



2020 Strategic Plan

The Process

The Chamber of Commerce Board of Directors met in December of 2019 to discuss a 2020 strategy of work. They began with an evaluation of 2019, and then discussed the five pillars of the Chamber's work: Advocacy, Education, Economic Development, Exposure, and Savings. They then did a deep dive into the economic development relationship and the tiers of membership investment. The following is the outcome of those discussions.

The Tools

The Board used staff input, an event data sheet, the 2019 strategic plan evaluation, and knowledge of the 2020 projected budget for their discussion.

The Plan

As in 2019, the Board of Directors would like to focus on the areas of economic development, advocacy and education for members. They believe these areas provide the most value for membership and are areas in which we can continue to make significant impacts. Activities listed below for each area are in addition to the work that is already being done. The Board also discussed desires to strengthen and streamline the relationship between economic development and the Chamber and adjust the tiers of membership investment to increase value.

Advocacy

- Increase communication about the work being done so members are better informed. Advocacy efforts are often behind the scenes so communication about the work is important.
- Finish the water/sewer white paper and recommendation.
- Continue to host elected officials at the Government Relations Committee meetings and invite others to attend when the guests are present.

Education

- Offer additional, timely educational opportunities for members. Suggestions for topics include HR topics, marijuana, customer service, leadership, and team building.
- Heavily promote the leadership series planned for the second half of 2020.
- Look to expand our partnerships for events.

Adopted by the Alpena Area Chamber of Commerce Board of Directors on January 2, 2020.

Economic development

- Finish the value statement of what economic development means to the community.
- On-board the new Director of Economic Development – increase communication between that role and the Membership Director role.
- Utilize parent meetings at AHS to spread the word about employment, skills, workforce, etc.
- Expand the Young and Successful series to incorporate more trades people, explore incorporating some videos about organizations with many younger employees.
- Develop a talent recruitment component, using the Talent Wars document as a guide.
- Publish an internship best practices piece.

Savings

- Continue to promote the savings opportunities that currently exist.

Exposure

- Continue to promote the exposure opportunities that currently exist.

Economic development deep dive

- Close the gaps and inefficiencies in the relationship between the Chamber and Target Alpena.
- Determine more specifically where monies are being used. Share this information with members.

Tiers of investment deep dive

- Add social media opportunities at higher tiers.
- Add values to the membership application.
- Increase value at annual dinner for higher tiers.
- Look for additional opportunities to add value at higher tiers.