



2016-2017 Strategic Plan

Mission

The Chamber will serve our members by being a catalyst for economic growth, workforce and leadership development, and quality of life improvements in our community.

Vision

Greater Dalton will be the first choice to live, work, play, and do business.

Organizational Priority

The chamber will lead positive community growth.

Values

In executing our mission, we will adhere to and respect the following values:

- We will be **accountable** to all stakeholders yet remain free to **experiment / innovate**
- We will have **integrity** in all that we do and **diplomatic** in our candor
- We will demonstrate **leadership** – strong, respected, and forward-thinking
- We will work for **quality growth** yet **preserve** what we hold dear
- We will **humbly** serve our team and our members **confident** in our abilities
- We will strengthen our **relationships** while completing our assigned **tasks**
- We will work to strengthen the **team** and our **individual** associates equally
- We will **walk the walk and talk the talk**
- We will ensure Member **VALUE** exceeds Member **INVESTMENT**
- **We will be fiscally responsible and deliver**
- We will ensure **fulfillment and enjoyment** (fun) in all chamber activities
- We will remain **relevant** through initiating **change**
- We will embrace **collaborative relationships**, respecting and encouraging broad participation in community endeavors

2016-2017 Business Plan

October 1, 2016 to
September 30, 2017

2016-2017 Goals and Objectives

Economic Development

Promote and enhance a vibrant, diverse and sustainable economy by growing and retaining our existing businesses and recruiting new industry into the Greater Dalton area.

- Partner with the JDA and other entities to complete job and investment goals for 2017.
- Partner with JDA to resume proactive external marketing of Dalton and Whitfield County amongst site selectors and other industry professionals
- Lay the groundwork for downtown redevelopment utilizing the new Tax Allocation District
 - Assist Dalton State College as they evaluate the small business incubator
 - Develop a mechanism to incentivize apartments/lofts downtown targeting Dalton State students and young professionals (DDDA)
 - Develop a mechanism to incentivize restaurants and entertainment venues downtown (DDDA)

Workforce Development

Provide an educated and skilled employee-base for business and industry and opportunities for our citizens to re-engage and receive training in high-demand jobs with competitive salaries and benefits through an innovative approach to workforce development.

- Partner with industry and educational institutions to insure educational and training opportunities are relevant and high quality
- 160 students participate in Camp DEM at no expense to campers
- 100 students complete a three day job shadow through the Explore Experience program
- Assist with marketing for the Northwest Georgia College and Career Academy Advanced Manufacturing and Business Academy
- Increase the number of Apprentices to 30.
- Increase the number of businesses participating with Great Promise Partnership to 4 and the number of students participating to 40.

- Work with business community, Whitfield County Schools, Georgia Northwestern Technical College, and Dalton State College to articulate engineering curriculum to be offered in the new building at Georgia Northwestern Technical College
- Work with Northwest Georgia College and Career Academy, Georgia Northwestern Technical College, and Dalton State College to develop articulated plans for the Early Childhood Education Program.
- Assist with grant writing AIS and Regional Commission to secure
 - Funds for STEM Coaches for area middle and high schools
 - Assist in securing funds for Advanced Manufacturing Lab equipment and Diesel Trainers for Advanced Manufacturing and Business Academy.

Community Visioning/Strategic Planning

Work with community stakeholders to develop a community vision and strategic plan.

- Work with Market Street Services and the Steering Committee to develop a community vision and strategic plan.

Community & Leadership Development

Serve as the “voice of business” at all levels of government and work with regional partners to promote regional growth. Develop leaders to channel their ideas and experiences toward community resources to help direct the future of Greater Dalton.

- Advocate and support the business community by serving as the “voice of business”
 1. Advocate for \$18 million in capital funding for the new building at Georgia Northwestern Technical College’s Whitfield-Murray campus
- Assess the relevance and structure of our community leadership development programs and make adjustments as necessary to increase relevance and instill a passion for community engagement in participants
- Create a comprehensive public policy position document for the Chamber
- Continue to play an active role in the steering the Floor 360 Consortium

Membership Growth & Retention

Attract new members and increase existing members’ involvement in the Chamber by providing programs, services and benefits that are valued by members as essential to their success.

- Schedule tiered dues calls to top 25 members.
- Continue to tell the Dalton story through targeted, themed messaging in all of the Chamber’s communications

Organizational Capacity

Enhance financial sustainability, while continuing to enhance the image of the organization, its programs and services. Maintain the two-time award of being named a **FIVE-STAR Accredited Chamber** by the U.S. Chamber of Commerce, placing our Chamber in the top ½ of 1 percent of all chambers in the nation.

- Continue to enhance the Chamber's image as the convener and "go to" organization
- Retain Five Star Accredited Status
- Ensure the Chamber finishes the year within budget and has the resources necessary to accomplish set goals

2016-2017 Strategic Plan

Economic Development / Grow Greater Dalton

A portion of the Business Plan is funded by Grow Greater Dalton (GGD) 2.0 Investors, “Building Success Together.”

Goal: the economic development team will be accountable to Grow Greater Dalton Investors and Stakeholders.

Action Steps:

- Continue Grow Greater Dalton 2.0 (Resource Development Campaign) until campaign all pledges have been received in 2017
- Communicate regularly with public/private sector funding sources throughout 2017
- Provide electronic and face-to-face economic development updates to board, elected officials, and GGD investors and stakeholders
- Conduct bi-annual GGD Investor Council meetings
- Conduct ROI analysis on economic development job creation outcomes
- Produce annual report and present results to elected officials



Initiative Champions: Rob Bradham, Carl Campbell, Summer Nix, (move to workforce section?)

Partnering with the Joint Development Authority, promote and enhance a vibrant, diverse and sustainable economy by growing and retaining our existing businesses and recruiting new industry into the Greater Dalton area.

Goal: providing/promoting assistance resources to existing and new business prospects. Overall job and investment yearly goal: 250 jobs, \$62.5 million investment

Action Steps:

- Manufacturing recruitment
- Community marketing to targeted industries – State/National/Global
- County-wide Development Team Coordinator – First responder to all new business to provide seamless approach to “One-Stop Shop”
- Continue to facilitate Rapid Response Team conversations
- Continue implementation of existing industry outreach/troubleshooting/assistance with expansions
- Continue to be a resource for small business, entrepreneurial assistance, retail development and recruitment
- Plan and execute an international business recruitment trip for 2016
- Continue to represent Dalton-Whitfield County in state and national organizations (Georgia Economic Development Association, International Asset Management Council, Etc.)
- Continue marketing Carbondale Business Park
- Continue to serve as the main point of contact for Murray-Whitfield County Joint Development Authority and provide administrative oversight
- Locate, plan and execute a mega site partnership through the Murray-Whitfield County Joint Development Authority
- Incorporate Local Impact Project Analysis of major projects (LOCI-GA Tech software)
- Continue to evaluate Freeport exemption in the city of Dalton
- Conduct Intercity Visit (site TBD)

Community Marketing:

Action Steps:

- Maintain/enhance website and social media programs
- Maintain monthly communications to economic developer stakeholders
- Increase statewide/national marketing initiatives (print and electronic)
- Provide written columns to local, regional and state publications regarding economic development in Greater Dalton/Whitfield County etc.

Initiative Champions: Rob Bradham, Barbara Ward

Provide an educated and skilled employee-base for business and industry and opportunities for our citizens to re-engage and receive training in high demand jobs with competitive salaries and benefits through an innovative approach to workforce development.

Goal: Create a sustainable and globally competitive workforce for advanced manufacturing in Greater Dalton.

Action Steps:

- Research/Perform competitiveness analysis of education rankings, education attainment of existing workforce, utilizing both public and private data and establish a baseline for measuring performance
- Support higher education through Dalton State College and Georgia Northwestern Technical College to meet the workforce needs of local industry
- Continue to support the Northwest Georgia College and Career Academy as the Advanced Manufacturing and Business Academy completes its first year with 200 students enrolled in the program.
- Link K-12 education programs to the future needs of existing businesses
 - Promote “positives” about public schools within the Greater Dalton community
 - Provide career experiences for late elementary/early middle school grades to instill awareness of the need for post-secondary training
 - Continue Explore Experience, which provides high school juniors an opportunity to job shadow for three days
 - Continue Camp DEM (Design, Engineering and Manufacturing) for middle school aged students
- Support the Readers to Leaders program, a community-wide literacy initiative with the goal of having every child reading on grade level by the third grade
- As an on-going program, engage the education community in any opportunities for tours of industry, such as the recent Manufacturing Day Tour for high school and middle school principals and counselors.
- As a result of the Advanced Manufacturing Designation for northwest Georgia through the Investing in Manufacturing Communities Partnership (IMCP), continue to work with Georgia Tech and the Northwest Georgia Regional Commission to explore opportunities available to the region.

Community Visioning / Strategic Planning

Initiative Champions: Rob Bradham, Phyllis Stephens

Work with community stakeholders to develop a community vision and strategic plan.

Goal: Work within a facilitated process to involve community stakeholders to develop a community vision and strategic plan.

Action Steps:

Work with Market Street Services and the Steering Committee to develop a community vision and strategic plan.

- Economic development
- Workforce development
- Downtown Redevelopment
- Other issues as they arise through the process

Community & Leadership Development

- Initiative Champions: Rob Bradham, Phyllis Stephens

Serve as the “voice of business” at all levels of government and work with regional partners to promote regional growth. Develop leaders to channel their ideas and experiences toward community resources to help direct the future of Greater Dalton.

Goal: Advocate on behalf of the business community to support a business-friendly legislative climate. Develop community leaders that will become involved in addressing community issues and opportunities.

Voice of Business

Action Steps:

- Develop an annual pro-business Legislative Agenda
- Position the Chamber to be identified with issues, not political parties or The Chamber will be the non-partisan pro-business advocate.
- The Public Policy Committee, Annual Dalton Day at the Capitol, and continuous communication of legislative priorities throughout the Georgia Legislative session to ensure a strong voice for Dalton.
- Utilize an appropriate mix of Washington Fly-Ins and in-district meetings with the members of the Congressional Delegation. Continue strong working relationships with the Congressional staff aides.
- Annually conduct a Campaign Academy as an education tool for those that wish to run for an elected position or work in a political campaign
- Facilitate key conversations with all four taxing authorities at the local level enabling better unity and collaboration on key community issues
- Collaborate with regional chambers to develop a unified legislative agenda and work on issues that are key to the area’s regional growth

Community Leadership Development

Action Steps:

- Equip leaders to become involved in addressing and solving economic, governmental, community and cultural issues
- Conduct the Leadership Dalton-Whitfield program annually targeting 35-40 community leaders
- Conduct the Emerging Leaders Institute annually targeting 20-25 young professionals to develop their leadership skills
- Increase diverse membership for all leadership programs
- Coordinate the efforts of Leadership Dalton-Whitfield Alumni
- Market the new Leadership Passport program to LDW Alumni
- Participate in Thrive 2055, Sixteen county Regional Growth Initiative

Initiative Champions: Rob Bradham, Beth Morrison

Attract new members and increase existing members' involvement in the Chamber by providing programs, services and benefits that are valued by members as essential to their success.

Goal: Increase membership growth, retain members and enhance the success of our member businesses. Provide targeted products, services, events and programs. Create/expand programs and services that save members money/increase business knowledge.

Action Steps:

- Develop/conduct community educational/informational events
- Develop/conduct Wake-Up Whitfield Economic Outlook Breakfast
- Conduct monthly Member Mixers
- Evaluate A.M. Connect series for viability
- Conduct Annual Business Expo
- Offer educational class for Business Expo
- Conduct Annual Chamber Golf Classic
- Recognize the Business of the Week through social media
- Continue to develop the Ambassador Relations program
- Conduct monthly Chamber Connections
- Continue the President's Council
- Offer convenient/low cost business education classes
- Offer the Drugs Don't Work Program
- Be the "Go to" source for social media
- Provide excellent exposure opportunities through sponsorships
- Continue to promote our sustainable companies best practices each month
- Offer publications which are a value to our membership
- Continue to work toward more segmented communication plan
- Continue to grow the Hispanic Advisory Council to serve this section of the community and forge relationships which will acquire new members within the Latino market segment.
- Continue "Let's do Lunch" new member welcome luncheons
- Continue and enhance Diplomat program through additional exposure
- Develop a community event/ and or communications video series to keep our positive Dalton messaging on the forefront.
- Market and grow Office Depot affinity program.

Organizational Capacity

Initiative Champions: Rob Bradham, Phyllis Stephens, Judy Sawyer, Beth Morrison

Enhance financial sustainability, while continuing to enhance the image of the organization, its programs and services. Maintain the two-time award of being named a FIVE-STAR Accredited Chamber by the U.S. Chamber of Commerce, placing our Chamber in the top ½ of 1 percent of all chambers in the nation.

Goal: Align staff/resources with organizational priorities and enhance financial sustainability, while continuing to enhance the Chamber's image and maintaining the Five-Star Accreditation status.

Align staff/resources with organizational priorities

Action Steps:

- Insure Chamber staff is aligned with economic development and workforce development efforts; community and leadership development efforts; and membership growth and retention
- Research bringing all advertising sales in-house:
 - Analyze all marketing medium/channels
 - Research income opportunities
 - Hire appropriate staff to execute
- Continue Chamber Intern program allowing for workplace experience and talent identification

Financial Sustainability

Action Steps:

- Grow membership base targeting member businesses of all sizes in number of members and investment levels
 - 2017 \$395,000
- Continue to add and grow non-dues revenue programs
 - Grow number and investment dollars of Sponsors
 - 2016 Target = \$42,000
 - Research other non-dues revenue streams
- At the conclusion of the strategic planning process, develop a fund raising plan for economic and workforce development.
- Align employee compensation and benefits with those provided by member companies and in relation to peer Chambers
- Grow the Tiered Investment Program for 2017 by upselling 25 existing members.

Elevate Chamber's Image**Action Steps:**

- Research and produce marketing collateral that is Chamber centric, but inclusive of multiple roles
- Continue utilization of branding in multiple mediums
- Continually seek new advertising/marketing opportunities that are cutting edge yet affordable

Utilize/Enhance Technology**Action Steps:**

- Identify technology needs / enhancements
- Ensure training for new technology available as needed
- Insure needs are incorporated into the annual budget

Ensure Continuity of Operations**Action Step:**

- Review/update Emergency Operations Plan bi-annually

Maintain Five-Year Accreditation Status**Action Steps:**

- Apply for re-accreditation in 2017
- Review recommendations from the U. S. Chamber annually until all are complete in order to re-apply in 2017