



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