

FINAL: May 12, 2020

**Yountville Chamber of Commerce
Strategic Initiatives 2020-2021 (Year 3 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 and other Organizations 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 content promoted by VNV (JP) Retain Board seat on VNV Board of Directors (WDM) Identify Countywide organizations to collaborate with around economic issues (ALL) 	Goal 1: Yountville Content posted by VNV once per month (Blogs, SM, website) // Other items completion Y/N?		
	x	x	x	x				
	x							
		x						
Strategy 2: Focus on Drive-Time Visitors, Promote Day Trips and Short Vacations	x		x		<ul style="list-style-type: none"> Focused PR efforts in Northern California (Influencers, Reporters, FAM Tours) (JP) Focused advertising campaign in Northern California (Digital, Print, Radio, TV) (JP) Expand marketing strategy and relationships within 100 mile radius (Visitors Guide) (JP/ALL) Study Missions to comparable destinations (ALL) COVID-19 Marketing Strategy & Implementation (ALL) 	Goal 2: 4 FAM Tours. Advertising Strategy and COVID Startegy Complete Y/N? 1 Study Mission to destination. Visitor Guide distribution to Hotels in Solano County, expanded WC distribution. Create form for website, to get Visitor Guide before they come to Yountville.	Create list of hotels in Solano County, create relationships.	
	x	x	x					
			x					
				x				
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) Research strategies around employee retention and regional employee sharing (WDM/JP) 	Goal 3: Increase engagement in Napa HIP. Increase engagement Seminars/workshops, relevant content. Completion of Feasibility Study for employee retention and sharing.	Feasibility study will determine if we move forward or not.	
	x		x	x				
		x						
Objective 2: Exceed Visitor Expectations								
Strategy 1: Enhance Digital Presence	x	x	x	x	<ul style="list-style-type: none"> Grow content on yountville.com and yountvillechamber.com with bi-annual updates of each (JP) Grow Social Media and TripAdvisor following and engagement of destination (JP) Annual Marketing Strategic Plan for destination (JP) Continue "What's Your Y" campaign (JP) 	Goal 1: Win website award yountvillechamber. SM & TripAdvisor growth by X%. Annual Marketing Plan complete Y/N. "What's Your Y" campaign, new video each quarter.	New video as budget allows.	
	x	x	x	x				
	x							
			x					
Strategy 2: Leverage Welcome Center and Chamber Resources	x	x	x	x	<ul style="list-style-type: none"> Expand digital offerings and promotion of Yountville Welcome Center (JP) Continue to enhance volunteer training tools (JP) Creation of digital Yountville Welcome Center (JP) Promote Yountville Toolkit, update and share monthly to members for greater utilization (EH) 	Goal 2: Complete Y/N		
	x		x					
	x							
	x	x	x	x				
Strategy 3: Foster a Culture of Unique Guest Experiences and Exceptional Customer Service	x	x			<ul style="list-style-type: none"> Encourage businesses to participate in NVC Luxury Service Training Course (ALL/JP) Educate/encourage businesses to create unique experiences for visitors (ALL) Continue Yountville Locals Night (JP) Promote Recommending "Yountville First" Culture (ALL) Adapting to visitor expectations, fostering an environment that meets these changing needs (ALL) 	Goal 3: X number of businesses participate in NVC LST each semester. Increase participation of YLN by X%. Yountville First Materials at employees fingertips - packet or digital info; promotion to biz quarterly. Quarterly Webinars on Travel/Consumer Trends.		
			x	x				
			x					
	x	x	x	x				
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) Be seen as a trusted resource (ALL) Annual Marketing Strategic Plan for chamber of commerce (EH) Create chamber of commerce social media accounts (EH) Refine member programming based on Annual Membership Survey (EH) Continue to target the appropriate prospects, rather than trying to be all things to all people (EH) Survey Membership: Annual Membership Survey, Monthly or Quarterly Surveys on Issues (EH) 	Goal 1: 26 of 30 Retention of Leadership Circle members. Member Retention at 85%. Completion of others Y/N.	Anticipating a 10% Reduction in Business Member Retention. No growth membership year.
		x	x	x	x			
		x						
x								
x								
x		x	x	x				
		x						

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Strategy 2: Enhance Relationships Stakeholders (Elected Officials, Residents, Membership, etc.)	x	x	x	x	<ul style="list-style-type: none"> Quarterly meetings between Napa County Chamber CEO's and Staff (WDM) Quarterly meetings with Town Council Members and Town Manager (WDM) Utilize Associate Member Committee (JP) Continue to partner with Town of Yountville and other community partners on Resident programs and events (JP) 	Goal 2: Complete Y/N	
	x	x	x	x			
	x	x	x	x			
	x	x	x	x			
Objective 4: Run an Effective and Sustainable Business							
Strategy 1: Ensure Financial Sustainability and Plan for the Future	x		x		<ul style="list-style-type: none"> Create a strategy to explore non-dues revenue opportunities (EH) Increase savings/rainy day fund (WDM) Streamline expenses (WDM) Renewal of TID and Visit Napa Valley contracts (WDM) Bi-Annual update of Operations Binder (JP) Increase marketing dollars from NVTID-Yountville (WDM) Create a disaster preparedness plan for chamber of commerce (internal) (JP/ALL) 	Goal 1: End of Fiscal Year, Rainy Day Fund to \$50,000. Deadline of September for disaster preparedness plan. Complete Y/N	
				x			
	x	x	x	x			
	x						
	x		x				
	x						
Strategy 2: Ensure Optimal Structure and Staffing (board, staff, volunteers)			x		<ul style="list-style-type: none"> Implement the Entrepreneurial Operating System (WDM) Invest in staff professional development (ALL) Creation of Policy and Procedures Manual (includes public policy positions) (WDM) Focus on Committee participation in order to groom members for Board of Directors (WDM/ALL) 	Goal 2: Deadline for EOS by September. 90% of businesses in industry specific category are participating in corresponding committee. 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"> Explore creating a Community Vision (WDM) Create Disaster Management Formula for External Communication & Response (WDM/ALL) Identify and engage long-term issues important to our organization (ALL) 	Goal1: External Disaster Management Plan by September. Complete Y/N	
	x						
	x	x	x	x			
Strategy 2: Lead as the voice of business at Town and County levels (policy and advocacy)	x	x	x	x	<ul style="list-style-type: none"> Advocate for a business friendly environment in Yountville and County (WDM/ALL) Collaborate with Town staff on business permit communication (WDM) Increase business engagement on issues relevant to their success (WDM/ALL) Begin engaging in Countywide issues that deter economic success (workforce, traffic, housing) (WDM) 	Goal 2: Attend County Supervisor Meetings Quarterly. Creation of Public Affairs Committee.	
		x	x				
	x	x	x	x			
		x					
Parking Lot							
					<ul style="list-style-type: none"> Yountville Cares - incorporating into yountvillechamber.com Convene Yountville Town Hall when needed for community discussion 		