

**Strategic Plan 2018 - 2022**

Chamber Mission: Leading collaboration for a successful and sustainable Coastside Community

CORE COMPETENCIES

* ADVOCATE FOR A STRONG LOCAL ECONOMY.
* BUILD BUSINESS AND COMMUNITY RELATIONSHIPS.
* PROMOTE THE COASTSIDE COMMUNITY.
* REPRESENT THE INTERESTS OF BUSINESS WITH GOVERNMENT.
* ENCOURAGE A SUSTAINABLE FUTURE.

Chamber Vision: Build a vibrant and prosperous Coastside Community through business leadership

**membership**

**Mission:** To Build and retain a quality, diverse membership representative of the businesses on the Coastside.

**Goals:**

1. Annually review membership benefits and investment value.
2. Maintain retention programs to achieve at least 85% by continuing to evaluate and upgrade the “touch points” of membership retention.
3. Increase email click thru rates to a minimum of 50%.
4. Improve member communication via existing and new technological avenues.
5. Improve methods of “Telling Our Story”
6. Always strive to improve the Chairman Circle program.

**Community and Government Relations**

**Within San Mateo County**

**Mission:** To maintain a high profile and participate with community leaders, service organizations, the City, County, and the state to create a spirit of cooperation for the resolution of community and County challenges.

**Goals:**

1. Advocate for City, County, state, and national policies that promote a vibrant and sustainable Coastside economy.
2. Nurture the working relationships with the City, County, and state to ensure the involvement of the Chamber in decisions concerning the Coastside.

III**.** Nurture the working relationship with the City, County, and state to

ensure inclusion of the Chamber in decisions concerning the Half Moon Bay Coastside.

1. Foster a stronger relationship with the South Coast.

**Assist City/County in creating a**

**business friendly atmosphere**

**Goals:**

1. Encourage commercial opportunities on the Coastside that respect and preserve its natural environment as well as protect local communities.
2. Encourage the reduction in permitting time from the City and the County.

III.Support infrastructure improvements.

1. Support the City to create attractive Gateways via welcoming markers and wayfaring signage.

**Assist City/County in providing more affordable entry level housing**

**Goals:**

1. Work with local government, developers, and the school district to identify possible locations.
2. Educate Chamber members and the public as to the importance of affordable housing for the economic vitality of the Coastside.

**Proactive Legislative/Governmental Affairs**

**Mission:** To study and analyze issues of interest to the Coastside and its business community, recommend to the Board of Directors advocacy positions on those issues that the committee deems appropriate, and communicate the Chamber’s viewpoint clearly and strongly to our membership, elected officials, and the community at large. On issues which the Chamber does not align itself with a particular point of view, the Legislative Committee will seek to present fair representation of both sides of the issue to the membership, elected officials and community at large.

**Goals:**

1. Assume a leadership role in representing the business community on local, regional, state, and federal issues. The vehicle may be social media, in person support, chamber newsletters, outside media, etc.
2. Contact legislators on issues affecting Coastside businesses and Coastside projects.

1. Maintain a presence with the City and County legislative bodies..

**Marketing The Coastside**

**Mission:** To maximize awareness and visitation to the Coastside.

**Goals**:

1. Work to increase awareness of the Coastside to both tourists and potential businesses.
2. Continue to mediate between the Chamber and the HMB BID and work closely with the BID PR person to continue telling our story.
3. Raise awareness of our area as both a mid-week business destination and a weekend family destination by utilizing the new portal website, as well as new technologies when available.
4. Encourage the preservation of the character of the Coastside Communities.

**Grow and Promote Eco-Tourism**

Mission: Encouraging responsible travel that helps to protect the natural areas of our magnificent coastline and the community that lives here.

**Goals:**

1. Encourage visitors to “Leave No Trace” and visit the Coastside responsibly.
2. Encourage policies that promote recycling.
3. Engage more with businesses about the importance of sustainable tourism.
4. Encourage city, county, state officials to keep our parks and beaches clean and litter free and to regularly maintain trails and parking lots.

# Education

**Mission:** To teach today’s youth about different business and professional vocations in order to help them make an educated career choice for their future; and become an integral part of building a healthy economy for the Coastside’s future.

**Goals:**

1. Be a catalyst in connecting people and programs to further education on the Coast.
2. Continue Chamber education and scholarship programs in Coastside schools.
3. Support increased funding to the Coastside schools whether through legislation or bonds.
4. Hold seminars on timely topics when appropriate and to educate membership.

**Fund Raising Efforts**

**Events:** Raise the bar for Chamber fundraisers via attendance, atmosphere and financial profit. Evaluate the merit of all events and the need to keep our events fresh and timely.

**Goals:**

1. Leverage board networks to discover financial opportunities.
2. Explore alternative avenues for sponsorship opportunities.

**Chamber Financial management/ Direction**

The Chamber has increased its revenue from $196,000 in 1996 to $548,988 in 2016. It is the intention of the Chamber to continue to increase revenues, however it should be noted that the membership revenues cannot substantially increase due to the high percentage of businesses that are already members of the Chamber. Non-dues revenue will have to carry the burden of increased annual revenue.

**Goals:**

1. Increase revenue to 650,000 by the year 2022.
2. Increase net profit on signature fundraisers per year.
3. Create a reserve of 10% of operating budget.
4. Provide financial management services for the Hotel BID and HMB/Coastside Community Foundation, as requested
5. Manage cash flow to reduce use of line of credit
6. Recruit, maintain and develop staff and board that meets best practices of chamber industry standards.

**Board of Directors:**

Continue to nurture and recruit prominent business owners, or leaders of Half Moon Bay/Coastside who demonstrate the following:

Business Member in good standing

Member of a committee or attends events

Volunteers for Chamber events

Time to attend meetings and functions

Thought well of in the community

Demonstrates leadership characteristics

Contributes time and energy

Demonstrates follow through

Visionaries of the Community