



STRATEGIC PLAN

FOR

2010

All activities and initiatives undertaken by the WCCBI shall be developed and implemented in accordance with the following guiding principles.

WCCBI Vision Statement

WCCBI will use its energy and all available resources and talents to ensure that Warren County is a preferred place to live and work

WCCBI Mission Statement

WCCBI; Leading Warren County to economic and community excellence.

WCCBI Strategy Statement

WCCBI shall serve its membership and the Warren County community through trusted leadership, collaboration and communication, business expansion, workforce development and the attraction of new businesses.

The WCCBI shall focus assets and resources on the following Areas of Focus throughout calendar year 2010. Monthly reports as to progress made, initiatives undertaken and success enjoyed in each area shall be provided to the Boards of Directors of the WCCBI, Chamber Operations Division, Economic Development Division and Council on Tourism Division on a monthly basis. Initiatives that fall outside these Areas of Focus which the WCCBI may be asked to participate in or undertake shall be approved by the WCCBI Board of Directors prior to any resource allocation is made.

AREA A - Workforce Development

Primary Goals:

- A. Increase the size of the Warren County workforce through recruitment of new residents to the area.**
- B. Coordinate and facilitate the delivery of employee development resources to local employers.**

AREA B - Employer Retention / Recruitment

Primary Goals:

- A. Expand the organizational awareness of local business needs through increased penetration into the local business market and through improved communications between the WCCBI and local business entities.**
- B. Facilitate and coordinate local business expansion initiatives and ensure that available incentive programs for such initiatives are properly utilized and implemented.**
- C. Remain vigilant and prepared to address any new business relocation opportunity.**

AREA C - Real Estate Development

Primary Goals:

- A. Return the Pittsfield Elementary School property to use.**
- B. Coordinate and Facilitate other property redevelopment initiatives as available and necessary to support local business expansion or new business creation.**

AREA D - Tourism

Primary Goals:

- A. Improve and enhance the collaboration, communication and cooperation between Warren County agencies, organizations and event administrators.**
- B. Develop new multi-day events focused upon increasing the consistent level of tourist traffic to Warren County.**
- C. Facilitate and coordinate the development of new and expansion of existing tourism based assets throughout Warren County.**

AREA E - Chamber Operations

Primary Goals:

- A. Increase WCCBI membership roles to improve penetration into the business community of Warren County.**
- B. Develop and administer events that highlight member businesses and offer networking and new business opportunities to participants.**
- C. Maintain awareness and provide appropriate and timely information regarding legislative and regulatory initiatives and pending changes.**
- D. Develop a comprehensive communications and marketing strategy for the organization, member businesses and the community.**

AREA F - Education

Primary Goals:

A. Facilitate and Administer the continuing development of the Dual-enrollment program with St. Bonaventure University.

B. In collaboration with the Warren/Forest Higher Education Council, assist with the development of additional technical and traditional educational opportunities that serve the business community of Warren County.

AREA G - Organizational Development

Primary Goals:

A. Ensure the WCCBI continues to serve as a necessary, effective and appropriate advocate for growth throughout Warren County.