



GREELEY AREA
**CHAMBER OF
COMMERCE**

Strategic Plan

2022 - 2024

Executive Summary

To our Valued Chamber Investors,

We are pleased to present the next 3-year Strategic Plan for the Greeley Area Chamber of Commerce. We take the work of planning for the future and forecasting what's ahead seriously, just like our business leaders and community we represent. So much has evolved for the Chamber and our businesses in the last three years; and we believe it is the perfect time to rethink and innovate and that our future is brighter than ever with our proposed roadmap for the future.

The plan you will see in this report is the culmination of work done by the leadership of the Greeley Area Chamber Board of Directors, facilitated by Superintendent of Schools and board member Dr. Diedre Pilch with research by the University of Northern Colorado Social Research lab with Chamber Investors and facilitated by the President of the Greeley Area Chamber.

We began this work in the fall of 2021 by surveying our investors and community stakeholders through online surveys and feedback sessions. We then compiled the data and engaged in thoughtful refining to create a strong message with we hope even stronger results. We were able to identify four key areas of focus that are important to the region and align with our Chamber's vision and forward movement and center around our investors.



Jaime Henning
President & CEO
Greeley Area Chamber of Commerce



Chair, Margo Karsten
Past Chair
Western Division President
Banner Health



Dr. Diedre Pilch
Chair, Strategic Planning & Facilitator
Superintendent of Schools, Greeley-
Evans School District 6



Dr. Andy Feinstein
Co-Chair, Strategic Planning
President, University of
Northern Colorado

MISSION

We champion and serve our business community. We are the leading voice and convener for Business and Industry.

VISION

We are the catalyst for business development, growth and success.

VALUES

Business and Industry: We keep our businesses at the center of everything we do

Innovation: We value innovation and solutions to lead our region forward

Inclusion or Belonging: We strive for a welcome and inclusive community

Community: We are dedicated to our community and its growth and understand the importance of legacy

Action: We act on opportunities and challenges in our community

STRATEGIC PRIORITIES:



**ADVOCATES FOR
OUR DIVERSE
AND GROWING
INVESTORS**



**CHAMPIONS,
PARTNERS,
CONVENES,
AND PROMOTES
BUSINESSES AND
THE COMMUNITY**



**GROWS BUSINESS
LEADERS AND
ENTREPRENEURS
AS CATALYSTS
FOR
DEVELOPMENT**



**LEADS AS AN
EARLY ADOPTER
AND INNOVATOR**

These strategic priorities are a complement to our values statement you will find in this report, and we believe achieve organizational excellence.

This is our roadmap for the next three years and we encourage you to read more about the plan and engage with us to make a future for our business community that is . We will only be successful with you fully engaged, as our valued investors, partners, and collaborators.

Now the real work begins. We will translate this document into our plan we can implement, measure and fine tune our focus for success and results for our investors and our community.

We also reimagined our Mission, Vision and the Core Values of our organization that are at the heart of the work we do and the service we give to our business community.

STRATEGIC PRIORITY #1



Advocates for our diverse and growing investors

Our goal is to serve as your voice and partner. Our advocacy efforts have delivered significant returns to our investors and stakeholders in the region through collaboration and a stronger unified voice. Our work continues at the local, state, and federal level. We know our businesses matter, which is why we proactively monitor policies that could adversely affect the, working closely with elected leaders to connect on the needs of our business community and on issues affecting them. We are there with our businesses every step of the way to ensure the business voice is heard. We want a bright future for our business.

ACTION ITEMS

1. Support advocacy efforts at the local and regional level including policy steering committee and Northern Colorado Legislative alliance to sharpen focus and create success for business ecosystems.
2. Education, resources, training, and guidance about business issues including an ROI Report.
3. Engage in live events including Common Grounds, Legislative Review's and Previews and Greeley Day at the Capitol to expand knowledge and work with legislators.
4. Form powerful coalitions with partners to amplify the Chamber's voice on priority issues.

STRATEGIC PRIORITY #2



Champions, partners, convenes and promotes businesses and the community.

We all love the Greeley Area and believe we are a part of something bigger than ourselves. We are a growing city, a city in motion and one that supports our local businesses. We are storytellers and champions of one of the Chamber's most important missions is to tell the story of our Chamber, community and businesses. We hope what you hear resonates with you and builds pride in our community.

ACTION ITEMS

1. Community storytelling and marketing utilizing all communication platforms and create an opportunities Guide of all Chamber benefits and offerings.
2. Tell the business communities stories and promote our primary employers and their impact.
3. Focus on brand development strategies to position the organization within the community and the community at the top of its class as an emerging leader.
4. Focus on brand development strategies to position the organization within the community.

STRATEGIC PRIORITY #3



Grows business leaders and entrepreneurs as catalysts for development.

We face the challenges of a world where continuous and rapid change will be the norm. What is required is nothing less than a complete rethinking of how we learn, how we operate, how we govern, how we lead and especially how we think. With this in mind, we seek “fresh eyes” to participate in the leadership of our community. We face the challenge of developing approaches to prepare for a world that does not yet fully exist.

ACTION ITEMS

1. Supporting programs that grow future leaders including Leadership Weld County, Leadership Northern Colorado, and special focus on creating Northern Colorado Young Professionals.
2. Utilize industry connections including ACCE, US Chamber and WACE to participate in offerings including the Chamber Operations Survey Report.
3. Participate in opportunities to connect with peers across the country to stay ahead of the latest trends, innovations, and emerging ideas.
4. Champion collaborations with key partners where their priority projects intersect with our mission.

STRATEGIC PRIORITY #4



Leads as an early adopter and innovator

Local communities are struggling to adapt to an emerging economy and systems that are different from the past. We believe in being fully engaged in leading and developing community and ecosystems for future generations. Young leaders will be a necessity to prepare local areas to be vital and sustainable in an age of constant change and increasing complexity. We are at a time of historical transformation so profound that we need to create new concepts and methods that can be aligned for new ways of doing business that are not yet imagined for the future.

ACTION ITEMS

1. Curate thought leadership utilizing national speakers, consultants, and connectors to help the community & investors develop growth opportunities.
2. Participate in opportunities to connect with peers across the country to stay ahead of the latest trends, innovations, and emerging ideas.
3. Attend national membership collectives to benchmark for growth and innovation through ACCE Emerging Leaders Council, CCE Commission, Institute, and other programs.
4. Hold bi-annual community conversation between Chamber Executive Boards around regional challenges and collaboration opportunities.
5. Conduct Business Retention Expansion surveys in collaboration with regional Economic Development allies to identify industry needs.

Strategic Leadership

Leah Bornstein, Aims Community College

Mark Bradley, Realtec

***Brad Darby**, Cintas Corporation

Doug Dennison, Chevron

Phil Del Vecchio, JBS

Josh Dollard, Pepsi Beverages Company

***Andy Feinstein**, University of Northern Colorado

Neil Fisher, WeldWerks

Levi Gain, Doug's Carpet & Upholstery Care

Chris Gentle, First Interstate Bank

Dale Hall, City of Greeley, City Council

***Judy Hicks**, Anderson & Whitney, PC

Lisa Hudson, SBDC - UNC Biz Hub

Aimee Hutson, Aunt Helen's Coffee

***Jason Jones**, Adams Bank & Trust

***Margo Karsten**, Banner/NCMC

Deirdre Pilch, Greeley-Evans School District 6

Roger Ramirez, Weld County Garage

CollinRichardson, Richmark

***Jared Salas**, State Farm

Marilyn Schock, UCHealth

Christian Schulte, Peters Schulte Odil & Wallshein LLC

***Scott Warner**, Connecting Point

Kevin Weimer, Coldwell Banker Residential Brokerage

Rich Werner, Upstate Colorado Economic Dev

*notates Executive Board Members

2023 NEW DIRECTORS

Matt Estrin, 477 Distilling/ Greeley Hatchet House

Kaycee Lytle, Bank of Colorado

Betzy Valdez, Empowered Leader/Hispanic Women of Weld County