

**CODY COUNTRY
CHAMBER OF COMMERCE**



**STRATEGIC PLAN
2011-2016**

Cody Country Chamber of Commerce

2011-16 STRATEGIC PLAN

Our Vision:

The community of Cody will prosper as the premier western location for business and for travel through the advocacy of the Cody Country Chamber of Commerce.

Our Mission:

The Cody Country Chamber of Commerce, the community's "front porch", represents the interests of its members and the entire business community, extends exceptional western hospitality and promotes an unparalleled visitor experience.

Our Values:

We achieve results through:

- Member Involvement *(Contributing to the wellbeing of the Chamber and the community)*
- Leadership *(Clear in our vision with the ability to communicate and garner support)*
- Integrity *(Honesty and ethics to warrant the trust of the community)*
- Partnerships *(Maximize resources, provide assistance & create opportunities)*
- Community Inclusiveness *(Respect and honor diversity of all)*
- Fiscal Responsibility *(Transparent and sound business practices)*

Our Motto:

Our business is your business.

Our Visionary Goals:

- We will develop an outstanding value for members to establish the most active and engaged membership in the state and region.
- We will be the community's recognized voice as an advocate for critical issues, affecting positive change in order to support success in our area.
- We will maximize partnerships to enhance and encourage year-round business for meaningful economic growth.
- We will build sustainability through fiscal responsibility, staff consistency and excellence.
- We will establish the standard for western hospitality and engage this value throughout the community.
- We will position Cody to be recognized as the premier western community to live, visit and do business.

Cody Country Chamber of Commerce

Executive Summary

The Cody Country Chamber of Commerce began their strategic planning process during the Chamber board retreat on November 3, 2010. The board generated ideas for the creation of the Chamber's values, mission and vision. A strategic planning committee was then appointed to carry these ideas forward and complete a plan by April, 2011. The committee developed the vision, mission, values, motto and overall goals using consensual decision-making processes.

The strategic planning committee created a plan for 2011-2016 that provides future strategic direction for the governance, leadership and operations of the Cody Country Chamber of Commerce. The plan ensures a clear focus on member value and guides the alignment of resources to create more satisfaction among the membership, staff and community. The Chamber board has responsibility for implementing and monitoring of the strategic plan through tactical planning and annual goals. The staff has responsibility for day-to-day operational planning.

Committee Members

Wes Allen	Joe Locurto
Sue Bischoff	Sandy Newsome
Nancy Tia Brown	Dennis Nolan
Lou Cicco	Marc Schmeiser
Kay Clark	Rhonda Shipp, facilitator
Kathy Crookshanks	Elizabeth Stuard
Mike Darby	Kathy Thompson
Theresa Donley	Claudia Wade
Lee Haines	Leslie Slater Wilson
James Klessens	

The Process

A. Organizational Leadership

Lee Haines, Chamber board president, and Joe Locurto, Chamber executive director, provided overall direction and leadership in the strategic planning effort. They worked with Rhonda Shipp, facilitator, to plan and prepare agendas and provided advice and guidance throughout the process. Liz Stuard, Chamber administrative assistant, contributed technical expertise including meeting notes, e-survey development and communication with committee members.

B. Values, Vision, Mission and Motto

- a. At the Chamber retreat in November, 2010, board members generated ideas for the vision, mission and values. It was important to gain buy-in early on from the board members. Their

ideas served to guide the strategic planning committee. At the first meeting, the strategic planning committee received definitions for strategic planning and clarification on their responsibilities for developing the plan. *[Please see the definitions and planning responsibilities included in the Appendix, p. 8.]*

- b. The committee considered and used the board's work to draft the wording for the vision, mission and values. They worked on the vision, mission, values and a motto on three different occasions to capture the spirit and intent of the board, committee members and membership.
- c. After the third meeting, an e-survey was sent to the Chamber membership requesting their feedback on the vision, mission, values and motto. This provided an opportunity for direct input from the members and involved the membership in the process if they chose to participate. The strategic planning committee was open to suggestions and willing to listen and consider all ideas.

Forty-four members and four non-members provided feedback on the drafts of the vision, mission, values and motto. Respondents shared what they liked and made suggestions for improvements. This was used at the fourth meeting to refine and finalize the statements. *[Respondent's feedback is included in the Appendix, p. 9-17.]*

- d. The final statements were:

VALUES:

We achieve results through:

- Member Involvement *(Contributing to the wellbeing of the Chamber and the community)*
- Leadership *(Clear in our vision with the ability to communicate and garner support)*
- Integrity *(Honesty and ethics to warrant the trust of the community)*
- Partnerships *(Maximize resources, provide assistance & create opportunities)*
- Community Inclusiveness *(Respect and honor diversity of all)*
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VISION:

The community of Cody will prosper as the premier western location for business and for travel through the advocacy of the Cody Country Chamber of Commerce.

MISSION:

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MOTTO:

Our business is your business.

C. Situational Analysis

The purpose of the situational analysis was to examine forces that could impact or significantly affect the governance, leadership and operations of the organization. The analysis provided a dose of reality and ensured a good fit with the environment so the Chamber is positioned to perform effectively into the future. The outcome of the situational analysis was the identification of Chamber internal strengths and weaknesses and external opportunities and threats or challenges. This analysis created the foundation for the visionary goals process (Section D).

- a. Documents reviewed:

- i. 2010 census data for Wyoming
- ii. 2000 Park County demographics
- iii. Chamber financials for 2006-2010
- iv. Park County Travel Council, Intercepted in Cody Data

- v. Buffalo Bill Historical Center: 2008 Final Visitor Survey Report and 2010 Visitor Survey Internet Use Report
 - vi. Member survey results
 - vii. Chamber member breakdown by occupation
 - viii. Staff retreat results
 - ix. Cody 2020 - vision document for the City of Cody
- b. Strengths, Weaknesses, Opportunities and Threats
- After the documents were reviewed and processed, the strategic planning committee identified areas of strength and weakness of the Chamber as an organization. Strengths and weaknesses related to the internal environment. The group also generated potential opportunities and threats related to the external environment. *[Please see the Appendix, p. 18.]*
- c. Objective criteria for goal creation
- Criteria were determined as a result of the SWOT activity to serve as quality control during goal creation and to guide goal development. The objective criteria selected were:
- i. Member benefit
 - ii. Achievable
 - iii. Financial sustainable
 - iv. Community value
 - v. Mutual Respect
 - vi. Communication & Position
 - vii. Partnership
 - viii. "Pushing the Envelope"

D. Visionary Goals

- a. Individuals and small groups identified numerous themes for consideration as goals. *[Please see the Appendix, p. 19.]*
- b. The group identified six themes around which to develop goals and used the objective criteria above to assess the themes. The themes selected (in no particular order) were: Members, Western Hospitality, Community/Economy, Promotion, Sustainability and Communication. The Cody 2020 vision document was used for reference to ensure continuity.
- c. Visionary Goals were created and include several "tactical" recommendations to guide the Chamber board in future planning as follows:
 - We will develop an outstanding value for members to establish the most active and engaged membership in the state and region.
 - Tactics: promote, listen, communicate, network
 - We will be the community's recognized voice as an advocate for critical issues, affecting positive change in order to support success in our area.
 - Tactics: network, promote
 - We will maximize partnerships to enhance and encourage year-round business for meaningful economic growth.
 - We will build sustainability through fiscal responsibility, staff consistency and excellence.
 - Tactics: evaluate current effectiveness, build and maintain and budget
 - We will establish the standard for western hospitality and engage this value throughout the community.
 - Tactics: define, reinforce and celebrate western hospitality; utilize Chamber board, members and staff
 - We will position Cody to be recognized as the premier western community to live, visit and do business.

E. Guidelines for Implementation and Monitoring

To ensure that the plan moves forward through implementation and monitoring, the strategic planning committee recommended the following to the Chamber board:

- Introduce and explain the strategic plan to the board
 - Committee members should present plan to board
 - Include the definitions of strategic/tactical/operational plans to clarify responsibilities for planning
 - Seek buy-in
- Disseminate the plan to members/partners
 - Digitally/electronically
 - Mail the plan (publication) and have hard copies available at the Chamber office
 - Use the website to publish the plan, annual goals, objectives, minutes of board meetings and include how the results match the goals
 - Cody Club
- Develop action plans for each goal to meet objectives and support goals (standard operation practices)
 - Annual goals established with timelines developed
 - Annual reviews
 - Publication of action plans
- Strategic planning committee should revisit the strategic plan with the Board in two months
 - Status of tactical plan
 - Status of organizational plan
- Executive director will ensure that actions meet criteria
- Benchmarks/milestones set to evaluate success
- Activities evaluated against the goals

Summary

The strategic planning committee successfully completed their work on February 24, 2011. Five meetings were held over three months. The Plan created provides strategic direction and will serve to guide the Cody Country Chamber of Commerce in their governance, leadership and operational activities for 2011-2016. The Chamber board and staff are responsible for moving the Plan forward and the implementation and monitoring of the Plan in the future.

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APPENDIX

STRATEGIC PLANNING PROCESS

Definitions

1. **Values** - core beliefs or priorities about matters of principle. They are intrinsic and provide motivation and guidance in business operations, actions and decisions.
2. **Mission** - overall purpose -- what do you do and why, who you serve and for what reason; what distinguishes the Cody Chamber from others and makes it unique. The mission is generally descriptive yet broad in scope.
3. **Vision** - the future (your destiny); where you want to be in 5 years. The vision is vivid, compelling, inspirational and motivating.
4. **Situational Analysis** - considers the external and internal forces that can impact or significantly affect the governance, leadership and operations of the overall organization.
 - External environments -- examines data/trends; forces that are not usually within the control of the organization . . . demographics, competition, societal attitudes, technology changes, trends in volunteerism.
 - Internal environments -- impacts quality of performance (membership survey), board operations, fundraising, facility/financial management, annual planning efforts, program evaluations, succession planning.
5. **Visionary Goals** - strategic in nature and relate directly to the mission; major accomplishments or focus areas involving the overall organization.
6. **Guidelines for Implementation and Monitoring** – outlines recommendations for using the plan, achieving the goals and how the goals will be monitored and evaluated.

Planning Responsibilities

The parts of planning were differentiated to clarify the responsibilities of the strategic planning committee, the Chamber board and the staff:

Strategic	Tactical	Operational
(Strategic Planning Committee) <ul style="list-style-type: none"> • Values • Mission • Vision • Situation Analyses • Visionary Goals 	(Chamber Board) <ul style="list-style-type: none"> • Annual Goals • Outcome Measures 	(Chamber Staff) <ul style="list-style-type: none"> • Action Planning: Objectives, Who, What, Where, When and How Evaluations
(Long-term goals)	(Medium-term goals)	(Day-to-day operations)

Member/Non-Member Input on Vision, Mission, Values and Motto

Vision:

What do you like about the vision statement?

Some good elements, but it doesn't get to the point quickly enough.

Like it.

I like that it is asking for a diversity of business not just those that involve tourists.

Same comments as above regarding Mission. The mission and vision seem very close and I like both.
diverse
effectively promote
connection

see above

Emphasis on businesses.

Again, is it not the PCTC's function to promote tourism?

I like the entire message.

Fine

Advocate for diverse business community

Sounds fine.

Very visitor focused

Would like to see the chamber truly be advocates for ALL chamber members

Continue to be a leader in tourism attraction.

good

It encompasses the local business community AND tourism.

Diverse business community, not just one based on tourism and hospitality
see previous answer

I particularly like the inclusion of "travel"

I like it.

It's OK

Good

good

Advocating for a "Diverse" business community.

I like this a lot

Pretty much says it all!

I especially like the diverse part of it. Include many kinds of businesses.

ok

"diverse business community"

I like the fact that it talks about diverse business community, while still promoting the "western community".

looks good

Inspiring others to join forces

Again - too much "visitor" not enough sound business support

Honestly - not much. Sorry.

The chamber will promote business

Again the vision statement puts the membership first.

nice...very nice.

This is acceptable.

it's good, i like it a lot, it is simple and inclusive.

All of it! Very well written.

It's great but with fear of beating the same drum, what about the members?

I like the 1st sentence.

second sentence is very well put

sounds okay

What are your suggestions for improvements or changes to the vision statement?

The first sentence is weak and perhaps unnecessary; it seems to me that the Chamber is already serving as an advocate...and simply being an advocate isn't very visionary.

The second sentence talks about what the Chamber will do, not how Cody will benefit...there's no outcomes language here.

Consider the following revision:

"Through connecting members, community and visitors, the Chamber will position Cody as the premiere western community for business and travel."

No improvements to statement except now is the vital step of executing the plan.

none

Replace "a diverse" with "an economically diversified" to clarify objective.

Lose "Cody Country" and just say Cody.

None

maybe too visitor focused and not enough business focused

None

None

It is just fine.

None

I would like to know what "Country" means? There is nothing "Country" left in Cody. Seriously look just look down main street and count the buildings that look "Country". and Like bring real business, such as manufacturing. Not all businesses in Cody directly rely on "Visitors" which I believe is a fundamental flaw in our economical development. Seriously, the things that draw tourism (BBHM and 4 days of Rodeo) are not enough to justify a town full of hotels just so people can pass through on their way to Yellowstone.

It wouldn't hurt to have something in there as well about Cody Businesses doing business WITH Cody Businesses, keeping our dollars local, and giving discounts to each other for doing business with each other. We are a community after all, a Western Country Community, let's think about each other and not become an East Coast / West Coast environment.

None

None

I would like it better if there was a period after "promote Cody Country as the premiere western community for business and travel"

Cody has greatly improved vision over the years and to keep this up will be a great western inspiration for all to see

Leave off the last sentence

This isn't a vision statement. A vision statement is a snapshot of your preferred vision for the future - what do you want to SEE...what is driving you into the future ... what is bold and compelling that we are moving toward????

Your mission statement can talk about your role in that vision, what part of the vision your organization is tending to and custodians of - but the vision is the vision. Plain and simple, what do you want to see?

What you've crafted, while nicely worded, is just an extension of your mission statement, a list of things you "...will do..." and "...will promote..." A 'to-do list' does not a vision statement make ... sorry.

You can use the same concepts and adapt it to a true vision statement format - "The community of Cody will prosper as the premiere western community for business and travel."

Leave out the 'to-do' list, save it for where it actually fits - but it doesn't fit here.

none

None

none...

none

None.

Don't forget that the only source of funds that the chamber has is members. If they are given less than first place billing, that funding source may not be forthcoming. If they feel that the Chamber is THEIR advocate, they will jump in with both feet.

I'm concerned about the focus on western life there's more to Cody than Buffalo Bill and rodeo, isn't there?

Mission:

What do you like about the mission statement?

All the right components are there.

It's OK

Gives clear direction like the use of 'exceptional' and 'unparalleled'.

I like that member interests, western hospitality and visitor experience is in the statement.

front porch is a good description

see above

Looks good.

I like the front porch concept. What is meant by that, however?

"...interests of its members..." to the end of the statement was solid and I liked it.

Like it.

Exceptional western hospitality

Front Porch as the chamber is often the first point of contact.

Not limited to members

western feel

That it is centered on community and customer service

I like the western hospitality. That is what Cody represents.

good

I like that it includes visitors/tourism, since that business is the lifeblood of Cody's economy. I know that there are Cody people and businesses that resent visitors and tourism - but the ranches and mineral extraction companies simply cannot sustain our community. Tourism and visitor services should be in the forefront.

Identifies the two constituencies: the members and our visitors

Acknowledgement of importance of both internal (member) customers and external (visitors) customers

Nice Job

It is positive and warm. I like the "front porch." But there are too many "ands" linking clauses together, and it is in the third person.

It should be in the first person (if you are going to be like a real "front porch"), and should use the front porch feel at the end of the statement.

Homey

Well done statement. Not sure of the front porch part. There should be a better way to say this.

Nice feel.

I like the "Front Porch" idea.

It is good

Good, visitors come to Cody for a western experience not a modern city.

Love the "front porch" part of it, and western hospitality. Includes visitors!

xx

"entire business community"

It is fairly short and concise.

looks good

Making Cody unique

It makes the Chamber of Commerce sound like a visitor center instead of a business tool. Cody is not just about visitor experience.

The 'community's front porch' is a nice addition.

I like the breadth and inclusiveness of the statement.

incorporates the entire business community

It addresses members and business community first. Without them, there would not be a Chamber.

also great

Sounds like you are adding the Tourism Boards duties to the Chamber's umbrella. Is that what a Chamber of Commerce is supposed to do? If there wasn't the Park County Tourism Board already in existence, maybe, but the PCTB is a well run and well funded, so maybe this should be deleted.

i like the hospitality/unparalleled visitor exp. but the front porch is somewhat not resonating with me:), whn i read front porch,i thought of the chambermore as thehome,the heartof cody, itdoesn't just need to stop atfront porch, its catchy, first thought was the "home"-the heart of the community, representing all cody and people are.

I like the statement for the most part, but there needs to be grammatical changes.

We need more inclusion of what the Chamber does for its members.

see below

very good after one gets over the "front porch"
sounds okay.

What are your suggestions for improvements or changes to the mission statement?

Would like to see some outcomes language-- something that states the desired outcome of the chamber's various activities, e.g., enhancing Cody's prosperity, etc.

If you keep this statement, I suggest reworking it so it flows better. Perhaps the following:

"As the community's "front porch," the Cody Country Chamber of Commerce represents the interests of its members and the entire business community, extends exceptional western hospitality, and promotes an unparalleled visitor experience."

IMHO, the exclamation point at the end doesn't add anything to the statement.

As a grammatical exercise I would like to see it have less "ands" and in substance it seems too focused on tourism.

none.

This is poorly worded. Remove "the communities front porch" as it sounds too hokey to me. This version below may be a cleaner approach. "The Cody Country Chamber of Commerce will represent the business interests of its members, provide exceptional western hospitality, and promote an unparalleled visitor experience!"

it's the ENTIRE business community, not just tourism

Lose the "front porch" aspect. Sounds like something out of the 1930's.

It appears to be about half business and half tourism in focus. Is that the intention? The Park County Travel Council has the tourism piece as its main focus. I had assumed the chamber would be the business piece.

Seriously...'front porch'!! This terminology does not flow with motto, vision or values. Representing what interests of its members?

None

How much do you represent the interests of non-members?

Real focus seems to be on hospitality and tourism. What about your members that are not tourism related.

I would take the second 'and' out. One too many.

sounds too much like travel council

Not focused enough on business community

makes no reference to helping businesses either grow or become sustainable

"represents the interests of the entire business community" is inaccurate. There is an inordinate focus on "downtown business's"

and business owners outside of the 5 block Sheridan Ave locations between 10th and 15th streets are really not included in promoting local business.

None

None

I wouldn't be afraid of breaking it up into more than one sentence. Use the "front porch" in the first sentence to establish that metaphor, then have elements of that metaphor wrap it up.

For example:

The Cody Country Chamber of Commerce is the community's "front porch." We represent the interests of our members and the entire business community, extend exceptional western hospitality, and promote unparalleled visitor experiences all while visiting with you in a warm, friendly way!

Perhaps term it as the communities face to simplify as this is where many get their first impression of the area.

Perhaps something regarding supporting local business not just about hospitality.

Do you talk anywhere about services to the membership, coordinating activities in the community, collaborating with others to create. . . .?

none that I can see.

none

The perception of many residents is that the Chamber is only about tourism and this statement tends to support that perception.

What incentive would a business that does not directly benefit from tourism have to be a Chamber member? When I look at this mission, I see no reason to join.

I have trouble with too many "ands" in the statement.

How this mission will be done is not addressed.

Making all Cody Chamber businesses participate

Focus on business and good business practices not on tourism. Let PCTC do that job.

I don't like the exclamation point at the end. Too cute.

Starting the last two phrases both with 'and' seems disjointed and breaks up the flow. A simple comma-separated sentence is also grammatically correct and will enhance the readability of the text.

drop the "front porch"

None

none...

Change the "and promotes an unparalleled visitor experience." to "and provides information for interested businesses and individuals looking to relocate to our area."

listed above

First off, I do not like the community's "front porch" and the sentence appears to be a run on. A suggested modification would be:
The Cody Country Chamber of Commerce represents the interests of its members and the entire business community, extends exceptional western hospitality and promotes an unparalleled visitor experience.
Your values state "achieve results for our members" and here you say "for the entire business community" which is it?
The front porch portion sound hokey and outdated. Who sits on their front porch and visits with neighbors as they pass by on a nightly stroll in this day and age. Needs to be modernized.
The rest of it is good.

rework the front porch, or put a couch in front of the chamber

Values:

What do you like about the values statements?

Like the key words and descriptions.

I think they sound fine.

I like the characteristics that you have outlined here.

I like the goal of a clear vision and the integrity piece.

Partnership with the business community

I am not good at evaluating these statements. They all sound good. I think you do a nice job. Keep up the good work

How the different aspects are defined. I.e. Leadership (Clear in our vision with the ability to communicate and garner support)

I like the communication goals.

I like the partnerships and inclusiveness portions

Brevity

Not much ZEST...

Community inclusiveness-celebrate diversity

Leadership, Integrity, and Partnerships.

Short- to the point

Encompasses core competencies of the Chamber

Honesty. The best way to do business.

looks good-----still takes commitment and work

They look very good.

Right on target

Sounds good and inclusive

I like it all. It accurately describes what a Chamber of Commerce is and how it should conduct business

I think it is just fine.

What's not to like, It's generic

Community inclusive, in that it doesn't alienate anyone including non members. This should help to draw more participation from the business community.

Clear

straight and to the point.

It is good

It is a very honest statement and something that should be followed through by all involved.

Integrity regarding trust of the community, and especially the Fiscal Responsibility/transparency.

To many high powered words keep it simple with clear understanding.

I really like the partnership component. There are entities within the community that have a vested interest in the goals and results of the Chamber, but are not members of your group. Education, Workforce Development, Economic Development, etc. all have an interest and should be part of the process where possible.

It covers all of the important ingredients that should help our community deal with change.

integrity driven

The honesty it will provide

The same random value words everyone uses. It would be a bit strange to use dishonest and unfair. It's the same as always

Clear, broad, positive

should be what "do"

I like the integrity and leadership - I think we have one of the best for leadership now.

It is inclusive.

It incorporates all of the necessary elements in a concise and clear manner.

great

"Community Inclusiveness" bothers me. How about using a common sense to approach each issue. Respect - yes, "honor diversity"? - not if it is amoral, immoral or bad for the community in general. Diversity can cover many things including pornography or undesirable businesses. Let's not fall into being so open minded that our brains fall out.

everything, it addresses all important topics and expectations that a community should have in their chamber of commerce.

I like that it starts off with leadership. I feel this is one of the most important aspects in which we should value most.

What about our members? Where do they fit in the matter of values?

Good

it is "o.k."

sounds good.

What are your suggestions for improvements or changes to the values statements?

They seem fine.

Living up to the values is the key. I'd like to see more active leadership on NEW initiatives from chamber.

The only change would be the phrase "supply assistance" I would change to "provide assistance" but that is just a semantic change. The diversity "we must please everybody idea" is not clear to me? Sometimes we may not please everyone in our endeavors to achieve community successes. Clarify inclusiveness or change this value statement so we succeed as a community, even when we are not inclusive at all times. What is "community inclusiveness" trying to communicate?

More defined involvement with the business community

Try not to be so pleasing to everyone. You are not going to please all of your members.

I'm not quite clear on what transparency has to do with fiscal responsibility. I think that needs clearer explanation.

maybe Beef up partnerships? Make it first?

None

Define "Achieve Results"

Not sure I understand your definition of Community Inclusiveness and how it relates to your membership.

none

None

None

Enhanced adherence to stated goals. Some members may receive better promotion/benefits/referrals etc. than others

Can think of none.

None at this time

Community Inclusiveness is a little "wordy"

Live up to those values.

I would look for language that talks about running the chamber as you would run a business -- especially as it relates to growing revenue, reducing expenses, being more productive, using technology whenever possible, collaborating with the members to maximize their membership dollars. Maybe these thoughts show up farther down in the survey.

None.

I found your survey to be a lot of pie in the sky.

What can the chamber do to increase the business in Cody and the surrounding area. Put it in simple words, goals & objectives.

The shoulder seasons, weekends, and the Winter season need help. OPEN THE NORTHEAST ROAD TO YELLOWSTONE FOR YEAR AROUND TRAVEL AND MAKE CODY A DESTINATION WINTER AND SUMMER FOR VISITING YELLOWSTONE AND BRINGING BUSINESS TO CODY.

Do something specific that is going to benefit this community. Get behind it and make it happen.

Like it as is

The word "providing" at the end of the opening statement seems out of place to me - I can understand why it was used here, but I think there may be a better choice of words. When I think of the Chamber providing something to me as a member, I don't think of these things. These values are internal and are a means to the Chamber's end, but they're not things you provide to members. You assure they are done so that you can provide other things to me as a member, but the integrity, partnership-building, fiscal responsibility, and so on are not things you give out to members - they're what YOU DO.

none

None

none...i like it.

delete the statement "Community Inclusiveness (Respect and honor diversity of all.)"

Put "Common Sense approach to evaluating businesses in our community. How to help them grow and diversify in an acceptable manner to the neighbor in which they reside. Respect our neighbors and the businesses in our town. Help them to solve issues if they exist in a peaceful and respectful manner. Facilitate new businesses by helping individuals to start new proprietorships and develop areas in our community where there is a need."

We need to look at developing businesses that Forward Cody is in contact with (i.e. data entry, high tech industries, software developers, these are industries that have low impact on our environment and higher pay.) anything about promoting tourism to keep the businesses in Cody healthy and alive? and the commitment from the chamber in doing so? maybe it is included in the leadership section, though...just a thought.

I am not even sure I know what this means. To an outsider, it is very unclear and I do not know what it encompasses.

Work out how members will benefit. Make specific value statements that include the present and future benefit of the membership.
none.

None, but there needs to be something about partnering with interests such as other counties where Park County will benefit.

Motto:

What do you like about the motto?

The last part is effective.

It's good

Shows that it wasn't to represent the businesses it serves

I like the business emphasis and it is focused.

'your business'

see above

Looks good

Not a lot.

Excellent!!

Good

Catchy motto-nice and short

Very readable- good use of words to describe what you do

I do not really care for the motto

It shows the Chamber has an interest in our business.

short----sweet and correct

Simple, straightforward.

Business

Implied understanding of extension to all businesses in our area

"Your"

Too many uses of the word "business," and, again, not written in the first person for warmth. You might go back to your values for some ideas.

Seems kind of awkward. Maybe "Helping your business"

Good idea generally

change to "Cody Country Chamber is all about business - Your Business!"

Sounds awfully generic.

I'm sorry. It is a little flat for me.

That is why we join the chamber for our business to be promoted small and big enterprises.

all of it.

xx

OK

Great - short and to the point.

nice

Goals are necessary in business

It's about business

Sorry, but I don't like it.

It's brevity and inclusiveness

no thoughts

It addresses exactly what the membership is looking for.

short 'n sweet and to the point.

too long

too much business. its gd 2focus on bus of missn, goals, objctvs, but also abt blnding/utilizing diff personalits n the commnty 2 keep the cltre/history/heartbeat alive not just bus. we have found that we rely on ea othr where i live personally/professionally & crme together as community, w/all the talnts/expertise/care 4 ea othr/shared w ea othr.

The last part of the sentence.

That great but is is REAL! Kind of like when Ford had an ad agency create the motto back in the early 90s, "Quality is Job One" but no one at the worker up to CEO really got on board with the program.

I had to read it more than once to get the inflection.

simple, to the point

It's concise and accurate.

What are your suggestions for improvements or changes to the motto?

It seems way too long for a motto. How 'bout something like:

"We're about business - YOUR business."

Since the motto will always run with text or graphics about the Chamber, including the Chamber's full name muddies the message.

Not sure we need a motto

The business of the Cody Country Chamber of Commerce is business - your HOMETOWN business.

The word "business" is used too often and the wording is too difficult to read and remember.

Reword the statement. A suggestion may be simply "Our Business is Your Business" or "Our Business is helping Your Business." Everyone will know that it is the Chamber's motto so no need to say the Chamber name in the motto and it also is more powerful and not so wordy.

As an example, Nike is "just do it". You do not need the entity name in your motto.

Get a different one.

The mission statement talks about tourism. This motto does not mention it at all.

So is it business or tourism?

None

In practice, it seems that the Chamber is more about tourism and hospitality than assisting business, and leaves that to Forward Cody. If that's the way it really is that's ok, but then be honest with yourself and say we are about hospitality. You don't need to duplicate services.

none

None

None

Better application

Business is our pleasure at the Cody Country Chamber of Commerce--trust us.

The role of the... a bit too much business...

Maybe something about promoting prosperity in our community?

Do we talk about being competitive? About the details of working and visiting Cody? About ways to link to the visitor / member experience?

Best in the West?

Most All-Around Western Experience?

Family-friendly western experience?

A Place to Relive the Old West?

It must be the marketing side of me coming out. . .

A little long, but OK.

"Improving your business is our business"

lots of business going on

The business of the Cody Country Chamber of Commerce is YOUR BUSINESS.

Is it really wise to use the word 'business' three times in a 13 word sentence? It is redundant and doesn't tell me much of anything - an attempt at a 'play on words' that just doesn't work. Feels disjointed and clumsy.

The mission statement gives the 'front porch' statement, so it feels all nice and homey and warm, and now we're getting down to 'business'.

As part of this package of values, mission, vision, motto, etc. this doesn't cut it. Use the 'front porch' statement again to create tie-in and buy-in.

How about:

"We are Cody's front porch - for businesses, for families, for visitors, for YOU."

If there is a compelling need to focus the motto on 'business' then you'll need to inject more creativity and meaning into the motto.

None

none...

Cody Country Chamber of Commerce wants to help you help your business.

maybe, the Cody country chamber of commerce is business-your business and then something else-not 3 business words in one impactful sentence, try to add something about the community because without everyone's efforts, Cody's charm and draw would be lost.

Why would a motto state the businesses name? Typically, you do not see the business name within the body of the motto. For instance, when you look at past mottos of Coke you do not see: Coke, its the real thing or Coke. I think it would be appropriate to just say: Your business is our business.

maybe underline "your business: for more impact.

plagiarism! google it

Strengths, Weaknesses, Opportunities, Threats

RESULTS, 2.12.11

(√ = another table identified the same topic; (#) is the prioritization results of a sticky dot process; highlights are the top priorities)

Strengths:

- (√) Large membership (14)
- (√) Great dedicated staff (23)
- (√) Attractions: BBHC, YNP, Rodeo, Wildlife, Buffalo Bill Art Show and Sale (15)
- Our history/Buffalo Bill
- Sound financials (19)
- Sense of hospitality (2)
- Informational materials
- Chamber's location (2)
- Buffalo Bill Art Show and Sale (3 – points not included with attractions)

Weaknesses:

- (√) Lack of understanding Chamber Services (9)
- Seasonal member businesses
- Partnership with other entities (9)
- Membership involvement (volunteer resources) (1)
- Perception of value of membership (34)
- Low visitation to membership by staff (4)
- (√) Lack of connection with non-tourism related businesses (7)
- Space – tight in Visitor Center (4)
- BBAS – work vs. revenue sharing (5)
- Membership revenue growth (5)
- Cody Club attendance – revenue

Opportunities:

- BBHC – more promotion to bring more folks to Cody
- (√) Internet – social media (16)
- Air service (3)
- Member involvement (5)
- Expand member base beyond retail/lodging
- (√) Continued/constant promotion of Cody (2)
- Additional Chamber fundraisers (1)
- Enhance Chamber benefit/due structure to fit member needs (27)
- Board involvement
- Central reservation for lodging (1)
- Member recognition/retention (20)
- Ad revenue for Chamber website (2)
- After hours/honor level (yrs.) f membership (3)
- Member drive/committee

Threats/Challenges:

- (√)(√) Economy (global, art show) (28)
- Seasonal – visitation/YNP access (22)
- Access to Cody (other than air) (6)
- Seasonal expenses, i.e., lodging seasonal expense (concern); gas prices (11)
- Natural disasters (forest fire, mudslides, etc.) (11)
 - International events (911, value of Euro and other currency, etc.)

Visionary Goals Themes or Focus Areas Combined and Reordered

<p>Members</p> <ul style="list-style-type: none"> • Member services (what they get – value proposition) • Member recruitment, retention & expansion • Develop & communicate a compelling member benefit package for long term involvement • Maintain current members; add new members • Enhance chamber benefits • Member development & retentions • Expand business involvement, both financially and actively • Provide specific, effective and valuable support to new member businesses in the 2nd-5th years (i.e. after Forward Cody hand-off) • Advocacy (issues that affect business members) • Engage with government agencies to maximize multiple use of public land (partnership) • Become the 1st? contact point for visitors and business information • Retain and grow membership • Create an unparalleled member program and experience • More member activities such as: business after hours • Have a satisfied membership • Improve membership #s • Maintain membership • Refine membership levels, i.e., create packages vs. the current fees schedule • Respect/honor long-term members • More board activity – board visiting business • Create communication campaign that conveys importance of membership (include electronic) • More business training • Partner to provide professional development opportunities for staff and members
<p>Western Hospitality</p> <ul style="list-style-type: none"> • Defining, teaching and promoting • Provide consistent and constant hospitality training to front line staff (exceptional western hospitality) • Make a PhD: professional hospitality director • Set vision for “hospitality”
<p>Community</p> <ul style="list-style-type: none"> • Community as a place to visit and/or do business • Events • Develop community venues • Develop program(s) for wider audiences to move and visit Cody for more reasons than tourism • Diversify our reasons for visiting and for moving to Cody • Seasonal experiences • Investigate/expand year-round business opportunities • More visibility for chamber activities and accomplishments
<p>Sustainability</p> <ul style="list-style-type: none"> • Maintain good finances (keep in the black) • Balanced/sustainable budget
<p>Communication</p> <ul style="list-style-type: none"> • Network/Communication: partnership and involvement with business and resources • Communication with members or committees • Create and encourage social media communication program • Effectively communicate our successes
<p>Economy</p> <ul style="list-style-type: none"> • DO: stimulate local economy; action plan • Partner to advocate for year-round business opportunity • Provide and execute growth opportunities for business

