

*2008 Program of Work
and 2007 Annual Report*

*Oak Ridge
Chamber of Commerce*



Adding Value Through Volunteerism

A year has passed since volunteers and staff associated with your Oak Ridge Chamber of Commerce embarked on the year one tactics of our 2007 – 2011 strategic plan. As you review the 2007 Annual Report contained in this document, you'll see proof of the value of the business community volunteerism through the Oak Ridge Chamber of Commerce.

We are excited by the first year progress that we have made, but we are even more enthused by the work we will undertake this year, work more fully described in the 2008 Program of Work section of this publication. Our 2008 program actions are mission-centered, strategically focused and tactically relevant. That means every element remains centered on the Chamber's mission to "enhance the economic vitality of the greater Oak Ridge area while providing value to our members." It means that every undertaking is focused on one or more of six critical areas of Oak Ridge Chamber emphasis:

- Housing and Population Growth
- Retail and Commercial Development
- Job Creation and Capital Investment
- Community Image
- Organizational Value
- Political Action

But all of our initiatives – whether tactical or strategic in nature – are dependent upon unwavering volunteer participation. Volunteers wrote our plan, volunteers are underwriting its accomplishment and volunteers are crucial to its eventual success.

As you review your Oak Ridge Chamber of Commerce 2008 Program of Work, we hope you will immediately volunteer to take part in its accomplishment. We also hope you will encourage colleagues, associates and peers to join the team.

The very existence of your Oak Ridge Chamber of Commerce proves the value of volunteerism. We hope you'll elect to add your personal volunteer value during 2008.

We can perform extraordinary acts of volunteer value – together!

Sincerely,

Mark Harvey
Regional Vice President
The Cowperwood Company
Chairman
Oak Ridge Chamber of Commerce

Parker Hardy, CCE
President/CEO
Oak Ridge Chamber of Commerce

Oak Ridge Chamber of Commerce Board of Directors

Chairman of the Board

Mark Harvey, The Cowperwood Company

- | | |
|----------------------------------------------------------------------------|---------------------------------------------------------------------|
| Darrell Akins
<i>AkinsCrisp Public Strategies</i> | Warren Gooch - Legal Counsel
<i>Kramer Rayson LLP</i> |
| Ben Andrews
<i>ORUD</i> | Barry Goss
<i>Pro2Serve Professional Project Services</i> |
| Phil Andrews
<i>ORAU</i> | Cathy Hickey
<i>URS Washington Division</i> |
| Mack Barber
<i>Remotec</i> | Tom Hilton
<i>Y-12 Federal Credit Union</i> |
| Tom Ballard
<i>UT-Battelle/ORNL</i> | Chuck Hope
<i>Chuck's Car Care Center</i> |
| Tom Beehan
<i>City of Oak Ridge</i> | Wayne Hope
<i>Enrichment Federal Credit Union</i> |
| Mike Belbeck
<i>Methodist Medical Center</i> | Rex Jones
<i>Pinnacle Financial</i> |
| David Bradshaw
<i>SunTrust Bank</i> | Stacy Myers
<i>Advanced Management, Inc.</i> |
| Robert Brown
<i>U.S. Department of Energy</i> | Jim O'Connor - Ex-Officio
<i>City of Oak Ridge</i> |
| Steve Buckley
<i>Bechtel Jacobs Company LLC</i> | Jim Parks
<i>USEC</i> |
| Bonnie Carroll
<i>Information International Associates, Inc.</i> | Henry Perry
<i>HME, Inc.</i> |
| Tom Clary
<i>Oak Ridge Pediatric Clinic, P.C.</i> | Donna Powers
<i>Realty 100, Inc.</i> |
| Charles Crowe
<i>C&C Specialty Advertising</i> | Lee Sloan
<i>National Fitness Center</i> |
| Brenda Curtis
<i>Wackenhut Oak Ridge</i> | Kathy Smith
<i>Net Gain Corporation</i> |
| George Dials
<i>B&W Technical Services</i> | Billy Stair
<i>UT-Battelle/ORNL</i> |
| Richard Esposito
<i>The Oak Ridger</i> | Ron Townsend
<i>ORAU</i> |
| Homer Fisher
<i>University of Tennessee</i> | |



Oak Ridge Chamber of Commerce 2008 Executive Committee. Back row: Darrell Akins, Vice Chairman for Political Action, *AkinsCrisp Public Strategies*; Ron Townsend, Treasurer, *ORAU*; Stacy Myers, Vice Chairman for Housing/Population Growth, *Advanced Management, Inc.*; Homer Fisher, Vice Chairman for Community Image, *The University of Tennessee*; Chuck Hope, Vice Chairman for Organizational Value, *Chuck's Car Care Center*; Ben Andrews, Immediate Past Chairman, *ORUD*. Front row: David Bradshaw, Vice Chair for Retail/Commercial Development, *SunTrust*; Tom Ballard, Vice Chair for Job Creation/Capital Investment, *UT-Battelle/ORNL*; Mark Harvey, Chairman of the Board, *The Cowperwood Company*; Tom Hilton, Chairman Elect, *Y-12 Federal Credit Union*.

Oak Ridge Economic Partnership Board of Directors

Chairman of the Board

Tom Ballard, *UT-Battelle/ORNL*

- | | |
|------------------------------------------------|---------------------------------------------------------------------|
| David Bradshaw
<i>SunTrust Bank</i> | Barry Goss
<i>Pro2Serve Professional Project Services</i> |
| Tom Beehan
<i>Mayor of Oak Ridge</i> | Parker Hardy
<i>Oak Ridge Chamber of Commerce</i> |
| Pete Craven | Randall Spickard
<i>B&W Technical Services</i> |
| Lou Dunlap | Lawrence Young
<i>CROET</i> |

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New Resident Welcome Reception

Residence of Choice

Interactive Portfolio

Housing Population

Live Where You Work

5,000 Houses

At Home in the Innovation Valley



Ridges Magazine

Critical Outcome:

Oak Ridge will be recognized as a “residence of choice” within the Innovation Valley as evidenced by population and housing stock growth documented by the 2010 census and other more frequent measurement tools.

Vice Chairman 2008 – Stacy Myers, Advanced Management, Inc.

2008 Tactical Actions

There are more than 5,000 houses in varying stages of development in Oak Ridge. But the majority of people who work in Oak Ridge live elsewhere in our region. Unique workforce opportunities have laid the foundation for Oak Ridge to experience the single largest increase in residents since the days of the Manhattan Project. In order to achieve the critical outcome by 2011, this year the Chamber must continue its strong commitment to encouraging those who work in Oak Ridge, to live here.

Live Where You Work – The Chamber will facilitate the efforts to encourage those who work here, to live here.

- Build upon the “At Home in the Innovation Valley” theme and utilize the *Solid as Oak* interactive portfolio and *Ridges* magazine to communicate the attributes of living in Oak Ridge.
- Develop a marketing plan focused on face-to-face interaction that will identify the methods necessary to encourage employees of Oak Ridge companies to live in the city.
- Coordinate two new resident welcome receptions.
- Foster relationships with human resources professionals.



The Chamber hosted a formal announcement of the Centennial Bluff residential development. Centennial Bluff is an Active Adult Lifestyle Community.



Chamber members and new residents at the Fall 2007 New Resident Reception.

Become a Shopping Destination

Cultivate Relationships with Retail Developers

Retail/Commercial Development

Promote Oak Ridge as a Retail Location

*Attend OCSC
Events*



Critical Outcome:

Oak Ridge will become a shopping destination for residents of Anderson, Roane, Campbell, Scott and Morgan counties—tracked by achieving a growth rate in retail sales that exceeds the Innovation Valley average.

Vice Chairman 2008 – David Bradshaw, SunTrust Bank

2008 Tactical Actions

Retail and commercial development within the City of Oak Ridge continues to be a challenge with many opportunities still to be identified and nurtured. Both current and future residents communicate the lack of shopping opportunities as the single most important thing to be addressed regarding Oak Ridge’s quality of life. In 2008, the Chamber will:

- Cultivate relationships with retail developers to assist them in identifying projects in Oak Ridge.
- Actively participate in the International Council of Shopping Centers (ICSC) and its associated groups to promote Oak Ridge as a retail location. Specifically, the Chamber will coordinate an Oak Ridge presence at ICSC events in partnership with retail developers representing Oak Ridge properties and projects.
- Investigate options for utilizing the Chamber’s website as a retail promotion tool.



Chamber members and local officials were privileged to gather for a number of ribbon cuttings for new businesses in 2007.

Innovation Valley Inc. Workforce Development

Facilitate Doing Business

Job Creation/ Capital Investment

\$100 Million Capital Investment

1,750 Basic Jobs



Critical Outcome:

Through the Oak Ridge Economic Partnership, the Oak Ridge Chamber of Commerce will capitalize upon Innovation Valley initiatives to provide direct assistance that will result in an increase of 1,750 basic jobs and \$100 million in capital investment. We will accomplish this in partnership with the City of Oak Ridge and in cooperation with economic development allies from across the Innovation Valley.

Vice Chairman 2008 & Chairman of the Oak Ridge Economic Partnership – Tom Ballard, UT-Battelle**Tactical Actions 2008**

- Through *Innovation Valley Inc.*, continue promoting the Knoxville-Oak Ridge Innovation Valley brand, focusing on the following program areas:
 - Education & Workforce Development
 - Technology & Entrepreneurship
 - Global Marketing
 - Business Retention
 - Public Policy
 - Resources for Living
- Market Oak Ridge as a preferred business location to site selection consultants and corporate decision makers, concentrating on the following target industries:
 - Materials Science
 - Nanotechnology
 - Instrumentation
 - Renewable Energy
 - Automotive Suppliers
- Lead existing business development initiatives to encourage companies to stay, grow and succeed in Oak Ridge:
 - Partner with ETEBA member firms to diversify environmental cluster
 - Build a portfolio of Oak Ridge businesses in partnership with TVA
 - Maintain consistent incentive programs
- Continue workforce development initiatives to better address issues and concerns of new and existing companies by encouraging public and private sector interaction:
 - In conjunction with ORNL and B&W Y-12, inventory existing technology curriculum at ORHS, recommending additions where appropriate
 - Develop internship program matching students in key degree programs with Innovation Valley companies, including career change internships for military
- In conjunction with Innovation Valley allies, develop comprehensive Technology Strategy through an EDA Grant that will maximize the region's technology assets in overall economic development efforts.
- Promote an entrepreneurial culture by partnering with proficient allies:
 - Technology 2020 / CEG
 - ORNL / UT-Battelle / B&W Y-12
 - Innovation Valley Nano Alliance
 - Tennessee Small Business Development Center
- Develop and maintain resources to facilitate doing business in Oak Ridge:
 - Aggressive spec building program
 - Industrial/Office Space Listing
 - Industrial Services Directory
 - Accurate, user friendly web site*

Oak Ridge: A Wireless Community

Community Development

Dogwood Arts Festival

Community Image

Generations of Innovation

All-America City



Critical Outcome:

Oak Ridge will be recognized as a desirable residential and business location, a gateway to the international community of science and energy, and a portal to the possibilities in innovation, education and recreation.

Vice Chairman 2008 – Homer Fisher, University of Tennessee

To accomplish the critical outcome outlined for the Image program area in 2008 the Chamber will focus on what sets Oak Ridge apart from other communities.

2008 Tactical Actions

Generations of Innovation Initiative – Introduced in 2006, the program recognizes the achievements, contributions and accomplishments of Oak Ridgers and Oak Ridge businesses and institutions. This program will continue in 2008 with an increased emphasis on media placements.

Areas of focus will include, but not be limited to:

- Oak Ridge High School Construction Project
- Oak Ridge's 65th Anniversary
- Secret City Festival
- Oak Ridge Associated Universities' New Center for Science & Education building

Oak Ridge, A Wireless Community – Discussions began in 2007 as to how to make Oak Ridge a wireless community. The Oak Ridge Chamber will continue to facilitate discussions among the appropriate parties. WiFi access in all areas of Oak Ridge will make our community more attractive to potential new businesses, new residents and visitors, and will provide benefits in the administration of public safety and services.

Dogwood Arts Festival – Oak Ridge has a sanctioned dogwood trail and open garden. Partnering with and supporting other impacted organizations, the Chamber will coordinate and promote activities that increase Oak Ridge's visibility and participation in the Festival. These activities will include, but not be limited to: Dogwood Regatta, Open Garden, Dogwood Trail and the Dogwood 5K Run.

All-America City – The Chamber will partner with the City of Oak Ridge and other organizations to apply for the All-America City designation, the nation's premiere civic recognition award presented by the National Civic League.

Community Development – Thriving businesses and thriving communities encourage the growth of each. The Chamber will support other community groups and investigate partnership opportunities to encourage the community's development.

Specifically, opportunities include but are not limited to:

- Leadership Oak Ridge
- Mayor's visioning initiative



Orchestra students from Oak Ridge High School performed at the Chamber's Annual Meeting and Holiday Reception in preparation for an invitation-only national competition at the Lincoln Center in New York.



Chamber members enjoyed the annual Holiday Reception in early December.

Business to Business Newsletter

New Member Recruitment Campaign

Program of Work Kickoff

Networking Coffees

Organizational Value

Monthly lunch programs

Diplomats

Holiday Reception

Golf Tournament

New Member Welcome Luncheons

Business Expo

Retention Team



Critical Outcome:

The Oak Ridge Chamber of Commerce and its support corporation, the Oak Ridge Economic Partnership, will be ranked among the top 5% of membership-based economic development and business advocacy organizations in the United States as evidenced by membership service and development, financial performance, customer service and local and national recognition.

Vice Chairman 2008 – Chuck Hope, Chuck’s Car Care Center

2008 Tactical Actions

To accomplish the critical outcome by 2011, the Chamber’s efforts to create and communicate value in the organization will focus around the following in 2008:

Events – Oak Ridge Chamber Members perceive greater value in the organization and their membership when they are associated with and involved with special activities that generate business leads. To meet this expectation the Chamber will:

- Sponsor the 7th Annual Business-to-Business Expo
- Conduct the weekly Business Networking Coffees
- Organize a Membership Appreciation Golf Tournament
- Hold a Program Kickoff Event
- Conduct a Holiday Reception/Annual Meeting
- Conduct quarterly new member welcome luncheons
- Monthly lunch programs

Services – Direct benefits of membership are important to Chamber members. Therefore, the Chamber will:

- Produce a Membership Directory
- Promote the Chamber’s website as resource for doing business with fellow chamber members
- Publish a monthly newsletter
- Pursue production of an Oak Ridge Chamber cable broadcast

Organization Recognition

- Pursue national recognition for the Oak Ridge Chamber of Commerce through national and state chamber professional organizations and associations.
- Initiate the application for the Tennessee Center for Performance Excellence quality achievement program

Membership Growth & Stability – Securing new members and ensuring the existing members receive value from their memberships are critical to the long-term success of the Chamber and its commitment to “enhance the economic vitality of the Oak Ridge area while providing value to our members.” Therefore, in 2008 the Chamber will:

- Coordinate a new member recruitment campaign
- Expand the Diplomat/Retention Team to ensure methodical two-way communication between members and the chamber leadership



Chamber members take advantage of the networking opportunities afforded to them at the Business-to-Business Expo held in October.



New members gather to meet one another, existing members and Chamber staff at New Member luncheons held throughout the year.

Promote Legislative Agendas

Oak Ridge Chamber Day in Nashville

Political Action

Coordinate Candidates' Forums

Coordinate visits to Washington, D.C.

Speak Out!



Critical Outcome:

To ensure successful accomplishment of the Chamber's critical outcomes, it will be necessary to secure support from all levels of government.

Vice Chairman 2008 – Darrell Akins, AkinsCrisp Public Strategies

2008 Tactical Actions

In order to accomplish the critical outcomes in the strategic program areas, it will be necessary to support those initiatives through local, state and national political relations efforts in 2008.

- Educate the Chamber's membership on issues of importance to the business community.
 - o Coordinate Candidates' Forums
 - o Produce *Speak Out!* email newsletter featuring information about state legislative activities
- Advocate the Chamber's position on key local, state and federal issues to elected and appointed government officials.
 - o Produce and promote legislative agendas that communicate Oak Ridge issues and issues important to other communities in the Innovation Valley
 - o Lead the development of the regional legislative agenda
 - o Conduct Oak Ridge Chamber of Commerce Day in Nashville
 - o In partnership with allied organizations, coordinate a delegation visit to Washington, D.C.



Chamber members traveled to Nashville to take the Chamber's Legislative Agenda to leaders, including Lt. Governor Ron Ramsey, in the state capital.

2007 Accomplishments

Housing/Population

- *Solid as Oak*, the new interactive portfolio and its companion publication, *Ridges* magazine are popular tools for recruiting new residents, new businesses and new employees to Oak Ridge.
- Two receptions were conducted for new Oak Ridge residents. During the reception, new residents were introduced to many aspects of Oak Ridge including medical, cultural, sports and educational services and opportunities.
- Oak Ridge was featured in the November issue of *Where to Retire*, a magazine with national distribution. The Oak Ridge Chamber provided contact, community and demographic information for the magazine.
- *City View*, a lifestyle publication with regional distribution, featured Oak Ridge in the June issue. Story leads and advertising and editorial support for the special section were provided by the Oak Ridge Chamber of Commerce.

Retail and Commercial Development

- Tractor Supply Company announced plans to locate in Oak Ridge. The store will occupy space in a vacant shopping center located in east Oak Ridge. The Chamber had worked with Tractor Supply and their representatives since 2005.
- Crestpointe of Oak Ridge, a 450,000 power shopping center was announced in January. Chamber representatives had worked with the developer for nearly three years. A referendum was held in June to vote on financing the infrastructure of the center. Unfortunately, as a result of the outcome of the referendum, developers were unable to move forward with the project.

Job Creation and Capital Investment

- Facilitated the location of the following new businesses:
 - Daxor
 - Worldwide Energy
- Facilitated the expansion of the following existing businesses:
 - NucSafe
 - Technical Machining Services
 - USEC / B&W Clinch River
- Celebrated a new 20,000sf expansion facility for MTS Nano, a world leader in assessing nano-scale materials and structures, in Union Park.
- Retained 150 of the 265 Boeing jobs at risk due to the plant closure. The 150 employees have been retained by USEC and already are at work on the American Centrifuge Project.

- Actively pursued the construction of a speculative building in Horizon Center.
- Partnered with TVA to host an event for women-owned companies designed to promote business opportunities and leverage TVA relationships. More than 15 Oak Ridge companies participated.
- Partnered with Roane State and other allies to win a planning grant to pursue creating an NSF Advanced Technical Education (ATE) Regional Center of Nanotechnology in Oak Ridge. The team is now applying for an implementation grant as a next step.
- Successfully completed the 5-year *Jobs Now!* regional economic development initiative focusing on recruitment, retention and expansion, and entrepreneurial growth under the *Knoxville Oak Ridge – Innovation Valley* brand.
- Continued working toward achievement of very aggressive performance metrics in job creation, capital investment, absorption of land and existing buildings, and business retention (*chart reflects results as of 12/1/07*).

	<u>Goal</u>	<u>Actual</u>	<u>% of Goal</u>
Capital Investment	\$37,000,000	\$121,397,242	328 %
Absorption – Square Feet	360,000sf	637,680sf	177%
Absorption – Land	42 acres	39.92 acres	95%
Job Creation	425	459	108%
Business Retention	85%	86%	101%

Community Image

- *Solid as Oak*, the new interactive portfolio developed to position Oak Ridge as a preferred residential location, was produced and introduced to the marketplace. The companion publication *Ridges*, a bi-annual magazine will be distributed in early 2008.
- Through the Chamber’s recognition program “Generations of Innovation” many milestones were celebrated in Oak Ridge. Among the achievements were:
 - o The opening of Y-12’s New Hope and Jack Case centers;
 - o Award of the security contract to Wackenhut;
 - o Receptions for Dr. Jeff Wadsworth, Alex Fischer and Jan McNally – three leaders whose contributions to Oak Ridge will be known for many years;
 - o Oak Ridge Associated Universities’ (ORAU) new Center for Science & Education building under construction on the ORAU campus.
 - o Oak Ridge Utility District and Flatwater Grill were featured in the national trade publication *Cooking for Profit*.
- The Dogwood Arts Festival continued in 2007 with a sanctioned dogwood trail in west Oak Ridge; the Dogwood Regatta; an Open Garden in Jackson Square; and the Cardboard Boat Race. Special acknowledgement is due to ORNL Federal Credit Union and B&W Technical Services for their support of Oak Ridge’s festival activities.
- Keep Anderson County Beautiful certification team members participated in a one-day training session. The group continues to achieve the goals outlined in order to form a chapter in Anderson County. The effort to form a local organization with affiliation to the state and national program was initiated by the Chamber.

Organizational Value

- Investments are being made in Oak Ridge. In 2007, the Chamber coordinated Ribbon Cutting ceremonies for: **Gourmet Café & Market; Oak Ridge Rowing Association; MTS Nano Instruments; Spray Away; Flatwater Grill; Staybridge Suites; Edward Jones Investments/Nelson Patterson; Betsy Coleman Realty; Briarcliff Realty; Bristol Park; and Choices Resource Center.** In addition, a ground breaking ceremony was conducted for a new **Chuck's Car Care Center** in west Oak Ridge.
- In September a membership campaign was conducted to attract new members to the Chamber. Under the leadership of Tom Hilton of Y-12 Federal Credit Union, dozens of volunteers worked to attract nearly 90 new members into the Chamber during the one-week campaign. Team leaders were: Courtney Henry of Wackenhut; Tom Bailey of Oak Ridge Schools; Jim Hanks of Citizens National Bank; Katy Jett of Enrichment Federal Credit Union; Chris Johnson of ORNL Federal Credit Union; Martha Drewry of Y-12 Federal Credit Union; and Charles Crowe of C&C Advertising.
- The 6th Annual Business-to-Business EXPO was conducted on November 1 at the Oak Ridge Civic Center. With a new location and new look, the EXPO experienced increased attendance over recent years and positive exhibitor feedback regarding business contacts.
- The annual Membership Appreciation Golf Tournament was held at Oak Ridge Country Club and attracted more than 200 golfers and volunteers during the all-day event for Oak Ridge Chamber members.
- Forty-three Chamber Coffees were hosted by the Oak Ridge Chamber and its members in 2007. The perennial Tuesday activity provides a regular opportunity for chamber members to meet and discuss developments in the Oak Ridge business community.

Political Action

- The Chamber worked with Citizens FOR Oak Ridge, a grassroots group organized to promote positive change in Oak Ridge, to mobilize hundreds of volunteers to work for passage of a referendum that, if passed, would have paved the way for the Crestpointe project. Unfortunately, the measure did not pass.
- The Chamber's Political Action task force developed and communicated a concise legislative agenda to state and federal government officials. Chamber representatives traveled to both Nashville and Washington to communicate the agenda items, which included support for: education funding; road projects (Highway 58/95 and Highway 170); Complex 2030; and Integrated Facilities Disposition Plan.
- By partnering with Channel 12 and BBB Communications, the Chamber's Political Action Department was able to produce a Candidates' Forum. Candidates for both the Oak Ridge City Council and Board of Education races were interviewed on issues of importance to the business community, and the program was broadcast multiple times in the weeks prior to the election.

STATEMENT OF FINANCIAL POSITION

December 31, 2006

ASSETS

Current Assets	\$361,235
Property & Equipment - Net	\$495,793
Other Assets	0
Total	\$857,028

LIABILITIES AND NET ASSETS

Current Liabilities	\$171,760
Long-Term Debt	\$168,300
Net Assets	\$516,968
Total	\$857,028

STATEMENT OF ACTIVITIES

For The Year Ended December 31, 2006

Revenue and Other Support	
Membership Dues	\$484,066
Economic Development	\$575,519
Fees, Charges and Other	\$17,004
Total	\$1,076,589
Expenses	
Program Activities	\$825,519
Administrative and General	\$172,074
Total	\$997,593
Increase (Decrease) in Net Assets	\$78,996

Note: The above information has been summarized from audited financial statements.

Staff

Oak Ridge Chamber of Commerce

Parker Hardy
President/CEO

Kathy Gillenwaters
Communications Coordinator

Greta Stoutt Ownby
Executive Vice President

Lynn Christman
Administrative Assistant

Judy Bryan
Vice President

Christy Holt
Receptionist

Mitzi Burgess
Vice President

Oak Ridge Economic Partnership

Kim Denton
President

Kathy Barber
Existing Industry Manager

Elisabeth Hammer
Administrative Assistant

Oak Ridge Small Business Development Center

Jutta Bangs
Senior Business Specialist

*The mission of the
Oak Ridge Chamber of Commerce
is to enhance the economic vitality
of the greater Oak Ridge area
while providing value to our members.*

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