

Approved: May 15, 2019

**Yountville Chamber of Commerce
Strategic Initiatives 2019-2020 (Year 2 of 3)**

Q1: Jul. - Sept. Q2: Oct. - Dec. Q3: Jan. - Mar. Q4: Apr. - Jun.	Timeline 2019 - 2020				Tactics (staff driven) (Green= done; Orange= working on; Red= not started)	Goals	Notes/Reporting
	Q1	Q2	Q3	Q4			
Objective 1: Generate Positive Economic Impact for Yountville and Surrounding Community							
Strategy 1: Leverage Relationships with Visit Napa Valley, Napa Valley Vintners to Increase Visitation and Collaboration	X	X	X	X	<ul style="list-style-type: none"> Quarterly Meeting with Visit Napa Valley President & CEO and appropriate staff (ALL) Increase Yountville content promoted by Visit Napa Valley (JP) WDM retain Board Seat as chamber representative for Visit Napa Valley Board of Directors (WDM) Strengthen Relationship with Napa Valley Vintners (EH) 	GOAL 1: Yountville content posted by Visit Napa Valley once per month (Blogs, Social Media, Content on Website) // Other items completion Y/N?	Audit current # of postings to set baseline.
Strategy 2: Develop Strategies to Promote Day Trips and Short Vacations		X	X		<ul style="list-style-type: none"> Focused PR efforts in Northern California (Influencers, Reporters, FAM Tours) (WDM) Develop method to track economic impact of visitors to Yountville (Pedestrian Counters) (WDM/EH) Expand marketing strategy and relationships with in 100 mile radius (ALL) 	GOAL 2: Deploy Yountville Brochures in 100 mile radius // FAM Tour impressions, distribution of articles, 4 FAM Tours. Install of Pedestrian Counters Y/N?	Road Tour Strategy? Collaboration with other VC, Chambers?
Strategy 3: Lead and Convene on the Issue of Workforce Development	X	X	X	X	<ul style="list-style-type: none"> Facilitate and Lead Napa Hospitality Industry Partnership (Napa HIP) (WDM/JP) Annual Educational seminars/workshops for Membership (EH) Grow Young Professional engagement and cultivate future leadership within our community (JP) 	GOAL 3: Business engagement with Napa HIP. Relevant Content for Educational Seminars, increase participation.	Give more thought to YP engagement - How do we track, discover who they are?
Objective 2: Exceed Visitor Expectations							
Strategy 1: Enhance Digital Presence	X		X		<ul style="list-style-type: none"> Destination website redesign and creation of chamber website with bi-annual updates of each (ALL) Grow Social Media and TripAdvisor following and engagement (JP Lead) Create a strategy to optimize websites using SEO etc. (JP Lead) Annual Marketing Strategic Plan, with continued management of destination marketing (WDM) 	GOAL 1: Complete Y/N	
Strategy 2: Leverage Welcome Center and Chamber Resources	X	X	X	X	<ul style="list-style-type: none"> Expand digital promotion of Yountville Welcome Center (JP) Continue to enhance volunteer training tools (JP) Refine visitor information available in Yountville Welcome Center (JP) Provide better tools to Yountville businesses about Yountville (ie. Yountville toolkit) (EH/JP) 	GOAL 2: Complete Y/N // Yountville Toolkit on chamber website, avail in e-news, member portal, update semi-annually.	
Strategy 3: Create a Culture of Unique Guest Experiences and Exceptional Customer Service			X		<ul style="list-style-type: none"> Engage businesses to create hospitality/customer service training for business members (WDM/JP) Educate/encourage businesses to create unique experiences for visitors (EH) Create "What's Your Y" campaign (EH) 	GOAL 3: Start campaign and grow number of unique experiences in Yountville. Annual hospitality training. This is a LONG TERM GOAL	Hospitality Training - in January/June? Collaboration with Napa HIP.
Objective 3: Nurture and Cultivate Productive, Mutually Beneficial Relationships with Stakeholders							
Strategy 1: Ensure Robust Member Value Proposition	X		X		<ul style="list-style-type: none"> Audit Member Benefits Annually (Leadership Circle, Business, Associate) (EH/JP) Create Member Benefit University (Refresher Annually) (EH) Communicate chamber value and impact to the public (ALL) Refine and strengthen Ambassador Program (EH) Continue to target the appropriate prospects, rather than trying to be all things to all people (EH,ALL) 	GOAL 1: Member Retention at 95%. Leadership Circle Retention at 100%. // Complete Y/N	
Strategy 2: Increase Community Engagement (membership, residents, Town)	X	X	X	X	<ul style="list-style-type: none"> Quarterly meetings between Napa County Chamber CEO's (WDM) Quarterly meetings with Town Council Members and Town Manager (WDM) Quarterly articles/ads in Yountville Sun about chamber, highlight members (EH) Survey Membership: Annual Membership Survey, Monthly or Quarterly Surveys on Issues (EH) 	GOAL 2: Complete Y/N	

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Strategy 3: Enhance Relationships with Residents	X	X	X	X	<ul style="list-style-type: none"> Utilize Associate Member Committee (JP) Continue to partner with Town of Yountville and other community partners on Resident programs and events (JP) Retain chamber seat on Yountville Community Foundation (JP) Complete list of Yountville Resident Discounts on semi annual basis, provide to Town of Yountville for distribution (ALL) 	GOAL 3: Complete Y/N	
	X		X				
	X						
Objective 4: Run an Effective and Sustainable Business							
Strategy 1: Ensure Financial Sustainability and Plan for the Future		X			<ul style="list-style-type: none"> Explore non-dues revenue opportunities (WDM/EH) Increase savings/rainy day fund (WDM) Streamline expenses (WDM) Renewal of TID, Town of Yountville, Yountville Live, and Visit Napa Valley contracts (WDM) Bi-Annual update of Operations Binder (JP) 	GOAL 1: End of Fiscal Year, Rainy Day Fund to \$40,000. Complete Y/N	Reevaluate Rainy Day total after end of FY 18/19
				X			
		X		X			
		X		X			
	X		X				
Strategy 2: Ensure Optimal Structure and Staffing (board, staff, volunteers)	X	X	X	X	<ul style="list-style-type: none"> Track board and volunteer participation in database (ALL) Refresh By-Laws (WDM) Invest in staff professional development (ALL) Board of Directors, Board Chair succession planning (WDM) 	GOAL 2: Complete Y/N	
		X					
	X	X	X	X			
	X		X				
Objective 5: Influence the Long-term Direction of Yountville and its Brand (to be the premier small-town destination)							
Strategy 1: Leader on Topics Important to the Town's Health as a Place to Live, do Business and as a Destination			X		<ul style="list-style-type: none"> Identify long-term issues important to our organization (ALL) Identify deterrents to generating positive economic impact (parking, workforce housing, traffic, etc.) (WDM/ALL) 	GOAL 1: Distribution of lists to Town Council, Town Staff, County Staff/Supervisors, Membership, etc.	Number 2 do at Board Retreat?
			X				
Strategy 2: To be the Premier Small Town Destination			X		<ul style="list-style-type: none"> Create unique experiences in Yountville (EH) Increase number of marketing dollars from NVTID - Yountville (WDM) Compare Yountville to other destinations considered to be our competition (EH/JP) 	GOAL 2: 1 unique experience per business on Washington Street. Complete Competition Report, ready for strategy for FY 20/21	
	X						
		X	X				
Strategy 3: Advocacy	X	X	X	X	<ul style="list-style-type: none"> Engage with Businesses on issues relevant to their success (EH/WDM) Collaborate with Town on issues and maintain a business friendly community (WDM/JP) 	GOAL 2: Complete Y/N	
	X	X	X	X			
Parking Lot							
	X	X			<ul style="list-style-type: none"> Roll out new branding for Chamber (WDM, EH) Explore 501c3 Status, potential partnership with Yountville Community Foundation (WDM/JP) 		