



2016 Strategic Plan

The process

The Chamber Board of Directors met in December of 2015 to discuss their goals and plans for 2016. Chamber staff used the Board discussion to determine what they felt they would have the time and resources to achieve in 2016. The following was the plan the staff recommended to the Board. The Board approved the plan on February 23, 2016

The tools

The Board had the following tools at their disposal: the event data document, the evaluation of the 2015 strategic plan, results of a membership survey conducted in October of 2015, their own input, staff input from the President/CEO and the Member Services Director, and the 2016 proposed budget.

The plan

The overall theme that came out in a significant way was economic development. The Board recognized that much of what the Chamber is already involved in fits under the economic development umbrella. The conversation and belief is that the Chamber can help further enhance and complement what the economic development board is already doing.

Strategies

- **Workforce development/educational attainment:** Although these two categories are different, there are many overlaps. The Board, staff, and members, all felt that these should be priorities for the Chamber.
 - Increase work done with/for the Alpena College and Career Access Network
 - Dialogue with career day planners on expanding career day experiences
 - Expand leadership training to a younger demographic
 - Increase awareness of skilled trades possibilities

- Host a recognition event for those successfully connecting skills/training to jobs
- **Mentoring/Connections:** In order to help businesses become more successful, mentoring can be used. The Chamber has dabbled in this but has not developed a formal plan.
 - Follow up on RPI Region 2 SCORE Chapter development
 - Communicate to members the Chamber's ability to make connections for businesses on topics they want to know more about as well as foster mentor relationships
 - Better communicate resources available to businesses, both from the Chamber and from other sources

Additional Directives

The Board discussed many areas of the Chamber. The activities that are already working and doing well will continue and will be continuously improved. Such activities include: Government Relations activities, educational events, current events we already host, Military Support, Good Morning Alpena, and others.

The Board also made the following specific requests that staff will attempt to achieve:

- Finalize lease agreements and include in them a change between rent and professional services income. Rent (space and utilities) should be included in rent, and all other services be included in professional services. Also include 2-3% inflation in the lease agreements, as well as a requirement to show proper insurance is obtained by tenants.
- Explore hosting a Grub Crawl event twice a year.
- Capitalize on the restaurant guides. Offer them for a price to others outside of who they are designed for. Attempt to break even on them. Ask the CVB for assistance.
- Seek a quote on the final phase of the building renovations.
- Explore the opportunities for additional travel affinity programs including surveying potential travelers to determine interest.