



“Vision 2020”

Strategic Plan 2017-2020

Table of Contents

Section 1: Executive Summary	Pages 3 - 4
Section 2: Fox West “Vision 2020” Strategic Focuses and Initiatives.	Pages 5 - 6
Section 3: Fox West “Vision 2020” Action Plans	Pages 7 - 11
Section 4: Workshop detail summary	Pages 12 - 14

Executive Summary

The Fox West Chamber Board of Directors engaged Allen-Olson Consulting to develop a strategic plan for the next 3 years. Allen-Olson had facilitated the Chamber's 2016 plan. A large group and small group process was used to develop "Vision 2020." The "Vision 2020" strategic planning process consisted of several steps:

- Step 1: Providing opportunities for Chamber members to provide input as to the priorities, opportunities and challenges facing the Association over the next 3 years.
 - A survey was sent to all Chamber members.
 - Pre-work materials were sent to all workshop participants
 - Five specific themes emerged from this input;
 - Business retention and expansion programs
 - Economic development on a larger scale
 - Helping members to grow their business
 - Keeping members informed on key issues and give them information to help them succeed
 - Education/workforce training.
- Step 2: Developing strategic plan priority focuses and initial supporting initiatives.
 - Chamber members developed strategic focuses and potential initiatives at the September visioning workshop.
- Step 3: Refining the strategic plan and building accountability through the development of Action Plans to complete the prioritized initiatives.
 - Drafts of Action Plans were developed at the workshop
- Step 4: Launching the "Vision 2020" plan to the membership.
 - The Board of Directors will refine the Action Plan Drafts that were drafted at the workshop and will select leaders and committee members to support them.
 - The "Vision 2020" will be introduced to the membership when the committees are formed and ready to begin work on the plans.
- Step 5: Ongoing review of the plan by the Board of Directors and membership is a priority.

- Review of the “Vision 2020” action plans will be conducted by the board and shared with the membership quarterly.

This document provides a summary of the strategic focuses, initiatives and action plans to accomplish “Vision 2020.” It also contains a summary of the work done during the visioning event that was completed in small and large group sessions. It provides a summary of how focuses and initiatives were developed including a survey of the membership. Two key strategic focuses were developed for “Vision 2020” and initially supported by five prioritized initiatives. Additional potential initiatives were identified that can be addressed over the next 3 years as human and financial resources become available.

Listed on pages 5 through 12 are the “Vision 2020” strategic plan with focuses and prioritized initiatives and the Action Plans for completing each initiative.

Allen-Olson facilitated the September visioning workshop and has the following observations:

1. The Fox West mission statement, Building Business and Enriching Community was affirmed. The statement is clear, concise, and actionable and can easily be explained by all members.
2. It is important that Fox West Strategic Plan, “Vision 2020,” be communicated to the entire membership and that the leaders who attended the workshop be advocates for the vision plan.
3. Workshop participants strongly affirmed the need to build relationships with other members through monthly meetings, events, educational opportunities, and business-after-hours events. They felt strongly about creating more social opportunities for members and spouses to attend and build relationships.
4. Two major Strategic Focuses emerged from the process. It is important that resources, human and financial, be committed to achieving the initiatives that support these two focuses.
5. Participants felt that developing and marketing a Fox West brand was critical to future Chamber growth.
6. Participants felt it was important to create physical space for the Chamber and to add more resources to promote the work of the Chamber.
7. Workshop participants approached their tasks with energy, enthusiasm and vigor. It is evident that they value Chamber membership and wish to see the Chamber grow and become more relational.
8. There was great support for the Executive Director and her leadership of the Chamber.

Allen-Olson was pleased to once again work with this fine organization. We feel the future looks bright as the Chamber continues to work to Build Business and Enrich the Communities that it serves.

Al Peckham and Steve Olson



“Vision 2020”

Mission: Building Business, Enriching Community

Mission Focus

Initiatives

<p>1) Build and enhance the Fox West brand</p>	<p>A. Clearly define the Fox West Brand (12/2016) B. Define common pride themes (12/2018)</p>
<p>2) Improve connections among all members</p>	<p>A. Increase the number of social events for members (12/2018) B. Develop a “buddy system” for new members (2/2018) C. Restructure regular meetings to make them more interactive for members (9/2017)</p>

Detailed individual action plans for each initiative listed above can be found on pages 7-11. Work on additional initiatives in each focus listed on page 6 will begin as resources are obtained and committed to work on them.

Fox West Chamber Of Commerce “Vision 2020” Strategic Focuses, Priority Initiatives, and Potential Future Initiatives

- | | | |
|-----------|---|-----------|
| 1. | Build and enhance the Fox West brand. | |
| | A. Clearly define the Fox West brand | (12/2016) |
| | B. Define common pride themes. | (12/2018) |
| | <i>C. Promote the brand</i> | (TBD) |
| | <i>D. Identify a physical branding place-making project.</i> | (TBD) |
| | <i>E. Increase collaboration with the Convention</i> | (TBD) |
| 2. | Improve Connections among all members | |
| | A. Increase the number of social events for members. | (12/2018) |
| | B. Develop a “buddy system” for new members. | (9/2019) |
| | C. Restructure regular meetings to make them more interactive
for members. | (9/2017) |
| | <i>D. Auto pair members with mentors</i> | (TBD) |
| | <i>E. Develop a strategy of “re-welcoming” seasoned members.</i> | (TBD) |
| | <i>F. Develop shared staff recruitment materials and strategies.</i> | (TBD) |

Key:

Numbered Items are Mission Focuses

Bold Faced Items are Priority Initiatives within the mission focuses

Italicized Items are potential future initiatives within the Mission Focuses to be considered as priority Initiatives are completed and resources become available.

**Fox West Chamber of Commerce
“Vision 2020”
Action Plan**

Strategic Focus: 1) Build and enhance the Fox West Brand

Initiative: A) Clearly define the Fox West Brand

How results will be measured: The brand is established.

Goal: What is to be accomplished in the next 12 to 18 months?

Action Plan Steps:

Budget Estimate (Minimal) Target Date (12/2016)

- | | |
|--|---------|
| 1. Survey membership on what our brand is. | 10/2016 |
| 2. Find common themes. | 10/2016 |
| 3. Prioritize common themes. | 11/2016 |
| 4. Publish and incorporate the brand. | 12/2016 |

Initiative owner: Lance Schmidt

**Potential initiative members: Kevin Sommer, Mike Roach, Brad Cebulski,
Nate LeDuc, Susan Vanden Heuvel**

**Fox West Chamber of Commerce
“Vision 2020”
Action Plan**

Strategic Focus: 1) Build and enhance the Fox West Brand

Initiative: B) Develop common pride themes.

How results will be measured: Common themes have been identified and piloted by 12/2018.

Goal: What is to be accomplished in the next 12 to 18 months?

Action Plan Steps:

Budget Estimate (\$50,000) Target Date (12/2018)

- | | |
|---|---------|
| 1. Research historical and cultural themes. | 06/2017 |
| 2. Develop a guide for future initiatives and applications. | 09/2017 |
| 3. Collaborate with local municipalities | 03/2018 |
| 4. Identify a pilot project | 06/2018 |

Initiative owner: _____

Potential initiative members:

Active leaders from each municipality that are Fox West Chamber members, Traci Martens, Dave Tebow, Jim March, Landscaper architects, brand professionals

Fox West Chamber of Commerce
“Vision 2020”
Action Plan

Strategic Focus: 2) Improve connections among all members.

Initiative: A) Increase the number of social events for members.

How results will be measured: Total attendance at Chamber events. (12/2018)

Goal: What is to be accomplished in the next 12 to 18 months?

Action Plan Steps:

Budget Estimate (\$TBD) Target Date (12/2018)

1. Form a social events committee.
2. Committee recommends number, size, cost and nature of purely social events.
3. Meet with Chamber Board to discuss budget and events.
4. Plan and hold events.

Initiative owner: Josh Reuss

Potential initiative members:

Lindsey Moore, Lynn Lanser, Anna Tennessen

Fox West Chamber of Commerce
“Vision 2020”
Action Plan

Strategic Focus: 2) Improve connections among all members.

Initiative: B) Develop a “buddy system” for new members.

How results will be measured: New members feel welcome and stay engaged.

Goal: What is to be accomplished in the next 12 to 18 months?

Action Plan Steps:

Budget Estimate (\$0) Target Date (02/2019)

- 1. Increased attendance at Chamber events.**
- 2. Members feel more welcome. (survey of membership)**
- 3. More members renew membership each year.**
- 4. Members refer new members.**
- 5. Members join a subcommittee.**
- 6. Provide Ambassadors with clear direction.**

Initiative owner: Nate LeDuc

Potential initiative members:

Ambassadors

Fox West Chamber of Commerce “Vision 2020” Action Plan

Strategic Focus: **2) Improve connections among all members.**

Initiative: **C) Restructure regular meetings to make them more interactive for members.**

How results will be measured: **Increased meeting attendance.**

Goal: **What is to be accomplished in the next 12 to 18 months?**

Action Plan Steps:

Budget Estimate (\$0) Target Date (09/2017)

- 1. Member spotlight each month (5 minutes)**
- 2. Speed networking – introduce someone else after you have met them through speed networking**
- 3. Quick question session (3 questions in 5 minutes)**
- 4. Announce anniversaries of members. Celebration session.**

Initiative owner: **Board**

Potential initiative members:

All members

Workshop Detailed Summaries

Activity 1: New Ideas for Building Business and Enriching Community

The first workshop activity was to develop new ideas for how the Chamber can Build Business and Enrich the Community over the next three years.

Build Business	Enrich Community
Explore TIF for business	Chamber bucks
Big name speaker at a CE seminar	Website-new residence/welcome application
Fall and Spring fling	Sponsor/promote a Grand Chute fest
High speed networking	Rotate Chocolate Fest among communities
Member's renewal club	Be the behind the scenes catalyst
Leveraging the website to new neighbors	Develop affinity programs
Affinity programs	Bypass signage
Mentorship program	Place making
Critical issues summit	Enhance culture
Startup grants	Hold fundraisers for community needs
Referral/communication enhancements	Host events and invite community
More events like golf outing	Notify members of community events and invite opportunity to participate or volunteer
App or way to tie into website for members, event reminders, pay dues, etc.	Represent all 3 communities more equally
Increase number of BAH and/or hold them in the morning	Increase involvement with other organizations like CVB
Change membership meeting to morning	Community drive project
Send invite for ribbon cuttings to entire membership	Cash mob/poker run/sidewalk sale
Continue welcome bag program	
Branding for involved business/events	
Tech Education	
Career Exploration/recruitment	

Activity 2: Developing Strategic Focuses and Initiatives

Workshop participants were divided into small groups and were asked to consider the input from the membership survey, the ideas that were generated from their pre-work and discussions and list 3 to 5 major Strategic Focuses that the Chamber should focus on over the next 3 years. They developed 7 potential areas of focus and then prioritized the focus areas. Two Strategic Focus areas stood out from the rest; Build and Enhance the Fox West Brand and Improve Connections among all members.

The next step was to develop 2 to 3 potential initiatives for each Strategic Focus. These were developed and then prioritized.

The final step was to develop Action Plans for the prioritized initiatives. Those action plans are found on pages 7 to 11 in this report.

Listed below is a summary of the strategic focus and initiatives work.

Strategic Focus areas considered:

- 1. Build and enhance the Fox West brand (47 points)**
 - We are Fox West, 3 = 1
 - Improve first impressions
 - Market/brand identity outside
 - Build our brand
 - Place making Identity
 - Community story telling
 - Event program to “put us the map.”
- 2. Improve connections among all members (46 points)**
 - Intentional connecting
 - Enhance the number/percent of engaged members
 - Member camaraderie
 - Improve the Ambassador program
- 3. Create Fox West Welcome Center (17 points)**
 - Physical location
 - Chamber office
- 4. Give back to our communities (15 points)**

5. **Enhance and develop our organizational leadership (10 points)**
6. **Double Chamber membership to 500 by 2020. (8 points)**
7. **Introduce “anchor businesses” to our communities (4 points)**

It should be noted that as work is completed on Strategic Focuses 1 and 2 and as more resources, financial and human, become available, work can be started on additional focus areas and potential initiatives.

Prioritized Initiatives to support the strategic focuses are found on page 6 of this report.

The member survey that was completed in July is available from the Chamber office.