



## **Strategic Framework 2024**

**Vision:** Your source for growth and support in a thriving and interconnected business community.

**Mission:** We are dedicated to the growth and prosperity of local business through:

- Building Relationships
- Advocating for Business
- Providing Resources and Support

**Core Values:** Committed – Engaged – Integrity – Leadership – Respect – Sustainable - Welcoming

### **2024 Strategic Initiatives**

1. Increase member engagement by developing actionable opportunities to bring the business community together. Likewise, provide a platform to promote member businesses and elevate the reputation of the Fauquier Business Community.
2. Increase awareness of, and connection to, the Chamber through business advocacy and development of a suite of business resources.
3. Expand Chamber revenues as a conduit to achieve long term strategic initiatives and expansion of the Chamber's reach and effectiveness.

### **Operational Priorities**

1. Generate new revenue opportunities to ensure adequate resources to pursue our strategic initiatives, and to align the Chamber's services to meet the needs of the members and promote business growth.
2. Strengthen efforts to grow membership and programs to improve the standing of the Fauquier Business Community.
3. Redevelopment, expand and grow the Membership Engagement Committee.
4. Promote the importance of developing Human Capital through involvement with the Fauquier Chamber.

### **Guidelines for Prioritization and Decision-making**

- Leverage and build on the Chamber's existing strengths and services.
- Collaborate with community stakeholders, local governmental leaders, and state resources to further enhance the Chamber's programs.
- Invest in activities that have the greatest impact and reach.
- Expand committee volunteers to build future chamber leaders.

### **About the 2024 Plan**

In October of 2023, the Board of Directors and staff of the Fauquier Chamber of Commerce engaged in a strategic planning process that focused on developing a new vision, mission, and core values; new and reasonable revenue generation, improving membership engagement and increasing committee participation. The major themes, which appear in the strategic initiatives and operational priorities of the framework are summarized below.

**Increased Membership Engagement.** The Board sees a clear need to improve and grow engagement of the membership to both enhance the position of the Business Community in the eyes of local governmental leadership, and to improve the overall voice of the business community. Additionally, improvement in membership engagement would expand and improve the overall programs of the Chamber, which would assist in driving economic growth for all businesses.

**Goal Metrics (expected results):**

Expand the Membership Engagement Committee to at least 3 co-Chairs, with segments to focus on new members, existing and engaged members, and existing and unengaged members. Development of committee outreach programs that facilitate focused and actionable sessions to bring these groups together to promote member involvement in both the Chamber and Business Community. Results will reflect an increase in attendance at and expansion of Chamber events. This will include the reinstatement of the monthly Chamber networking luncheons, along with future programs to focus on discussing the biggest challenges facing the Fauquier business community.

**Increase Chamber Awareness.** The Board members perceive that many in the community do not understand and/or value the benefits of being a member in the Chamber. Chamber awareness will focus on expanding economic development, legislative and educational opportunities to better inform the business community.

**Goal Metrics (expected results):** Develop and promote a platform for active discussions around economic development and business growth at Chamber sponsored events. This would include a County Economic Forum, enhanced, and expanded legislative preview and debriefs, leverage connections to bring in state leaders to present on issues facing the business community.

**Expand Chamber Revenues.** The Board members felt it was imperative that the Chamber expand its existing revenue streams and seek opportunities to add new revenue streams. This would provide revenue that would be reinvested in staff to allow for the growth of membership engagement and Chamber awareness initiatives.

**Goal Metrics (expected results):** Offering a new non-member listing in the Chamber's directory for a fee. This non-member directory listing would provide a business with access to information about their business in a searchable online directory. Signature Series luncheons/breakfast featuring keynote speaker or panel addressing topics of significance to the business community. Additional items discussed and proposed for further review and development included a Disc Golf Event to promote networking, an additional community event such as Father's Day Car Show or the like. These combined revenue opportunities could add \$22,500 in net free cash flow to the Chamber's budget.