



STRATEGIC PLAN

2020-2022

Created by the Board of Directors & Chamber Staff

The Charlevoix Area Chamber of Commerce represents the **business community** of the Charlevoix area through its membership, and, as a Chamber of Commerce, is uniquely qualified to be a **collaborator, convener, and catalyst** for a strengthened business environment and overall community.

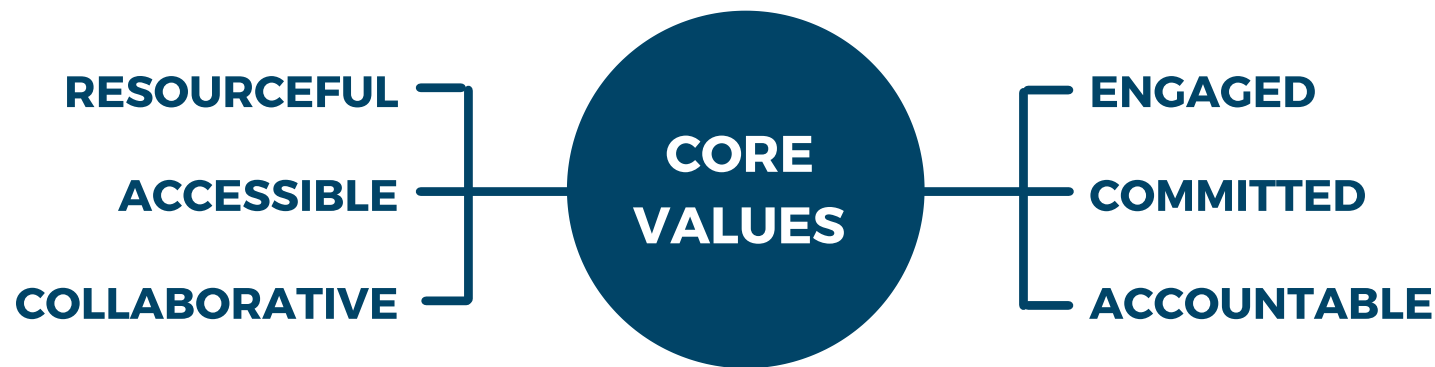
The organization has identified the overall strategic vision to continue making the Charlevoix area a successful place for our members to conduct business and our community to thrive, following selected **key focus areas** outlined within the 2020-2022 Strategic Plan.

THE CHAMBER

MISSION

SUPPORT COMMERCE and PROVIDE LEADERSHIP
to enhance the quality of life in the Charlevoix area

The Charlevoix Area Chamber of Commerce exists to serve its members. It acts as an energizing and vitalizing force in the greater Charlevoix community. The Chamber strives to unite individuals and all segments of business for the promotion of commerce and betterment of the community. We advocate for growth in the local economy, responsible use of our beautiful natural resources, a year-round balance of entertainment and recreation options, stable infrastructure, and nurtured relationships.



MEMBERSHIP: 400+

RETENTION RATE: 91%

OPERATING BUDGET: \$285,000

SCOPE OF WORK

MEMBERSHIP

Online Directory/Website
Area Guide Publication
Biz Blast Promotions
Social Media Promotions
Sponsored Promotions
Member Direct Newsletter
Member Monthly Promotions
Chamber Check Program
Billing & Account Updates

EVENTS

Annual Meeting & Awards
Business Expo
State of the Community
Business After Hours
Membership Appreciation
Art Festivals; Applefest
Downtown Promotions
Legislative Update
Candidate Forum
LEAD by Local

PROJECTS

Chamber Alliance
Gov. Relations Committee
Ambassador Committee
Housing & Business Park
Committee
Main Street Partnership
Chamber Scholarship
The Vault CoWorking Space

FOCUS AREAS

COMMUNICATION & VALUE

ADVOCACY

ECONOMIC DEVELOPMENT

RETENTION & REVENUE

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.

GOALS

- Evaluate current scope of work while taking into strong consideration our goals and whether a project will strengthen our membership
- Create a year-round marketing plan to include both event and general awareness promotion, to ensure consistent messaging and ample marketing time
- Begin a messaging campaign directly to membership, including: What the Chamber is working on (what member investments are achieving), important business information (position the Chamber as a resource), advocacy and economic development initiatives (our efforts on the most pressing issues)

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.

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.

GOALS

- Create a matrix of who-does-what within Economic Development in our area, identifying gaps that need to be filled and partnerships that need to be fostered
- Begin/strengthen efforts in workforce housing and workforce development through focus groups and task forces, with a 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

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.

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 400+ business voices, will keep advocacy as a top priority and actively work to produce a community in which it is easier to conduct business.

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

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.

RETENTION & 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

COVID RECOVERY

2020 presented unique challenges to business and Chamber development. We are closely monitoring the status of COVID-19 as our community begins moving through recovery. We remain a resource and advocate; our priority is the health and safety of our businesses, employees, and community.

We will actively:

- Provide community information and business resources
- Promote creative commerce and community involvement
- Understand and advocate for critical policy decisions