



# ARLINGTON

## CHAMBER OF COMMERCE



**Strategic Plan**  
Elevating Arlington

### MISSION

*To strengthen businesses and the economic environment for those who work, live, and do business in Arlington.*

### VISION

*To be the essential partner for business success.*



# MEMBERSHIP

*Deliver Exceptional Return on Investment*

## **I. Advocate on behalf of the business community in Arlington and Richmond**

- a. Focus on the portfolio of key issues affecting the business community
- b. Articulate the value and contribution of local business to the broader Arlington community
- c. Continue to promote inclusion of business voice on local and regional advisory commissions and groups
- d. Investigate grassroots advocacy platforms

## **II. Deepen engagement within member organizations to build loyalty, deliver value, and cultivate a future leadership pipeline**

- a. Continue member engagement strategy and targeted outreach
- b. Survey sample of C-suite executives to determine needs and opportunities; consider forums and roles for Chamber leadership beyond Board service
- c. Build large and mid-sized member engagement strategies

## **III. Ensure members receive information that meets their needs**

- a. Disseminate critical information to members
- b. Pursue customized communications and leverage data analytics to make the customer experience high value and user-centric, while minimizing communication fatigue
- c. Develop automated communications via templates
- d. Enhance segmented outreach based on interest areas

## **IV. Leverage existing resources to increase new members**

- a. Continue Board of Directors expectations regarding membership referrals
  - i. Provide Board with enhanced resources
- b. Build Membership Development Committee
- c. Evaluate prospect segments via market analysis
- d. Execute another membership campaign with Your Chamber Connection

## **V. Formalize and expand on successful business nonprofit connection process**

- a. Message and market this service more; share success stories
- b. Integrate this offering into large business new member onboarding

## **VI. Develop a Smart Start roadshow**

- a. Make the roadshow available to Chamber members



### **Metrics**

Achieve and sustain membership of 800 members (or more). Accomplish this through increasing the number of annual new members by 10% and increasing annual membership dues renewal dollars retained by 3%.



# COMMUNITY ENGAGEMENT

*Advance and elevate Arlington*

## **I. Pursue regional excellence via partnerships**

- a. In addition to area chambers and economic development entities, consider partnerships with other key stakeholders
- b. Cultivate partnerships with current member organizations and associations

## **II. Continue to showcase community strengths**

- a. Demonstrate Chamber's strength by highlighting diversity of member businesses
- b. Promote the vibrant community and resilient economy
- c. Focus on building earned media

## **III. Partner with external stakeholders to bolster workforce development strategies in Arlington and the greater region**

## **IV. Develop ongoing board training and education to ensure that Board Members can serve as community advocates across a range of issues and opportunities**

## **V. Investigate and research the feasibility of building a 501(c)(3) to support the Chamber's key initiatives that support the Arlington community**



### **Metrics**

Increase Board Member engagement; Increase reach and readership of community success stories; Track earned media



# OPERATIONS

*Leverage organizational success*

## **I. Build on financial stability**

- a. Benchmark non-dues revenue models for chambers and other associations
- b. Increase market saturation

## **II. Develop a communication strategy that focuses on storytelling of successes**

- a. In addition to sharing member successes, share Chamber success stories with members, prospects, and general public
- b. Focus communications on value, including the Chamber's value proposition
- c. Build upon existing social media content to grow reach, and incorporate video, and other storytelling

## **III. Create a Task Force to explore the costs and benefits of a rebranding initiative, including setting the scope**

## **IV. Conduct audit of resources including staff, skills, technology and other resources to ensure they align with plan priorities**

## **V. Adopt a continuous improvement model**

- a. Continue to leverage the event matrix to evaluate and reconfigure programming that serves the highest needs, and minimizes staff stress
- b. Include all services in this evaluation process
- c. Create a member exit survey to gain intelligence on dropped members
- d. Eliminate activities that don't meet pre-set priority metrics (connection to mission, segment of members served, financial impact, and nonmonetary value, considering trends and staff time required)

## **VI. Evaluate existing staff benefits to ensure Arlington Chamber continues to attract and retain high-level talent**



### **Metrics**

Grow overall organizational revenue by an average of 5% or more annually