Montgomery County Chamber of Commerce Strategic Plan 2025-2027 Public Summary











Executive Summary

The Montgomery County Chamber of Commerce (MCCC) is embarking on a transformative era, committing anew to advocacy, innovation, and inclusion to drive impact within the business community.

This 2025–2027 Strategic Plan lays out a bold path forward, grounded in an integrated approach to sharpen the Chamber's impact, deepen stakeholder value, and strengthen economic vitality across Montgomery County.



Overview of the plan's purpose:

- The plan aims to enhance the Chamber's leadership in advocacy, foster deeper member engagement, and advance inclusive, equitable, and economically sustainable development. The vision is to lead the Montgomery County business community as a catalyst for change, driving policy, partnerships, and programs for a prosperous future. The mission is to serve as a strong, sustainable, and compelling voice, partner, and representative for Montgomery County's economic growth by engaging county, state, and federal stakeholders.

- The MCCC's Value Proposition offers members a powerful platform for growth and success that transcends the local economy, providing strategic resources for advocacy, membership experiences, and a reliable, sustainable organization to amplify the voice of business. The Chamber operates on principles of Partnership, Inclusion, Innovation, Technology, and Accountability.

Strategic planning process:

- This strategy is built upon comprehensive data gathered from various sources, including surveys, interviews, benchmarking studies, and facilitation sessions.

- The planning process involved board and staff workshops, stakeholder one-on-one interviews with county and regional leaders, dedicated surveys for Board of Directors and members, peer benchmarking against organizations like the Greater Washington Partnership and Maryland Chamber, and multiple internal planning and retreat sessions.

- This extensive engagement ensures the plan reflects the voices and needs of members, partners, staff, and the community.



Strategic Framework

Our Three Pillars of Impact:

Programs & Membership

Goal: Deliver member-centric services and engagement. Grow membership and create pathways

Objectives:

- Create a clear pathway for new members from the point of joining
- Create a growth plan for membership based on industry and size of business.
- Be the first contact once a business is open in the county.

Goal: Deliver programs that members see as essential to their success.

Objectives:

- Provide high-impact B2B engagement.
- Create specific commercial matchmaking and mentorship opportunities.
- Launch digital, member-driven programs (e.g., virtual forums, supplier exchanges).



Government Relations

Goal: Deliver impactful policy advocacy for Montgomery County's business community by leading with a stronger voice, particularly at the county level.

Objectives:

- Develop and advance policy options to improve the business climate.
- Effectively oppose policies that are harmful to the business community.
- Engage policymakers and members to deepen understanding of issues important to the business community.

Marketing and Communications

Goal: Establish MCCC as the leading voice of Montgomery County's business community through strategic, high-impact communications that drive member growth and engagement.

Objectives:

- Position Chamber as the trusted go-to source for businesses, policymakers, and media seeking expertise and solutions to attract new members and partners.

- Shape policy narratives with purpose-driven advocacy messaging that reinforces MCCC's value and deepens member loyalty.

- Strengthen engagement with members and partners through consistent multi-channel communications that keep them informed, connected, and active.



Vision, Mission & Values

Vision

To lead the Montgomery County business community as a catalyst for change, focused on driving policy, partnerships, and programs that ensure a prosperous future.

Mission

Serving as a strong, sustainable and compelling voice, partner and representative for Montgomery County's economic growth by engaging across county, state and federal stakeholders.

Value Proposition

We provide our members with a powerful platform for their growth and success that transcends the local economy by delivering strategic resources for advocacy, membership experiences and a sustainable organization that they can rely on to amplify the voice of business.

Operating Principles

Partnership: We collaborate with other chambers, businesses, and stakeholders to tackle challenges and drive collective success.

Inclusion: We engage a diverse range of community members, businesses, and organizations in shaping the county's future.

Innovation: We redefine networking and events to foster dynamic engagement and facilitate new business connections and idea generation.

Technology: We embrace technological advancements, including AI, to innovate and enhance efficiency across sectors.

Accountability: We track our goals and commitments, and we practice transparency in order to fulfill our mission and vision.

Our Go-Forward Vision

This plan represents a decisive shift from reacting to leading, from responding to shaping policy, and from siloed programming to integrated solutions.

It underscores the clear need to strengthen advocacy, especially at the county level, while also modernizing programs, deepening member engagement, and addressing systemic gaps in diverse opportunity and access, workforce development, and digital transformation.

The plan prioritizes impact, accountability, and adaptability, ensuring the Chamber remains a relevant and powerful catalyst for economic prosperity.

With a strong foundation built on stakeholder trust, longstanding membership, and regional partnerships, the Chamber is poised to not only address today's challenges but to shape tomorrow's opportunities.

The Chamber's Go-Forward Vision is a blueprint for progress and a shared vision for a more competitive, connected, and sustainable Montgomery County business community. It is a call to action for the Chamber to be bolder, smarter, and faster, serving as a leader that connects and delivers results.



Our Next Steps

To bring this Strategic Plan to life, the Chamber will take the following next steps:

- **Communicate the Plan:** Present the Strategic Plan to members, stakeholders, and partners through targeted communications and engagement events.
- **Activate Committees:** Align current and newly proposed committees with strategic priorities, and recruit members to lead implementation efforts across each initiative.
- **Develop Implementation Roadmaps:** Translate each strategic initiative into detailed work plans with timelines, milestones, and assigned responsibilities.
- **Launch Key Initiatives:** Prioritize early wins such as the Legislative Action Strategy, Workforce Development Partnerships, and Member Onboarding Revamp to build momentum and demonstrate impact.
- **Measure Progress:** Use the outlined metrics and dashboards to track performance, inform decision-making, and provide transparent updates to the board and membership.

- **Engage Members Continuously:** Maintain an open feedback loop through surveys, listening sessions, and consistent communication to ensure the plan remains responsive and member-driven.

These next steps will ensure the Strategic Plan evolves from a bold vision into a daily reality—driving results and delivering value to our diverse and dynamic business community.

Final Thoughts: From Plan to Practice

This plan was shaped by you; our members, partners, staff, and community.

Your voices came through clearly:

We must be bolder. We must be smarter. And we must move faster.
Montgomery County needs a Chamber that leads. That connects. That gets results.
This is that Chamber. This is that plan.

Let's go forward Together.


Organizational Sustainability
Programs & Membership
Government Relations
Marketing & Communications
Operating Principles
Partnership • Inclusion • Innovation
Technology • Accountability

Montgomery County Chamber of Commerce

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