

More Money for Your Mission

Diversify Your Revenue



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- President of **Hight Performance Group**
- Developer of **The Member Retention Kit** and **A New Approach to Tiered Membership**
- National instructor for the U.S. Chamber's Institute for Organization Management since 2004
- Wiley Workplace Solutions Certified Partner
- Career Background:
 - Vice President of Operations for the Chamber of Commerce of Hawaii
 - Motorola University instructor (Six Sigma, Benchmarking)
 - Kauffman Foundation, National Manager, FastTrac Entrepreneurship Program
- Is a member of :
 - Association of Chamber of Commerce Executives (ACCE)
 - American Society of Association Executives (ASAE)





Focus on the
MISSION

We will explore

- The latest trends in funding models.
- How strategic initiatives attract investors and community support.
- What other Chambers are doing to generate new streams of revenue to support their missions.



Why the Need for Revenue Diversification

- Dependency on membership dues and events as the main sources of revenue
- Rising costs of business, serving members, and limited resources
- Preparation for unexpected interruptions to operations (e.g., Covid)
- There is more your organization could do with more resources
- Most members have limited budgets and can be tapped out with frequent dues increases and event participation
- Diverse revenue streams will create a healthy, resilient, and sustainable organization

NON-DUES REVENUE TRENDS AND INSIGHTS

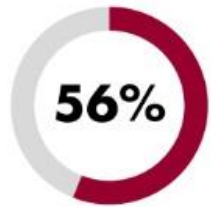
Diversification



Relevance and Value



Fee-for-Service



Median Percentage of Total Chamber Revenue from Non-Dues

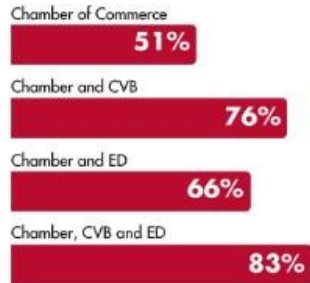
MOST CHAMBERS REPORTED
4 OR MORE SOURCES OF NON-DUES REVENUE IN FY2022

GENERATING NON-DUES REVENUE WAS THE
#1 PRIORITY OF ASSOCIATIONS IN 2022

Median Non-Dues Percentage by Total Chamber Revenue



Median Non-Dues Percentage by Organizational Function

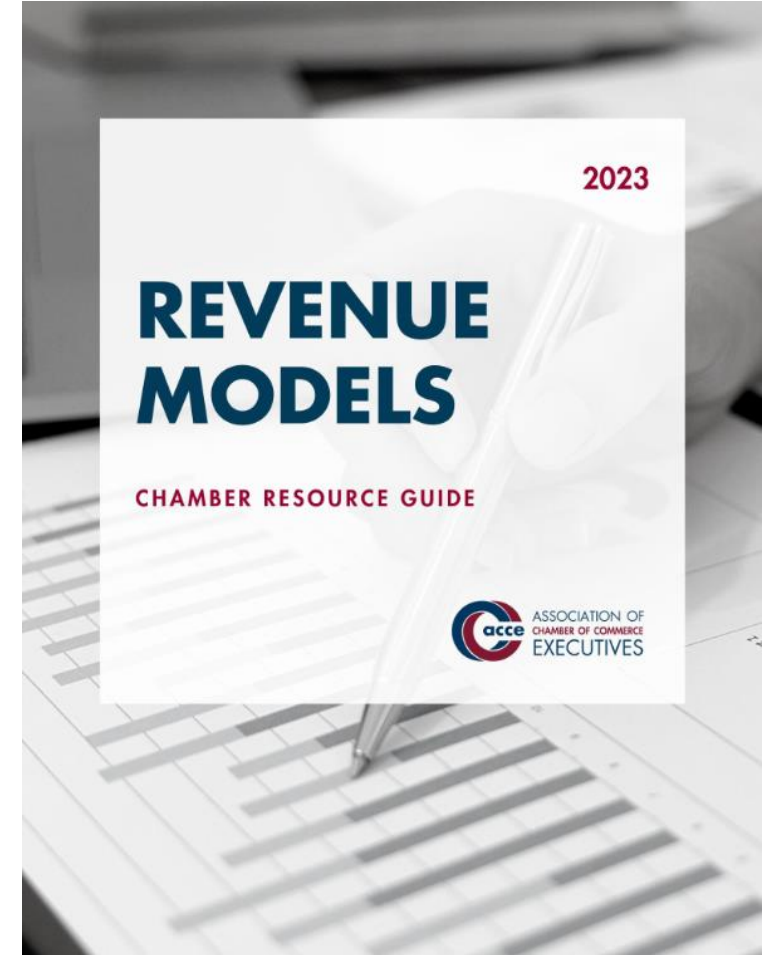


SOURCES:

- FY2022 Chamber Operations Survey, ACCE
- 2022 Association Viewpoint, McKinley Advisors

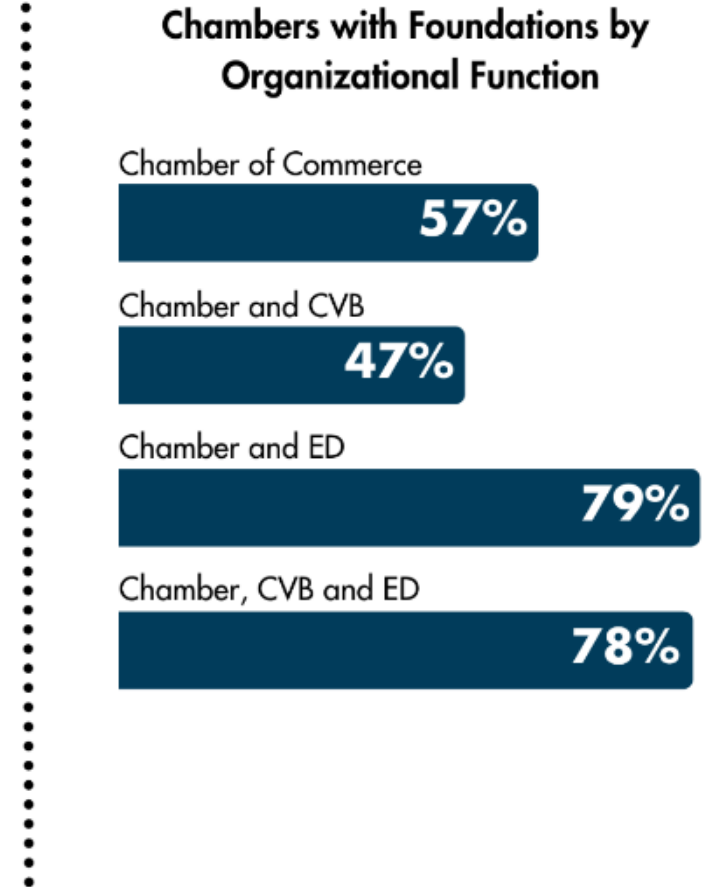
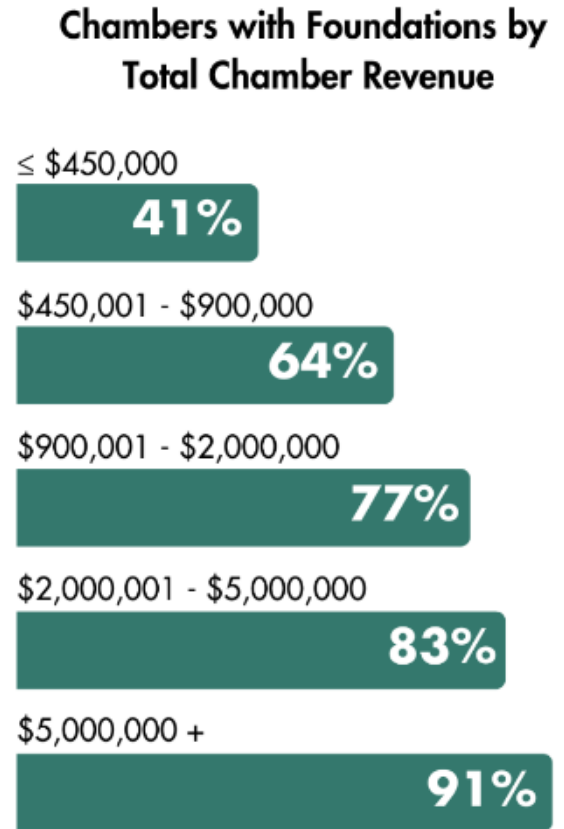
TERMINOLOGY

Affinity Programs	Business partnerships in which a vendor offers special rates or services to a chamber's members and the chamber receives a percentage of sales or a flat rate fee from the vendor.
Advertising	Revenue generated by the sale of advertising space, including print and digital.
Capital Campaigns	An intense fundraising effort designed to raise a specific amount of money within a defined time period to build an organization's assets and capacity.
Community Impact Funding	Funds to support the chamber's community advancement goals, which may come through the chamber foundation.
Convention and Visitors Bureau (CVB)	Funds received to support tourism, conventions, meetings and conferences in the chamber's service area. Sources include lodging taxes, grants and investment campaigns.
Economic Development (ED)	Funds received to support job creation, business attraction and retention and enhance quality of place in the chamber's service area. Sources include investment campaigns, contracts, grants and local option sales taxes.
Events	Community events that generate revenue through sponsorships and attendance.
Fee-for-Service	Services provided by the chamber, such as consulting, research, concierge, staffing or facility rentals, in exchange for a fee.
Product Sales	Revenue generated by the sale of products such as publications, print media or apparel.



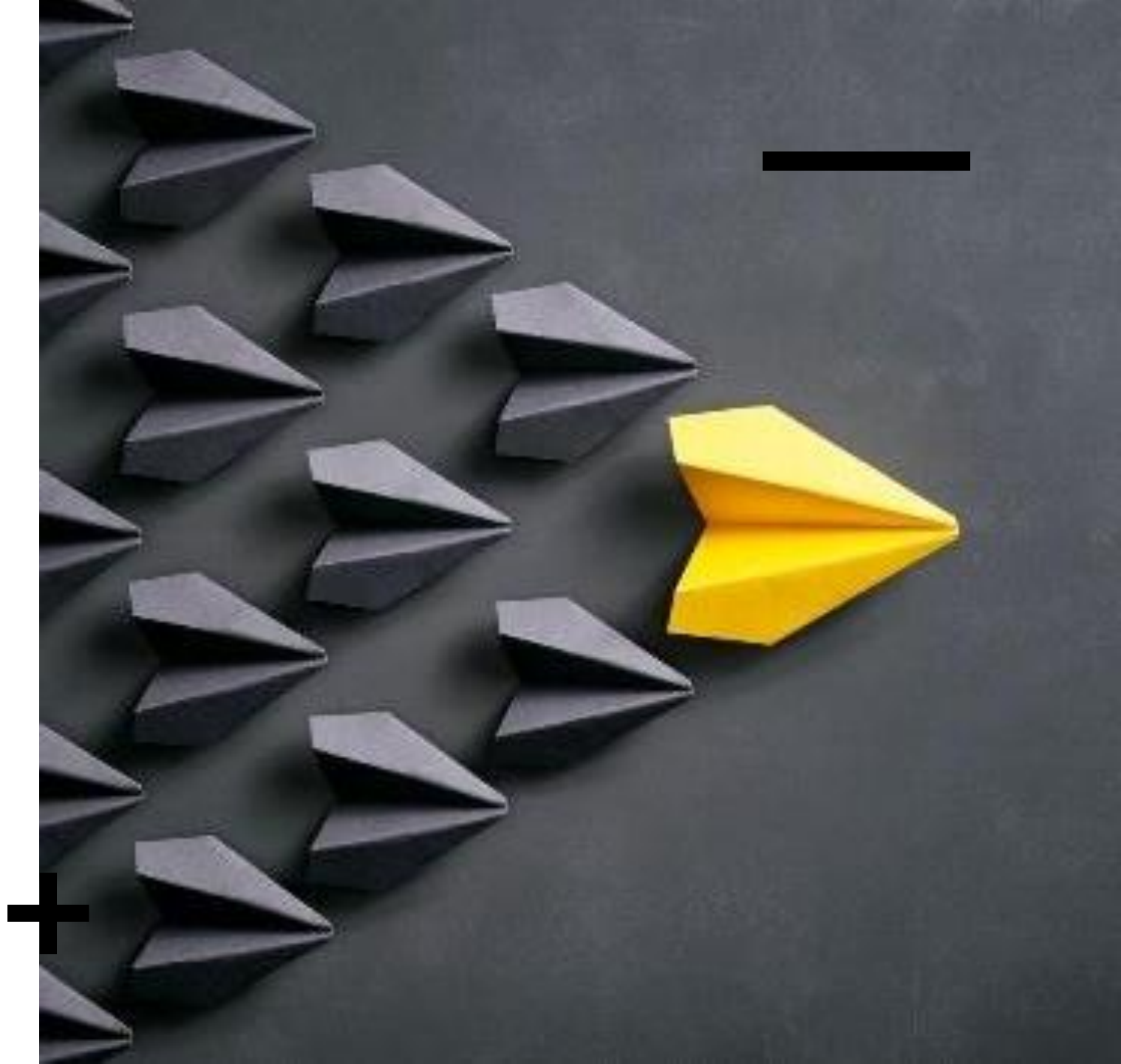
Growth in Chamber Foundations

60% OF CHAMBERS HAVE A 501(C)(3) FOUNDATION
VERSUS 44% IN 2012



SOURCE: FY2022 Chamber Operations Survey, ACCE

**Align Your
Revenue to
Strategic Priorities**



Common Chamber Strategic Priorities

Workforce Development

The Future of Work

Economic Vitality

Equality of Opportunity

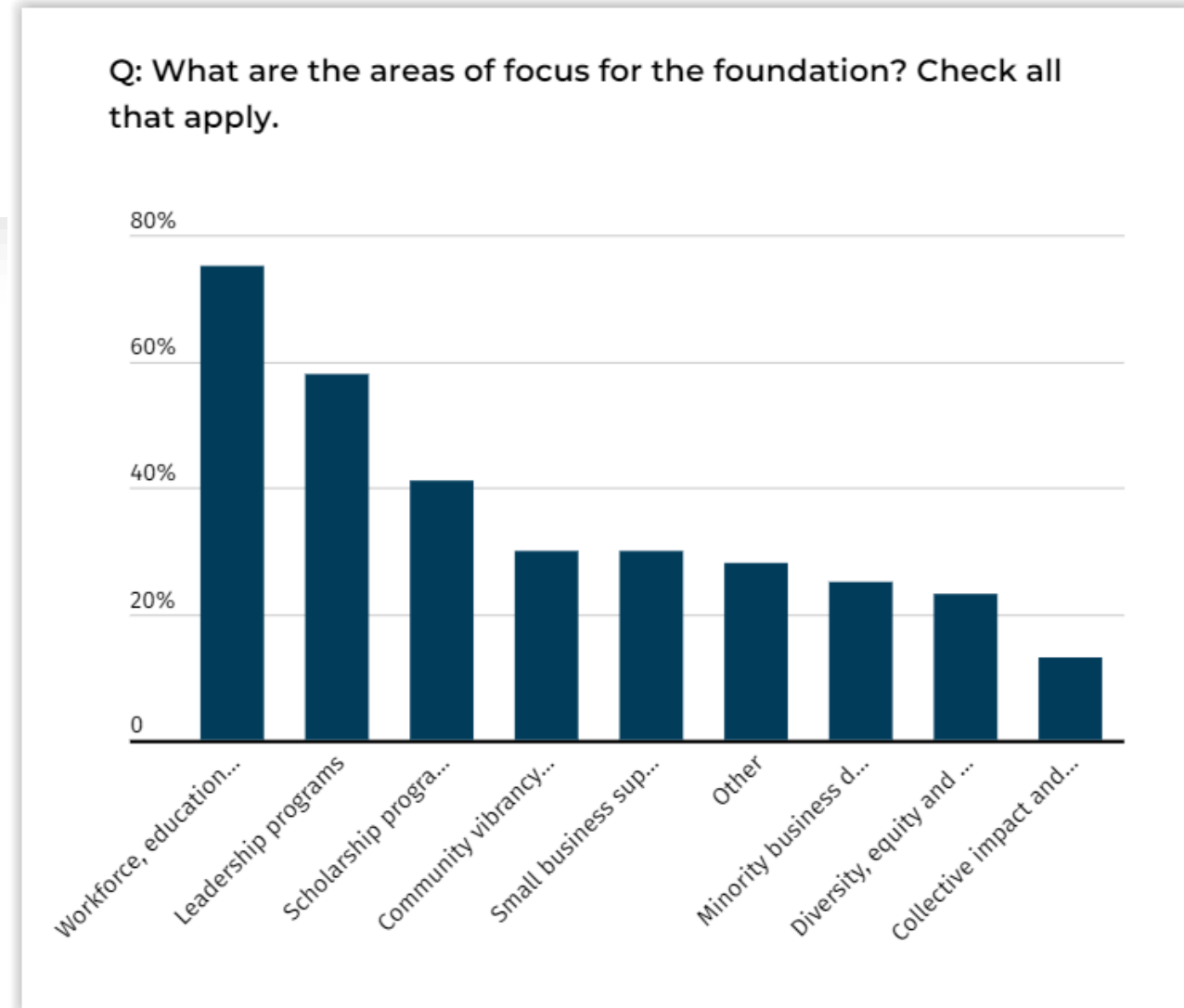
Entrepreneurship



Foundations Are Used to Fund Priority Initiatives

- Workforce development and education
- Leadership development
- Scholarships
- Community revitalization
- Small business support
- Minority business development
- DEI

Chart Source: [ACCE](#)



[Home](#)

[Foundation Governance](#)

[Examples of Chamber Foundations](#)

Partnering with Foundations in Response to COVID-19

[Sixty local businesses benefit from Chamber, Community Foundation fund](#)

A fund developed in partnership between the Chamber of Commerce of West Alabama and the Community Foundation of West Alabama is designed to provide immediate relief for small local businesses financially impacted by COVID-19. (Apr 13, 2020)

[Wayne County Foundation COVID-19 Crisis Response Grants](#)

The Wayne County Area Chamber of Commerce (IN) partnered with the EDC, CVB, and community foundation to create a fund to support local businesses with grants and low interest loans. They are also using their buying power to facilitate bulk purchase of PPE to assist local businesses in re-opening according to guidelines.

[PHL COVID-19 Fund](#)

Chamber of Commerce for Greater Philadelphia (PA) worked with the city, the community foundation and other corporate and philanthropic partners to establish a fund to support local nonprofits on the front lines of the COVID-19 pandemic. The fund distributes money to nonprofit organizations that have a track record of helping at-risk groups.

See more examples of chambers coordinating with community foundations and other stakeholders on coronavirus efforts on the [ACCE Blog](#).

Examples of Chamber Foundations



[Chicagoland Chamber of Commerce Foundation \(IL\)](#)

The foundation coordinates educational resources, programs, and research to advance the activities of the Chamber. Foundation initiatives allow the Chamber to collaborate with strategic partners and organizations to address key business issues, and extend the scope of our activities. These initiatives serve a diverse audience including community leaders, entrepreneurs, business executives, employees, as well as educators and students. The pillars of the Foundation include Workforce Development, Disability Inclusion, and Business Education.



[Denver Metro Chamber Leadership Foundation \(CO\)](#)

The foundation, which focuses exclusively on regional leadership development programs, has eight different initiatives centered around building community leadership for various groups, including undergrads, young professionals, and executives new to Denver.



[Florida Chamber Foundation](#)

The Foundation works in partnership with state business leaders to secure Florida's future. The Foundation's Six Pillars address the critical factors determining Florida's future and provides a platform for local, regional and state-wide collaboration towards the first-ever long-term strategic plan for the state. The Six Pillars framework encompasses the following areas: Talent Supply & Education; Innovation & Economic Development; Infrastructure & Growth Leadership; Business Climate & Competitiveness; Civic & Governance Systems; and Quality of Life & Quality Places.

[Tampa Bay Chamber Foundation \(FL\)](#)

The Foundation is an affiliate of the Tampa Bay Chamber and is dedicated to serving members and strengthening the community by building success. The foundation provides ongoing leadership development and educational programs that give members opportunities for continued learning and growth.



[Main Street Lehigh Valley - Greater Lehigh Valley Chamber of Commerce \(PA\)](#)

The Chamber Foundation's mission is to improve every Main Street in the Lehigh Valley through targeted investments in revitalization programs, facade improvements, streetscape designs, urban planning, event promotion, sidewalk beautification, and other enhancements to the physical appearance of our downtowns and urban centers.



[Partnership for a Sustainable Community - Chapel Hill-Carrboro Chamber of Commerce \(NC\)](#)

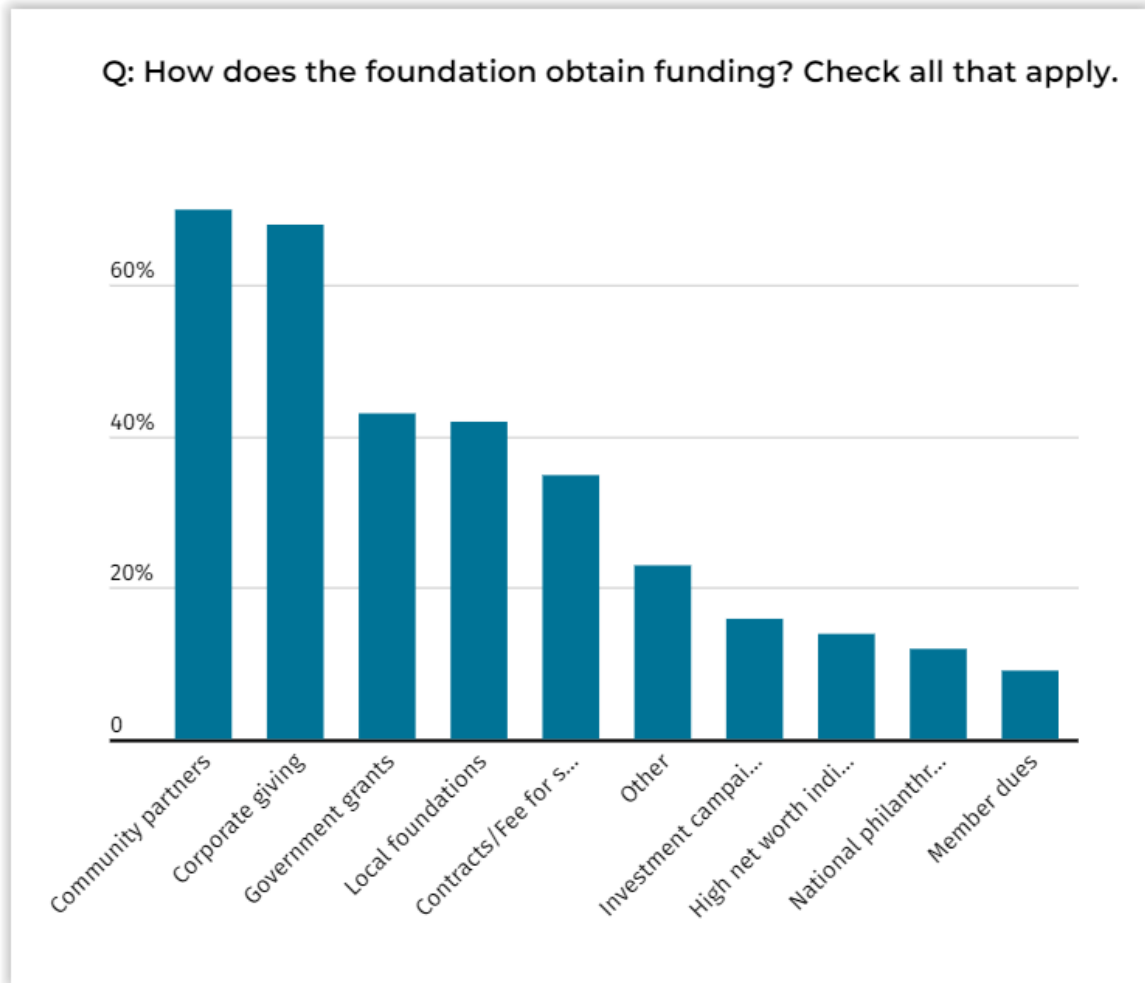
The Partnership applies business leadership to solve community problems and create opportunities, focusing on helping non-profits and businesses with a charitable focus achieve their goals.



[Capital Region Chamber Foundation](#)

Initiatives of the Foundation include the Tech Valley Young Professionals Network, Diversity and Inclusion, Leadership Tech Valley, the Entrepreneur Boot Camp and the College of Saint Rose Business Intern Partnership.

Foundation Funding Sources



- Community partners
- Corporate giving
- Government grants
- Individual donations (members/non-members)
- Local foundations
- Contracts/ fee for services
- Investment campaign
- High net worth individuals
- National philanthropic foundations

Grant Opportunities for Foundations

- Federal opportunities:
<https://www.grants.gov/web/grants>
- Philanthropic opportunities (foundations and grants): <https://www.opengrants.io/>
- U.S. Economic Development Administration (i.e., Good Jobs Challenge, Disaster Recovery):
<https://www.eda.gov/funding/funding-opportunities/>
- **Microsoft Grants for Nonprofits:** [Microsoft Tech for Social Impact](#) provides technology to help nonprofits achieve their mission. Microsoft offers grants and discounts for products and services to eligible nonprofits, including products like Azure, Dynamics 365, and Microsoft 365.
- Check with your local community and stakeholders for other opportunities



Benefits of Having a Foundation

- The creation of a 501(c)(3) public charitable foundation enables you to have philanthropic support from individuals, corporations, and other foundations to fund qualified programs and services.
- The foundation is the philanthropic arm that complements your existing mission and program of work.
- The mission of the foundation can be different than your organization's and have a different Board of Directors.
- The foundation can have an operating agreement with your organization for staffing, office space, and functions (which can offset your operating costs).

Feedback:

Does your Chamber have a foundation?





Partners and Sponsors for Strategic Initiatives

Win-win opportunities to support your mission and enhance your community

Include Sponsorships Beyond Events



Talent Benefactor 2024

Initiative: Economic Development
Type: Program Benefactor



Talent benefactors support the Chamber's workforce & talent pipeline initiatives, including growing, retaining, and attracting a skilled and diverse workforce for the region. Benefactors help develop programs and partnerships to meet the talent supply and demand needs for regional businesses. Programming includes State of Workforce and Talent, HR Forums, and the Education Leadership Summit. The time frame for the sponsorship is January through December.

Note: Tulsa Regional Chamber is now a recertification provider for SHRM (Society for Human Resources Management) and talent related events qualify for professional development credits.

Sponsor Opportunities

- Benefactor:** \$10,000 (multiple available)
- Logo recognition at HR Forums & Educational Leadership Summit, event visuals and printed collateral
 - Opportunity for one representative to attend State of Workforce and Talent private meeting
 - One seat at head table for CEO or ranking representative at State of Workforce and Talent
 - One reserved table for 10 in prime location at State of Workforce and Talent
 - Logo recognition on Talent Talk e-newsletter

Small Business Connection Benefactor 2024

Initiative: Small Business
Type: Program Benefactor

Recognition at all of the Chamber's small business programs, events and publications, including: Tulsa Small Business Connection Summit & Awards, Small Business Resource web-page and Connection meetings. This sponsorship is ideal for companies interested in gaining visibility and connections with small business owners and operators. The time frame for this sponsorship is January through December.

Sponsor Opportunities

- Benefactor:** \$8,500 (multiple available)
- Logo recognition on Chamber correspondence relating to small business issues and events, including broadcast emails, direct mail and Small Business Resource web-page
 - CEO or ranking representative seated at head table of the Small Business Summit & Awards
 - One reserved table for 8 at Tulsa Small Business Summit & Awards
 - Exclusive invitation for one representative to attend Small Business Connection meetings

Small Business

MEMBERSHIP

Annual Meeting & Inauguration	1	Tulsa Regional Chamber's State of the City	27
Golf Classic	2	Tulsa Regional Chamber's State of the State	28
Tulsa Regional Chamber Drillers Suite	4	OneVoice Washington D.C. Fly-In	29
TulsaChamber.com	5	OneVoice Day at the Capitol	30
Monday Memo	6	OneVoice Regional Legislative Summit	31
The Chamber Report	7	Congressional Forum Series	32
New Member Portfolio	8	Legislative Briefing Breakfast Series	33
President's Report	9	OneVoice Task Forces	34
Leadership Retreat	10	Legislative Update	35

ECONOMIC DEVELOPMENT

State of the Economy	11	Intercity Visit	36
Aerospace Council	12	Diversity, Equity & Inclusion Benefactor	37
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SMALL BUSINESS

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Economic Development

COMMUNITY DEVELOPMENT

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Consider Opportunities to “Move the Needle” and Create Impact

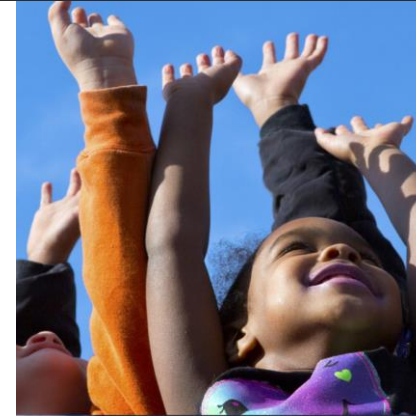
- Create value-aligned partnerships to support your mission and strategic initiatives that also align with corporate members:
 - Advocacy
 - Diversity, Equity & Inclusion
 - Economic development
 - Education/ workforce development
 - Entrepreneurship
 - Quality of life
- Identify opportunities for under-served customers or where there are gaps in service.



Sample Strategic Community Initiatives



Revitalize Urban Neighborhoods



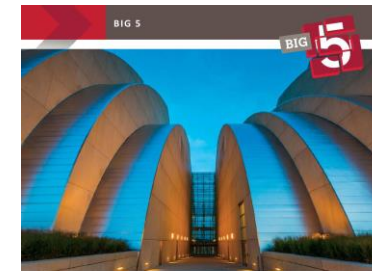
Kindergarten Readiness



**Making KC
America's Most
Entrepreneurial City**

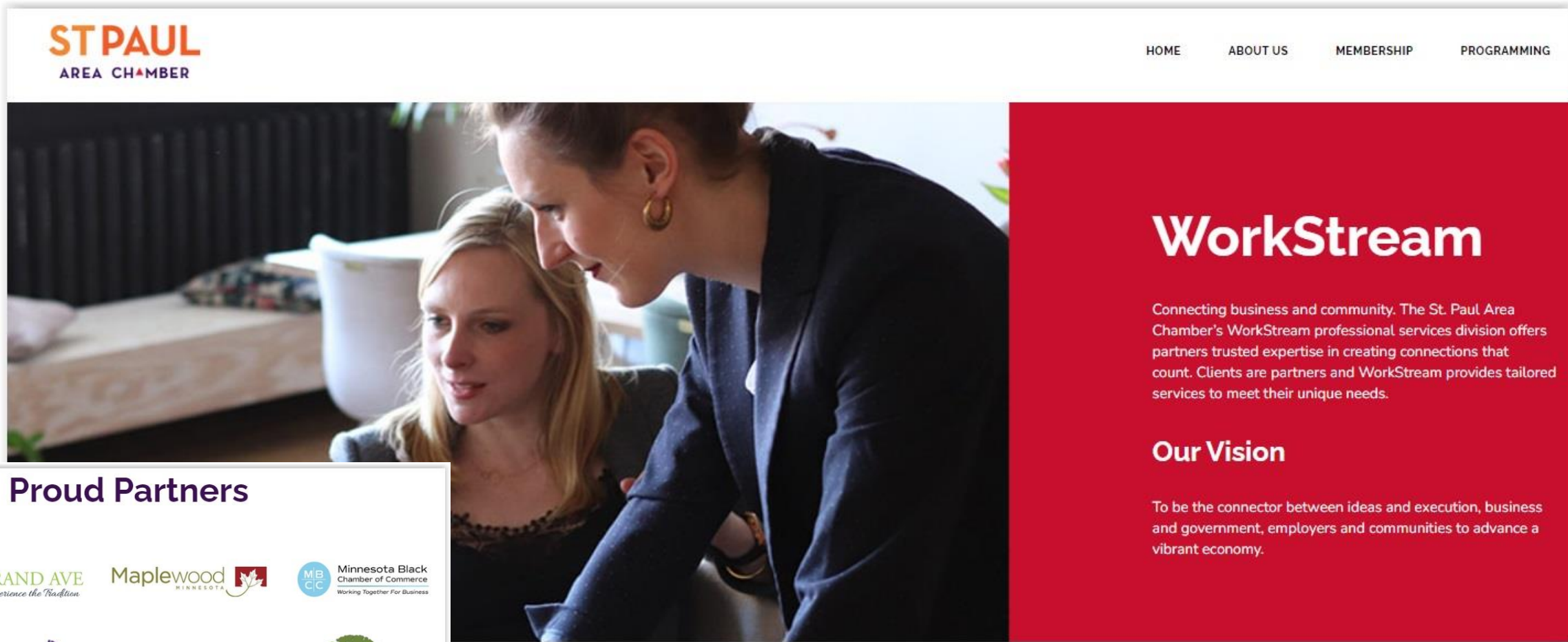


**Building KC's Innovative
Transportation Solutions**



**Building a New World-Class
Conservatory at UMKC**

Sample Initiative Partnerships



Proud Partners



Sample Partnerships: Knowledge Hub



MONDAY, FEBRUARY 27, 2023

Swiftly, Inc

The State of Public Transit: 2023 Industry Report

Download this year's State of Public Transit report to learn how the industry is confronting challenges by embracing a mindset of connectedness - one built on data, modern technology standards, and above all, a desire to transform the rider experience.

[Read More >>](#)



MONDAY, FEBRUARY 27, 2023

Wash-Bots

How One Transit Agency Saved Time and Money While Keeping their Fleets Clean

BC Transit needed and found a SINGLE adaptable solution for keeping their buses clean and sanitary in practically all depots, from size small to extra-large! Learn how BC Transit saved time, cut costs and kept passenger happy in this case study.

[Read More >>](#)



MONDAY, FEBRUARY 20, 2023

Swiftly, Inc

A Guide for Transit Agencies: Unlocking the Value of Real-Time Passenger Information with GTFS-rt

Not all Real-time Passenger Information is created equal. There are three key reasons why thousands of agencies are using GTFS-rt as the foundation for passenger information.

[Read More >>](#)



TUESDAY, FEBRUARY 7, 2023

RideCo

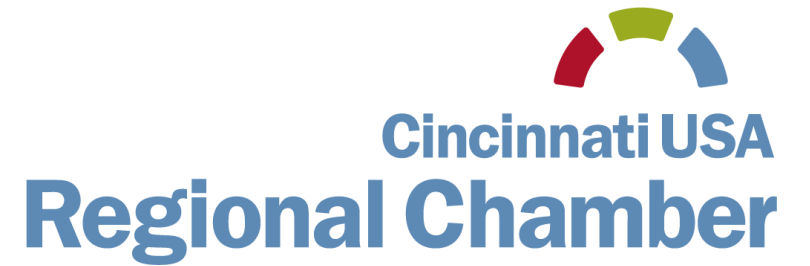
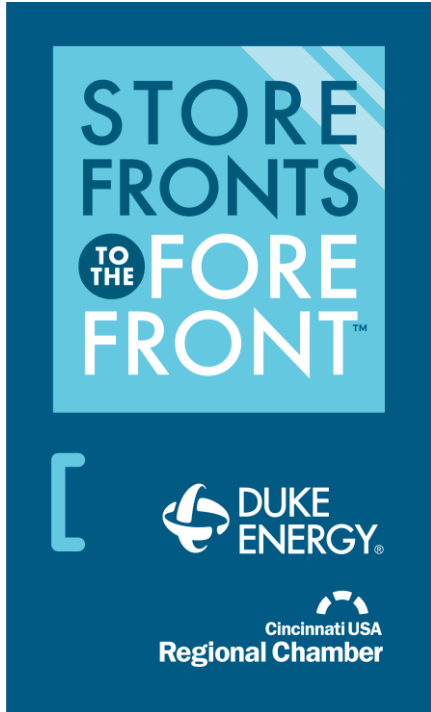
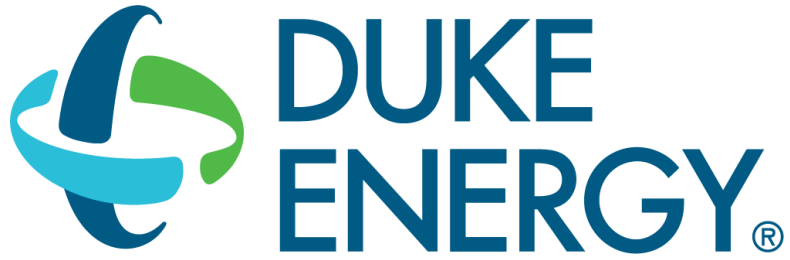
Using Federal Funding Options to Provide Innovative On-Demand Transit

Identifying the appropriate seed and sustainable funding options are critical to ensuring the operational and financial success of the service. This helpful guide examines potential options for funding on-demand transit services.

[Read More >>](#)

| APTA Knowledge Hub

Our library of free downloadable content includes white papers, webinars, product guides, case studies, industry analysis and much more, provided by experts and vendors within the transportation industry. These resources are not endorsed by APTA, and rather they are vendor-sponsored content designed to be helpful to your organization. By downloading the content, you may be contacted by the provider. For more information on posting content in the Knowledge Hub, please [click here](#).



GET INVOLVED

Events

Social, cultural, and community events help us connect, celebrate, learn, and get involved. Check out our events calendar to find out how you can participate.

[View Upcoming Events →](#)

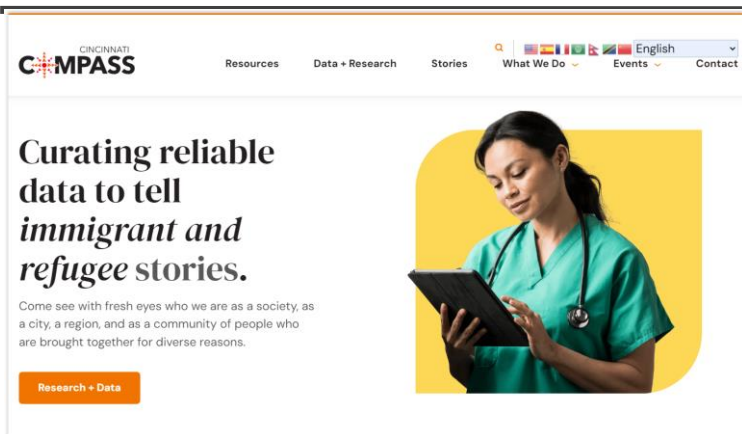


RESOURCES

Resources

Connect with a wide range of resources to accompany you as an immigrant or refugee living in the Cincinnati region. Resources include education + training, small business support, social services, legal, and more.

[Explore →](#)


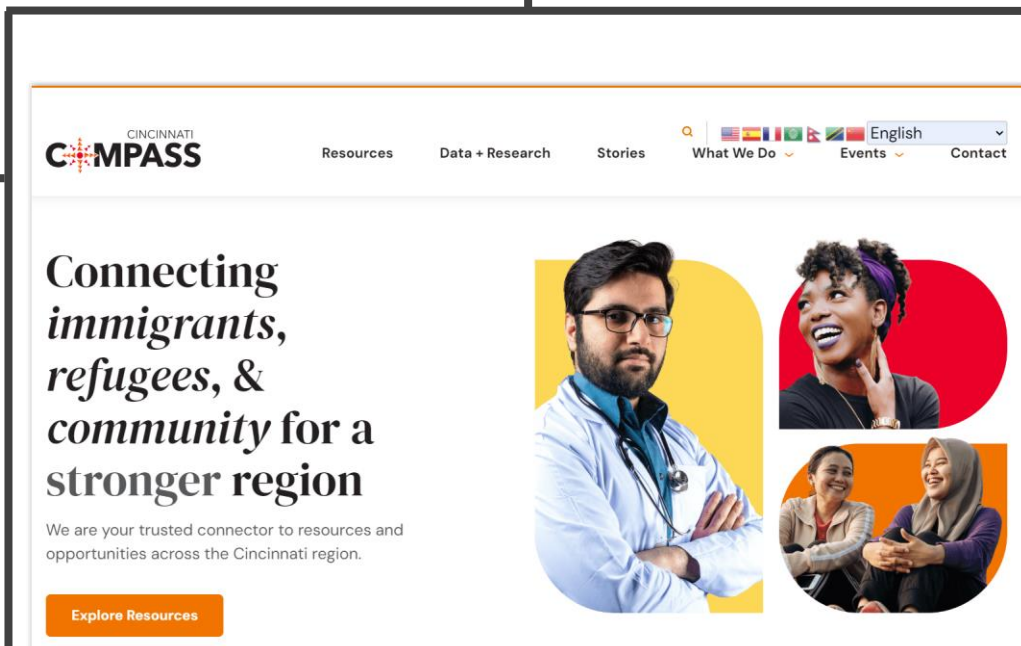
CINCINNATI
C-MPASS

Resources Data + Research Stories What We Do English Events Contact

Curating reliable data to tell immigrant and refugee stories.

Come see with fresh eyes who we are as a society, as a city, a region, and as a community of people who are brought together for diverse reasons.

[Research + Data](#)


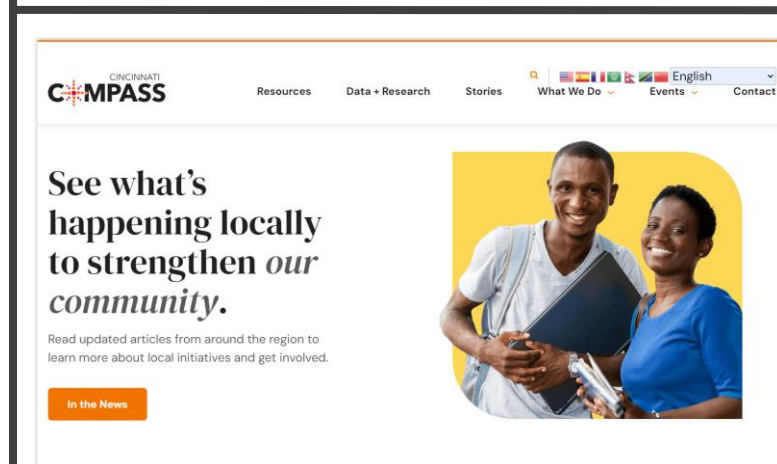
CINCINNATI
C-MPASS

Resources Data + Research Stories What We Do English Events Contact

Connecting immigrants, refugees, & community for a stronger region

We are your trusted connector to resources and opportunities across the Cincinnati region.

[Explore Resources](#)


CINCINNATI
C-MPASS

Resources Data + Research Stories What We Do English Events Contact

See what's happening locally to strengthen our community.

Read updated articles from around the region to learn more about local initiatives and get involved.

[In the News](#)



Welcome to The Success School!

As a part of the Chamber's Foundation, The Success School acts as the connection between the business and the education communities. We serve students by introducing them to many different potential career options, providing them with opportunities to interact with professionals in different fields and helping them understand that graduating from high school is crucial for future success. We also serve the business community by offering meaningful volunteer opportunities for business professionals in our career learning programs which provide workforce development services for youth.

Mission: Provide real-world learning opportunities for area students to increase academic engagement and excite young people about future careers to help shape tomorrow's workforce for employers in Monroe County.

The Success School's Five Keys

The Success School focuses all of its programming around its five keys which include:

1. Job Skills
2. Entrepreneurship
3. Soft Skills
4. Career Exploration
5. Financial Literacy

[FIND OUT MORE](#)

Check out our Socials!

[FACEBOOK](#)

[YOUTUBE](#)



Programs & Events

The Success Schools offers a wide variety of Career Learning Programs and Events to students in Monroe County. These programs provide hands-on experiences that get students excited about future education by helping them realize the relevance and importance of their education to life. These programs also help students by introducing them to a wide variety of careers that are available after graduation.

During each school year, The Success School offers the following programs (please click the image to learn more):



Reality Store



Career Intro Panels



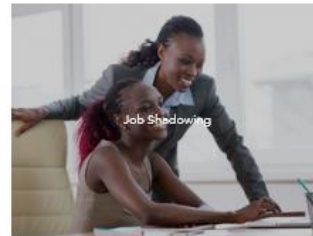
Career Days



Mock Interviews



Soft Skills



Job Shadowing



Life Sciences and STEM Career Fair



Financial Literacy



Employment Fair



Book Reading on Careers and Financial Literacy



Tour of Opportunity



Youth Entrepreneurship

Thank you to our Success School Sponsors



INDIANA UNIVERSITY



IVY TECH
COMMUNITY COLLEGE



Indiana University Health

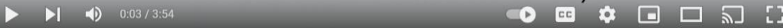


The Herald-Times



The Greater Bloomington
Chamber of Commerce

Better business. Better community.



The Success School

Sample Annual Partnerships



Annual partnerships

Maximize exposure through strategic alignment and high-level engagement.

Levels:

- Pivotal Partners
- Foundation Partners
- Corporate Partners

[See our partners](#)



2023 Annual Partnerships

PARTNER 12-MONTHS BENEFITS

Chamber partnerships provide access, marketing, and visibility. Position your company message to community leaders throughout Central Texas. Partner levels align your company with purpose driven programs to create a high level of engagement. Partner benefits are outlined for each tier level.



ALIGN YOUR MISSION



ENGAGEMENT



REACH



AUDIENCE

Pivotal	Foundation	Corporate
12-Months Branding \$20,000	12-Months Branding \$15,000	12-Months Branding \$7,500
Event Sponsorship Commitment in 2023 (minimum) \$30,000	Event Sponsorship Commitment in 2023 (minimum) \$12,500	Event Sponsorship Commitment in 2023 (minimum) \$5,000
PIVOTAL PACKAGE: \$50,000	FOUNDATION PACKAGE: \$27,500	CORPORATE PACKAGE: \$12,500

	PIVOTAL	FOUNDATION	CORPORATE
Video in member newsletter (~1 min)	4 per year	2 per year	N/A
Video featured on the Chamber website	✓	N/A	N/A
Guest blog articles	6 per year	4 per year	2 per year
Featured social posts (may include video)	4 per year	3 per year	2 per year
Social Media Takeover (1 day) *Must be approved	1 per year	N/A	N/A
Tickets to Chamber series events	4 per year	4 per year	N/A

To learn more about partnership and sponsorship opportunities:

Visit austinchamber.com/membership/sponsorship

OTHER REVENUE SOURCES

- Events and fundraising (i.e., galas, trade shows, raffles, door prizes, community events for residents and visitors)
- Advertisements on website, newsletters, social media channels
- Merchandise sales (i.e., branded t-shirts, water bottles, stickers)
- Job boards for employers
- Fee for service (i.e., DE&I training, staffing, research, concierge programs for new residents, job candidates, personalized tours and introductions)

The screenshot displays the Mason City Chamber of Commerce website. At the top, the logo features a stylized figure holding a torch, with the text "MASON CITY CHAMBER OF COMMERCE" to its right. Navigation links include "HOME", "ABOUT", "JOIN", "MEMBER ZONE", "LIVING HERE", "COMMERCE CENTER", and "WHAT'S HAPPENING". A search bar on the right contains the text "FIND A BUSINESS / SEARCH SITE / LOGIN".

The main content area is titled "COMMUNITY CONCIERGE" and includes a sub-navigation bar with "HOME", "LIVING HERE", "COMMUNITY", and "COMMUNITY CONCIERGE". The text describes the service: "The *Community Concierge* is a service of the Chamber, with the goal of helping employers recruit and retain high-value employees by providing resources to promote a smooth transition into Mason City and help the employee and their family forge a lasting connection with the community." It notes that referrals are \$250 and lists the following inclusions:

- A personalized, guided tour of Mason City
- Help with employment for a trailing spouse
- Connection with principals or teachers at Mason City Schools
- Assistance in locating quality rental housing
- Introduction to service clubs, churches, and volunteer opportunities
- On-going touchstone for future resources once the employee is settled into Mason City

A "REQUEST A TOUR" button is visible. Below this is a photo of four people holding certificates, with the caption: "The Chamber has four Professional Certified Guides ready to show you our community!".

Additional Resources listed include:

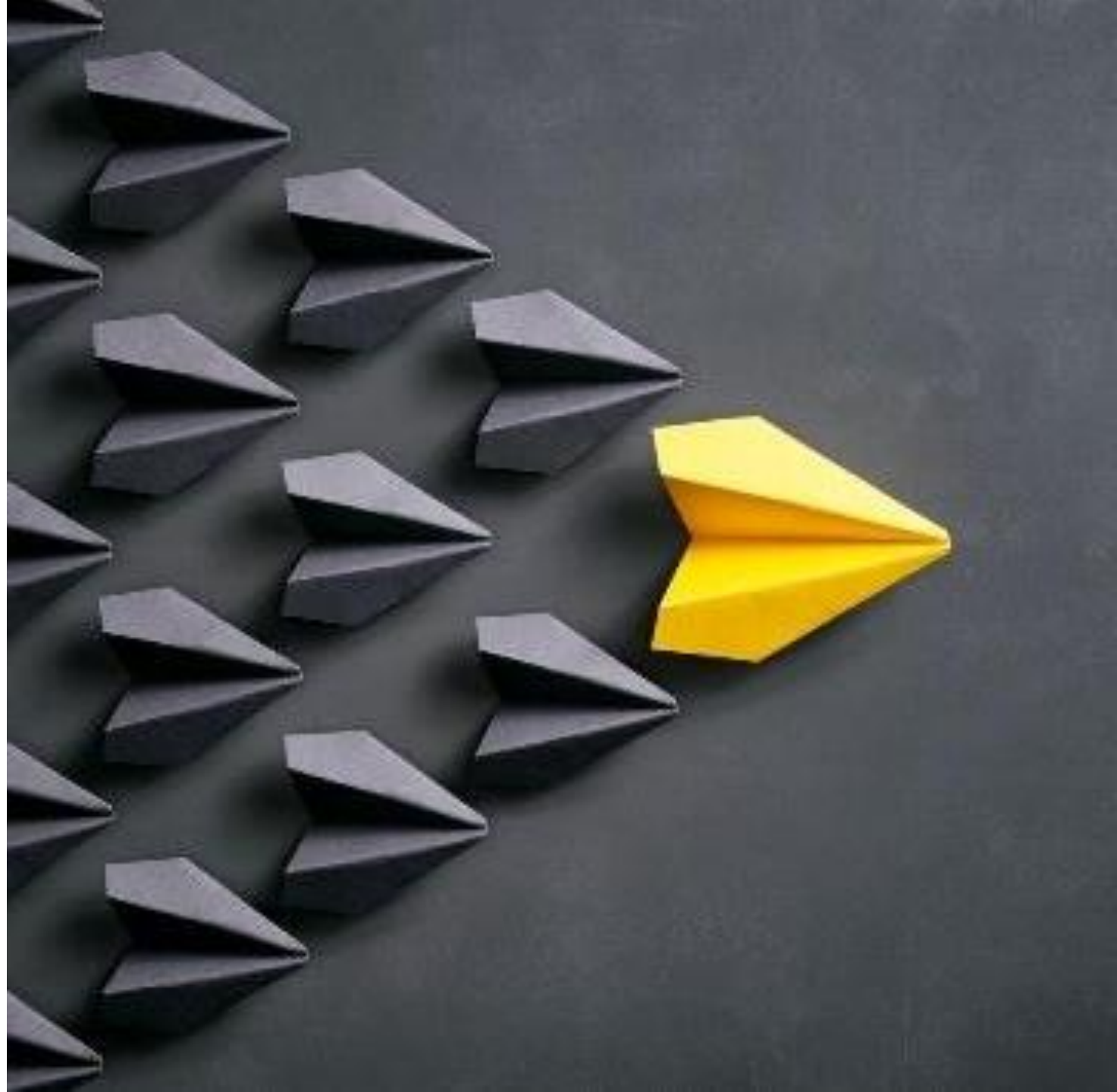
- Online assistance for finding housing, setting up utilities and services, childcare options, schools
- *New to North Iowa* Relocation Guide
- Complimentary welcome meeting with *Community Concierge* (available by appointment)

A video player is embedded, showing a man and a woman in a library setting. The video title is "New to North Iowa: 'You Belong Here'". The video player includes a "Watch on YouTube" button and "Watch later" and "Share" options.

At the bottom, a thank-you message states: "Thanks to Chamber members who contributed to the *Voluntary Workforce Attraction* fund, the *Community Concierge* was able to attract dozens of new families to our region and grow its services for new or prospective residents." A footer provides contact information: "For more information, email [Allyson Krull](#) or call 641.423.5724."

Small Group Activity:

**Share how you are diversifying
your revenue streams.**



SUMMARY



Chambers are leveraging foundations to serve as the philanthropic arm to complement their missions.



Strategic initiatives attract partners and sponsors with meaningful opportunities to “move the needle” on making an impact in your community.



You can diversify revenue streams to include foundation fundraising, targeted sponsorships and partnerships, and fee for services.

Cathi Hight

- Staff training and Board retreats
- Strategic planning initiatives
- Membership development resources
- Conference presentations
- Check out our web site for articles, blogs and webinars: www.hightperformance.com
- Sign up for my monthly webinars for cutting-edge topics on how to create a sustainable organization
- Contact me at (512) 354-7219 or at cathi@hightperformance.com

