

DRAF: May 17, 2022

**Yountville Chamber of Commerce
Strategic Initiatives 2022-2023 (Year 2 of 3)**

Q1: Jul. - Sept. Q2: Oct. - Dec. Q3: Jan. - Mar. Q4: Apr. - Jun.	Tactics (staff driven)	Goals
Objective 1: Focus on Visitor Promotion to Foster Positive Economic Impact for Yountville and Surrounding Community		
Strategy 1: Focus on Destination Marketing to Increase Brand Awareness (External Visitor Promotion)	<ul style="list-style-type: none"> • Increase Content promoted by VNV on their website, Social Media channels • Focused PR efforts, increase of DEI (Influencers, Journalists, FAM Tours) • Advertising campaign to grow brand awareness (Digital, Print, Radio,TV) • Grow content on yountville.com; bi-annual update • Diversify Yountville Social Medial Channels, grow following/engagement • Holidays in Yountville Program • Grow Email Database • Monthly DMO Email Campaigns 	Goal 1: Ensure DEI is represented with 5 journalists for FAM Tours. Begin new Social Media Channels. Grow Email Database by 5%. 12 DMO Email Campaigns.
Strategy 2: In Market Brand Awareness: Leverage Welcome Center and Volunteers for Visitor Education	<ul style="list-style-type: none"> • Annual Printing of Yountville Visitors Guide • Bi-Annual Yountville Map Update • Distill Yountville Welcome Center Digital Brand to attract more in person visitors • Continue to enhance volunteer training tools, including education on current guest experiences • Grow Member promotion opportunities in Welcome Center • Volunteer Education & FAM Tours • Participate in the Guest Information Network 	Goal 2: Complete/Not Complete. Host Volunteer Symposium.
Strategy 3: Lead and Convene on the Issue of Economic Development and Workforce Development	<ul style="list-style-type: none"> • Facilitate and Lead Napa Hospitality Industry Partnership (Napa HIP) • Co-Chair Napa Valley Consortium on Workforce Development • Enhance Yountville Locals & Industry Day Program • Support diversifying business make up in Yountville (retail, wine, hotel, restaurants, attractions) 	Goal 3: Increase member participation and marketing for Locals & Industry Day. Complete/Not Complete.
Objective 2: Connecting and Convening		
Strategy 1: Enhance Chamber and Community Events and Programs for Members and Residents	<ul style="list-style-type: none"> • Continue to partner w/ Town of Yountville/community partners on Resident Events/Programs • Execution of 4 Associate Member Happy Hours • Execution of 6th Annual Membership Jubilee • Execution of annual Yountville Town & Tree Lighting • Execution of 9 Monthly Networking Mixers • Execution of Wreaths Across America Event • Execution of 18th Annual Celebrity Chef Veterans Day Luncheon • Execution of 2022 General Election Candidate Forum 	Goal 1: Grow member and community participation across all programs. Complete/Not Complete.
Strategy 2: Lead as the Voice of Business in Yountville and Napa County (Advocacy + Public Policy)	<ul style="list-style-type: none"> • Participate and assist in leading the Napa Valley Chamber Coalition • Quarterly meetings with Town Council Members and Town Manager • Quarterly meetings with VNV President & CEO and staff • Advocate for a business friendly environment in Yountville and Napa County • Increase business engagement on issues relevant to their success • Continue engaging in Countywide issues that deter economic success (workforce, traffic, housing) • Collaborate with Town staff on policy issues related to the business community • Represent Yountville Chamber on various Boards throughout Napa County 	Goal 2: Complete/Not Complete

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Objective 3: Run an Effective and Sustainable Business		
Strategy 1: Increase Membership revenue and retention	<ul style="list-style-type: none"> • Continue to target the appropriate prospects, rather than trying to be all things to all people • Refine and execute membership sales strategy • Continue to grow non-dues revenue opportunities (Social Media and Enews) • Grow Associate Membership Revenue • Grow Leadership Circle Revenue • Grow Business Membership Revenue • Connecting with correct contact at business, decision makers, 3 contacts per member • Better utilization of weblink database to support member retention • Refining Retention Program • Continue to refine the Ambassador Program 	Goal 1: Total new membership goal, including all three categories; \$36,200 or 61 new members. Please see chamber budget for full breakdown. • Remaining items Complete/Not Complete.
Strategy 2: Ensure Financial Stability and Plan for the Future	<ul style="list-style-type: none"> • Streamline expenses • Renewal of NVTID - Yountville, Visit Napa Valley and Town of Yountville contracts • Increase marketing dollars from NVTID-Yountville • Increase savings/rainy day fund • Partnership with Forefront Entertainment for next edition of Yountville Live 	Goal 2: Complete/Not Complete
Strategy 3: Optimal Org. Structure and Staffing (board, staff, committees, volunteers)	<ul style="list-style-type: none"> • Annual Marketing Strategic Plan for destination and for the chamber • Bi-Annual update of Operations Binder • Invest in staff professional development • Creation of Policy and Procedures Manual (includes public policy positions) • Annual Update of Job Descriptions • Maintain and update a robust membership database • Board, Volunteer Retention and Recruitment • Add Committees as Needed 	Goal 3: Complete/Not Complete
Objective 4: Enhance Member Resources		
Strategy 1: Robust Member Value Proposition	<ul style="list-style-type: none"> • Survey Membership: Annual Membership Survey, Monthly or Quarterly Surveys on Issues • Refine member programming based on Annual Membership Survey • Publish 1st Annual Report • Annual Educational seminars/workshops for Membership • Continue All Member Meetings • Audit Member Benefits Annually (Leadership Circle, Business, Associate) • Monthly update of resources at YountvilleChamber.com • Bi-Annual Call for updates of Member listings (October + March) • Quarterly Industry Specific Meetings/Mixers • Research Discount Programs for Members 	Goal 1: Complete/Not Complete
Strategy 2: Optimize Communication with Members	<ul style="list-style-type: none"> • Grow content on yountvillechamber.com; bi-annual update • Grow Chamber Facebook following/engagement • Be seen as a trusted resource • Continue bi-weekly Enews • Optimize Weblink emails for members communication • Member Visits with staff, ambassadors, board 	Goal 2: Complete/Not Complete
Parking Lot		
	<ul style="list-style-type: none"> • Study Mission • Explore Yountville Community Foundation for Non-Profit Partnership 	