

ARCC STRATEGIC PLAN - 2009

Mission:

To help local companies succeed, grow and thrive and to expand economic opportunity for those who live and work in our region.

Vision:

To be the organization that brings together businesses, governments, and other stakeholders to make our region an even better place to do business while continuing to improve the quality of life.

Pillars:

Partnerships, Collaboration and Regionalism – Establish the ARCC as a model organization locally and nationally in pursuit of regional cooperation across county and municipal lines and between private, public and nonprofit organizations by:

- *Partnering* with a diverse set of community organizations to create new initiatives that may only be possible for the benefit of our members or the region as a whole by working together toward a common goal.
- Convene summits, town meetings and other inclusive similar community wide forums to promote an open dialogue regarding the benefits and costs of *sharing services on a regional level* to improve service delivery and to provide said services more efficiently, particularly in the area of public infrastructure.

Advocacy – Increase and/or expand the ARCC's role as an advocate for business in our region, as evidence by:

- Increasing the frequency of programs in which the ARCC can build and demonstrate a *positive working relationship with key elected and appointed public officials* at the federal, state, county and local level.
- Creating Board approved policy statements *to prioritize and clearly articulate the ARCC's position on key county, regional, state and local issues* of import to the local business climate and to reduce the cost of doing business in NY.
- *Building coalitions* among and between ARCC members, elected and appointed officials, other advocacy groups and targeted constituencies to increase support for the ARCC's current and new public policy position statements, including; regional solutions to enhance and expand public infrastructure that is vital to

economic growth and the creation of a professionally managed highly competitive tourism, convention and meeting sales effort of benefit to the region's hospitality industry.

- Partnering with the Business First PAC to empower the business community to publicly recognize and *support the election and re-election of pro-business candidates* at the county and local levels.

Expand Economic Opportunity – Increase and/or expand the ARCC's unique role as a catalyst for new investment and new job creation, as evidence by:

- Creating, producing and distributing *world class regional marketing materials* for use by economic development professionals to sell Warren and Washington County and by area employers for employee recruitment.
- Promoting our region's positive attributes and quality of life internally to *champion a positive business climate* and to elevate our region's self-image.
- Convening targeted groups of the best and brightest individuals within our region to capture economic opportunities and to overcome economic challenges.

Member Services – Delivering more value to the ARCC's member organizations, as evidence by:

- Creation of a new member-benefit program that provides local employers with a verifiable and direct return-on-investment which includes reduced costs for the company, purchasing discounts for employees and participation bonuses modeled after traditional customer loyalty programs.
- *Increasing our market penetration* via the combination of membership retention and new member sales.
- Develop *new cost savings and networking programs* for which members are willing to invest their time and/or money.
- *Benchmarking the ARCC's performance* and value as a service provider via outreach to our customers and comparisons with industry standards.

Education and Training – Establish the ARCC as a leading advocate and provider of programs that promote life-long learning, as evidence by:

- Increasing the number and frequency of events designed to improve communication and the development of *partnerships between local businesses and area school districts*.

- Taking a more active role offering programs that help to *promote career awareness* among area students.
- Leading the way as a direct provider and advocate of *expanding incumbent worker training* opportunities.

Sound Financial Stewardship and Organizational Effectiveness – Increase and expand the organization’s professional and financial capacity, as evidence by:

- Getting and keeping *the right professionals and volunteer leaders “on the bus”* and increasing their capacity and effectiveness.
- Diversifying the sources and increasing the level of revenues raised that *drive the ARCC’s economic engine*.