



# INSIDER

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## Applications Available for W.A.C.E. Awards, Foundation Scholarships for 2021 Conference

Your chance to be recognized by your peers as one of the best in the West, receive recognition for excellence and/or a scholarship for registration to the 2021 annual W.A.C.E. conference is NOW.

The application deadline is November 6.

"While everyone's definitely 'busy' during these crazy times, taking a few minutes to do a little paperwork can reap much-deserved recognition for you and/or your chamber, said W.A.C.E. President and CEO Dave Kilby. "And if you receive a scholarship, we're talking REAL money to help with your W.A.C.E. conference expenses."

### Plenty of Opportunities

W.A.C.E. awards include:

- Steve Rose Memorial Scholarship Award – NEW;
- Outstanding Program Awards;
- Overall Communications Award;

- Executive of the Year Award;
- Hathaway Staff Person of the Year Award;
- Pettit Memorial "Excellence in Leadership" Award;
- Video Awards;
- E-Newsletter Awards;
- Website Awards;
- Accredited Chamber Executive (ACE) Designation;
- Service Awards.

Award recipients are announced during the association's annual conference in February.

### Foundation Scholarships

The W.A.C.E. Foundation is once again offering a number of scholarships for the association's annual conference, which is scheduled to be held at the Sacramento Hyatt on February 3–5, 2021.

New this year, the W.A.C.E.

Foundation is offering the Steve Rose Memorial Scholarship Award, a \$1,500 professional development scholarship for a W.A.C.E. member CEO with 10 or more years' experience in the chamber business.

After receiving a generous gift from the Steve Rose estate, the members of the Foundation Board created this scholarship to encourage chamber executives to follow in Rose's footsteps and continually upgrade and expand their skills through professional development.

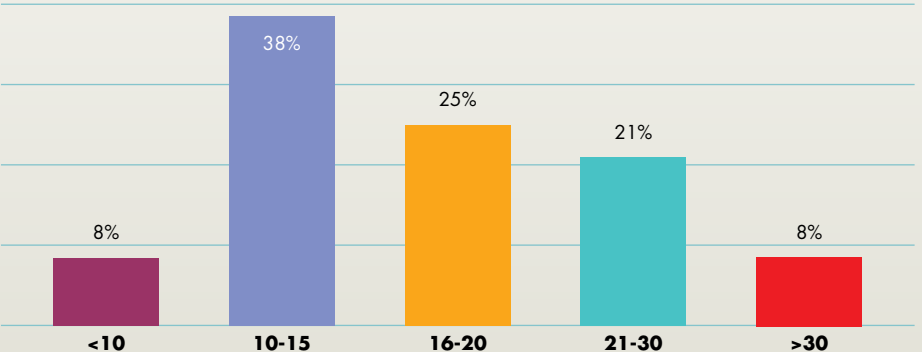
### Apply Today!

Award and scholarship applications are available on the W.A.C.E. website at [www.waceonline.com](http://www.waceonline.com). Applications for all awards and scholarships must be received by November 6.

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### SNAPSHOT

#### How Many Board Members Do You Have?



Source: July 2020 W.A.C.E. Opinion Poll

## COMMENTARY

# Time to Revisit Your Chamber's Rallying Cry?



Dave Kilby

Back in January and February I asked several chamber CEOs for their chamber's 2020 rallying cry or theme. Little did we know that the whole world would change in March.

Based on recent discussions, it's obvious that many chamber leaders are now focusing on the months ahead and what 2021 might bring.

With that in mind, I reached out and asked, "What's your chamber's rallying cry or theme for the next six months?"

## Favorite Responses

As was the case earlier in the year, the responses were provocative and aspirational, but they also, not surprisingly, seemed to have a slightly different tone than at the beginning of the year. Here's a few of my favorites:

- **"Persevere/Perseverance"** — Stephanie Caldwell, Ventura (CA) and Julie Brooks, Wickenburg (AZ);
- **"Keep evolving, even when it's really hard and scary"** — T.J. Sullivan, Superior (CO);
- **"Catalyzing the Recovery"** — Glenn Morris, Santa Maria Valley (CA);
- **"Regroup and Refocus"** — Anne Glasscock, Kaufman (TX);
- **"Commerce-Collaboration-Community"** — Bill Lee, Gallup (NM);
- **"Center — to come to a focus, converge, concentrate"** — Robert Goltz, Miramar-Pembroke Pines (FL);
- **"Your Champion – Catalyzing, Convening & Advocating"** — Donna Duperron and her team, Torrance (CA);
- **"Resilience (or Resiliency) — we're fighting for the ongoing resiliency of our community, our businesses and our organization"** — Chris Romer, Vail Valley (CO);
- **"Marching Forward – Stronger"** — Shane Etwiler, Great Falls (MT).

## More to Think About

Cory Skeates from the Lakeland (FL) Chamber shared, "I would have **forge** for two of its meanings—both to keep moving forward in spite of adversity, as

well as to mold ourselves into something different due to exposure to great heat."

Shane Etwiler (listed above) also shared the theme for the Montana Association of Chamber Executives: "Where Chambers and Leaders LEAD."

**LEAD** is for:

- L — Leverage our Resources
- E — Energy and Enthusiasm
- A — Attitude – positive and moving forward
- D — Decisive and focused leadership

I really liked the response from Lori Mattson of the Tri-Cities Regional (WA) Chamber:

"Five months into this pandemic, I find myself remembering when my dad was teaching me to drive, he would say '**Always expect the unexpected.**' This is absolutely true of today's chamber work. It's as if each month since March, we are learning from a new playbook, doing things we may not have been doing in the past. This is both exhilarating and terrifying since our organizations and our members are at times on the razor's edge. A wrong move could be tough to recover from. I also keep saying 'pace yourself' because I think we're in this for longer than we originally imagined, and not just in terms of COVID-19, but in making permanent changes to our chambers."

As we navigate these different and often difficult times, my hope is that chamber leaders will stay focused on their "North Star" — and keep moving in the right direction.

**Stay Strong and Be Bold.**

*Dave Kilby is president and CEO of W.A.C.E. and executive vice president of corporate affairs at the California Chamber.*

## 2020-2021 W.A.C.E. OFFICERS

### Chairman of the Board

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Santa Maria Valley (CA) Chamber  
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## Chairman's Circle

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- MemberClicks

The Chairman's Circle is a special group of members that have committed to support W.A.C.E. through sponsorships. If your business would like to become a member of the Chairman's Circle, please contact Dave Kilby, W.A.C.E. president and CEO, at (916) 930-1202 or email [dave.kilby@calchamber.com](mailto:dave.kilby@calchamber.com).

## GUEST COMMENTARY

# Chamber Leadership in Recovery: The Burnaby Business Recovery Task Force

**Paul Holden**

When it became clear in mid-March that the impacts of COVID-19 on the business community would be both immediate and dramatic, like many chambers of commerce the

concerted focus of the Burnaby Board of Trade (BBOT) became advocating for a wide range of business supports, informing and educating businesses on how to access these resources, and listening to our community to learn what more we could do to help.

Early on, even as many of the immediate assistance measures were still being implemented, we turned our attention to the future and began to look forward to recovery. We explored what our community's recovery might look like and what role our chamber could best play in leading our community's return to its previous health and prosperity, albeit in a new and perhaps greatly changed environment.

## Task Force

As a first step, I contacted our Mayor, with whom we have an excellent relationship, to engage him on this Task Force as his support and participation would be essential to ensuring we had the strongest Task Force membership and the most impactful outcomes.

The Mayor immediately agreed and I quickly put together a group of 14 other individuals to comprise the Task Force membership. When considering the Task Force members I purposely

sought individuals who represented the breadth of our community, not just our business sector. In the end, the Task Force membership included senior representation from both large and small businesses, academia, non profits, local government and labour unions, and was better for it.

## Facilitated Process

To ensure a professionally executed process, we engaged the services of a dialogue facilitator and created a 10-week meeting and breakout process to achieve what would usually take at least six months. This work would be supported by a Secretariat comprised of the Facilitator, a Senior City Staff Member and myself and a Chamber colleague. We knew this exercise would not be inexpensive, but we quickly secured sponsorship from a number of members to fully cover the costs of the entire process.

Through a series of well-structured meetings and breakout sessions, and a tremendous amount of behind-the-scenes work by the Secretariat, after four weeks we were able to release a series of "Quick Starts," which were relatively easier measures we could start to implement quickly in the areas of funding for and access to personal protective equipment (PPE), the creation of more patio space for hospitality businesses facing reduced capacity, encouraging the City to grant quicker permitting for retailers to use outdoor space, and the creation of and easier access to more child care spaces to enable parents to return to work.

The Task Force then focussed on examining other, longer-term solutions to help businesses. Although we understood that many of these solutions could require

funding from various government levels, or corporate engagement, to succeed we felt it was important to be realistically ambitious in our thinking.

## Umbrella Brand

As we approached the conclusion of the deliberations and it became clear that the outcomes were going to be very diverse, we were keen to create a brand identity to tie them together underneath the umbrella of the Burnaby Board of Trade. This led to the creation of the "Burnaby Centre for Business Recovery and Resilience," a combined virtual and physical entity housed within the BBOT that would execute the Final Action Plan outcomes, part of which would be to offer training and skills development, access to technology solutions and support in adapting business models to the new economy.

As part of this Centre, and an example of an early action from the Task Force's final report, we are launching a Digital Development Assistance Program with our local Universities where students will be allocated to local businesses to assist in bolstering their digital presence, be that implementing social media marketing, improving websites, or setting up online e-commerce stores.

This process has definitely positioned us as THE recovery partner for the Burnaby business community, has helped strengthen our relationships across the City, and will have a huge impact in our community's ability to return to our previous health.

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*Paul Holden is president and CEO of the Burnaby (BC) Board of Trade. The outcomes of the Burnaby Business Recovery Task Force can be found at [bit.ly/BurnabyTaskForce](https://bit.ly/BurnabyTaskForce).*

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## LEADER TO LEADER

# Pandemic Help for Businesses: Coordinating Information, Reopening Guides, Relief Efforts

*What opportunities have you found to partner with your city, county or local organizations to better serve your business community during the COVID-19 pandemic?*



**Nathan Ahle,**  
IOM, ACE  
President/CEO  
Fresno (CA)  
Chamber

In Fresno we've tried to partner with like-minded groups as much as possible to support our

business community. We've been working with the Fresno County Economic Development Corporation, City of Fresno and Fresno County to create "Revive Fresno County," a website and mapping tool that combines the most up-to-date health and safety guidelines for dozens of industries with a custom mapping tool that shows the public the location of businesses that have self-attested to meet the reopening guidelines.

The goal is to provide the latest in public health information while creating customer confidence that Fresno's businesses are doing their part to keep their employees and the public safe.



**Kami Welch**  
President  
Arvada (CO)  
Chamber

Collaboration during the COVID-19 pandemic has been critical in defining priorities and coordinating

efforts that have improved economic vitality for Arvada. As news of mandated closures started, we coordinated a daily call with a cross-section of government and community organizations focused on supporting businesses called the Arvada Resiliency Taskforce (ART).

Over the last five months we have developed resources related to improving consumer confidence, education, feedback collection and business advocacy. Our chamber played a key role in the convening and ongoing activation of partners leading to the right resources at the right time for our community.



**Derek Miller**  
President/CEO  
Salt Lake (UT)  
Chamber

The Salt Lake Chamber created the statewide campaign "Stay Safe to Stay Open" to support the

health and well-being of our citizens and the economy. The campaign is based on businesses taking a pledge that they will follow public health guidance and keep their employees and establishment safe so they remain open. Nearly 1,500 businesses across the state have signed on to the pledge with partners, including cities, local chambers, industries, the Governor's Office of Economic Development and the State Department of Health.

Our media strategy includes the NBC affiliate KSL radio's Speaking on Business, which airs daily across the state. The campaign will also be featured with billboards, TV, Deseret Digital and print media partners. To learn more, visit [stayopenutah.com](http://stayopenutah.com).



**Tom Pierson,**  
ACE  
President/CEO  
Tacoma-Pierce  
County (WA)  
Chamber

The Tacoma-Pierce County Chamber created the Rapid Response South

Sound Coalition, convening over 70 business and elected leaders from Pierce County to work on business issues and legislation related to the impacts of COVID-19.

In an effort to further unite the business community during this challenging time, the coalition developed the [www.rapidresponsesouthsound.com](http://www.rapidresponsesouthsound.com) website as a primary resource of information for the business community to seek out answers, resources and individual assistance from area experts. The coalition meets weekly and will continue to be a valuable resource after the pandemic.



**Jim Dantona**  
President/CEO  
San Luis Obispo  
(CA) Chamber

One of the most direct and impactful ways we've been able to serve our San Luis Obispo business

community during this time has been by the creation of two separate relief funds. Through a unique partnership, government, nonprofit and the business community have come together to give local businesses grants of \$5,000 to help fill immediate financial gaps.

In total, \$335,000 was provided through the Coronavirus Aid, Relief and Economic Security (CARES) Act and private donors for direct funding to small businesses disproportionately impacted by the COVID-19 pandemic. These novel collaborations across sectors and industry have allowed us to help keep our business communities going.

*See Leader to Leader: Page 6*

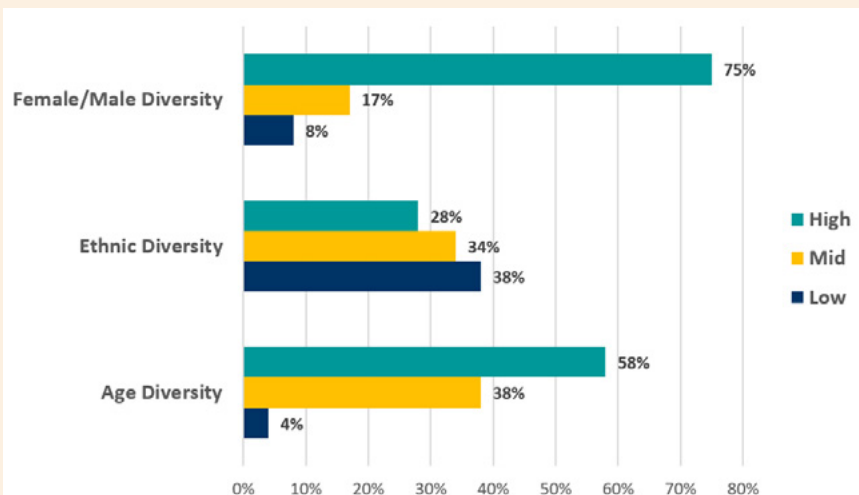
W.A.C.E. OPINION POLL

# Chamber Executive Profile 2020

**64%**have been a CEO  
for 0-10 years**69%**have been at their  
current job for  
10 years or less**54%**have been in the  
industry for 10  
years or less**54%**of Chamber  
Executives are  
under the age of 56

## Board Diversity

How would you rate your board on the following?



## VIRTUAL WORKSHOP SERIES

# October/November Workforce Boot Camp Will Offer Tips to Master New World of Work



Kami Welch

When 2020 started, the association had its sights on mid-October for a day-long workforce development workshop.

However, just like almost everything else in 2020, the

game plan is different, and this program will now be virtual on three consecutive Wednesdays from late October to early November.

"The world has changed rapidly around us, but the need for chambers to focus their efforts on workforce issues is more important today than ever before," said W.A.C.E. Vice Chair Kami Welch, president of the Arvada (CO) Chamber, who is coordinating this effort. "Businesses need leadership that convenes key stakeholders and drives outcomes for their communities. Our

Workforce Boot Camp will set the tone and opportunity that will inspire action for all chambers that participate."

## Three Sessions

Content detail and presenters are still being finalized as of this writing, but the three-part series currently is being visualized as:

### Session #1 – Setting the Context

The focus of the initial session on Wednesday, October 21 will include:

- Are workforce discussions still relevant?
- What changes due to COVID-19 will impact how we think about workforce?
- An overview of the data.
- Opportunities for engagement, including displaced workers, high-demand industry support, youth pipeline development, essential skills development identifying who and where the workers are.

### Session #2 – Forward Focus

The second session on October 28 will cover:

- The future of work, including such topics as: sense of place, changes in commercial space, virtual solutions, global hiring, the chamber's role in community building in a virtual world, and challenges and opportunities linked to remote work.

- Which industries and communities will thrive?

- What challenges will we encounter in the future and how can we be prepared for them?

### Session #3 – The Chamber's Role – HOW

This third session on November 4 will focus on presenting successful ideas and programs that chambers are conducting. An important thrust of this session will be HOW to launch these programs in your communities.

## Register Today

The three-part boot camp will be held on the Wednesdays listed above from 10 a.m.–11:30 a.m. (Pacific). Registration is \$99 for W.A.C.E. members and \$150 for nonmembers.

## Leader to Leader: Pandemic Help for Businesses

From Page 4



**Eddie McBride**  
President/CEO  
Lubbock (TX)  
Chamber

As we all know how difficult the coronavirus pandemic has been, our partnerships have

been critical. We partnered with the City of Lubbock and the Lubbock Economic Recovery Taskforce, to create the Lubbock Safe certification establishing guidelines for operating as well as reopening safely based on statewide and local restrictions.

With over 1,000 businesses currently certified, we helped play an integral role with implementing and promoting these crucial details for all businesses

in our community. Additionally, we subsequently published a 76-page guide for safely reopening businesses that significantly expanded all Centers for Disease Prevention and Control (CDC) instructions and served as an additional tremendous resource.

## Chamber Resilience Webinar Series

October 7:  
Membership Sales &  
Retention in a Down Economy

November 18:  
Monetizing Your Chamber in  
a Non-Event World

December 2:  
2020 Takeaways and What  
Will Be Different in 2021

## EXECUTIVE PROFILE

# New W.A.C.E. Vice President Eager to Help Local Chambers of Commerce Succeed

**Jennifer Johnson, IOM**

Vice President, W.A.C.E.

Director of Local Chamber Relations, California Chamber



## Background

**Personal:** I was born and raised in Clovis, CA in the heart of the Central Valley and have lived in both Southern California and Northern California.

**Education:** I earned an A.A. in liberal arts from Fresno City College and then graduated magna cum laude from California State University, Northridge with my B.A. in liberal studies and a California Multiple Subject Teaching Credential.

In 2016 I graduated from W.A.C.E Academy and in 2018 completed the U.S. Chamber's

Institute of Organization Management at West Institute.

**Chamber Experience:** I worked for the California Chamber of Commerce for 10 years, eight of which I spent in the Local Chamber Department supporting local chamber members from both CalChamber and W.A.C.E. Most recently I returned to my hometown and served the Fresno (CA) Chamber as the communications and marketing manager.

## Business Philosophy

**Guiding Principles:** I believe that everyone brings a unique perspective and experience to the table and should be valued and heard. I value honesty and believe in admitting mistakes and facing them head on with a solution/correction. Ask questions rather than assume you know the answers. I greatly admire leaders who run their organization as a team that shares in success and failure.

**Advice to Others:** Be kind. It's easy to do and you don't know what challenges the people you interact with are facing. The smallest act of kindness can have a huge impact.

## Judgment Calls

**Best Business Decision:** Accepting a customer service job at CalChamber,

which led me to a chamber career I could never have foreseen.

**Worst Business Decision:** Not speaking up with an idea or opinion.

**One-Word Description of you:** Kind

## Confessions

**Like Best About Job:** Every day is a new challenge and new opportunity to help others.

**Pet Peeve:** Seeing others bully or single out another person.

**Person You Would Most Like to Meet:** Robert F. Kennedy

**Your No. 1 Strength:** Attention to detail.

**Area of Improvement:** Not sweating the small stuff.

**First Choice for a New Career:** Something that involves traveling the world and serving others.

## Predilections

**Favorite Book:** The Great Gatsby

**Favorite Movie:** Pretty Woman

**Favorite Quote:** "Trust in the Lord with all your heart and lean not on your own understanding." Proverbs 3:5

**Favorite Vacation Site:** Domestic: Anywhere on the California coast. International: I had the best trip to Israel and would love to go back again.

**Favorite Way to Spend Free Time:** Traveling, game night and reading a good book.

# SAVE THE DATE: 2021 Annual Conference Feb. 3-5



## Chamber Executives in the News

**Jennifer Wesselhoff**, who has served as the president/CEO of the Sedona (AZ) Chamber & Tourism Bureau since 2007, has been named the new CEO of the Park City (UT) Chamber and Convention & Visitors Bureau. Wesselhoff will replace **Bill Malone**, who is retiring after serving as CEO of the Park City Chamber for 21 years.

**Sandy Swartos**, who has been serving as operations director, has been named interim-CEO of the Anacortes (WA) Chamber while a search is conducted for a new CEO to replace **Stephanie Hamilton**, who recently resigned.

**Dawn Maher** has been named CEO of the Sunnyvale Silicon Valley (CA) Chamber. Maher had previously served as chief operating officer at the Mountain View (CA) Chamber and director of membership at the Palo Alto (CA) Chamber.

**Shannon Buckmaster** has stepped down as the CEO of the Chehalem Valley (OR) Chamber to serve as the economic health manager for the City of Newberg. **Joshua Duder** is now serving as the chamber's executive director.

## MEETING DATES

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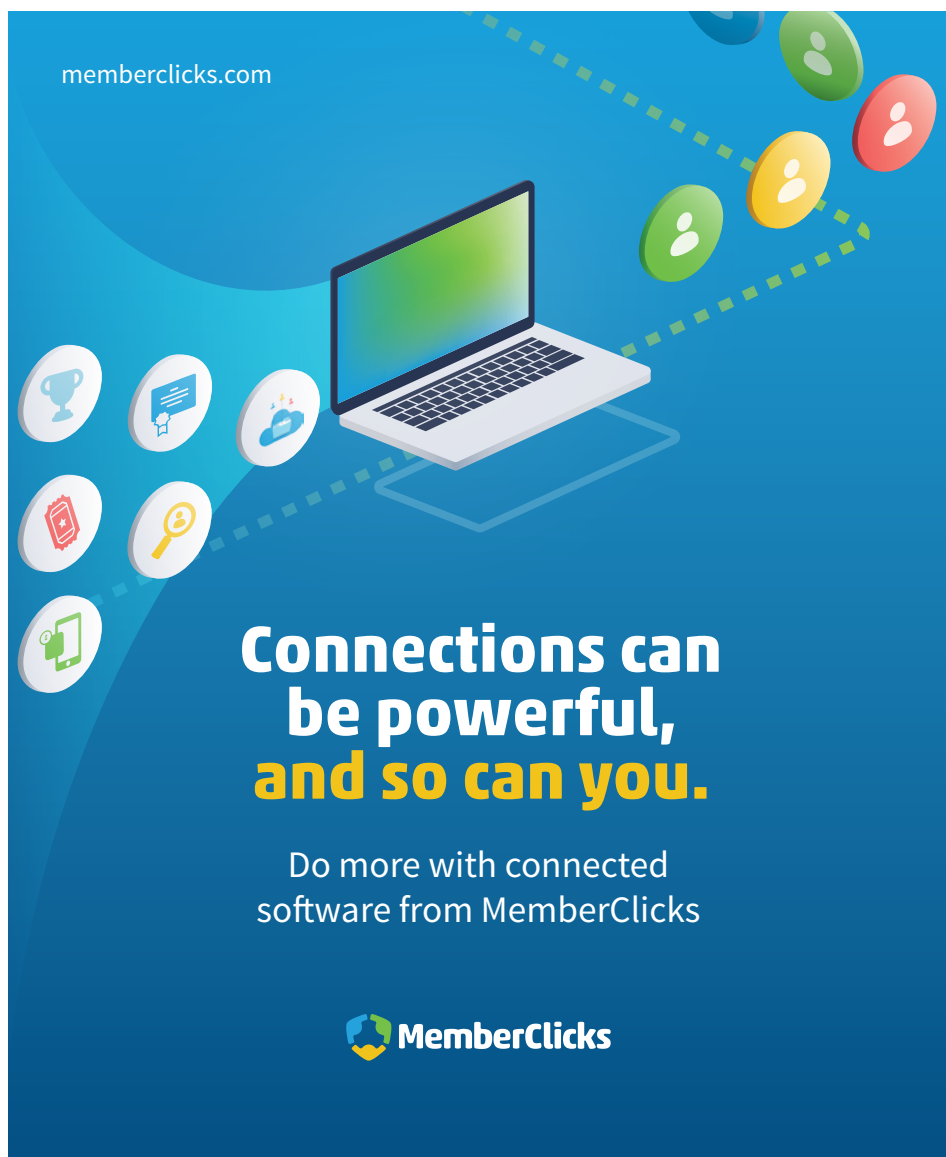
### Chamber Resilience Webinar Series

- October 7: Membership Sales & Retention in a Down Economy
- November 18: Monetizing Your Chamber in a Non-Event World
- December 2: 2020 Takeaways and What Will Be Different in 2021

### Workforce Boot Camp Series

- October 21: Setting the Context
- October 28: Forward Focus
- November 4: The Chamber's Role — HOW

**W.A.C.E. Board Meeting**  
October 15  
Zoom



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