



2008/09 Action Plan

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Membership Services Action Plan 2008-2009

Mission

The Membership Services Department will provide meaningful programs and services that respond to members needs.

Marketing Opportunities

Strategic Goal Provide product/service marketing opportunities encouraging member-to-member communication and business.

Tactical Objectives

- ~ Hold eleven Business After Hours for all Chamber members. Assist with facilitating Regional Networking Event in January 2009 with other area chambers.
- ~ Conduct Mega Networking events in November 2008 and May 2009, which allows business owners direct contact with numerous potential customers and increase their referral base.
- ~ Enhance Mega Networking Program by continuing to develop brand awareness (through looking for a title sponsor), and expanding the number of business categories represented at event.
- ~ Provide sponsorship opportunities through department events
- ~ Enhance AM Network program.
 - Continue "new member call" campaign to create awareness and increase membership of the AM Network program.
 - Retain 90% of current annual-paying AM Network general members, while increasing the number of annual participants paying to 126.
 - Increase attendance at each location to 55 people per event.
 - Develop task force with subcommittees for program development, member recruitment, and member retention. Build task force to a minimum of five (5) members per subcommittee.
 - Conduct a joint orientation meeting of all Task Force members to ensure a basic understanding of the goals and objectives of the AM Network.
 - Conduct a minimum of one joint AM Network activity that includes opportunities for networking and development.

Leadership Development

Strategic Goal Provide leadership development programs for Chamber members.

Tactical Objectives

- ~ Conduct the Leadership Raleigh program to provide in-depth understanding of issues and challenges in the Greater Raleigh/Wake County community. Continue to increase the diversity and participation level in each class.
- ~ Continue the 6-month recruitment program using the Chamber Web site that will allow candidates to apply online.
- ~ A committee composed of alumni will assist with recruitment for the program, which will be done via the Chamber Web site and e-mails as well as personal contact with potential candidates and written solicitation to targeted area companies in an effort to broaden the base of support in the community. The committee will also speak to area civic clubs and trade associations as part of the recruitment effort.
- ~ Provide assistance to graduates of the Leadership Raleigh program to identify community service opportunities. Provide programs to increase networking, keep abreast of community issues, training opportunities, social and volunteer activities.
- ~ Implement a survey to update LRAA database to determine impact of LR graduates in the community by their service on boards, commissions, political offices, etc.
- ~ Expand LRAA presence on Chamber Web site to include more recent information, design, and interactivity on the site.
- ~ Communicate to community groups the value of the Web site when seeking volunteers and board members.

Strategic Goal Provide professional development opportunities for business individuals age 25 through 39.

Tactical Objectives

- ~ Work with task force to develop six events to engage young professionals and provide professional growth and interaction with seasoned business leaders.
- ~ Secure sponsorships.
- ~ Develop and implement marketing campaign to increase program awareness and recruit members.
- ~ Develop opportunities for young professionals to become engaged in community activities.

Small Business Services Action Plan 2008-2009

Mission

To provide programs and resources to assist small business owners to prosper and advance their business

Member Benefits

Strategic Goal Provide small business members with programs that provide tangible benefits.

Tactical Objectives

- ~ Continue "Member Discount" affinity program.
- ~ Continue researching potential member benefit programs.
- ~ Implement and market existing and newly identified member benefits.
- ~ Monitor performance of Member Discount Providers.
- ~ Monitor existing member benefit programs value.

Business Training Opportunities

Strategic Goal Provide business operation and professional growth training for business owners.

Tactical Objectives

- ~ Work with task force to establish training programs that will enable small and growing businesses to manage, stay current and expand their companies.
- ~ Offer four Notary Public classes during 2008-2009.
- ~ Implement a session of Fast Trac for growing businesses.

Marketing Opportunities

Strategic Goal Provide small business members opportunities to market their products and services.

Tactical Objectives

- ~ Conduct the one-day Business Expo at Fairgrounds in April 2009.
- ~ Develop action plan to sell booths, recruit food booths, recruit Gold, Silver, Bronze sponsorships, and develop marketing kit for exhibitors.
- ~ Create marketing plan to attract business attendees.

- ~ Conduct quarterly Meet The Purchaser sessions to connect Triangle businesses and governmental bodies with chamber members.
- ~ Continue to coordinate sessions with SBTDC and the Chamber's Economic Development Department.
- ~ Conduct Business Showcase in August 2009 to provide marketing opportunities for Chamber Members to attend as well as exhibit.

Partnerships

Strategic Goal

Develop partnerships with area non-profit service providers to develop additional business resources and opportunities for new and growing businesses.

Tactical Objectives

- ~ Partner with Small Business and Technology Development Center (SBTDC) to promote services of both our organizations.
- ~ Work with the Raleigh SCORE chapter by providing meeting space, client referrals and publicize their "How to Start a Business" workshops.
- ~ Work with Wake Technical Community College to provide business seminars for small business owners.

Business Roundtables

Strategic Goal

Structure program to provide business owners and professionals with a way to have interactive discussions on their business challenges and future direction of their companies utilizing each other's expertise.

Tactical Objectives

- ~ Continue Chamber Roundtables for all size companies to provide a confidential board of advisors from non-competing businesses who share the same challenges and responsibilities in the following areas: Small Business Owners, CEO, Sales Managers, Human Resource Directors, and Marketing Managers.
- ~ Provide training for Roundtable facilitators.
- ~ Create year-round marketing campaign for greater awareness.
- ~ Conduct quarterly Information Sessions to recruit new participants.
- ~ Hold quarterly meetings of facilitators to discuss progress of roundtables and share best ideas.

Business Recognition

Strategic Goal

Provide opportunities for recognition for small, growing and established businesses.

Tactical Objectives

- ~ Conduct "The Pinnacle Business Awards" in May 2009 to recognize chamber members at different levels of business growth by presenting winners with the Pinnacle Business Awards
- ~ Present the Steady Growth & Profitability Award and the Steady Growth & Profitability Master Award
- ~ Present 5 Entrepreneur of the Year Awards
- ~ Present the First Citizens Exceptional Customer Experience Award
- ~ Present Progress Energy Excellence in Supplier Diversity Award
- ~ Present Smith Seal Sustainable Growth Award
- ~ Present Rex Healthcare Wellness at Work Award
- ~ Increase efforts to recruit applications for awards
- ~ Review selection criteria for each level of business growth, recruit sponsors, plan event and market The Pinnacle Business Award Celebration to Triangle businesses
- ~ Develop component to involve past winners during event

Network Training

Strategic Goal

Continue awareness campaign to promote networking and marketing opportunities available within Chamber structure

Tactical Objectives

- ~ Continue "Networking with Power" workshop series for members
- ~ Conduct marketing campaign to increase member awareness of workshops

Membership Development Action Plan 2008-2009

Mission

The Membership Development Department will attract the financial resources necessary to enable the Greater Raleigh Chamber of Commerce to accomplish its Action Plan.

Financial Resource Development

Strategic Goal Generate financial resources to fund the operating budget of the Chamber through new member sales, retention of existing membership accounts, and sales of non-membership products.

Tactical Objectives

- ~ Conduct the annual total resource development campaign to generate the necessary level of financial resources for the organization to execute its business plan. Products to be sold include: sponsorships of Chamber events and publications, Web site and e-mail sponsorships, new Chamber memberships and new Board of Advisors memberships, memberships in Sports Council, Regional Transportation Alliance, Young Professionals Network memberships, and renewals of sales from the 2008 campaign. Coordinate sales activity with the edge4 campaign to maximize sales in both efforts. Initiate a new sales tracking software system to also include available sponsorship inventory information.
- ~ Manage sales by four staff sales representatives and campaign volunteers to achieve \$270,000 in cash new member revenue, with more aggressive new member marketing during the campaign and membership directory sales periods.
- ~ Generate a minimum of \$110,000 in net income by planning, coordinating, and executing an annual golf tournament on Oct. 20, 2008, at Prestonwood Country Club and Brier Creek Country Club.
- ~ Maintain and increase financial support of the Chamber by existing members.
 - Reevaluate all accounts so that members are asked to invest in the Chamber in accordance with the membership investment formula established by the Board of Directors.
 - Sustain participation in the Board of Advisors program by conducting a minimum of two orientation/update programs and a minimum of three informational/networking programs exclusively for Board of Advisors members.
- ~ Sustain membership retention rate at no less than 83%.
- ~ Coordinate vendor relationship with ResponsePoint to contact all delayed renewal accounts for renewal.

- ~ Coordinate vendor relationship with ResponsePoint to contact first- and second-year members on a regular schedule to encourage participation in Chamber programs and events.
- ~ Pre-bill all accounts in November so that members have the option of payment in 2008 or 2009.
- ~ Conduct 10 New Member Breakfasts to orient new members and encourage active participation.

Network and Database Administration

Strategic Goal Maintain accurate membership and accounts receivable records and administer the Chamber's computer network.

Tactical Objectives

- ~ Coordinate upgrade of IRM membership software solution to a Web-based version. Add on-line verification functionality and membership renewal payment capacity to raleighchamber.org if possible.
- ~ Verify mailing information, employment, and business classifications of all members through a combination of on-line verification, e-mail and mail.
- ~ Invoice current and delayed renewal accounts monthly, age accounts monthly, make address and billing information changes daily, and post accounts receivable daily.
- ~ Maintain an accurate inventory of available trade items, communicate the inventory to the Chamber staff on a monthly basis, and reconcile trade usage with the accounting department on a monthly basis.
- ~ Provide network administration including:
 - Administration, maintenance and improvement of servers including backup and recovery methods and services.
 - Maintenance of and improvements to file systems, e-mail systems, anti-spam services, network devices, remote access services, antivirus services, workstations, printers, and telephone system.
 - Providing technical support to staff with both hardware and software issues.

Information Center & Front Desk

Strategic Goal Provide economic, demographic, and community information and assistance to the public, Chamber members, and prospective corporate and individual newcomers. Process mail and provide reception services for the Chamber. Produce the daily ledger.

Tactical Objectives

- ~ Evaluate all publications for continued print and/or electronic distribution to customers. Continue electronic delivery of additional publications including all Business and Community publications.
- ~ Produce annual map for newcomers.

Communications

Action Plan 2008-2009

Mission

The Communications Department will consistently and effectively communicate information about the Greater Raleigh Chamber of Commerce to its key audiences.

External (Public) Communications

Strategic Goal Enhance the image of the Chamber by increasing public awareness of Chamber programs, services and objectives—resulting in increased membership.

Tactical Objectives

- ~ Seek a minimum of \$300,000 in committed advertising space, time and services from local media, public relations/advertising agencies, Internet-related companies and corporate partners through the Marketing Partners program.
- ~ Ensure media coverage of the Chamber's events by providing the media with timely information in news releases and advisories on Chamber activities and initiatives.
- ~ Communicate successes of the edge³ economic development program through news releases.
- ~ Increase member/opinion leader awareness about the benefits of economic development and progress to the Raleigh area, and build upon mutually beneficial partnerships with external groups in the community in cooperation with the Economic Development Department.
- ~ Increase member/opinion leader awareness about the benefits of public policy advocacy and education initiatives, and build upon mutually beneficial partnerships with external groups in the community in cooperation with the Government Affairs Department.
- ~ Provide communications assistance and support to critical regional programs hosted by the Chamber, including the Greater Raleigh Sports Council, Regional Transportation Alliance, and edge³.

Internal (Member) Communications

Strategic Goal Provide communications and marketing support to assist in increasing the membership's understanding and awareness of each department's programs, services and activities, resulting in an increase in program attendance Chamber-wide.

Tactical Objectives

- ~ Continue tailored marketing system to be more proactive and targeted in marketing our events/programs to improve attendance and revenue.
- ~ Coordinate the writing, editing, design and production of all publications/marketing pieces needed by the departments within the Chamber.
- ~ Coordinate and produce the Annual Meeting program to effectively communicate key past accomplishments and action plan highlights in an informative and entertaining manner.
- ~ Make the following a priority in member communications during the year: the positive impact of growth/prosperity in the community; *edge*³ goals and accomplishments; area sports promotion (Hurricanes/Bulls/ Mudcats/Railhawks/collegiate sports); business and university collaboration; downtown development/convention center; large and small company networking; membership value; more diverse involvement.
- ~ Work with Government Affairs to conduct surveys to gauge members' opinions and attitudes on issues in our legislative agenda and communicate the results to elected officials and the media.

Publications and the Internet

Strategic Goal Maintain and expand the quality of publications/marketing pieces and Internet sites, emphasizing the benefits of Chamber programs and services and building loyalty among the membership and the organization.

Tactical Objectives

- ~ Continue to market the Web site to members through all marketing pieces and publications.
- ~ Produce the newcomers' guide and membership directory in cooperation with the Membership Development department.
- ~ Produce a Chamber annual report for distribution with membership renewal invoices.
- ~ Generate increased revenue from our Web site sponsorships and e-mail newsletters.

Media Relations

Strategic Goal Sustain professional relationships with the news media, establishing the Chamber as a resource for information and leads for stories relating to the local business community.

Tactical Objectives

- ~ Update and segment the media database on a quarterly basis to include all newspapers and electronic media in the Triangle and the surrounding communities.
- ~ Revamp public relations plans for the 2009 Business Expo, Total Resource Campaign and Pinnacle Business Awards Celebration.

Community Outreach

Strategic Goal Increase the Chamber's work with strategic partners to advance the Chamber's mission locally and regionally, and to increase public awareness about the requirements of economic vitality in this market.

Tactical Objectives

- ~ Continue to lead the regional *The Triangle: A Family of Communities* community pride campaign to cultivate cooperation and pride among residents across the Triangle.
- ~ Complete transformation of www.familyofcommunities.com into a more consumer-friendly site that provides the consumer with positive information about our area and links to relevant information around the Triangle.
- ~ Use the newly revamped raleighchamber.org to highlight economic success stories to create a keen awareness on the part of Chamber members and customers of the cause-and-effect relationship between community infrastructure development and the positive byproducts of growth.
- ~ Continue to distribute new radio and print ads to Marketing Partners.

Government Affairs

Action Plan 2008-2009

Mission

Represent interests of the Chamber membership at the local, state and federal levels, advocating issues of major importance to the community's economic vitality and quality of life.

Governance

Strategic Goal Build cooperative working relationships with elected and appointed public officials as well as other business groups by providing them with up-to-date information and Chamber positions on key issues.

Tactical Objectives

- ~ Host Leadership Roundtable meetings the first Friday of each month to share timely information between the public and private leadership sectors in the community.
- ~ Host policy forums highlighting targeted cluster industry/infrastructure needs (Nov 2008/March 2009/July 2009).
- ~ Host Federal Issues Forum (January 2009/August 2009).
- ~ Host Triangle Chamber's Washington, DC Trip (May 2009).
- ~ Host Legislative Reception (June 2009).
- ~ Host Partner's Dinner with members of the Wake County Board of Commissioners, Wake County Board of Education, Raleigh City Council, Wake County Mayors (July 2009).
- ~ Host Elected Officials Reception (December 2008).
- ~ Conduct annual Inter-City Visit & Leadership Conference (April 2009).
- ~ Host Wake Public Safety Officers Recognition Program (September 2009).
- ~ Coordinate one-on-one volunteer leadership invitations for elected officials to major events such as Legislative Reception and Inter-City Visit & Leadership Conference.
- ~ Build Key Contact database to ensure the business voice is shared with legislators.

Strategic Goal Strengthen relationships with the Wake County Legislative Delegation.

Tactical Objectives

- ~ Attend weekly Wake Legislative Delegation meetings during session.
- ~ Work with Co-Chairs of Delegation to present Chamber's agenda at Weekly Meeting.
- ~ Provide opportunities for Co-Chairs to speak to Leadership Roundtable, Partner's Dinner, and other appropriate Chamber events.

Strategic Goal Identify and analyze legislative, regulatory and administrative issues and make appropriate policy recommendations to the Chamber Board of Directors.

Tactical Objectives

- ~ Communicate with and solicit input from members about important issues via Web site, e-mail, and other methods including surveying using software every other month.
- ~ Work with Economic Development staff to identify issues negatively impacting our product sales team's efforts.

Strategic Goal Create 2009 Regional Legislative Agenda in cooperation with Research Triangle Regional Partnership and regional Chambers.

Tactical Objectives

- ~ Host 5th Regional Chamber Summit to create consensus for regional agenda looking at federal and state issues.
- ~ Develop 3-5 point regional agenda to communicate to regional legislative delegations in Washington and Raleigh.

Strategic Goal Convey information on business positions and issues to candidates and provide opportunities for candidates to respond and share positions with the membership.

Tactical Objectives

- ~ Conduct a survey of candidates' views on business issues to distribute to entire Chamber membership via raleighchamber.org.
- ~ Host Candidates Briefing to share Economic Development and Legislative priorities with those seeking elected office (September 2009).

Strategic Goal Update membership on key issues and work with other business groups on areas of common interest.

Tactical Objectives

- ~ Create a regular feature on raleighchamber.org that tracks progress of the Chamber's 2009 Legislative Agenda. This feature will host notice of relevant legislative committee meetings and links to additional sources of information relating to Chamber agenda items.
- ~ Use raleighchamber.org to update members on activities through timely articles or hot links to information sources.
- ~ Develop partnerships with other business organizations, including local Chambers of Commerce and the State Chamber on key issues of mutual interest.
- ~ Use improved Web site capabilities to increase Chamber member voter registration and turnout for 2008 local elections.

- ~ Post “white papers” on each legislative agenda item, including history of legislative action, on the updated Web site so members can easily find Chamber positions and status of legislation.

Quality Of Life

Strategic Goal Enhance the sustainability of the community’s quality of life in order to maintain a national reputation of excellence.

Tactical Objectives

- ~ Partner with Wake County Economic Development to deliver positive messages about growth to members, elected officials and general public.
- ~ Include growth-related articles on Web site.
- ~ Support Raleigh/Wake County’s 10-Year Plan on Ending Homelessness.
- ~ Provide support to Triangle Tomorrow in the execution of the Urban Land Institute “Reality Check” effort.

Strategic Goal Encourage business support for Wake County arts organizations through the United Arts Council.

Tactical Objectives

- ~ Co-sponsor the annual Business Support of the Arts Awards.

Infrastructure

Strategic Goal Encourage investments for the coordinated planning of infrastructure expansion and improvements to address the challenges of economic success.

Tactical Objectives

- ~ Triangle Success Forum will foster discussion and community dialogue on growth.
- ~ Share Chamber Comp Plan Task Force feedback with City to ensure business voice in process.
- ~ Facilitate dialogue on plans for Dorothea Dix’s closure from both a mental health and land use perspective.

Strategic Goal Ensure investment in community infrastructure is made to meet demands of population growth.

Tactical Objectives

- ~ Convey Blue Ribbon Committee for the Future of Wake County recommendations to elected leaders of appropriate boards.
- ~ Include BRC progress report page on Web site for easy reference.

- ~ Track/communicate progress of Wake County's Growth Issues Task Force.

Transportation

Strategic Goal Create regional commitment and investment in mobility solutions to protect our world class Quality of Life, through partnering with the Regional Transportation Alliance.

Tactical Objectives

- ~ Advocate on behalf of legislation to address regional transit needs.
- ~ Partner with the North Carolina General Assembly to push for expansion of funding options for transportation projects.
- ~ Host the Regional Transportation Alliance at the Chamber office.
- ~ Bring Regional delegation together to address regional challenges.
- ~ Further the Regional Transportation Alliance's TRI-MAP group efforts by tracking pertinent legislation and getting Chamber members to share concerns with legislators.

Education

Strategic Goal Robust and constructive dialogue between the Wake County Public School System and the Wake County Commission.

Tactical Objectives

- ~ Promote Wake Education Partnership/Raleigh Chamber's proposal for improved student achievement.
- ~ Host Wake Education Partnership regional roundtable (November).
- ~ Host meetings when needed to facilitate solutions to concerns of both Boards.
- ~ Attend all Joint School Board/County Commission Meetings.

Strategic Goal Serve as a catalyst and consensus-builder for education issues in Wake County.

Tactical Objectives

- ~ Work with the Wake Education Partnership on projects of mutual interest (ensuring world class education).
- ~ Host education program on workforce development (June 2009).
- ~ Communicate to membership actions of the curriculum audit of the Wake County Public School System via raleighchamber.org and in various member meetings (Board of Advisors, AM Networks etc.).

- ~ Help the WCPSS communicate their capital needs to the business community and the citizenry of Wake County.
- ~ Market and promote school-to-career initiatives by working with the Business Alliance and the School-to-Career Council to build business alliances countywide.
- ~ Communicate to membership the impacts of various policy changes adopted by WCPSS.
- ~ Communicate to membership the expenditures from past bond referendum.

Strategic Goal

Ensure school infrastructure keeps up with the growth of schools.

Tactical Objectives

- ~ Track and report information on the Citizens Facility Advisory Committee effort.
- ~ Support efforts to fund needed infrastructure.

Strategic Goal

Support issues critical to the growth and vitality of Wake Technical Community College, North Carolina State University, and other local colleges/universities.

Tactical Objectives

- ~ Conduct forum to promote Wake Tech's success in providing support for local workforce development needs.
- ~ Maintain relationship with Chancellor's Office at NCSU and assist their efforts on programs/projects of mutual interest.
- ~ Support Campbell Law School's relocation to downtown Raleigh.

Regional Transportation Alliance Action Plan 2008-2009

Mission and overall purpose

The Regional Transportation Alliance is a regional program of the Greater Raleigh Chamber of Commerce in partnership with the Cary, Durham, Chapel Hill-Carrboro and 19 other chambers of commerce in the Research Triangle. The Alliance identifies, promotes, and accelerates transportation policies and multimodal solutions that ensure economic vitality and preserve our world-class quality of life.

Advocacy

Vice chair: Kirsten Weeks, Cisco Systems, Inc.

Strategic Goal

Provide leadership and sustain relationships with strategic partners on transportation legislative and policy initiatives at local, regional, state and federal levels.

Tactical Objectives

Align and encourage legislative and policy objectives for mobility within the region.

- ~ Establish and adopt an annual Regional Legislative Agenda for Mobility in partnership with RTRP, member chambers of commerce, and other organizations.
- ~ Advocate incorporation of Regional Legislative Agenda for Mobility in 21st Century Transportation Committee recommendations and the 2009 General Assembly. Our top priority for 2009 is Legislative authorization of voter approved local option sales tax for transit.
- ~ Support the efforts of the 21st Century Transportation Committee
- ~ Facilitate the Triangle Mobility Action Partnership (Tri-MAP) forum
- ~ Together with member chambers, maintain relationships with key partners, including MPOs, Triangle Transit, Raleigh-Durham Airport Authority, NCDOT, NC Turnpike Authority, local elected officials, legislators, Governor's staff, federal delegation, etc.
- ~ Conduct interviews, point-of-view articles, and visits with editorial boards on key issues
- ~ Ensure Web site and e-newsletters are accurate, current, and simple
- ~ Prepare case statements and pocket cards on key issues to help members and partners understand and articulate Alliance policies

Expand the body of policy knowledge and solutions

- ~ Work with volunteers from member firms to conduct research critical to advancing policy objectives
- ~ As appropriate Conduct Alliance leadership briefing tours to highlight and examine potential opportunities for our region

Multimodal Regional Priorities

Vice chair: Fred Burchett, PE, Kimley – Horn and Associates, Inc.

Strategic Goal Provide leadership on multimodal transportation priorities within the region and advance innovative mobility solutions through the compilation of research and data.

Tactical Objectives

Encourage the development of transit plans in regional counties that are consistent with the vision of the Special Transit Advisory Commission (STAC) and include bus, circulator, and commuter and/or regional rail elements.

- ~ Encourage the initiation of studies by Triangle Transit, MPOs and others that will help identify the most promising combinations of bus, circulator, and rail elements
- ~ As appropriate Work with regional chambers, transportation partners, the US chamber, and our federal delegation to advance high-speed rail service initiatives in the southeast

Advance regional priorities in state transportation improvement program (TIP) and municipal capital improvement programs (CIP)

- ~ Advocate for upgrades, enhancements, and efficiency improvements to major corridors, including US 70 between Durham and Raleigh, US 15-501 between Chapel Hill and Durham, US 1 north of Raleigh, US 64/264 east of Raleigh, and I-440/US 1 Beltline south of Wade Avenue.
- ~ In cooperation with member chambers, identify key intersections from across the Triangle for potential improvements in CIP or TIP programs

Expand the body of transportation knowledge and solutions

- ~ Continue to hold the Alliance Transportation Solutions Forum series at least two times per year
- ~ Develop the RTA Focused, Accelerated, Simple, and Timely (FAST) mobility research program to catalyze short-term improvements
- ~ As appropriate Conduct Alliance leadership briefing tours to highlight and examine potential opportunities for our region

Air service

Vice chair: Paul Hickman, Fairway Outdoor

Strategic Goal Provide leadership on Alliance air service efforts to improve the offerings RDU.

Tactical Objectives

Increase or retain the number of nonstop domestic and international destinations from RDU and expand the frequency and seat capacity of critical existing RDU destinations

- ~ Conduct initiatives and events in partnership with RDU
- ~ Increase awareness of existing service offerings through newsletters, Web site, and outreach in order to assist the overall success of the airport
- ~ Coordinate the regional business community's response and outreach regarding air service issues

Member Relations

Vice chair: Andi Curtis, Time Warner Cable

Strategic Goal

Foster quality member and chamber relations, engagement, and retention.

Tactical Objectives

Expand involvement by Alliance volunteers on policy and transportation priorities

- ~ Maximize participation in Leadership Team meetings and Alliance initiatives among Gold and Silver members and member chambers
- ~ Grow participation in planning retreat among Bronze members
- ~ Create a "cavalry" of supporters that can be activated if necessary on particular policy issues or topic areas
- ~ Create sample letters for members to send to elected/transportation officials
- ~ Use e-mail and other technology to achieve member buy-in on issues

Retain all Leadership Team members and 90% of all other members by ensuring that members are informed, engaged, and appreciated

- ~ Provide update and solicit member feedback on Alliance policy, communications, and member relations at member focus group and/or chairman's luncheon(s)
- ~ Accurate, current, and simple Web site, with FAQs added
- ~ Provide frequent, effective, and brief e-newsletters to members on critical issues
- ~ Develop and execute member appreciation and retention plan in cooperation with member chambers in conjunction with fall 2008 membership development campaign

Development

Vice chair: Lynne Garrison, Blue Cross and Blue Shield of North Carolina

Strategic Goal

Have a program to recruit membership and sponsorships in order to expand the ideas, influence, and effectiveness of the Alliance and ensure our continued financial stability.

Tactical Objectives

Expand membership revenue base by 15% by January 1, 2010

- ~ Develop and execute targeted development plan, in cooperation with member chambers, for successful fall 2008 campaign
- ~ Reposition and expand annual meeting event as The State of Mobility 2008
- ~ Encourage regional business leaders to join at the Leadership Team levels
- ~ Ensure printed materials and Web site strengthen Alliance branding and positioning, and create Alliance training video, in order to support organizational development efforts

Increase sponsorship revenues for key events and publications to maximize value

- ~ Develop and execute targeted development plan to exceed budgetary sponsorship and advertising sales goals for all events and annual report
- ~ Enhance Web site to include more information about events and the benefits of sponsorship

Greater Raleigh Sports Council

Action Plan 2008-2009

Mission

The mission of the Greater Raleigh Sports Council is to foster a healthy economic environment by promoting the region as a leading site for sporting events involving youth, collegiate, amateur and professional sports competitions.

Strategic Goal Promote existing major sports organizations and events.

Tactical Objectives

- ~ Promote and market Carolina Hurricanes when the season begins.
 - Celebrate the commencement of the 2008-09 NHL season with the We Love the Hurricanes Luncheon.
 - Schedule regular meetings with Hurricanes marketing and ticket directors to discuss additional ways to provide assistance.
 - Place banners around town prior to the opening of the regular season and prior to playoff games.
- ~ Establish a community protocol to capitalize on and celebrate major sports events and successes in conjunction with the Convention and Visitors Bureau, Downtown Raleigh Alliance, City of Raleigh, Wake County, and the Centennial Authority.
- ~ Publicize select corporate sponsorships and season ticket opportunities to the membership.
- ~ Provide marketing support for the 2009 NCAA Women's Basketball Regionals.
- ~ Promote local universities and public facilities by hosting Sports Council events at their venues.
- ~ Provide marketing support for the 2009 Rex Hospital Open.
- ~ Provide marketing support for the 2009 SAS Championship.
- ~ Support NCHSAA State Championship events held within the region.

Strategic Goal Create value for Sports Council members.

Tactical Objectives

- ~ Work with local sports teams to provide sporting events ticket discounts and other exclusive opportunities.
- ~ Provide member discounts on team merchandise, Sports Council member products and services and other select items.
- ~ Enhance and maintain comprehensive Web site to include membership information, calendar of Sports Council events and links to team schedules and sporting events.
- ~ Conduct four regularly scheduled quarterly membership meetings (Winter, Spring, Summer and Fall) to offer networking opportunities with high-profile local, regional and national sports personalities.

- ~ Engage Sports Council members with volunteer opportunities at area events.
- ~ Provide unique interactive sports opportunities to our membership.
- ~ Communicate with Sports Council members through bi-weekly e-newsletters to promote major sporting events and provide news on area athletes and teams.
- ~ Benchmark with other regional sports commissions to determine best practices for the Sports Council.

Strategic Goal Attract new major sporting events to the region that yield positive economic impact and increase national exposure.

Tactical Objectives

- ~ Update and expand the 10-year plan for sports growth in Raleigh and Wake County.
 - Re-establish Greater Raleigh Sports Alliance and conduct quarterly meetings.
 - Include representatives from Centennial Authority, Gale Force Holdings, CVB and major universities in the Alliance.
 - Develop strategic plan to target and recruit sporting events that will yield a positive economic impact and increase national exposure for the region.
- ~ Use Steering Committee as a sounding board for proposed new area sports initiatives.
- ~ Emulate, review and adopt best practice methods of other Sports Commissions.

Strategic Goal Promote local sports growth and development through the Evening of Champions Awards Banquet and other community initiatives.

Tactical Objectives

- ~ Hold the Sports Council signature event, Evening of Champions in February 2009.
- ~ Market and promote the event to generate attendance of 400 or more with significant media coverage.

Strategic Goal Increase and retain membership of the Sports Council.

Tactical Objectives

- ~ Conduct membership campaign to increase total number of members by 5%.
- ~ Identify strategies to retain current membership at the rate of 80%.
- ~ Develop partnership opportunities with area print, television and radio media outlets to promote Sports Council mission and events.

Wake County/Competitive EDGE Economic Development Action Plan 2008-2009

Mission

Market Wake County as the best place for business location, retention, and expansion.

Client Services

Strategic Goal Provide economic development services to support new industry recruitment, existing industry retention and expansion, municipal and county services, financial investors, and other allies.

Tactical Objectives

- ~ Serve as the primary economic development contact for companies considering Wake County for the location of their facility.
- ~ Provide information to companies, site selection consultants and the commercial real estate community, and assist with client visits.
- ~ Support Wake County's existing industries by providing information on available incentives, tax credits, and training programs. Work with local economic development contacts assisting with company expansions in each of the county's 12 municipalities.
- ~ Work with local municipal officials to identify potential Certified Industrial Sites and facilitate certifying those sites.
- ~ Provide support to Wake County municipalities through:
 - Site Certification
 - Research Services
 - Market Trends
 - Recognition
- ~ Manage edge3 investor relations program and increase communication of benefits gained through investment.
- ~ Work with the Greater Raleigh Convention and Visitors Bureau to identify potential meetings and conventions that are in the clusters being recruited by Wake County Economic Development (WCED) and Research Triangle Regional Partnership (RTRP).
- ~ Work closely with allies, including RTRP, the NC Department of Commerce, NC State University and others, to coordinate and maximize recruitment efforts.

Marketing

Strategic Goal

Effectively market Wake County, both nationally and internationally, to attract target industry sectors and keep Wake County “top of mind” with decision makers interested in relocating or expanding.

Tactical Objectives

- ~ Market area attributes to site location consultants and national real estate brokerage organizations through participation in national conferences.
 - Market area to national real estate developers to increase the amount of product for potential clients.
 - Market two (2) current Certified Sites and Centennial Campus to national brokers and developers.
- ~ Build on the NCSU Precision Marketing initiative with the College of Textiles, College of Veterinary Medicine and the new Digital Games Research Center (DGRC). Participate in joint marketing initiatives with NCSU’s Nonwovens Cooperative Research Center (NCRC) and Digital Games Research Center (DGRC).
- ~ Participate in joint marketing efforts with Wake Technical Community College’s Game Simulation and Development Lab.
- ~ Participate with NC BIO and the NC Biotechnology Center in the development of the Advanced Medical Technologies Center of Innovation.
- ~ Work cooperatively with NC State’s Office of Extension, Engagement, and Economic Development to obtain permanent funding from the NC General Assembly for the expansion of the precision marketing cluster initiative.
- ~ Conduct targeted, benefits-driven direct mail/e-mail marketing and print advertising programs around recruiting call trips/tradeshows that maximize awareness and increase contacts during the visits.
- ~ Manage precision marketing contact database and maintain regular contact with company officials by sending new and relevant information as it becomes available.
- ~ Engage the NC China Center, NCDOC, RTRP and others in international outreach.
- ~ Conduct two (2) economic development forums.
- ~ Market existing high density, green, transit oriented, “live/work/play” developments to consultants and client companies.

Research

Strategic Goal

Serve as the primary resource for businesses considering locating in Wake County, existing local businesses, local municipalities, Chamber and WCED staff, and the general public.

Tactical Objectives

- ~ Provide maps, information, and support to project managers and local municipalities to facilitate their efforts to certify industrial sites in Wake County.
- ~ Provide assistance in Web site redesign and implement streamlined information protocol and maintenance schedule.
- ~ Maintain/upgrade the interactive, Web-mapping tool on raleigh-wake.org in an effort to assist clients, site selection consultants and allies view Wake County attributes and create customized maps.
- ~ Manage the building and site inventory on NC Site Search and use real estate databases to identify potential buildings and sites for clients.
- ~ Assist in revamp of NC Site Search by serving on the NC Department of Commerce development committee.
- ~ Track Economic Development Department activity and report comprehensive economic trend data to edge3 investors.
- ~ Produce and maintain publications and information databases.
- ~ Maintain New & Expanding database and provide quarterly reporting to RTRP.
- ~ Enhance WCED's reputation as a leader in economic development research by taking a more active role in professional research organizations.
- ~ Manage the internship program that involves a permanent intern position primarily focused on maintaining and updating the economic development Web sites and managing the existing industry call system.

City of Raleigh

Strategic Goal

Provide sales, marketing and prospect handling services for the City of Raleigh.

Tactical Objectives

- ~ Provide marketing and prospect services for the City of Raleigh.
- ~ Manage the Raleigh4u.com Web site with continued focus on the user experience and functionality.
- ~ Expand outreach efforts both through the Raleigh4u Web site and through targeted advertising in Advanced Medical Care journals and on site selection Web sites.
- ~ Undertake a direct mail campaign focused on branding Raleigh as a corporate headquarters location.
- ~ Continue precision marketing effort to recruit companies in the Advanced Medical Technologies sector.
- ~ Assist in the promotion of the precision marketing initiative focused on Advanced Learning Technologies and NCSU's Digital Games Research Center (DGRC).
- ~ Coordinate with land representatives (brokers, landowners, etc.) to provide all necessary information on properties that meet prospect criteria.

- ~ Promote coordination of community resources dedicated to small and minority business development in Raleigh.
- ~ Participate in city planning efforts as needed and serve as a key chamber facilitator along with Governmental Affairs in the rewriting of the City of Raleigh's Comprehensive Growth Plan, and market the high density, "live/work/play" components of the plan and projects to consultants and clients.
- ~ Involve City staff and council in presentations to prospects.
- ~ Work with City staff to expedite permitting for projects seeking to locate in Raleigh.
- ~ Work with City, County and State existing industry representatives to identify and assist existing businesses in Raleigh with planned expansions.
- ~ Assist in the certification of at least one large tract in the City of Raleigh.
- ~ Assist in the designation of an Urban Progress Zone in the City of Raleigh.

Economic Development Policy Issues

Strategic Goal

Foster local, regional and statewide policies that support Wake County's economic development.

Tactical Objectives

- ~ Support local and statewide initiatives that inform citizens and elected officials of the positive impact growth and job creation has on our community.
- ~ Support regional initiatives that focus on job creation and economic development by actively participating in the "Staying on Top II" plan being updated by the research Triangle Regional Partnership.
- ~ Advocate, along with the chamber's government affairs department and the Regional Transportation Alliance, for continued investment in infrastructure and changes in public policy to support the region's growth.
- ~ Actively participate with the North Carolina Economic Developers Association to communicate to the public and elected officials the importance of state and local financial incentives for new and expanding industry including the One North Carolina Fund, Article 3J Tax Credits, Job Development Investment Grant Program (JDIG), and county and municipal cash grants.
- ~ Conduct the Edge4 campaign with a goal of \$12 million dollars to be completed in May 2009. Increase the public investment in EDGE4 to reflect the increased participation from the private sector.