



ROCKWALL AREA CHAMBER OF COMMERCE

2021 STRATEGIC PLAN

Due to the effects of the COVID-19 pandemic on business, the Rockwall Area Chamber of Commerce staff and the 2020 Board of Directors took up initiatives that were of immediate importance to our Partners.

Still seeing the importance of initiatives in the 2020 Strategic Plan, the 2021 Board of Directors voted to carry of the 2020 Strategic Plan to 2021. The following pages have been edited from the 2020 Strategic Plan to update the year and current Board of Directors.

2021

brings a sense of excitement to the Rockwall Chamber of Commerce and Visitor's Center. In January we gathered our board, staff, and community stakeholders for a dream session. Collectively we identified three priorities for 2020 and where we will focus our time, money, and resources.

Our values were the starting point for our conversation. We focused on

BALANCE to foster inclusiveness and diversity. We believe the chamber is a place for everyone.

COMMUNITY and how we invest in bettering our community for everyone.

LEADERSHIP that is visionary around how we think, make decisions, and create programming that meets the needs of our partners and community.

SERVICE that delivers an extraordinary and exceptional experience highlighting our commitment to professionalism, knowledge, responsiveness, and innovation.

INTEGRITY that is committed to perform all chamber business with the highest standards of honesty, sincerity, respect, and transparency.

The Chamber continues to work toward our mission, "to be recognized as the destination for excellence in member services, community collaboration, business growth, tourism, and quality living." This commitment is reflected in our conversations and decision to focus on priorities that will guide us over the next 12 months and elevate the experience our partners have with us.

We identified THREE key priorities that meet our mission and vision, reflect our values, and demonstrate our commitment to promote, advocate, connect and build a successful organization.

In 2021 we will:

1. Expand our efforts to grow the the Rockwall Visitor's Center.
2. Create and execute a plan for the I-30 expansion that educates partners and community partners while advocating for partners and non partners with local and state groups/agencies associated with the expansion.
3. Expand and enrich programming with an emphasis on professional development and training events.

Rockwall Chamber is YOUR organization and our continued success is a reflection of your dedication to creating a community of like-minded people who know Rockwall is the best place to work and live.

New Year, New Ideas, New Possibilities. Let's get to work!

Darby Burkey | President & CEO

Rockwall Area Chamber of Commerce 2021 Board of Directors

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THIS IS WHO WE ARE

The Rockwall Area Chamber of Commerce and Visitors Center represents YOU, our 700+ partners who employ over 10,000 people. Our **VISION** is to make every day extraordinary for business while maintaining a hometown feel. Our **MISSION** is to be recognized as the destination for excellence in member services, community collaboration, business growth, tourism, and quality living.

THIS IS WHAT WE DO

The Rockwall Area Chamber of Commerce and Visitor's Center is always improving ways to serve you and your business so that together we can create a community that is the best place to live and work. We embrace change with a sense of energy and excitement about the possibilities for our community. Our partners benefit from a variety of events and affiliate organizations that deliver the wow factor, innovative ideas, knowledge, integrity, leadership, and laughter. We connect our partners through Young Professionals of Rockwall (YPR), Professional Women's Alliance (PWA), Senior Services Alliance (SSA) and the Rockwall Veteran's Business Alliance (RVBA). We help you grow your bottom line by connecting you to opportunities and advocating for your business and our community.

THIS IS WHY IT MATTERS

The Rockwall Area Chamber of Commerce and Visitor's Center is a 4-Star Accredited organization, a distinction shared by less than 1% of chambers in the United States. We earned this honor because of the results we deliver to our partners and community. What does that mean for you? As a member you benefit from a robust network of business and community leaders who will be an asset to your business, enjoy visibility in our community through your active participation in our events, promote your business to a variety of audiences, have a better sense of our community, contribute to ongoing conversations about the future of Rockwall, and participate in a variety of ongoing training and education on topics that are critical to today's professional. You also have an ally with the chamber. We advocate on your behalf, working with elected officials at the local and state level to advance business friendly legislation.

1.

Expand our efforts to grow the Rockwall Visitors Center.

The Rockwall Visitor's Center is an important part of our community. Given the continued rise in tourism in Rockwall and ongoing efforts to position our community as a destination, it makes sense to expand our efforts to grow the Rockwall Visitors Center.

ACTION ITEMS:

1. Create a defined marketing plan for Visitor's Center to help with residential relocation.
2. Partner with hoteliers and special events businesses to bring in both tourism and conference and convention events.
3. Support businesses impacted by decline in tourism during Covid19 with classes on safety, social media skills, etc to help them manage these challenges.
4. Support the Rockwall EDC on business relocation.
5. Update collateral materials (flyers, website, etc) to reflect above.

COMMUNICATION

This priority requires a consistent communication strategy. These talking points give consistency across staff, board partners, ambassadors and other partners who will help make this effort a success.

Many of our Rockwall businesses reap the benefits of consistent tourism. Visitors enjoy the friendly atmosphere of our community and help improve our economy when they attend our events, stay in our hotels, eat at our restaurants, and shop with us too. Part of our Chamber and Visitor's Bureau **MISSION** is to be recognized as the destination for excellence in tourism. A strong partnership between the Chamber and the City helps us live this mission. With a clear picture of the ways in which we welcome visitor's every year, the Chamber can identify new ideas to **promote** our partners, **connect** them to visitor's to Rockwall County, and **increase visibility** for our community in the larger DFW Metroplex.

2.

Create and execute a plan for the I-30 expansion that educates partners and community partners while advocating for partners and non partners with local and state groups/agencies associated with the expansion.

The expansion of I-30 will bring with it a number of challenges. The Chamber of Commerce should position itself as the go-to resource for learning about the expansion, getting questions answered, working with local and state groups/agencies, and advocating on the behalf of partners and non-member businesses.

ACTION ITEMS:

1. Create a plan to communicate with partners and community stakeholders about the ongoing project of expansion. **Educate, Inform, and Advocate** on their behalf.
2. Work with chambers like Conroe TX, who have been through this experience, and learn from them.
3. Create a “predict the future” guide to troubleshoot challenges and obstacles that come up along the way.
4. Build a working relationship with the Transportation Consortium and other local and state groups/ agencies involved in the expansion.
5. Work with our Shop Local Committee to coordinate our efforts and move communication through them as the key point of contact. Develop **BRANDING** kit for Shop Local that factors in the expansion.

COMMUNICATION

This project requires a consistent communication strategy. These talking points give consistency across staff, board partners, ambassadors and other partners who will help make this effort a success.

Our **VISION** to make every day extraordinary for business while maintaining a hometown feel is going to be tested mightily as the I-30 expansion gets underway. The expansion will test our resolve. We promise you a clear and consistent plan to address your ongoing questions and concerns. The Chamber is your go-to resource during this time. We work closely with city and state officials and other groups and agencies associated with this project. By forging strong relationships from the beginning, we are better able to advocate on your behalf. During this time, we will not compromise on our mission to provide you with excellence. Your business matters. We know that. Our promise to you is we will bring the highest level of **INTEGRITY** to this task and maintain our high standards of honesty, sincerity, respect, and transparency.

3.

Expand and enrich programming with an emphasis on professional development and training events.

Retention is an ongoing goal for the chamber. Many of our partners tell us that the value they appreciate most is programming that addresses their professional learning and development. In the midst of Covid19, the chamber will need to reassess our programming and introduce new ways of offering timely and relevant training and development opportunities that does not require in person attendance.

ACTION ITEMS:

1. Covid19 training for small businesses and other partners on how to stay in business and follow all safety protocols. These will be ongoing offers to support our partners as we find the “new normal.” With these efforts we will focus on how to keep our partners informed, educate them, and advocate for them.
2. Long term we will be called to transform our programming. With the quick and swift move to online platforms, we see a lasting impact beyond this moment. For years we have scratched our head and asked, “How do we get partners to attend events?” The reality is, we will not go back to a time of multiple events every day/week with in person attendance. People have seen the possibilities with online events and will have the expectation that this continues. We want to capture this opportunity through our professional learning and development offers. Our team will spearhead this effort. Initial thinking is centered on providing HIGH QUALITY learning and development topics and events that will generate revenue for the chamber. This might look like packages a member can purchase that speaks to their specific needs. For example, we could have a package for a small business owner that includes operations, hiring, sales, marketing, social media, and customer service. We envision possible packages for young professionals, entrepreneurs, women, leaders, seniors/retired people and more. No matter the member, we must find ways to come to them and that means virtual events.
3. Develop a coaching and consulting network for our partners utilizing resources within the chamber as well as identifying experienced and credible coaches in our business community. These will be available for purchase through our website. Topics include: finance, staffing, job search, resume writing, interviewing, sales, human resources, marketing, communications, social media, crisis and change management, and other timely and relevant topics that impact our partners.

COMMUNICATION

Our partners needs and expectations are changing. We will transform our programming and lead the way with professional learning and development that informs and educates our partners so they can be successful.