

2012

PROGRAM OF WORK

& 2011 Annual Report



OUTRAGEOUS
ASPIRATIONS





Our Vision

Charlotte, along with the Charlotte region, is the best place to run a business and to live.

Our Mission

The Charlotte Chamber creates competitive advantage by growing the economy, advocating pro-business public policies, and delivering innovative programs and services.



Photo by Richard Thigpen

Guiding Principles

- Serve as the voice for the business community
- Grow economic diversity and sustainability through direct recruitment, retention and re-development
- Create fertile ground and communicate a business-friendly environment that attracts and retains new and emerging businesses
- Provide educational, networking and business growth opportunities for all members
- Collaborate openly and closely with chapter and board leadership, business, community partners and government leaders

Core Beliefs

We will ...

- Be aggressive, responsive, proactive and collaborative in fulfilling mission-based member and community needs.
- Put our members first, understanding that they are the reason and means for our existence.
- Be inclusive and aggressively pursue diverse input and representation.
- Foster a dynamic and creative environment where all ideas, regardless of from whom they come, shall be encouraged and valued.
- Conduct and present ourselves in a professional, business-like manner and be committed to the highest quality in all that we do.
- Be financially sound and strong stewards of our members' investments.
- Act in an ethical and respectful manner in all aspects of our operations and conduct.
- Be innovative, strategic and see value through change.

With its mission in mind, the Chamber develops a **Program of Work** each year. The Program of Work is essentially a list of specific, strategic goals to accomplish over the coming year. It is developed using input from members through an annual survey, the annual Board of Advisors Retreat and the **Executive Committee**.



2012 Executive Committee



Frank E. Emory Jr.
Chair
Hunton & Williams



Patricia Rodgers
Past Chair
Rodgers Builders, Inc.



Brett C. Carter
1st Vice Chair
Chair of the Charlotte
Regional Partnership
Duke Energy Carolinas



Mike Tarwater
2nd Vice Chair
Carolinas HealthCare
System



Mike McGuire
Chair, Advantage
Carolina
Grant Thornton LLP



Jennifer Appleby
Campaign Co-Chair
Wray Ward



Ned Curran
Campaign Co-Chair
The Bissell Family of
Companies



Michael Barnes
Chamber Chapters Chair
Carolina Connections Inc.



Ernie Reigel
Charlotte Center City
Partners Chair
Moore & Van Allen
PLLC



Kendall Alley
Economic Development Chair
Wells Fargo Company



Anthony Fox
Education Chair
Adams & Bernstein LLP



Greg Kilpatrick
General Counsel
McGuire Woods



Melissa McGuire
Member Engagement
Co-Chair
Sherpa



Lucia Zapata Griffith
Member Engagement
Co-Chair
METRO Landmarks
Construction



Pamela Davies
Operations/
Communications Chair
Queens University of
Charlotte



Louis Bledsoe
Public Policy Co-Chair
Robinson, Bradshaw &
Hinson P.A.



Stoney Sellars
Public Policy Co-Chair
Technology Project
Management, Inc.



Sonya Dukes
Strategic Partnerships
Chair
Wells Fargo Company



John Switzer
Treasurer
KPMG LLP



Susan DeVore
At Large
Premier



Andrea Smith
At Large
Bank of America



Charlie Williams
At Large
Blue Ridge Holdings Inc.



Bob Morgan
President
Charlotte Chamber of
Commerce

Growing the Economy

2012 Program of Work

- Recruit 4,850 new jobs and \$395 million in new investment through new companies and expansions.
- Conduct 250 BusinessFirst Charlotte interviews focusing on key employers, target industries and Chamber Chapters.
- Conduct reverse investment missions to Asia and Europe.
- Proactively target the health care, life sciences and energy industries leveraging strengths of existing businesses, hosting at least two events for targeted companies.
- Engage the top 50 to 100 chamber investors in an economic development field trip in conjunction with the fall planning retreat.

2011 Successes

- Recruited 4,662 new jobs and more than \$411 million in new capital investment.
- Contacted 254 firms through the BusinessFirst Charlotte retention and expansion program.
- Conducted proactive outreach in target sectors and international geographic targets including:
 - Hosted 58 supplier/vendors of Premier, Inc. in April and October;
 - Conducted two recruitment missions to Europe in April and October as well as China in November; and
 - Developed new marketing materials for the health care and energy sectors.



The relocation of Chiquita's headquarters will bring 400 jobs to Charlotte.

Advocating Pro-business Public Policies

2012 Program of Work

- Develop a strategy for navigating the current political landscape and encouraging trust and consensus.
- Plan and implement summits on transportation, health care, energy and workplace policies to help focus ideas and refine the chamber's efforts around those issues.
- Advocate for broader use of alternative funding methods for transit and roads infrastructure.
- Develop additional programming that encourages interaction between chamber members and elected officials.
- Advocate at all levels of government on issues that affect the cost of doing business, the ease of doing business and the quality of life in Charlotte.
- Monitor and advocate for a new public school superintendent who will continue to advance the policies and reforms that will grow student achievement.
- Advocate for resources and initiatives that prepare our workforce, including funding, policies and reforms for our higher education institutions and Charlotte Mecklenburg Schools.
- Work with regional higher education institutions and economic developers to create more ongoing dialogue about workforce needs and capacity.
- Monitor and advocate for policies and funding at all levels of government to aid in creating an informatics hub in Charlotte.

2011 Successes

- Advocated successfully for workers comp reform, tort reform, regulatory reform, medical malpractice reform, and funding for our transportation infrastructure and education systems.
- Created events aimed at educating members on policies affecting transportation, health care, energy and workforce in our community.
- Worked with Charlotte Mecklenburg Schools to create and implement messaging strategies around budgetary and talent effectiveness issues.



Securing new leadership, reforms and funding for Charlotte-Mecklenburg schools is vital in developing our workforce.

Delivering Innovative Programs and Services

2012 Program of Work

- Provide programming focused on small businesses and entrepreneurs through the monthly Survive & Thrive! series and the Access to Capital event.
- Capture, report and promote results emerging from the Charlotte Minority Economic Development Initiative (CMEDI) and raise \$500,000 to fund the second year.
- Develop and implement strategies to strengthen minority and women participation and value derived from Charlotte Chamber memberships.
- Monitor member engagement and satisfaction at chamber events, maintaining connectivity and relevance ratings above 80 percent while increasing member participation by 15 percent over last year.
- Engage and convene entrepreneurial and creative communities to develop and launch efforts to leverage Charlotte assets to drive economic diversity, growth and expansion.
- Provide exclusive programming and value for our investor-level members through successful quarterly Board of Advisors meetings and annual Economic Outlook Conference, Inter City Visit and Planning Retreat.
- Support efforts of the Democratic National Convention host committee.
- Establish a recognition and reward program for our social media ambassadors.
- Work with top investors to develop custom strategies to maximize their returns.
- Introduce our audiences to new technologies and ideas through “wow” moments at 12 chamber events.

2011 Successes

- Conducted a successful Inter City Visit to Seattle.
- Had record-breaking attendance at the Fall Planning Retreat.
- Developed and launched the Charlotte Minority Economic Development Initiative (CMEDI) in partnership with the Carolinas Minority Supplier Development Council. CMEDI is focused on accelerating the economic impact of minority owned businesses, while simultaneously leveraging the best practices of corporate partners’ supplier diversity programs.
- Hosted Charlotte Creates and Cultivating Charlotte’s Entrepreneurial Ecosystem summits, which set the stage to focus on better leveraging Charlotte’s creative, innovative and entrepreneurial talent to impact Charlotte’s job creation and overall economy.
- Continued to support small business members through the Charlotte Chamber’s seven chapters, offering programming that provides attendees with relevant information and connections that add value to their respective businesses.



The Cultivating Charlotte’s Entrepreneurial Ecosystem Summit launched in 2011 is driving new ideas and partnerships in 2012.

Running the Chamber Effectively

2012 Program of Work

- Conduct a successful Total Revenue Campaign and continue to improve processes that aid volunteers and staff.
- Ensure strong fiscal and operational management.
- Continue efforts of the Membership Taskforce to recruit and retain members.
- Launch new web design, integration and mobile site.
- Communicate our accomplishments and issues through ongoing public relations efforts and our Annual Meeting.

2011 Successes

- Conducted informational quarterly meetings for GreenWorks, the chamber's sustainability council.
- Surveyed 1,000 members and non-members to ensure we are meeting the business community's needs and to help set priorities for coming years.
- Surpassed the 2011 Total Revenue Campaign goal.
- Operated above budgeted financial levels with a strong balance sheet.



N.C. Governor Bev Perdue was in attendance at our 2011 Annual Meeting to help celebrate job recruitment.

The Charlotte Chamber recognizes the commitment of our investor level members to the Chamber and the Charlotte community.

TRUSTEES

Balfour Beatty Construction
Bank of America
Belk, Inc.
Carolinas Medical Center
Duke Energy Corporation
Presbyterian Healthcare
Time Warner Cable
Wells Fargo

DIRECTORS

ADECCO
Allen Tate Company
AT&T
BB&T
Bissell
Blue Cross & Blue Shield
of North Carolina
CapTech
Carolina Business Interiors, Inc. (CBI)
CertusBank, NA
Chiquita Brands International, Inc.
Charlotte Regional Visitors Authority
Deloitte
Fifth Third Bank

Findley Davies, Inc.
Goodrich Corporation
Grant Thornton LLP
Hendrick Automotive Group
IBM Corporation
Jones Lang LaSalle
Ogletree, Deakins, Nash, Smoak
& Stewart, P.C.
Parsons
Piedmont Natural Gas Company
Premier
PricewaterhouseCoopers LLP
Ricoh
Robinson, Bradshaw & Hinson P.A.
Signature Consultants, LLC
SPX Corporation
Strategic Staffing Solutions, Inc.
SunTrust Bank
The Center for Intentional Leadership
The Charlotte Observer
The Shaw Group, Inc.
UNC Charlotte
UnitedHealthCare of North Carolina
University Volvo
US Airways

PRESIDENT'S CIRCLE

AREVA
BECO South, Inc.
Carowinds
Charlotte Pipe & Foundry Co.
Electrolux
Ernst & Young, LLP
First Citizens Bank
FMC Corporation - Lithium Division
GE Money
Husqvarna Professional Products Inc.
Ingersoll Rand Company
KPMG LLP
Odell Associates Inc.
RBC Bank
Ruddick/Harris Teeter
Snyder's-Lance, Inc.
Sprint Nextel Corporation
The Cato Corporation
The North Highland Company
The Vanguard Group
TIAA-CREF
WSOC-TV/WAXN-TV



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