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Have a happy and prosperous New Year!



Welcome to the Chamber's New Year

"And now we welcome the new year, full of things that have never been" (Rainer Maria Rilke). Turning the page on a new calendar year replete with blank spaces offers the promise of adventure, opportunity, discovery, new relationships. A new calendar year for the Chamber of Commerce offers both reflection on the previous year and projection for the coming year.

2012 gave us several new programs and opportunities. Community Development and Economic Development respectively launched new councils, the Women's Council and Safety Council, plus the "Breakfast for Champions." Economic Development also saw existing industries begin new projects at Whirlpool Corporation, P&G Duracell and Mars Chocolate North America. The Convention & Visitors Bureau launched a new festival: the International Cowpea Festival and Cook-off. Membership Development kicked off the Cash Mob program, and some 86 businesses became new members.

2013 holds great promise for "newness" too with everything in place to develop a new publicly owned industrial park. Dedication of the new terminal for the new Cleveland Regional Jetport general aviation airport, which is nearing completion, is just around the corner. We will have a new board, new classes, new award winners, new members, fresh efforts to grow and develop businesses, and likely some new programs along the way.

So we "welcome the new year, full of things that have never been." Join us on our adventure as we develop new relationships, discover ways to enhance our community and take advantage of opportunities before us.

The Chamber's 2012 Annual Report Community Development

Vice Chairman Neil Groothuis, Homestead Lawn & Tractor

The Chamber of Commerce provides a variety of experiences and opportunities to develop our community. Among those are educational experiences to build bridges to community leadership. The Chamber's leadership training programs—Leadership Cleveland and Cleveland/Bradley Youth Leadership—train future leaders through extensive monthly sessions that look at all facets of Cleveland and Bradley County and provide access to key community leaders.

Leadership Cleveland offers an opportunity for individual development that has enhanced community leaders since 1984. Leadership Cleveland graduated 17 participants from the 2011-2012 class and continues to improve each year based on participant comments and suggestions. The 2012-13 class has 16 participants enrolled in the program.

The Youth Leadership program graduated 26 young leaders that we hope will be among the future leaders of Cleveland and Bradley County. They also participated in a service project with Habitat for Humanity of Cleveland by raising funds and investing "sweat equity" on a Habitat home.

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Community Development

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Sherry Crye, director of workforce development, also attended the Tennessee Association of Community Leadership annual meeting in Chattanooga during October.

Allied Arts Council (AAC) offered quality programming free for the community with the 18th season of Evening Shade Concerts in the Park every Friday night in May. Partially funded by a matching grant from the Tennessee Arts Commission, the well-attended series featured local, regional and nationally known talent, including EG Kight, Johnathan Blanchard, The Shawn Perkinson Project and Dennis Tufano. Opening acts included Sound of Tennessee, Catt, Jeremy Montgomery and Josh Serum, and Dennis Tufano's band.

The Allied Arts Council's mission also emphasizes educating the community regarding the value of the arts, particularly since many industrial prospects look at arts opportunities when considering a community for relocation or expansion. The council invested more than \$30,000 in the community, placing artists in the schools for the 2011-12 school year and funding grants for arts education projects in various public and private schools for the 2012-13 academic year. Money raised at the 14th annual Chair-ries Jubilee arts auction, themed "AnTweaks Roadshow" and featuring furniture and other refurbished items designed by local artists, supported these activities. The 2012 auction netted over \$27,000 for funding arts programs in our community. The Allied Arts Council now has invested more than \$280,000 in local schools for teacher arts grants and visiting artists since its inception 14 years ago.

Under the auspices of the Education & Workforce Development Committee, the Chamber administers a variety of education programs to ensure a prepared future workforce.

Teachers Academy, which places an educator in a business or industry for four weeks during summer, completed its 14th year. Participation of industries continued to be down. However, five teachers completed projects for four industries with all participants reporting a beneficial experience. To date, 96 teachers have participated in the program and 19 different industries.

The Tennessee Scholars program continued with over 1,160 students from Bradley Central, Cleveland and Walker Valley High Schools and Tennessee Christian Preparatory School currently enrolled in the program. Tennessee Scholars is a rewards-and-recognition program that requires students to take more rigorous classes than graduation requirements dictate, to have a 95-percent attendance and to complete 80 community service hours. Some 210 students successfully completed all the requirements and graduated as certified Tennessee Scholars in 2012. Several of these graduates also received scholarships from Cleveland State Community College and Lee University.

The Chamber continued efforts to partner businesses with schools as part of the BEST (Business and Education Serving Together) program. The purpose of BEST is to strengthen the quality of the educational process through the utilization of community resources, to foster better understanding between the business community and the schools, and to expand learning opportunities for everyone involved in the partnership effort. Three new partnerships were formed this year, bringing the total to 27 schools with 43 partners; some businesses partner with more than one school.

The Chamber hosted a first-ever "Breakfast for Champions" in 2012. This event honored all partnerships and provided an opportunity for partners to interact and take away ideas to enhance their partnerships. We also recognized outstanding partnerships, awarding five platinum awards, five gold awards, two silver awards and three honorable mentions.

The annual "Salute to Education" event continued to honor all Teachers of the Year for both city and county school systems and Tennessee Christian Preparatory School. Through the Chamber Foundation, system-level Teachers of the Year received a special monetary gift along with other gifts.

The Chamber of Commerce also continued to partner with Junior Achievement of the Ocoee Region on the Reality Check program, a budgeting simulation for eighth-graders at Lake Forest, Ocoee and Cleveland Middle Schools.



STAFF

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 Melissa Woody, *Vice President, Convention & Visitors Bureau*
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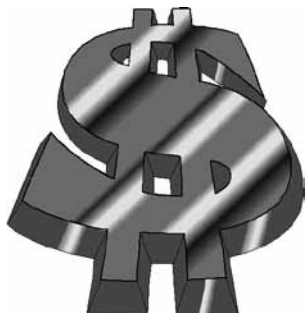
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Convention & Visitors Bureau

Vice Chairman Shannon Ritzhaupt, Café Roma



The economic impact of tourism in Bradley County is significant. The annual study, *Economic Impact of Tourism on Tennessee Counties*, showed the county's 2011 figures with the second largest increase in the state. A 13.1-percent increase over 2010 resulted in \$112 million in annual tourism revenue for

Bradley County—Cleveland and Charleston. This is the largest total revenue ever reported for Bradley County by this study. These revenues, and the \$10.9 million generated in local and state taxes, are important to our local economy and are a strong reminder that we must continue to promote our community to visitors. Research by Longwood recently found that every dollar spent on tourism promotion in Tennessee yields \$19 in return. Tourism works.

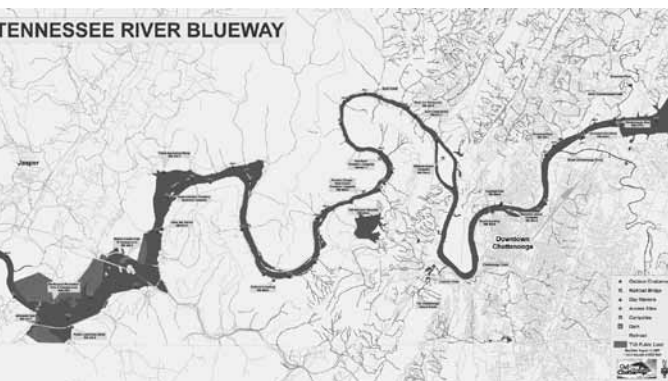
Tourism product development, such as events, preserving and recognizing historic sites, and attraction development, also has seen some excitement this year. The Convention & Visitors Bureau (CVB) assists community projects and events that attract visitors or entice them to stay longer.



The newest event for our region is the International Cowpea Festival and Cook-off. The first Cowpea Festival was a great success and a popular topic of conversation around the region. The event garnered extensive

coverage in local and regional media and attracted quality sponsors, or VIPeas, if you will. Attendance reached an estimated 2,000, and about \$5,000 was raised for the Hiwassee River Heritage Center project. Mark your calendar for next year's festival, Sept. 14, 2013.

The Hiwassee River Heritage Center in Charleston was the focus of development activity. The heritage development plan has three main components: a heritage center, a river park and an interpretive greenway connecting the two. Charleston-Calhoun-Hiwassee Historical Society (CCHHS) purchased the building in December 2010. Associated Architects donated drawings for the renovation of the building, and work is underway. The Historical Society hopes to have the doors open by February 2013, with



State Parks, Tennessee Wildlife Resource Agency and the National Park Service. The goal is to launch the Hiwassee River Blueway in summer 2013.

staffing by Lee University and Cleveland State Community College students.

The Civil War Sesquicentennial Commemoration was rather quiet in 2012 because 150 years ago our community was under Confederate control during 1862 and did not see much action. Activity reignited in 1863, and we will follow suit in 2013 with reenactments of historical events. This five-year span of events shines light on local living during the Civil War and Bradley County's strategic role in troop movement. Visit www.visitclevelandtn.com for a complete listing of events.

The CVB is always seeking partnership with our neighbors. We are working with the Southeast Tourism Association and representatives from Polk, McMinn and Meigs counties on development of a blueway, a trail on water. Other agencies involved include the Cherokee National Forest, Tennessee

State Parks,

Department of Tourist Development (TDTD) continues to promote the 16 driving trails across the state. Our community is featured on the Tanasi Trail and was recently invited to participate in a campaign to appear on the Discover Trails & Byways website. Our community was asked to bring four representatives from businesses or attractions on the Tanasi Trail. This was a great opportunity to greet visitors as they enjoyed the sites in our region.

Familiarization (or FAM) tours for media are an important tool for promoting a visitor experience and we are fortunate to be included on these tours coordinated by TDTD. The CVB hosted six writers who chose to add days to their Smoky Mountain tour to visit Cherokee sites in anticipation of the

175th anniversary of the Trail of Tears in 2013. The group visited Red Clay State Historic Park, the Museum Center at Five Points and Café Roma.



President Abraham Lincoln had his eye on the Hiwassee River for strategic troop movement, a story shared during a living history reenactment of the bridge burning in Charleston.

Welcome to our newest Chamber members

The Chamber board of directors and staff want to welcome the following new Chamber members as of Dec. 12, 2012. Please welcome them and support them with your business.

Carmike Cinemas Inc.

Alyssa Harvey, Marketing/Advertising Assistant
Bradley Square Mall
Paul Huff Pkwy
Cleveland TN 37312
423-790-3077
www.carmike.com
Theatres

E3 Business Partners LLC

Ty Cardin, Senior Partner
480 Centenary Ave NW
Cleveland TN 37311
423-368-6220
<http://e3businesspartners.com/>
Business Services

iDatix

Jonathan Beaton, Director of Marketing
1499 Gulf to Bay Blvd
Clearwater FL 33755
727-902-8412
Software Development

Northwestern Mutual Financial Network

Orvil Ownby, Financial Representative
6216 Highland Place Way
Knoxville TN 37919
865-251-5123
<http://orvilownby.nmfn.com>
Investment Counseling

Veteran's Services Representative

Donna Mason, Veteran Services Representative
410 North Congress Pkwy
Athens TN 37303
423-745-2028
www.tn.gov
Government Agencies

Affiliate:

Dennis Beard, Northwestern Mutual

Final notice for business listings

EDITOR'S NOTE: This is the fourth article reminding you to update your business listing for inclusion in the 2012-13 membership directory, The Resource.



The 2012-13 issue of *The Resource*, the Chamber's membership directory and buyers guide, has been on the shelf about eight months, and we're already beginning work on the 2013-14 edition.

"Our goal is to provide the most accurate information possible," Nancy Neal, vice president for communications, said. "But without regular updates from you, even our best efforts fall short when we try to keep your business information both online and in our membership directory current."

Neal noted that shortly after the current edition of *The Resource* was printed, the staff received a few calls about errors in listings.

"Each year we begin reminding members about four months before the inclusion deadline to check your listings and notify us of any changes," she explained. "If you do not contact us when you have personnel changes or location changes, we continue to use the information we have in our database."

She added, "We begin this process early to ensure that every business has time to update its information and ensure that your annual membership investment is received. Payment of the membership investment by the deadline date guarantees you a place in the directory."

If you don't see your business listed in the 2012-13 edition of *The Resource*, you either became a member after Feb. 29, 2012, or did not pay your dues by that date. You were notified in December 2012 about your dues investment for 2013. To ensure that all current members are included in the directory, all dues investments must be paid by Feb. 28, 2013.

To review your business information listing, go online at www.clevelandchamber.com and search the online membership directory for your business.

If you have changes in your current listing either with the designated representative or location, please contact Tammy Randolph, executive assistant, at 472-6587 or trandolph@clevelandchamber.com. We make changes immediately to ensure that our website remains as accurate as possible at all times. We also will use those files to update directory listings for the 2013-14 edition of *The Resource*.

We appreciate your continued Chamber support, for you make it possible to invest in our community. Thank you.

Economic Development

Vice Chairman Bob McIntire, McIntire & Associates Insurance

2012 turned out to be a continuation of the tremendous success achieved by the community since the announcement of Wacker's Charleston project in early 2009. Both the Chamber's Economic Development Council (EDC) and the Bradley/Cleveland Industrial Development Board (IDB) are eager to see what 2013 has in store for us.

Long-range planning efforts carried over into 2012 as part of the BCC2035 Strategic Planning process conducted in 2010 and 2011. This year's effort has been the development of new comprehensive land-use plans for the city of Cleveland and Bradley

County governments. Specific focus was placed on three small area plans that are projected to face the strongest growth pressure and includes the Northern/Mouse Creek Corridor, the Center City Corridor and the McDonald Area/Southern Corridor. It is anticipated that these area plans will be presented for consideration to the respective governments in early 2013.

Growth and building in Bradley County is evidenced by the increase in building permits. Through November 324 residential permits were issued for a value of \$35,207,359, and 144 commercial permits were issued for a value of \$386,698,468. Wacker Polysilicon North America was issued permits valued in excess of \$326 million. Whirlpool Corporation also was issued permits for \$8.8 million. Merck Consumer Care's permit was valued at \$2.5 million.

The number also indicate growth in retail, hotels and apartments: a \$2 million permit for Pilot Travel Centers, \$4.5 million for Hampton Inn, \$5.5 million for Carmike Cinemas, \$8.3 million for expansion at Retreat at Spring Creek, and \$6.9 for a new development of apartments by Shumate Development Corporation. Local sales tax collected January-October was \$22,166,383, which was an increase of \$1,153,026 over 2011.

In specific projects, Whirlpool Corporation continued the transition of manufacturing operations into the community's state-of-the-art 1-million-square-foot facility on Benton Pike and is making final changes to the 400,000-square-foot distribution center. Work also began on the new research and development laboratory and will continue into 2013.

Also on the existing industry front, Olin Chlor Alkali completed

the construction phase of the \$160 million conversion of its chlorine production facility to an environmentally friendly membrane technology and began commissioning the new processes. Lonza wrapped up a \$32 million, two-year energy-efficiency improvement project, and Amazon expanded its facility with the build-out of the mezzanine within the 1-million-

square-foot fulfillment center. Full-time employment grew from the original commitment of 244 to almost 500 employees in Charleston.

Two additional existing industry expansions were finalized in 2012. P&G Duracell initiated a three-year, \$36 million expansion of its C&D-cell battery production, making the Cleveland plant the sole producer of such batteries. Mars Chocolate North America also committed to

a two-year, \$63 million production expansion. Combined, both projects will result in 98 new jobs for the community.

Our marketing efforts continued to strengthen and improve the visibility of the community both nationally and internationally. The EDC continued its participation in regional, state and TVA efforts to market our area through advertising, trade shows and trade missions. Much of the focus centered on developing improved relationships with site-location consultants and targeted recruiting efforts in food manufacturing and automotive component industries. Magazine advertisements were placed in *Trade and Industry Development, Expansion Solutions* and the *Tennessee Economic Development Guide*.

While prospect inquiries have not yet returned to the level they were prior to 2009, local, state and regional marketing efforts have generated an increased number of qualified leads over 2011. As of the end of the year, staff was working with several companies beyond the initial dialogue. At least four companies are in detailed discussions concerning greenfield site locations or existing building lease or purchase agreements. Over the course of the year, the staff has been in dialogue with at least one new project opportunity each week.

2012 ended just as strong as previous years with the firm commitment by Bradley County, the city of Cleveland and Cleveland Utilities to fund the purchase of a 330-acre tract for the community's next publicly owned industrial park. The property will front on the new Local Interstate Connector (LIC), which will connect to a new interchange on APD 40. The park will provide the space for an additional 2,000,000 square feet of manufacturing on 262 developable acres. The remaining



View of Spring Branch Riparian Zone and adjacent farmland, looking SW

Economic Development

acreage will provide buffering for adjoining property owners, protect water courses on the property, and provide areas for walking trails and other passive recreation facilities.

Existing Industry

Within the Chamber's Economic Development initiatives is a focus on existing industry programs to facilitate the retention and expansion of local industries. The purpose of the visits is to establish contact with our industries, keep them aware of assistance available from a variety of sources, identify needs and business-climate concerns of local industries, and help solve, if possible, any challenges they face. Lisa Pickel, director of existing industry programs, made 53 visits with existing industry leaders in 2012.

This was the first year for the newly formed Cleveland/Bradley County Safety Council. The mission of the Safety Council is to provide increased safety awareness through the combined efforts of organizations and the community at large. Within that mission is a goal to improve safety in the workplace and the community by providing education and promoting safety awareness through specialized meetings and programming. The council met quarterly in its inaugural year and discussed the following topics: TOSHA Updates, Disaster Preparedness, Safety Pays and Workers Compensation. The Safety Council presented these topics to 300 people for the year.

The Chamber of Commerce again hosted an Industry Appreciation Luncheon in June, recognizing all local industries for their economic contributions to our community. Each attendee received a token of appreciation—a Chamber of Commerce insulated cup. An Industrial Showcase prior to the luncheon allowed industries to display products and/or services to show what business products and services are available locally and to help match local manufacturing with local suppliers.

Fifteen companies participated in the *2012 Wage and Benefits Survey*. The survey was reformatted to better suit industry needs. The Chamber of Commerce cosponsored a Job Fair with the Cleveland Family YMCA and the Southeast Development District in the fall. The Job Fair was held at the YMCA with over 50 businesses participating and 500 job seekers attending. The event was deemed a great success and will be held annually.

The Career and Workforce Development Office, supported by funds from the COMPASS CAMPAIGN, has assisted 6,812

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people throughout the community with resume writing assistance, training assistance and career counseling, job searching assistance, interviewing and soft skills activities from January to November 2012.

The Chamber of Commerce and Cleveland Associated Industries (CAI) continued their mutually beneficial relationship through an Administrative Services Contract. Lisa Pickel serves as the executive director.

Pickel, the Chamber's director of existing industry programs, completed the Tennessee Chamber of Commerce Executives Institute in March. TCCE's Institute program is organized to

enhance the professional growth and development of Chamber executives, staff and volunteers in Tennessee. In the fall she also attended the Small Business and Entrepreneurial course held by University of Tennessee.

Pickel continues to serve on the Community Advisory Panel (CAP) for Olin and Lonza. The purpose of CAP is to allow plant management to hear and respond to local citizens about issues related to the facility. CAP members are representatives of the community. Pickel serves on Keep America Beautiful's Business

and Industry Committee and the Bradley Central High School Business Advisory Panel as well.

Workforce Development

Workforce development remained a major focus for the Economic Development division. Staff continues to work with local school systems to determine the best workforce development programs to offer and how reach the largest number of students to help prepare them for post-secondary education. The goal is to ensure a more qualified workforce for Cleveland and Bradley County.

To help achieve that goal, the Chamber held its 16th annual Job Shadowing event for high school juniors in November, placing 282 students in 60 businesses, industries and schools. Job Shadowing continues to be one of the most rewarding programs the Chamber offers high school students and makes a significant impact on career decisions. Cooperation from local businesses, industries and schools makes this a successful event.

Sherry Crye, director of workforce development, continues to serve on the Tennessee Scholars Advisory Council of the Tennessee Chamber of Commerce and Industry. She also serves on the Hiwassee-Ocoee Regional P-16 Council. Other community involvement includes serving on the Advisory



The Chamber of Commerce, Cleveland Family YMCA and Southeast Development District hosted a Job Fair in the fall. Fifty businesses participated with 500 job seekers attending.

Economic Development

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Council for Cleveland High School, Business Advisory Council for Cleveland High School, School Improvement Board for Bradley Central High School, DREAM Sustainability Task Force and the Cleveland State Community College Advisory Board for Industrial Technology.

Nationwide, statewide and locally there is a growing emphasis on STEM (Science, Technology, Engineering and Math) education and careers. Sherry Crye is serving on the Regional STEM Council.



Ambassadors earning a Platinum Award for 2012 are (from left) Janell Case, Advantage Staffing; Beirné Beaty, retired; Melinda McIntire, McIntire & Associates; and Brenda Hjellum, retired.

Membership Development

Vice Chairman Kevin Moore, AXA Advisors LLC

Businesses each year recognize the value of Chamber membership, reflected both in those that maintain their Chamber membership and in the number that become new members. In 2012, 86 (as of Dec. 6, 2012) new businesses members joined the Chamber. We met our goal of 90 percent retained members, keeping us above the national average of 83 percent

Biz Bowl 2012, our volunteer membership campaign, resulted in 23 new members and over \$6,000 in new-member investment. The eight-week campaign organized around a football theme consisted of three teams competing for the “Farlow Trophy,” which was presented to the team bringing in the most new members. Melinda McIntire, McIntire & Associates Insurance Inc., captained the winning team. Top salesperson was Billie Crabtree, Southeastern Communications Inc.



Ambassador Larry McSpadden, Southern Heritage Bank, was recognized as the Crystal Award winner for 2012.

Small business members continue to benefit from membership in the U.S. Chamber of Commerce made possible through our participation in the U.S. Chamber of Commerce Federation program.

The monthly Membership Coffee program continued to be the Chamber’s most popular program with sponsors lined up through 2013 and attendance averaging 130 business people at each event. The Ambassadors helped the Chamber welcome new businesses to the area through their participation at the 27 ribbon cuttings/grand openings held in 2012. Ambassadors were recognized at the December Membership Coffee for their exceptional efforts at the following levels: Crystal—Larry McSpadden, Southern Heritage Bank; Platinum—Melinda McIntire, McIntire & Associates

Insurance Inc.; Brenda Hjellum; Janell Case, Advantage Staffing; Beirné Beaty; Gold—Gail Gray; and Silver—Dwight Richardson, Fenimore’s Floral Design Studio; Kim Gunter, Bowater Employees Credit Union; Marilyn Chesnutt.

The Young Professionals Association of Cleveland (YPAC) held four networking/educational events in 2012. The group provides programming for local professionals ages 21-40.

The Mel Bedwell Small Business Person of the Year award luncheon highlighted efforts of the Small Business Committee in 2012. This annual event gives small businesses an opportunity to feature their products and services while networking with like-minded business owners. At the May event, Vicky Gregg, CEO of Blue Cross Blue Shield of Tennessee, shared her insights into the healthcare climate in the country. Shannon Ritzhaupt, owner and chef of Café Roma, received the prestigious Mel Bedwell Small Business Person of the Year award. Members exhibited tabletop displays for exposure and networking before and after the luncheon.

The Women’s Council, launched in January, held a full year of programming in 2012 and averaged 25 attendees per event. Chaired by Ann Marie Brewer, SkyRidge Medical Center, the council presented quarterly programs on Financial Skills, Legal Rights, History of Women’s Right to Vote and “Why We Don’t Wear Everything in Our Closets.”

Our first Cash Mob program was held Sept. 18 at the Museum Center at Five Points. Some 30 members participated in the event resulting in a 200-percent increase in sales for the Museum Gift Shop on that day. Additional “Mob” events are planned for 2013.

A Top Tools for Business programs focused on mobile applications for small businesses. Presented by AT&T, the program highlighted ways small businesses can promote and manage their businesses more efficiently through the use of mobile apps on smart phones.

The Chamber continued to promote the use of the BuyIt®*

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Membership Development

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Bradley card to local employers and citizens. To date, businesses and individuals have purchased over \$14,000 worth of the cards. The BuyIt®* Bradley card provides a branded gift-card program usable only at Bradley County merchants and promotes shopping local.



Gail Gray, retired, was a Gold-level Ambassador for 2012.

Communications

Communications efforts continued to blend traditional media, electronic media and social media.

Print or online tools in 2012 encompassed continued publication of our annual membership directory and buyer's guide, *The Resource*, and the monthly newsletter, *225 Keith*; release of more than 75 news stories/announcements to local and regional media outlets, including print and broadcast media; and several versions of an electronic newsletter, e-NEWS. The Chamber newsletter and most press releases also were posted online, continuing to make Chamber-related programming and news items more readily available to the public. Both *The Resource* and *Relocation Guide* continued to be available as flipbooks on the Chamber's website, www.clevelandchamber.com.

The Chamber maintained a social media presence via Facebook pages for the Chamber of Commerce and two programming areas—BuyIt®* Bradley and Chair-ries Jubilee. The Chamber page generated an increased "friend" base and an interest

in Chamber activities and also provided opportunities to highlight our members throughout the year.



Earning a Silver Award for 2012 are (from left) Ambassadors Marilyn Chesnutt, retired; Kim Gunter, Bowater Employees Credit Union; and Dwight Richardson, Fenimore's Floral Design Studio.

when special guests were visiting the community or announcements were made.

The Chamber's software, ChamberMaster®, automatically links press releases to our Facebook page, adding exposure

for all Chamber news and programming. "One Community, One Calendar" on the Chamber's website, an effort to provide a comprehensive calendar of events for the community and to avoid calendar conflicts for major community events, continued to be utilized regularly by a diverse group of organizations, clubs, businesses and churches. It too automatically links events to our Facebook page.

Communications efforts always involve providing support for all Chamber divisions and programs. Specific support for 2012 included two larger projects for Economic Development and Convention & Visitors Bureau. A new ad campaign featured the Cleveland spec building and a "Cleveland" ad highlighting manufacturers in *Trade and Industry Development, Expansion Solutions* and the *Tennessee Economic Development Guide*. The "Cleveland" ad was also designed as a poster suitable for framing and presented to COMPASS CAMPAIGN contributors.

With the launching of the "International Cowpea Festival and Cook-off," the



Communications vice president was called upon to facilitate a photography contest with detailed guidelines. Contest winners were recognized at the September festival and winning photos posted on the festival website, www.cowpeafestival.com. The CVB also boasts a new PowerPoint presentation

highlighting the "dynamic downtowns" of Cleveland and Charleston.

Chamber Communications also facilitated new logos and auxiliary materials for the two new councils, Women's Council and Safety Council, as well as the new "Breakfast for Champions" and Cash Mob.



The 2011 Accreditation process necessitated the creation of three new documents—a *Marketing & Communications Plan*, a *Communications Manual & Style Guide*, and *Logo Guidelines*—to demonstrate our continued efforts to ensure that the Chamber's communications tools and publications efforts function effectively and professionally for our membership, for visitors to the community and for business prospects. Efforts to utilize those documents by all staff are ongoing, as are attempts to outline marketing goals and objectives for every Chamber program.

Organizational Development

Vice Chairman Steve Robinson, Cleveland Plywood Co.

The Organizational Development division of the Chamber of Commerce focuses on the operations of the organization. Programs in this area ensure good governance, maintaining a professional staff and optimum participation by members of the board of directors.

The 86th Annual Meeting on Jan. 24 featured presentation of the Chamber's most prestigious awards, the M.C. Headrick Free Enterprise Award and the Robert W. Varnell Leadership Award. Receiving the awards were, respectively, Robert Wright, owner of Wright Brothers Construction, and Bill Creech, retired agent, AllState Insurance.



Beecher Hunter (left), accepting for Bill Creech, and Robert Wright accept the Chamber's Varnell and Headrick Awards.

Also in January an orientation session for incoming board members introduced them to program goals for the year prior to the beginning of their term and included an organizational overview. A planning retreat at the Cleveland Country Club in November provided extended time to discuss ongoing programming and addressed long-term needs of the organization in several areas.

A Past Presidents/Chairmen Breakfast was held in March. This event provides an opportunity to reconnect with past leaders and ensure that they are kept up-to-date on Chamber activities.



Past presidents/chairmen of the board continue to be apprised of Chamber activities during an annual breakfast meeting.

The COMPASS CAMPAIGN continues to provide supplemental funding for Chamber efforts in the areas of economic development, workforce development and tourism recruitment. A luncheon was held on June 1 for COMPASS CAMPAIGN investors to inform them about economic development accomplishments. Investors were also invited to two separate receptions: the first with Sen. Bob Corker and the second with Reps. Chuck Fleishman and Scott DesJarlais.

A Passion for Service®

Keep satisfied customers coming back

Refreshing. Inspiring. Enlightening. Motivating. Educational. Practical.

If you want to create lifetime loyal customers in an atmosphere that offers all of the above, then you should attend A Passion for Service®.

This seminar is an action-packed, half-day workshop with proven strategies and techniques to help everyone in your company win customers and reduce lost sales.

Offered on Tuesday, March 5, in identical morning and afternoon sessions for your convenience, A Passion for Service® will help you and your employees

- Get ready for turbulent change
- Stay motivated
- Understand the Vitamin Es of life: Effort, enthusiasm and excellence
- Know who really signs your paycheck
- Make a great first impression
- Build and maintain a positive attitude
- Communicate respect to every customer
- Remember and use customer names
- Personalize your service
- Listen effectively.

Presenter Bill Drury is on a mission to help businesses create lifetime, loyal customers. He is one of the most effective and entertaining speakers in the industry.

"Paychecks come from your customers," Drury says, "not accounting, payroll or 'the boss.' I'll teach you how to keep the satisfied customer coming back for more and how to turn tough situations into future sales opportunities."

Complete your registration by Wednesday, Feb. 27, and your investment is only \$99, with discounts for five or more attendees. You may register on the Chamber's events calendar at www.clevelandchamber.com or by calling the Chamber at 472-6587.

Public Affairs

Vice Chairman Cameron Fisher, Church of God International Offices

Throughout 2012 the Public Affairs Committee continued its support of the improvements planned for I-75, Exit 20, and the proposed new interchange on APD 40. The new interchange, planned between Exit 20 and Lee Highway (U.S. 11), will open access to a large area for commercial and industrial development. Bid letting for the Exit 20 interchange is expected in January 2013 with construction completion in 2015. The APD 40 interchange will be bid later, but completion is expected at about the same time as the Exit 20 project. Construction is well underway for the Local Interstate Connector. Construction is expected to be completed in early 2013. This will create frontage roads along APD 40 and I-75 that will open more land for future commercial and industrial development around I-75, Exit 20.



Cleveland Regional Jetport terminal

The new Cleveland Regional Jetport general aviation airport is nearing completion. Dedication for the new terminal will take place Jan. 25, 2013.

The Public Affairs Committee met on a regular basis with our state legislative delegation to keep abreast of activities in the state legislature. The committee also heard from our two local school directors on activities and issues facing our public school systems. They also met with the city manager for Cleveland and the Bradley County mayor to learn about issues facing our local governments.

The committee held a “Meet Your Congressman” event for COMPASS CAMPAIGN contributors and other local officials to get to know Congressmen Chuck Fleischman and Scott DesJarlais.



Congressman Chuck Fleischman speaks to COMPASS CAMPAIGN contributors.

The group continued to work on getting the Tennessee Department of Labor to staff the Career Center, which the

Chamber funds in the Village Green office complex. Currently the Department of Labor staffs the center one day a week. Workforce development staff works in the center five days a week. The group is still working to have the Department of Labor in the facility full time. (redundant—some place else?)

The BCC2035 Strategic Plan, which was created to determine the impact on our community’s growth due to the Volkswagen and Wacker projects and to develop a plan to accommodate expected growth, has been completed. The city and county are nearing completion of the next step in the planning process by using the information gathered in the strategic plan to develop detailed comprehensive plans for the areas identified as high-growth areas.

The Public Affairs Committee also lent support to the Bradley/Cleveland Industrial Development Board in its efforts to secure land for a future public industrial park. Staff expects the IDB to close on the purchase of the property by the end of the year 2012.



Youth Leadership Class of 2012-13

Opportunity for future leaders

The Chamber of Commerce is recruiting students interested in being a part of the 12th annual Youth Leadership Class of 2013-14. Youth Leadership seeks to develop leaders who will have a positive impact on the future growth and development of Cleveland and Bradley County.

A committee comprised of graduates of the adult Leadership Cleveland program will make the selections. They will choose a group of 26 rising juniors and seniors comprised of eight students each from Bradley Central, Cleveland and Walker Valley and two students from Tennessee Christian Preparatory School. Following their selection, the students will participate in a number of day trips designed to help the students learn more about various aspects of the city and county, as well as a trip to Nashville to learn about state government.

School guidance offices will have applications available beginning Feb. 1. Applications must be completed and turned in by Feb. 20. Selections will be made and students notified by early April. If you know students who would be good candidates, please have them contact their school’s guidance office.

The Chamber's 2013 Program of Work

"The Cleveland/Bradley Chamber of Commerce is a quality organization dedicated to the business development of our members, the economic growth of our region, and the highest quality of life for our community, the Ocoee Region of Tennessee."

This mission statement for the Chamber of Commerce guides every facet of our Program of Work, a written document that defines our six divisions by outlining our goals and objectives and detailing the strategies for achieving them.

Following is the Chamber's plan of action for the year 2013.

Community Development

Vice Chairman Jeff Cocks, Corporate Networking Solutions

Overall Goal: Enhance the quality of life in our community.

Education

Goal: Coordinate business support for educational programs within the community.

Objective: Continue to manage the BEST (Business & Education Serving Together) program.

Action Steps

- Identify additional businesses and hold orientation sessions for prospective BEST partners; strive to have a strong partner for each school.
- Work to strengthen existing partnerships by increasing coordination efforts and conducting a yearly BEST Partnership meeting with businesses and schools to share ideas, plan for the school-year activities and build relationships.
- Continue the annual "Breakfast for Champions," recognizing all BEST partnerships and honoring partnerships that exhibit the most dynamic and successful partnerships for the past year.
- Publicize BEST partners and partnership activities throughout the community and on the Chamber's website.

Objective: Continue dialogue with local educators and industry leaders to ensure coordination of efforts to meet the needs of existing and prospective industry for qualified and skilled labor.

Action Steps

- Maintain close affiliation with city and county career education supervisors and other local school personnel and representatives of Cleveland State Community College, the Tennessee Technology Center at Athens and

Board of Directors: 2013 Officers

Chairman of the Board: Steve Robinson, Cleveland Plywood Co.

Chairman-Elect: Debbie Melton, Don Ledford Automotive Center

Immediate Past Chairman: Stephen Wright, Wright Brothers Construction

President and CEO: Gary Farlow

Treasurer: Mike Baker, BB&T

Lee University on workforce development issues.

- Encourage coordination of education services by participating in area programs (i.e., service on boards/committees of local schools, educational consortiums, and area government and business/industry committees and councils).
- Continue partnership with Junior Achievement of the Ocoee Region on the Reality Check program for eighth-graders in the three middle schools to foster the value of education and the need to become responsible citizens.

Objective: Promote the use of the Cleveland/Bradley Chamber Foundation as a vehicle in funding educational programs.

Action Steps

- Serve as a funding conduit for cash incentive awards to "Teacher of the Year" honorees in Cleveland City and Bradley County School Systems.
- Pursue additional Foundation funds through grants, contributions and other sources.
- Serve as the funding conduit for workforce development programs.

Leadership Cleveland

Objective: Familiarize future business leaders and corporate leaders with the community and provide exposure to volunteer opportunities while increasing leadership skills.

Action Steps—Adult Program

- Graduate the Leadership Cleveland class in May 2013.
- Continue to improve the program for the 2013-14 class, maintaining enrollment of at least 15 participants.
- Organize a steering committee of alumni to plan for the 30th anniversary of program in 2013.

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Community Development

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- Launch a Leadership Cleveland alumni organization in conjunction with celebration of the 30th anniversary.

Action Steps—Youth Program

- Graduate the 11th Cleveland/Bradley Youth Leadership class in April 2013.
- Continue to refine the field trip days, leadership retreat and service learning project with Habitat for Humanity of Cleveland for the class of 2013-14.
- Recruit 26 participants, eight from each high school and two from Tennessee Christian Preparatory School for the 2013-14 class.
- Reach out to alumni of previous classes to gather information on their successes in post-secondary education and their careers, especially with regard to leadership roles.

Allied Arts Council

Objective: Educate the community regarding the value of the arts to their quality of life and promote and support the local arts community.

Action Steps

- Facilitate access to funding for artists, organizations and special programming for schools.
- Act as a liaison between arts groups and government bodies on all levels.
- Serve as an arts education advocate and resource for youth within the community.
- Promote and encourage local artists and quality cultural programs for the community.

Convention & Visitors Bureau

Vice Chairman Shannon Ritzhaupt, Café Roma

Goal: Continue the growth of local tourism industry through promotion of our community, the Ocoee Region of Tennessee, public relations programs, product development and research.

Promotion

Objective: Promote the region as a destination and stopover point to families, individual travelers and groups.

Action Steps

- Apply for participation in the Tennessee Department of Tourist Development's matching advertising and co-op programs.
- Advertise in state and regional print runs of publications, such as *Tennessee Vacation Guide*, *Better Homes & Gardens*, *Southern Living* and newspaper inserts, to remain visible to the travel market and drive traffic to our website, www.visitclevelandtn.com. Focus media buy on the I-75 corridor and in drive markets in the contiguous states to Tennessee to the north, south and east.
- Publish the visitor information guide and stock it in welcome centers and rest areas across the state, at regional attractions and in hotels, as well as mail to potential visitors who respond to our advertisements.
- Plan for necessary reprinting of in-house publications, including Passport to Cherokee Heritage, Downtown Cleveland Walking Tour and map pads.
- Send regular e-newsletters to those who inquire about visiting the area.
- Maintain the visitor center section of the Chamber of Commerce.
- Complete addition of welcome center component in the new heritage center under development in Charleston near I-75 and coordinate student staffing.
- Assist local parks and recreation departments and other organizations in the recruitment of tournaments and other activities to the area (e.g., softball, baseball and soccer tournaments, and BMX races).
- Work with the recreation department to coordinate a list of all tournaments scheduled in our community and compile a yearly calendar of meetings/group activities in our area; communicate those to the hospitality industry.

Communications & Public Relations

Objective: Promote the Ocoee Region to travel media, as well as increase local awareness of the importance of tourism to the economy.

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Don't Miss . . .

“A Passion for Service”

Customer Service Seminars

Tuesday, March 5

**Morning and afternoon sessions
for your convenience**

**For more information, visit
“One Community, One Calendar” at
www.clevelandchamber.com.**

Convention & Visitors Bureau

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Action Steps

- Respond in a timely manner with current and reliable information to all media inquiries.
- Continue to distribute one-page map pads to gateway welcome centers, hotels and outfitters.
- Maintain and enhance the CVB website, www.visitclevelandtn.com, and promote this URL on all CVB advertising. Update content as needed.
- Maintain current links and establish new links to the CVB website on appropriate sites.
- Ensure that listings on state and regional websites and publications are current and accurate.
- Continue using and expanding free social media networking to reach new audiences and create new interest in visiting the community. Increase posts on such related pages as Tennessee Heritage Area and Tennessee Department of Tourist Development.
- Send regular e-newsletters to the tourism industry to communicate activities of the CVB.
- Use the Tennessee Department of Tourist Development News Bureau to distribute press information to travel writers and publications outside the local area.
- Continue to host media and familiarization tours in conjunction with state and regional agencies as opportunities are available.
- Place timely press releases in local newspapers highlighting tourism activities, economic impact figures, grants and other newsworthy items.
- Provide information to city, county and state government officials to inform them of the importance of tourism dollars and their impact on the local economy.

Product Development and Community Involvement

Objective: Assist in and encourage product development, as well as continue efforts to improve the quality of the visitor experience.

Action Steps

- Continue staff involvement to encourage attraction development (e.g., heritage sites, beautification efforts, arts and leisure activities, agricultural shows, events, festivals) to attract visitors to the area.
- Maintain relationships with local organizations and attractions such as the Museum Center at Five Points, Tri-State Exhibition Center, Red Clay State Historic Park, Apple Valley Orchard, Morris Vineyard, MainStreet Cleveland, Allied Arts Council, Outfitters Association and the Cherokee National Forest. Promote these and other attractions in CVB materials.

- Serve on the board of and work closely with Southeast Tennessee Tourism Association (SETTA) on product development and promotion in the Southeast Tennessee region.
- Continue to work closely with the Charleston-Calhoun-Hiwassee Historical Society and the Bradley County Historical Society to develop new heritage products and enhance current sites as opportunities are presented.
- Continue to follow recommendations from the heritage plan completed by Middle Tennessee State University Center for Historic Preservation to develop south, middle and north gateways to Bradley County's Cherokee heritage. With Charleston development as the priority, continue to seek support and funding for renovating the new heritage center and building an interpretive greenway and river park. Focus on and expand partnerships.
- Help plan commemoration events and gather information for the 175th Anniversary of the Trail of Tears in 2013. Specifically, assist with hosting the annual Cherokee Nation Youth Bicycle Ride on the Trail of Tears. Plan something special for this commemoration year.
- Continue to work with Civil War enthusiasts to execute reenactments of events and occurrences in Bradley County over the five-year span of the Civil War 150 years ago. These events are part of the Civil War Sesquicentennial Commemoration throughout the state and eastern part of the country.
- Assist the Charleston community and other partners in growing the International Cowpea Festival and Cook-off based on the agri-heritage of Charleston. Develop this event as a tool to attract people to Charleston and educate them about ongoing community projects.
- Seek further co-op opportunities to promote or develop materials for nonprofit attractions or collaborative marketing projects with interested, like-purposed groups.
- Continue work with a regional task force to develop the Hiwassee River Blueway, a water-based recreation trail, along the Hiwassee River. Launch goal is June 2013.
- Work closely with the Tennessee Department of Tourist Development to continue the trails program, adding to and maintaining the Tanasi Trail website. Strive to participate in and prepare for other statewide trail opportunities that may be presented.
- Pursue professionally produced hospitality training DVD and video clips for website.

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Convention & Visitors Bureau

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Research & Travel Trends

Objective: Continue to define target markets and visitor profiles, thereby making marketing efforts more effective.

Action Steps

- Track inquiries, visits and leads generated through advertising and on the CVB website.
- Continue to track lodging-tax collections.
- Attend state and regional meetings to stay updated on tourism trends and legislative issues.
- Serve on the board of directors of the Tennessee Association of Convention & Visitors Bureaus (TACVB) and assist with the professional development conference planning.

Economic Development

Vice Chairman Bob McIntire, McIntire & Associates Insurance

Goal: Enhance the quality of life for all citizens of Cleveland/Bradley County by providing economic opportunity and empowering them with the skills to take advantage of these opportunities.

Operational

Objective: Ensure the existence of a qualified economic development organization for Cleveland/Bradley County.

Action Steps

- Initiate architectural, engineering and landscape design for the Spring Branch Industrial Park.
- Evaluate and recommend software for performing economic impact analysis for new industry locations and the expansion of existing industry.
- Improve community outreach for maintaining a comprehensive database of existing buildings and available greenfield sites owned by private citizens and business.
- Continue implementation of the BCC 2035 Joint Strategic Plan for economic and community development.
- Provide technical support and other assistance to Bradley County as needed to maintain our community's Three-Star status.
- Provide technical assistance to city and county officials to identify funding and establish redevelopment strategies and implementation plans that promote infill development and redevelopment programs that are consistent with the outcomes of the strategic planning effort.

Existing Industry

Objective: Facilitate the retention and expansion of local industries.

Action Steps

- Continue the industrial visitation program of at least 50 industry visits annually. These visits allow the Chamber to gain management's awareness and support for the community's effort to promote economic development and to offer assistance in problems of a local nature faced by existing industry and business.
- Report findings from industry visits to the Economic Development Council, as well as other pertinent personnel based on industry responses.
- Provide services for expansion and incentive assistance to local businesses interested in expansion or relocation.
- Respond to companies' immediate needs as articulated in industry/business visits and/or other means of communication.
- Continue to host an annual industrial showcase for local industries to display their products, provide information and introduce their services to other local industries.
- Host activity(s) that provide recognition and appreciation for contributions of industries/businesses to local economy.
- Redevelop the Quality Council program by providing industries an opportunity to identify strengths and improvement opportunities and build networks that bring information, resources, knowledge and best practices to organizations desiring to improve. Accomplish this through quality speakers and local resources that specialize in the quality arena.
- Continue the Cleveland/Bradley County Safety Council. The mission of the Safety Council is to improve safety in the workplace, in the community and at home by providing education and promoting safety awareness.
- Facilitate the development of local-based seminars that benefit business and industry in cooperation with Cleveland State Community College, Lee University's Business Department, Tennessee Technology Center at Athens, the Tennessee Center for Performance Excellence and other appropriate organizations.
- Work closely with Cleveland State's director of workforce development in re-engaging and informing the business community about the college's OneSource Workforce Readiness Center. The center will provide assessments and certifications needed in the region to strengthen the workforce pipeline and job skills for both job seekers and incumbent workers.
- Collaborate with the Southeast Development District to

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Economic Development

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host a Job Fair for local and regional employers as well as job seekers.

- Continue to manage Cleveland Associated Industries.

Recruitment/Marketing

Objective: Encourage capital investment and create quality jobs.

Action Steps

- Support the regional and state targeted marketing plan.
- Participate in regional and state marketing initiatives such as industrial trade shows, international trade missions and site visits to location consultants.
- Continue the recruitment of targeted industries, companies and other potential recruitment prospects that qualify as “complementary industry.”
- Make personal visits to companies that demonstrate interest in locating operations in Cleveland/Bradley County and host their representatives during visits to the community.
- Maintain and enhance relationships with the Tennessee Department of Economic & Community Development (ECD), Southeast Industrial Development Association (SEIDA) and TVA for regional marketing efforts.
- Support community revitalization programs and retail/commercial growth.
- Continue to enhance efforts to provide community information and proposals to industrial prospects in electronic form.

Workforce Development

Objective: Establish the Chamber as a concerned, involved organization within community educational arenas by creating an awareness of business/industry expectations within the classroom and implementing short- and long-term initiatives that address area employers’ needs for an expanded, skilled, competent and competitive workforce in close cooperation with local business, education and civic leaders.

Action Steps

- Encourage local business/industry to participate in workforce development activities. Continue to have business/industry participation on the Education/Workforce Development Committee to allow for their input as programs are planned.
- Facilitate communication between local educators and business/industry representatives within the community.
- Continue to coordinate the Tennessee Scholars program in cooperation with Bradley County Schools, Cleveland

City Schools and Tennessee Christian Preparatory School; improve and monitor the program with input from a steering committee comprised of representatives from industry and local school systems. Work with industries to have them reward Tennessee Scholar graduates with preferential hiring.

- Continue the Job Shadowing event for high school juniors.
- Continue to respond to industry needs for employees with a strong work ethic by coordinating and enhancing the Ethics in the Workplace program in the three local high schools and providing business speakers for classrooms when school curriculum allows.
- Continue efforts to establish stronger partnerships between business and education to identify and incorporate necessary skill training and understanding of business/workforce realities into school curriculum through coordination of such programs as Teachers Academy and Business & Industry in the Classroom.
- Provide business and industry panels to speak to all freshmen in the three high schools to make them aware of careers available in the region area and how they can begin to prepare for those careers while in high school.
- Provide enhanced literature to businesses and industries, detailing the importance and benefits of participating in the Teachers Academy program and subsequently increasing their participation. Increase teacher awareness of the benefits of participating in Teachers Academy as well. Increase teacher participation by offering shorter work assignments.
- Explore the viability of offering a Career Fair for all eighth-graders.
- Participate in the Tennessee Achieves program to encourage high school graduates to pursue additional educational opportunities at Cleveland State Community College.
- Continue to serve on the regional STEM (Science, Technology, Engineering, Math) Council, which promotes an innovative approach to learning where students learn to think critically, work collaboratively and implement solutions.

Information Resources

Objective: Ensure the availability of accurate and up-to-date community information supporting economic development efforts.

Action Steps

- Redesign and upgrade the Economic Development section of the Chamber’s website to provide improved

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Economic Development

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access to current demographic and socioeconomic data, in addition to improving access to information on available industrial properties.

- Develop a user-friendly format for the Industrial Directory with a more detailed description of products produced and/or services offered along with a thorough description of each company. Promote local businesses and introduce prospects to existing industry with the newly formatted directory.
- Maintain links to available industrial buildings and sites with SEIDA, the state of Tennessee and TVA.
- Participate quarterly in the ACCRA cost-of-living index.
- Update the community resource guide *The Book*.

Membership Development

Vice Chairman Kevin Moore, AXA Advisors LLC

Goal: Provide the membership base to finance programs and services while providing tangible benefits to members.

Retention

Objective: Strive to achieve above a 90-percent retention rate in membership accounts for 2013.

Action Steps

- Communicate 2013 as the “Year of the Member,” highlighting our diverse membership and member contributions to our economic success.
- Continue to host bimonthly new-member orientations to brief new members on programs and services with the goal of streamlining presentations, increasing the involvement of the board of directors and increasing the networking of new members who attend.
- Increase dissemination of materials to members highlighting the use of membership software for online advertising, information updates, job postings, payments and registrations.
- Survey members in early 2013 for comparison to previous surveys to determine member concerns and priorities.

Programs & Services

Objective: Establish the Chamber as an organization with definable benefits, offering value to business members.

Action Steps

- Establish a Membership Program Committee to

investigate and evaluate membership opportunities and programs.

- Continue the successful monthly Membership Coffee program.
- Evaluate the Business After Hours networking program to determine program viability.
- Begin membership breakfast or lunch program in 2013.
- Maintain U.S. Chamber of Commerce Federation program, allowing local Chamber members an opportunity to affiliate with the U.S. Chamber of Commerce at no cost to members.
- Revitalize the Young Professionals Association of Cleveland (YPAC) program in 2013 with the goals of increasing group ownership, participation and attendance.

Development

Objective: Become a 1,000-member Chamber by the end of 2013.

Action Steps

- Continue staff efforts in membership sales and evaluate the addition of a membership account executive for 2013.
- Coordinate a volunteer-driven membership campaign in the fall of 2013 either with a membership development firm or with volunteers.
- Continually update membership leads files by communicating with potential members at least twice a year.

Small Business

Objective: Facilitate interaction between small businesses while providing opportunities for increased visibility and appropriate training.

Action Steps

- Sponsor the “Passion for Service” program presented by Bill Drury on March 5.
- Celebrate Small Business Month during May, beginning with the kickoff luncheon May 6. Include networking events, quality seminars and presentation of the Mel Bedwell Small Business Person of the Year award. Continue successful tabletop business-to-business trade fair as part of the luncheon activities.
- Co-host the Chick-Fil-A Leadercast® on May 10 with People for Care & Learning.
- Investigate additional opportunities to provide programs and services to the small business members of the Chamber.

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Membership Development

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- Continue the Women's Council program launched in 2012 with quarterly educational/networking programs.
- Support the Small Business Development Center at Cleveland State Community College.
- Continue Cash Mob program, coordinating the event at least every other month and moving to a monthly event.

Communications

Objective: Inform members and the community of the work of the Chamber and the services provided.

Action Steps

- Develop a marketing strategy for each program and service offered by the Chamber in keeping with recommendations in 2011 Accreditation report.
- Establish 2013 as the "Year of the Member," with the Chamber as one voice representing many voices. Highlight the various "storefronts" (i.e., different categories of members) that serve the community and invite the community to open the doors to these storefronts through Chamber publications, traditional media outlets and social media.
- Disseminate timely press releases to local and regional media outlets to inform audiences about Chamber activities, programs and issues related to the business community; economic development efforts; new members; and other newsworthy items.
- Continue to publish a monthly newsletter, *225 Keith*, offering advertising opportunities and presenting news items of interest to the membership; continue to recognize an increased number of members in the newsletter through the "member memo" section and other avenues.
- Implement a regular monthly schedule for an electronic newsletter, *e-NEWS*, to complement the monthly print newsletter by informing members of programs and Chamber activities and recognizing activities of members not otherwise addressed in *225 Keith*. Also establish an *e-EVENTS* calendar to remind subscribers of upcoming Chamber events and activities.
- Maintain and enhance the Chamber's website, www.clevelandchamber.com. Continue to post the monthly newsletter, *225 Keith*, and news releases. Also continue to promote and facilitate the "One Community, One Calendar" efforts to provide a master, comprehensive community calendar of events online.
- Continue use of social media outlets (e.g., Facebook, Twitter) to reach new audiences. Also use Facebook pages as appropriate for specialized programming; e.g., Chairies Jubilee, Youth Leadership and Young Professionals Association of Cleveland.
- Publish *The Resource*, the annual membership directory and buyer's guide, with a goal of \$13,000 in advertising sales. Post the 2013-14 version as a flipbook on the Chamber's website, www.clevelandchamber.com, to provide additional value to advertisers and easy access to membership listings.
- Update and publish the four-color *Relocation Guide* that focuses on the information most requested by those relocating to our community and by business prospects. Post an updated version as a flipbook on the Chamber's website.
- Continue to gather information about the goods/services provided by new Chamber members and refine a means of creating awareness of these goods/services to other member businesses.
- Update and/or produce in-house publications and PowerPoint presentations as needed. Provide publications support for all Chamber divisions and programs, preserving a print/photographic record of all major events.
- Begin updating digital files of areas of interest and community landmarks for use in local and regional promotional projects, Chamber publications and online.
- Utilize the Communications Committee to determine ways to increase the visibility of the Chamber and to ensure that communications efforts align with the organization's vision and mission, particularly the 2013 focus on "Year of the Member."
- Explore reinstatement of a quality-of-life magazine.
- Conduct a new readership/social media study in conjunction with Lee University's Communication and Fine Arts Department to determine the most effective and preferred means of communication for Chamber members.

Ambassadors

Objective: Assist with public relations and retention programs for members.

Action Steps

- Assist with Chamber-related events as necessary.
- Survey members of the Ambassadors about their objectives for networking/educational events.
- Maintain a committee level of 20 Ambassadors.
- Recognize point levels for the awards program at the December Membership Coffee.

Organizational Development

Vice Chairman Debbie Melton, Don Ledford Automotive Center

Goal: Examine and address the internal needs of the Chamber of Commerce on a continual basis to preserve the organization's viability.

Finances

Objective: Ensure equitable funding across divisions and maximize revenue sources.

Action Steps

- Continue implementation of the objectives outlined in the COMPASS CAMPAIGN: Charting Our Future. Communicate at least quarterly with investors.
- Develop a leadership-giving program to replace capital campaign funding, determining levels and benefits.

Staff

Objective: Maintain a highly motivated and professional staff.

Action Steps

- Continually review employee benefits and policies.
- Continue to find training and professional development opportunities for all staff.
- Upgrade computer hardware and software and other job-related technology regularly to enhance our efforts and ensure staff efficiency.

Board of Directors

2013 Vice Chairmen

- Community Development—Jeff Cocks, Corporate Networking Solutions
- Convention & Visitors Bureau—Shannon Ritzhaupt, Café Roma
- Economic Development—Bob McIntire, McIntire & Associates Insurance Inc.
- Membership Development—Kevin Moore, AXA Advisors LLC
- Organizational Development—Debbie Melton, Don Ledford Automotive Center
- Public Affairs—Cameron Fisher, Church of God International Offices

Board of Directors

Chairman's one-year appointments

- Julian Sullivan, Bank of Cleveland
 - Loye Hamilton, Coldwell Banker
-

Board of Directors

Objective: Provide opportunities for increased involvement in and better awareness of the operations of the Chamber.

Action Steps

- Orient new directors and officers on the responsibilities and role of the Chamber's directors.
- Host quarterly extended social/networking opportunities for the board of directors.
- Emphasize directors and staff presence at governmental meetings and Chamber events.
- Coordinate an annual board of directors retreat for program and professional development.
- Host an annual Past Presidents/Chairmen function in February 2013 at the new Cleveland Jetport.

Organization

Objective: Review final recommendations from our 2011 Accreditation report and determine attainable and realistic implementation goals.

Objective: Celebrate 10 years in our Village Green facility with a holiday open house/reception in the fall of 2013.

Print ad space available in Chamber publications

Ad sales for *The Resource*, the Chamber's membership directory and buyers guide, begin this month. If you are a new member or a long-time member and have never purchased ad space, you should consider advertising in this value-added publication. Not only is your business visible in the directory all year long at a cost-effective advertising rate, your ad is automatically online when the new directory is posted as a flip book on the Chamber's website, www.clevelandchamber.com. Call Aaron Weatherford, membership director, for the dimensions and prices for ads in *The Resource*.



You may also want to consider purchasing ad space in this newsletter, *225 Keith*. For only \$50, or \$250 for six months, you can make your business visible to fellow Chamber members with a small ad slightly larger than your business card. Newsletters also are posted online.

To reserve your print ad space and invest at reasonable rates, call Aaron Weatherford, membership director, today to connect with fellow Chamber members.

Public Affairs

Vice Chairman Cameron Fisher, Church of God International Offices

Goal: To improve the influence of the Chamber in governmental affairs.

Objective: To inform and represent our members on legislative and governmental matters affecting the business environment of Cleveland/Bradley County.

Action Steps

- Compile an agenda of pertinent issues at the local, state and federal level having direct influence on the economy and business environment of our members, publishing it in the Chamber's monthly newsletter and providing it to the city and county elected officials, state legislators, and congressional delegation.
- Coordinate activities for the Transportation Task Force in pursuing street and road improvement projects in Cleveland and Bradley County as addressed by the Metropolitan Planning Organization's (MPO) Master Plan and the Regional Planning Organization for projects outside the MPO boundaries. Continue staff membership on the MPO Technical Advisory Committee.
- Invite state legislators to selected Public Affairs Committee meetings for periodic updates on pertinent issues pertaining to the community's business environment.
- Establish the committee's focus as a pro-business advocate for the community and convey this stance on issues requiring quick response to the applicable governmental agencies.
- Serve as a business advocate in state and federal efforts to contain and improve healthcare costs.
- Attend City Council and County Commission meetings and disseminate pertinent information from those meetings to Chamber members.
- Enhance close informational relationship with the Tennessee Chamber of Commerce and Industry to secure governmental/business information at the state level.
- Continue the Chamber's advocacy for the completion of the Dalton Pike and Georgetown Road projects and construction of Corridor K.
- Create venues that will encourage increased dialogue and foster a spirit of cooperation among the city of Cleveland, Bradley County and business leaders.

Economic Indicators

October Unemployment Rate				
	2011	2012		
Bradley County	8.4%	7.6%		
Tennessee	9.6%	8.2%		
United States	9.0%	7.9%		
November Building Permits				
	2011	2012		
Number Issued	33	25		
Permit Value	\$2,514,000	\$3,094,500		
YTD Number Issued	365	324		
YTD Permit Value	\$35,080,357	\$35,207,359		
	2011	2012		
Number Issued	19	6		
Permit Value	\$119,160,653	\$2,082,600		
YTD Number Issued	98	144		
YTD Permit Value	\$369,164,514	\$386,698,468*		
Local Sales Tax Collected				
	Nov 2011	Jan-Nov 2011	Nov 2012	Jan-Nov 2012
Local Sales Tax	\$2,123,309	\$23,136,666	\$2,125,525	\$24,291,908
Retail Sales				
	Dec 2010	Jan-Dec 2010**	Dec 2011	Jan-Dec 2011**
Bradley County	\$108,952,405	\$1,131,101,024	\$122,600,381	\$1,235,596,496
Tennessee	\$8,531,186,368	\$85,843,403,782	\$8,902,806,707	\$90,080,921,267

*Corrected figure for YTD

**Unemployment rates, local sales tax and retail sales figures are the latest state-provided figures. Numbers for building permits are obtained from city and county records.

- Support the emphasis for quality and progressive elected officials.
- Support the city and county efforts to complete comprehensive plans as the follow-up on the BCC2035 Strategic Plan.
- Continue to support local efforts to complete improvements to the I-75 Exit 20 interchange and the APD 40 interchange and connector roads.
- Work with local and state elected officials to increase the hours of the Bradley County office of the Tennessee Department of Labor & Workforce Development in the Career Center to full time.
- Continue to support the efforts of the Bradley/Cleveland Industrial Development Board in its efforts to develop a new public industrial park.



Nancy A. Neal, Editor
Gary Farlow, Publisher

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Thank you for your service to the Chamber of Commerce

Following are the volunteer members of the Chamber's Board of Directors who will "retire" at the 87th Annual Meeting on Tuesday, Jan. 29, 2013. We deeply appreciate your dedicated service.

- BARBARA BAXTER, FSG Bank—2005-12; Treasurer, 2006-09; Chairman, 2011
- TOM CATE, Cate Brothers Development—2010-12
- COLEMAN FOSS, SkyRidge Medical Center—2010-12
- DUANE GILBERT, Gibco Construction—2012
- NEIL GROOTHUIS, Homestead Lawn & Tractor—2008-12; Division Vice Chairman, 2011-12
- MIKE THOMASSON, Andrew Johnson Bank—2009-12; Division Vice Chairman, 2009; Treasurer, 2010-12
- DICKY WALTERS, Whirlpool Corporation, Cleveland Division—2011-12

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Name of business _____

Service/product provided _____

No. of employees _____ No. of years in business _____

Notes of interest _____

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