



STRATEGIC PLAN

2020-2022

The Charlevoix Area Chamber of Commerce works hard to support commerce and provide leadership to enhance the quality of life. We represent the business community of Charlevoix and the Charlevoix area through our membership, and, as a Chamber of Commerce, are uniquely qualified to be a collaborator, convener, and catalyst for a strengthened business environment and overall community.

Each year, our Board of Directors take part in a Strategic Planning session to evaluate our work and look to our future. The year 2019 marked a pivotal year for the organization and the Board of Directors, where our operations were taken down to the foundation to be evaluated with a new vision of a stronger organization in mind.

As an organization, we aim to be resourceful, accessible, collaborative, engaged, committed, and accountable. For 2020 and the immediate years that follow, the following focus areas are in place with the overall strategic vision to continue making the Charlevoix area a successful place for our members to conduct business and our community to thrive.

COMMUNICATION & VALUE

The Charlevoix Area Chamber of Commerce exists to be a voice for business, working to better the business environment and produce a thriving community. This message needs to remain consistent and fuel what we do as an organization. We need to focus on continually demonstrating our members' investments at work - keeping them informed of organization activities, promoting opportunities to get involved, and educating on how to best utilize our services.

We will focus on strengthening our networking and member events, both financially, with sponsorships that truly provide a return on investment, and programmatically, giving purpose to attendance. We will continue to use our community and tourism-based events to fund our mission and give us the opportunity to do the larger-scale work that will help our businesses thrive.

GOALS:

- Evaluate our current scope of work, including programming and events, while taking into strong consideration our goals and whether what we do will strengthen our membership
- Create a year-round marketing plan to include both event promotion and general awareness promotion, to ensure consistent messaging and ample marketing time
- Begin a messaging campaign directly to membership, with the following examples of what will be included:
 - What the Chamber is working on (showing what their investment is helping us achieve)
 - Important business information (positioning the Chamber as a resource)
 - Advocacy and economic development initiatives (highlighting what we're doing to address the most pressing issues)

ECONOMIC DEVELOPMENT

Residents and jobs are two important aspects to a thriving community. The economic development initiatives and efforts the Charlevoix Area Chamber of Commerce will take on will have these two aspects in mind, always aiming to promote Charlevoix as a living and working destination.

We will actively collaborate with partners across the spectrum of economic development work to further our reach and make the best use of the expertise and resources available within our partnerships. We will participate in partner initiatives and consistently lend a stronger voice for the needs of the Charlevoix business community.

GOALS:

- Create a matrix of who-does-what within Economic Development in our area, identifying the gaps that need to be filled and partnerships that need to be fostered
- Begin, or strengthen, efforts in workforce housing and workforce development through focus groups and task forces, with the goal of increased business retention
- Enhance marketing efforts to position Charlevoix as a living and working destination, including better promotion of information such as commercial property listings, relocation material, and business resources

ADVOCACY

Advocacy efforts are consistently deemed a top responsibility of a Chamber of Commerce, and the Charlevoix business members agree. The Charlevoix Area Chamber of Commerce, being a collective of 440 business voices, will keep advocacy as a top priority and actively work to produce a community in which it is easier to conduct business.

Additionally, we will continue to have a strong role in the Northern Michigan Chamber Alliance, where our community's voice is amplified in connection with eight additional Chambers of Commerce and over 6000 additional members. The Charlevoix Area Chamber of Commerce will be a leader within the Alliance, utilizing its strength and connections to further enhance our region, and in turn, Charlevoix.

GOALS:

- Create and adopt advocacy policies and procedures to allow for more swift action and more effective planning
- Take action locally to improve our business climate, advocating for appropriate zoning, infrastructure, and more

- Communicate positions we are taking or efforts we are putting forth to better educate and inform our members and those involved in the decisions we are seeking to be made

MEMBERSHIP RETENTION & ORGANIZATION REVENUE

The key indicators to knowing if we are successful in our work and providing value to our members are retention rate and revenue. The Charlevoix Area Chamber of Commerce will consistently monitor and pursue growth, knowing that all of our efforts, programming, and events will only be successful if we continue to maintain a sustainable organization.

GOALS:

- Track member retention monthly, aiming to maintain at least the national average of 87%
- Actively monitor financial reports and trends in income categories, seeking to grow gross income by 2% each year