




**STRATEGIC PLAN**



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## PURPOSE

- Focus the Great Falls Area Chamber of Commerce on efforts that drive business success, connect leaders, and shape solutions for a thriving community.
- Set clear priorities to strengthen Great Falls' economy and civic vitality.
- Guide the Chamber's annual work with specific, actionable steps.
- Provide a framework for reviewing/adapting to changing needs and opportunities.


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## GUIDING PRINCIPLES

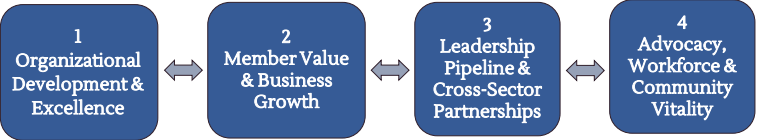
<p><b>Vision:</b></p> <p><i>The Great Falls Area Chamber is recognized as the trusted voice of local business, driving disciplined strategy, forging strong partnerships, enhancing stakeholder connections, and leading integrated advocacy. These efforts deliver growth, strengthen business success, and continue to make Great Falls a place where businesses and people thrive.</i></p>	<p><b>Mission:</b></p> <p>To drive business success, connect leaders, cultivate partnerships, and shape community solutions to build a thriving future for Great Falls.</p>	<p><b>Mission Pillars:</b></p> <p><i>Drive Business Success</i></p> <p><i>Connect Leaders</i></p> <p><i>Shape the Future</i></p>
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## AREAS OF FOCUS



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FOCUS AREA 1

## ORGANIZATIONAL DEVELOPMENT & EXCELLENCE

**GOAL: BUILD A HIGH-PERFORMING, FINANCIALLY SUSTAINABLE CHAMBER THAT MODELS EXCELLENCE IN GOVERNANCE, OPERATIONS, AND STAFF/BOARD LEADERSHIP.**

**Why this matters now:**  
Credibility depends upon disciplined, transparent, and professional operation. Enables an outward focus.



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## STRATEGIES AND ACTIONS

<b>Policies &amp; Procedures</b>	Finalize and adopt board and committee policies, bylaws updates, and onboarding materials to reflect the new working board model.
<b>Staff &amp; Board Development</b>	Deliver annual training for staff and board on governance, advocacy, and leadership. Provide onboarding refreshers for existing board members.
<b>Data &amp; Systems</b>	Fully implement MC Trade dashboard for transparent tracking of membership, engagement, and ROI; integrate data into reports.
<b>Financial Sustainability</b>	Diversify non-dues revenue streams (workshops, sponsorships, leadership pipeline) while maintaining alignment with mission pillars.
<b>Representation &amp; Integration</b>	Proactively recruit board and committee leaders from underrepresented sectors.
<b>Reputation &amp; Recognition</b>	Position the Chamber as the trusted voice of the business community.

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## SUCCESS METRICS

- 100% of committees are operating under updated policies and procedures, onboarding guides, and succession plans.
- MC Trade Dashboard launched within 6 months; data reviewed by board and shared publicly.
- ≥90% of board members complete onboarding/training refresh annually.
- 15% of annual revenue generated from non-dues sources by 2026.
- New board members recruited from underrepresented sectors by 2026.




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## Focus Area 2 MEMBER VALUE & BUSINESS GROWTH

**GOAL: BECOME THE GO-TO RESOURCE FOR BUSINESS SUCCESS AND SUPPORT. PROVIDE DEMONSTRATED VALUE TO MEMBERSHIP THROUGH TRAINING, NETWORKING, AND MENTORSHIP.**

**Why this matters now:**  
Our base is strong, but under-engaged. Members want outcomes they can see and measure.



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## STRATEGIES AND ACTIONS

<b>Impact Dashboard</b>	Launch Chamber Impact Dashboard in MC Trade to track retention, event/program engagement and referrals.
<b>Outcome-Based Programming</b>	Reframe events around business outcomes (workforce pipelines, business support, industry roundtables).
<b>Membership Packages</b>	Evaluate à la carte benefits and sponsorships. Ensure these are tied to measurable value (training seats, data briefings, marketing reach).
<b>Business Lab Pilot</b>	Support early-stage entrepreneurs with peer cohorts, expert Q&A, mentorship and networking connections.
<b>Ambassadors &amp; Connectors</b>	Train Ambassadors and Networking Groups to serve as structured connectors-to-outcomes, not just social greeters.



## SUCCESS METRICS


-  +10% net membership growth; +20% net growth in member engagement.
-  Track first time and returning participation at events. Evaluate metrics for event success, not just event satisfaction.
-  Member Value Briefs distributed with at least 3 Chamber-attributed wins recommended quarterly.
-  ≥15% of total revenue from non-dues sources by 2026.

### FOCUS AREA 3

## LEADERSHIP PIPELINE & CROSS-SECTOR PARTNERSHIPS

**GOAL: BUILD A VISIBLE, BROAD LEADERSHIP PIPELINE THAT CONNECTS BUSINESS, EDUCATION, MILITARY, AND CIVIC LEADERS TO ESTABLISH COMMUNITY SOLUTIONS.**

**Why this matters now:**  
By channeling our relationships into leadership and collaborative projects, we strengthen our influence and the community resilience.



## STRATEGIES AND ACTIONS

<b>Leadership Pathway</b>	A defined pipeline: member; to committee; to committee chair; to board member; to executive board. Documented succession policies will preserve leadership continuity
<b>Leadership Programs</b>	Integrate Leadership Great Falls (LGF) and Leadership High School (LHS) with board mentorship, micro-projects, and nonprofit placements.
<b>Partnership Map</b>	Publish a "Who to Call" map of local/regional partners (GFDA, schools, healthcare, Malmstrom, government) to accelerate collaboration.
<b>Bridge Forums</b>	Host forums to connect leaders across sectors for important community projects. This should include stakeholders from GFDA, Tourism, Education, Military, City/County Leaders, Tribal Leaders, etc.



## SUCCESS METRICS

-   
 100% of committees have succession plans by 2026.
-   
 30% of LGF participants advanced or placed on community boards.
-   
 One cross-sector project launched annually through Bridge Forums.
-   
 Annual Partnership Map updated and distributed to members


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## FOCUS AREA 4 ADVOCACY, WORKFORCE & COMMUNITY VITALITY

**GOAL: DELIVER A SHARP, NONPARTISAN ADVOCACY AGENDA FOCUSED ON CHAMBER PRIORITIES, TURNING POLICY INTO PROGRESS.**

**Why this matters now:**  
 Clear priorities, visible wins, and practical workforce solutions will define the Chamber's credibility as the trusted voice of business.



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## STRATEGIES AND ACTIONS


<b>Advocacy Platform</b>	Adopt and publish a biennial nonpartisan advocacy agenda aligned with Chamber priorities.
<b>Policy Tracking</b>	Develop a real-time bill/policy tracker and weekly update during legislative session to keep members informed.
<b>Workforce Solutions</b>	Partner on soft-skill credentials, internships, and open-door employer days with schools and workforce partners.
<b>Civic Engagement and Community Pride</b>	Board members will share personal testimonials about why they serve the Chamber and value Great Falls. These stories will showcase authentic leadership, inspire civic pride, and build a unifying narrative that attracts new members, investors, and partners committed to shaping Great Falls' future.
<b>Public Briefings</b>	Create an annual report to share the state of business in Great Falls.

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## SUCCESS METRICS


-   
 Attendance of a Chamber representative at >80% city/county commission meetings
-   
 Legislative Tracker created and implemented prior to the beginning of the next MT legislative session (Jan 2027)
-   
 ≥100 learners complete soft-skill or work-based experiences by 2026.
-   
 ≥75% of board members with Chamber testimonials by the end of 2026.
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 Annual Report




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**TIMELINE**




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**NOW**  
SHARE  
REALIGNMENT;  
PUBLISH "WHO  
WE ARE" ½-  
PAGE BRIEF




**1 MONTH**  
COMMITTEE  
POLICIES AND  
ONBOARDING  
FINALIZED



**3 MONTHs**  
COMMITTEES/  
STAFF  
TRACKING 2-3  
METRICS EACH



**6 MONTHS**  
IMPACT  
DASHBOARD  
LIVE AND  
ACCESSIBLE TO  
ALL BOARD  
MEMBERS



**12 MONTHS**  
ANNUAL  
REPORT AND  
CHAMBER  
BOARD  
TESTIMONIAL  
LAUNCH

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