with average satisfaction of 4/5 or higher.

- Quarterly workshops (HR, marketing, finance, technology)
- Monthly business spotlight

- Formal referral tracking system by Q2

KPIs: Attendance, referrals, satisfaction scores

3. Tourism & Community Promotion

Goal: Increase Visitor Center engagement by 10% over 2025.

- Expand digital promotion of signature events
- Develop 3 themed visitor itineraries
- Improve visitor data tracking by Q2

KPIs: Visitor counts, event attendance, digital reach

4. Events & Programming Excellence

Goal: Ensure all Chamber events are financially sustainable with clear ROI.

- Annual event audit by Q1
- Standardize sponsorship packages by Q2
- Post-event evaluations implemented for all events

KPIs: Net revenue per event, sponsor retention

5. Governance, Financial Stability & Operations

Goal: Maintain clean audits and timely financial reporting throughout 2026.

- Annual policy and financial review (Q1)
- Board orientation and training session (Q1)
- Quarterly financial reports presented to board

KPIs: Audit outcomes, report timeliness, board attendance

6. Marketing, Communications & Brand Awareness

Goal: Increase digital engagement by 15% year-over-year.

- Monthly e-newsletter with consistent metrics
- Unified branding across all Chamber initiatives
- Publish annual State of the Chamber report

KPIs: Email open rates, social reach, website traffic

7. Workforce, Volunteers & Leadership Development

Goal: Increase active volunteers by 20% and strengthen leadership pipeline.

- Volunteer recruitment campaign (Q2)
- Volunteer recognition program (Q4)
- Leadership development sessions (2 in 2026)

KPIs: Volunteer count, committee participation

8. Community Partnerships & Advocacy

Goal: Strengthen collaboration with at least 5 key partners.

- Quarterly stakeholder roundtables
- Legislative and policy updates as needed
- Joint initiatives with nonprofits and public entities

KPIs: Number of partnerships, member feedback

Committee Alignment

- **Membership Committee:** Membership growth, onboarding, retention
 - **Business Development Committee:** Education, referrals, advocacy
 - **Tourism & Events Committee:** Events, visitor promotion, sponsorships
 - **Finance & Governance Committee:** Financial oversight, policies, audits
 - **Marketing & Communications Committee:** Branding, media, digital outreach
 - **Executive Committee:** Strategic oversight and accountability
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Board Retreat / Presentation Outline

1. Review 2025 outcomes
2. Community and economic trends
3. 2026 priorities and goals
4. Committee responsibilities

5. Budget alignment
 6. Accountability and reporting schedule
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Accountability & Reporting

- Quarterly progress reports to the Board
 - Mid-year strategic review
 - Year-end evaluation and goal reset for 2027
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Adopted by the Board of Directors: Kim Manley Date: 3.23.2026