



DetroitRegionalChamber

2009 – 2012 Strategic Plan for
the Detroit Regional Chamber



Preface

The Detroit Regional Chamber is embarking on a strategic plan that will culminate in measurable, sustainable results over a three year period: 2009 – 2012. The purpose of this plan is to identify an operating framework to assure its relevancy to the membership it was created to serve. The membership served is broad and diverse when considering the membership of the Detroit Regional Chamber, as well as its economic development effort, the Detroit Regional Economic Partnership. Both of these organizations represent a broad segment of the business community, and both enjoy valued partnerships with government at all levels, regional economic development agencies and international business partners.

The current mission of the Detroit Regional Chamber, “Powering the Economy of Southeast Michigan” remains a critical need. The economic environment of the serving area is not predicted to improve in the immediate future – thus the opportunity for this strategic effort to help transform the economy in a positive direction.

The Detroit Regional Chamber is not only competing with other metropolitan regions around the nation, we are competing with regions around the globe. These regions, located in areas from Ireland to the United Arab Emirates to India and China, are fiercely vying for business investment and job creation with other regions, such as Detroit, around the world. Those regions that work collaboratively are the ones that will prosper in the global economy.

The strategic directions of this plan have been developed as a result of more than 14 months of research and study that included discussions with individual board members and the membership at large, examining the results of existing economic analysis studies and evaluating current economic challenges and opportunities. At the chamber’s 2008 and 2009 Mackinac Policy Conferences, conversations were channeled in the areas of policy, talent and the economy to provide a validation of the measurable goals that must be accomplished in the next three years.

Through the strategic actions outlined in this document and the strong leadership of the Detroit Regional Chamber working with collaborative partners, we will strengthen the regional economy by increasing our recognition as a global center of activity and innovation.



The Economic Situation

Where we are today

Over the past 8 months, the Detroit Regional Chamber has made a wide variety of concessions, from programmatic, service and support, to business attraction efforts and public policy for our members. These actions are making it possible for our membership to stay engaged and participate in the chamber's programs and activities even in the current economic crisis.

We have also developed specific programs and implemented strategies to accommodate the various challenges this difficult economy has created, from reducing fees and extending deadlines, to developing support programs and restructuring events; we have been and will continue to provide relevant incentives and opportunities for our membership to remain viable now and well into the future.

The Detroit Regional Chamber's role is to be a leader and partner to the business community. With over 20,000 members that employ over three quarters of a million workers, we have an opportunity to sustain and impact the future our of economy.



2009 – 2012 Strategic Plan

Detroit Regional Chamber

Overview

The challenges and opportunities created by the current economic climate of the nation and its direct impact on southeast Michigan have provided a foundation for us as an organization to build a bold but achievable strategic plan that consolidates three main primary goals under one umbrella goal for the region and the state.

This three year strategic plan outlines the chamber's vision with defined roles and embraces one compelling theme – to power the economy of southeast Michigan's business community.

This begins with an immediate first year goal of lifting the Detroit region from its current image and perception problems by working on achieving our strategic action goals of advocating for the business community, attracting and retaining our talent and driving economic development throughout the 10-county region and across the state.

This plan requires an infusion of effort, collaboration from all of our partners and a focus on specific industries and opportunities that will make the Detroit region the powerhouse it once was. Continued and sustained development of these opportunities will allow us to reach and meet our goals for the coming three years.

We will work to grow new industries, bring new jobs, establish new areas of leadership and attract and retain new talent. Thus, in turn, this will drive sustained economic development and prosperity across the Detroit region.

The three year strategic plan serves our membership across southeast Michigan's 10-county region, including over 20,000 members, who employ over three quarters of a million workers.

This plan embraces new ideas and identifies opportunities to power the economy of southeast Michigan. It outlines the chamber's primary purpose in three specific strategic pillars that will drive and sustain economic growth.



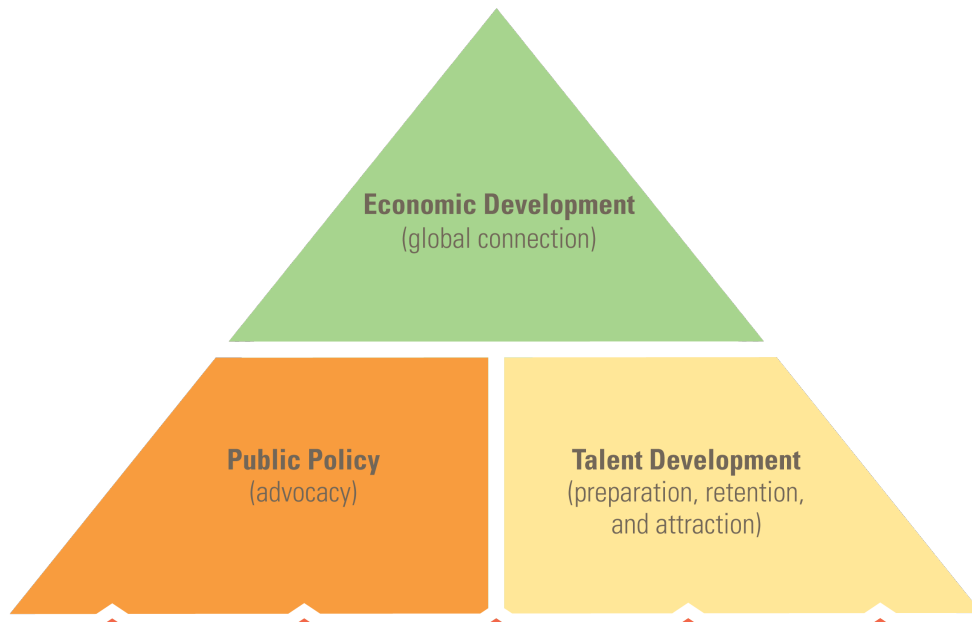
Strategy for Success

Building a Stronger Detroit Region: Advocacy, Talent, Investment for Economic Growth

The following pyramid is an illustration of the integral elements of achieving economic growth in Southeast Michigan, and the foundation for accomplishing strategic success.

By aligning strong advocacy efforts with increased business investment and innovative workforce/talent development activities, we will achieve a stronger, more prosperous regional economy within the next three years.

Detroit Region Economic Growth



The Detroit Regional Chamber will serve as a leader and convener of ideas and initiatives that support the goals and objectives outlined in this strategic plan.

Bold, ambitious goals will define priorities.

The plan addresses the need for the Detroit Regional Chamber to align itself organizationally along the lines of talent development, attraction and retention, economic development and public policy/advocacy. By organizing this way, the chamber will be able to identify and make certain all activities support clear goals and strategies designed to achieve stated objectives across all three strategic pillars and the immediate action goals of changing the Detroit region's image and perception.

This alignment also allows the chamber to prioritize activities and initiatives based upon supported goals. Achievement of this plan will allow the chamber to lead talent development, accelerate business development and implement policy that takes full advantage of the opportunities a difficult economic environment offer.

Creation and Implementation of One Year Strategic Action Goals

We evaluated the fading economic situation early last fall and based on the dramatic changes that quickly happened, we knew this needed to be reflected in the Detroit Regional Chamber's strategic planning process.

In January 2009, the Board of Directors provided feedback and directed the development of three to four hard-hitting strategic action goals that would have an immediate impact over the next year to help the business community throughout our region adjust to this economic situation.

Due to the reality of the current economic challenges, we see these action goals and the necessary concessions associated with them to be short term and will be realized in the first year of this three year strategic plan cycle.

These strategic action goals were developed and approved by the Executive Committee at the March, 2009 meeting.

Detroit Regional Chamber Year One Action Goals

Pillar	Description	Goals	Objectives	Desired Outcomes
Image & Perception	The Detroit Regional Chamber will enhance its research capacity and collaborate with key partners in the region to engage and build on the research and benchmarking of the region's self measurement. Efforts will focus on shifting the image and perception of the region nationally and globally.	Enhance our research capacity to package economic data and regional assets to support business development activities and regional communication advantages.	Restructure research capacity to improve economic data and regional assets information packaging. Work with our key partners to design and develop a social media campaign to modify the image of the Detroit region beyond our local audiences to national and international spheres of public influence.	Partner organizations will have a source for quality regional data to support attraction and retention efforts. Ability to track and measure the results of reach, impact, and influence against the changes in image and perception of the Detroit region.
Advocacy	The Detroit Regional Chamber's aggressive efforts in pro-business public policy at the regional, state and federal levels, will result as the community's leading advocate.	Develop and execute a strategy to pass structural reforms at the state level that will ultimately save the state at least \$500 million.	Participate in a coalition in support of long-term reforms including corrections, Medicaid and teacher benefits. Oppose budgets that include net spending increases in general fund spending.	Early reform passed in the next six months, will result in long term budget savings, through reductions of the Michigan Business Tax surcharge.
Talent	The Detroit Regional Chamber will be a proactive partner in developing a qualified, diverse talent base and an attractive environment that fosters talent recruitment and retention efforts.	Develop regional engagement programs that connect young professionals, business and the community. Build a system and process to place 25,000 students into internship programs by 2014.	Develop and begin executing a five point "quality of community" strategy for the region by partnering with the Young Professionals Leadership Council. Continue to engage Michigan employers and higher education institutions in the Intern in Michigan initiative to retain talent and accomplish intern placement goals for 2010.	Retention of young professionals to increase talent pool for business community and keep talent in the state. Secure 5,000 interns in Michigan businesses by June 30, 2010.
Economic Development	The Detroit Regional Chamber will develop economic opportunities in current and new industry sectors that lead to business attraction, retention, job growth and creation and economic gains for the Detroit region and state of Michigan.	Develop a strategy and secure funding to build a foundation for the Detroit region to become a global gateway, inland port. Lead in connecting companies with existing capacity and infrastructure, to stimulate new global business opportunities through Open Innovation	Finalize the strategy that positions the region as a global inland port. Help Detroit regional companies diversify by matching them with new global business opportunities. Prepare grant proposals and secure funding to pursue projects tied to fostering economic development in the region, primarily focusing on TranslinkeD and Open Innovation.	Detroit region viewed as a global logistics hub and center of excellence for innovation and research and development. New funding secured for economic development initiatives.



Economic Development: Global Connection

The Detroit Regional Chamber will develop economic opportunities in current and new industry sectors that lead to business attraction, retention, job growth and creation and economic gains for the Detroit region and the state of Michigan.

Strategy Lead the way in developing a business case and strategy to turn the Detroit region into a global logistics inland port for moving people and goods around the world. TranslinkeD will diversify the regional economy through transportation and logistics, job creation and investment.

Goal Develop a strategy and secure funding to build a foundation for the Detroit region to become a global gateway, inland port.

Goal Establish a shared vision for a regional transportation system by convening and engaging stakeholders that focuses on three priority projects related to transportation assets and pass public policies to implement the projects and secure necessary funding.

Goal Position and market the Detroit region as the destination for supply chain, logistics, and international commerce by assembling key assets and resources into integrated centers of innovative supply chain thought and practice.

Strategy Achieve economic growth for the Detroit region by attracting national/international business investment.

Goal Attract/expand 200 companies in the region and create 5,000 new jobs, resulting in \$1.5 billion of investment. Produce 1,200 leads to distribute to partner economic development organizations.

Goal Diversify the region's economy by attracting/expanding 40 companies and creating 400 new jobs from new targeted sectors which include: advanced manufacturing, IT services, life sciences, alternative energy and transportation R&D/logistics, resulting in \$200 million of investment.

Goal Lead in convening all parties, including universities and labor partners, for collaborative representation for international trade missions to explore business opportunities in new international markets.



Strategy **Market the Detroit region as a global innovation center.**

Goal Enhance our research capacity to package economic data and regional assets to support business development activities and communicate regional advantages.

Goal Lead in connecting companies with existing capacity and infrastructure to stimulate new global business opportunities through open innovation.

Goal Facilitate technology agreements between regional and international companies resulting in \$200 million of new business investment in the region.

Anticipated Outcomes

The Detroit region will be recognized as a global logistics hub of intermodal activity, as well as a global innovation center for technology and research & development connections.

Coordinated and collaborative efforts of key partners in academia, government, labor and the private sector to collaborate on businesses from the Detroit region traveling to international markets for business attraction and investment purposes.

Partner organizations will have a source for quality regional data to support their attraction and retention efforts.

Ability to track and measure the results of reach, impact, and influence against the changes in image and perception of the Detroit region.

Key Collaborative Partners

- Automotive Industry Action Group
- Area Universities
- Consuls/Trade Commissions
- County Economic Development Partners
- Detroit Renaissance
- Great Lakes Manufacturing Council
& its many members in 8 states & 2 provinces
- MichBio
- Michigan Economic Development Corporation
- Michigan Manufacturers Association
- Michigan Manufacturing Technology Council
- Next Energy
- Original Equipment Suppliers Association
- Tech Town



Advocacy: Public Policy that Places the Detroit Region as a Leading Business Center

The Detroit Regional Chamber's aggressive efforts in pro-business public policy at the regional, state and federal levels will result in recognition as the business community's leading advocate.

Strategy Advocate for pro-business policy that creates a competitive advantage for doing business in Southeast Michigan.

Goal Reduce the tax burden – both direct cost and paperwork – on business.

Goal Promote environmental sustainability that saves money and improves the environment through legislative objectives.


Goal Educate and hold accountable political leadership to a pro-business policy agenda.

Goal Protect the interest of business in areas of government regulation that prove burdensome to economic growth.

Strategy Accomplish significant structural reform in Michigan resulting in budget savings by 2013.

Goal Develop and execute a strategy to pass structural reforms at the state level that would save at least \$500 million annually.

Goal Increase awareness and mobilize multiple constituencies to accomplish structural reform by 2013, through recommendations for pilot programs to accomplish reform.



Strategy Establish a Border Policy Institute focused on trade that is dedicated to leveraging the economic activity at the Detroit region's North American border crossings.

Goal Advocate for border crossing policy that balances national security with economic prosperity and drives economic development from border related activity and opportunity.

Anticipated outcomes

Public policy that fosters economic development strategy including reducing the cost of doing business in Southeast Michigan.

Encourage the election of strong political leadership that works with the region's business community to promote and accomplish economic growth.

Long term state budget savings through reduction of the Michigan Business Tax surcharge.

Key Collaborative Partners

- Blue Cross & Blue Shield of Michigan
- Brookings Institution and other foundations
- Canadian Consulate of Detroit
- Detroit Renaissance
- Federal Reserve Bank of Chicago
- Grand Rapids Area Chamber of Commerce
- Great Lakes Manufacturing Council
- Greater Detroit Area Health Council
- Metro chambers, especially in Great Lakes region
- Michigan Chamber of Commerce
- Michigan Health & Hospital Association
(including health systems & physician organizations)
- Michigan Health Insurance Access Advisory Council
- Michigan Manufacturers Association
- Michigan State Medical Society



Talent: Preparation, Retention and Attraction

The Detroit Regional Chamber will be a proactive partner in developing a qualified, diverse talent base and an attractive environment that fosters talent recruitment and retention efforts.

Strategy Develop a human capital base that is skilled and highly qualified in order to meet the needs of transforming the economy.

Goal Increase the number of adults in the region with post-secondary degrees by working with the WIRED Task Group to develop and implement a comprehensive plan to improve the educational culture of the region and direct more high school graduates and non-degreed adults into post-secondary education.


Goal Build a system and process to place 25,000 students into internship programs by 2014.

Goal Increase the flow of skilled workers into our region through immigration and net in-migration at the local, state, national and international levels.

Strategy Engage the community in the retention of emerging and young professionals by creating an environment that provides an attractive quality of living.

Goal Leverage the power of regional young professional organizations, execute a five point "Quality of Community" strategy that engages young professionals in building an environment for retention.

Goal Guided by Fusion, develop regional engagement programs that connect young professionals, businesses and the community.



Strategy Build a talent attraction initiative that engages the community and gives the Detroit region a greater competitive advantage.

Goal Develop and implement a comprehensive marketing strategy with tools to assist employers with recruitment of young professionals, focusing on the use of technology.

Anticipated Outcomes

Increased talent base for employers job creation needs.

Engaged young professional talent assisting with regional priorities

Proactive efforts resulting in talent relocation back to Michigan.

Key Collaborative Partners

- Ann Arbor Spark
- Colleges & Universities
- Detroit Renaissance
- Great Lake Manufacturing
- Hudson Webber
- Michigan Futures
- New Economy Fund
- Public Sector
- U. S. Department of Labor
- Young Professionals Leadership council