



# Strategic Plan

Program of Work 2017-2020

CRITICAL



SUCCESS



STRATEGIES



WILMINGTON



CHAMBER OF COMMERCE  
YOUR ADVOCATE

The following document serves as the Wilmington Chamber of Commerce 3-year strategic plan to meet the key objectives identified by the Executive Committee during their planning sessions held in June 2017. The full plan, developed using facilitation provided by consulting



firm Global Perspectives, focuses on strategy implementation, and sets out critical success strategies, responsible parties, success measures, resources required, and target dates for completion.

The Executive Committee did extensive work to identify the Chamber's strengths and opportunities before Chamber staff began formulation of the plan. These assets and opportunities are shown on page 3 and served as the basis to develop a new vision statement.

The statement describes the vision that will guide the Chamber's work through 2020: We position our community for prosperity by cultivating business growth.

Achieving that vision entails seven Critical Success Strategies:

- Promote the region and assets within;
- Be the effective business advocate;
- Achieve sustained financial health;
- Serve as the regional facilitator;
- Foster and develop leaders of the Chamber community and elected bodies;
- Ensure workforce and talent is well developed and trained; and
- Innovate.

Tactics for achieving success in each of these areas are outlined in this plan. We look forward to implementing these new programs and projects and will provide updates on their status as we move forward.

Natalie English, CCE  
President & CEO

## VISION 2020

We position  
our community  
for prosperity  
by cultivating  
business  
growth.

# INTRODUCTION

## STRENGTHS

### CHAMBER LEADERSHIP

- Business-oriented board - in tune to issues affecting business
- More opportunity to engage untapped potential
- Committed leadership with energized executive committee

### ADVOCACY

- Standing as the voice of business
- Positive influence politically and with public policy/advocacy efforts

### FRESH START

- New leader with credibility and experience
- Positive trajectory

## OPPORTUNITIES

- Creation of a leadership development program for service to community
- Identify new revenue streams
- Capitalize on Chamber facility and prime location
- Fill the void for economic development marketing/branding

# STRENGTHS & OPPORTUNITIES

To establish a path to achieve the redefined strategic vision, Chamber leadership and staff identified areas of opportunity that will aid economic development, strengthen area partnerships, and increase promotion of the region as a great place to do business. In addition, concentration on these focus areas will strengthen the Chamber's position financially to allow for additional community and member programs, as well as establish a new pipeline of future leaders to fill Chamber leadership roles, and serve on government and non-profit boards and as elected officials.

These seven Critical Success Strategies are outlined on the following pages and include tactics that will be implemented to achieve tangible results. Please note that this publication serves as an overview of the Critical Success Strategies and general tactics. Each bullet-pointed item listed under each of the Strategies has been analyzed by Chamber staff and a plan to accomplish these goals has been created, which includes the following:

- specific actions that need to be taken;
- the responsible party on Chamber staff;
- success measures;
- resources required; and
- target date for completion.

The Critical Success Strategies are not listed in an order of importance, as all work in conjunction as part of an overall vision for achieving the Chamber's mission.

# CRITICAL SUCCESS STRATEGIES

## CRITICAL SUCCESS STRATEGY

### Be the Effective Business Advocate

Establish the Chamber as the leading advocate in coastal SENC for public strategies that increase prosperity

#### TACTICS

- Achieve consistent presence with elected and government officials (city, county, state, federal)
- Attend all major community events and represent the Chamber in a positive manner
- Study the need for a Political Action Committee (PAC)
- Advocate for small businesses by publicly celebrating their successes and job growth
- Lead quarterly meetings of economic developers and Chamber executives regarding policy and infrastructure
- Fully execute the Chamber's legislative agenda

## CRITICAL SUCCESS STRATEGY

### Promote the Chamber, the Region and Assets Within

Increase awareness of the Cape Fear region to grow new business and investment

#### TACTICS

- Continue implementation of Choose Cape Fear regional economic development marketing initiative
- Expand social media outputs and inputs
- Create communication tool to bring attention to business growth
- Develop research department to aid Chamber communications and community access to data



choose  
**Cape Fear**

Discover Opportunity



## Ensure Workforce and Talent is Well-Developed and Trained

Engage educational institution leaders and business leaders on talent development needs and diversity

### TACTICS

- Convene leaders of NHCS, UNCW, CFCC, BCC, and SECC with business leaders in target sectors
- Create and convene CEO roundtable on talent
- Explore support of Future Business Leaders of America, Junior Achievement, etc.
- Host job shadowing opportunities
- Develop diversity and inclusion programming to support employer efforts

## Serve as the Regional Facilitator

Be the driver of collaboration on a regional level between economic development groups, chambers, etc.

### TACTICS

- Facilitate and host quarterly meetings of economic developers and chambers in the region
- Study regional chamber models relating to umbrella organizations





## CRITICAL SUCCESS STRATEGY

### Foster and Develop Leaders of the Chamber, Community, and Elected Bodies

Develop more opportunities for citizens who are interested in pro-prosperity community service

#### TACTICS

- Manage Leadership Wilmington
- Develop and manage Leadership Wilmington “Graduate School”



## CRITICAL SUCCESS STRATEGY

### Achieve Sustained Financial Health

Ensure adequate funding that will enable the Chamber to achieve its Vision 2020 goals and grow the organization

#### TACTICS

- Utilize investment in Chamber property
- Hire a Director of Investor Relations
- Explore creation of new programs and review existing programs to maximize revenue opportunities
- Create industry sector councils and events



## CRITICAL SUCCESS STRATEGY

### Innovation

Stay abreast of technology and industry trends that can affect the organization’s mission and delivery of services to members and the community

#### TACTICS

- Identify and include innovation in all aspects of Chamber work, from communications delivery to programming



## WILMINGTON CHAMBER BOARD OF DIRECTORS

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Wilmington Chamber of Commerce  
One Estell Lee Place  
Wilmington, NC 28401  
910.762.2611  
wilmingtonchamber.org  
facebook.com/WilmingtonNCChamber  
@ILMChamber

