



BUSINESS PLAN 2017

SUMMARY OF PROGRAMS



NATION'S #1 CHAMBER
Association of Chamber of Commerce Executives
**2016 Chamber
of the Year**



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ABOUT COMMERCE LEXINGTON INC.

The origins of Commerce Lexington Inc. can be traced back to September 8, 1797, when John Postlethwait convened a meeting of "The Lexington Society for the Promotion of Emigration." The name of the chamber of commerce has evolved over time, but the purpose has always remained the same - to help grow and improve the economy and enhance our quality of life in Central Kentucky.

Commerce Lexington Inc. was formed in January 2004 with the merger of the Greater Lexington Chamber of Commerce, Lexington United, and the Business & Education Network. Commerce Lexington Inc. seeks to promote economic development, job creation, and overall business growth in Lexington and its neighboring communities, while strengthening its existing businesses through the many programs and services that the organization offers. It was created to provide more continuity and enhanced focus in the areas of business, economic development, and workforce development.

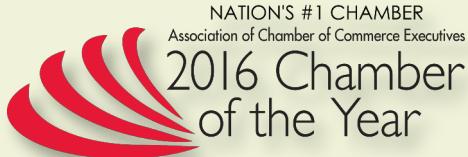
Commerce Lexington Inc. is the business organization for the Bluegrass. On behalf of business, Commerce Lexington Inc. also works with local government and surrounding communities to enhance business and economic development opportunities in and around the Lexington area.

As a member of Commerce Lexington Inc., not only do business owners receive benefits that help their business grow, but their investment also strengthens the organization's commitment to advancing the Bluegrass business community and the area's quality of life. From representation at all levels of government to informative small business targeted programs to great marketing opportunities in various publications to educational and professional development opportunities, and even networking events, Commerce Lexington Inc. seeks to provide members with the information they need to make their business relevant and successful.



Our Mission

To represent our members, creating the environment and opportunity for economic prosperity and quality living in Central Kentucky.



Economic Focus

Commerce Lexington Inc.'s economic focus centers on promoting entrepreneurial start-ups, business expansion and retention, and new job creation; workforce development; issue advocacy; connecting people and businesses; community, minority, and small business development; and the cultivation of local and regional leadership.

ABOUT COMMERCE LEXINGTON INC.

Commerce Lexington Inc. is a voluntary not-for-profit organization comprised of nearly 1,700 member businesses. Our members are mainly located in the Bluegrass Region; however, we do have members from outside the region.

Our membership is overwhelmingly comprised of small business:

- 3 % - No Employees
- 27 % - 1 to 3 Employees
- 23 % - 4 to 9 Employees
- 20 % - 10 to 25 Employees
- 9 % - 26 to 49 Employees
- 8 % - 50 to 99 Employees
- 5 % - 100 to 199 Employees
- 5 % - More than 200 Employees

The average dues amount paid per member is \$690. Thirty-seven percent of our annual dues investments are made by our Board of Trustees and our Diamond Investors.

ECONOMIC DEVELOPMENT:

Commerce Lexington's Economic Development Division focuses its energies on assisting local business retention and expansion, encouraging entrepreneurial activity through entities like SPARK, and recruiting new business investment in the Bluegrass. Within the ED Division, the Minority Business Development program aims to promote and sustain the economic growth and development of minority business owners and entrepreneurs, recruits minority-owned businesses into the Lexington MSA and Commerce Lexington, and provides business referral services to local agencies that aid in business planning process, financing, and efforts to improve purchasing and procurement opportunities for minority business owners.

WORKFORCE DEVELOPMENT:

Local workforce development initiatives are led by Commerce Lexington's Business & Education Network (BEN), which seeks to improve our local workforce by connecting and coordinating educational institutions and private businesses to better serve individuals and businesses looking to raise their workforce skills. BEN contributes to the economic growth potential of our community through its efforts to upgrade our workforce.

ADVOCACY:

For 135 years, Commerce Lexington Inc. and its predecessors have served as the lead advocate for the Central Kentucky business community at all levels of government. Our ongoing strength and effectiveness resides in the collective focus of some 1,650 members - members who believe in free enterprise, understand the need to forge and readily embrace change, and who work to enhance the power of education to change lives and the economy.

BUSINESS SUPPORT:

Business support programs like the Business Owners Advisory Board and the @330 Series help small business owners and sole proprietors succeed through educational events, networking opportunities, and peer group advice. Members also have access to the vast resources of our Business Information Center, which tracks statistics, rankings, demographic data and more in order to provide the most up-to date information to entrepreneurs starting new businesses, out-of-town companies looking to relocate, or existing businesses hoping to expand.

LEADERSHIP DEVELOPMENT:

If it's leadership development that you're after for yourself or for your employees, you'll want to check out Commerce Lexington Inc.'s Leadership programs - Leadership Lexington, Leadership Central Kentucky, and the Leadership Lexington Youth program. Each is an intensive program that engages participants in the issues and challenges that impact our city and/or region.



WHY JOIN? THE VALUE OF COMMERCE LEXINGTON INC.

With any nonprofit organization, it takes a team effort to be successful - from volunteer to staff to board. Your connections and relationships are key to moving our organization forward and growing our membership. So, as you are out and about or travelling on business, think about companies that would be a valuable addition to Commerce Lexington Inc. or those that might be willing to take a larger investing role. Here are a few key reasons that businesses join Commerce Lexington Inc.:

CONNECTIVITY WITH CUSTOMERS, SUPPLIERS AND OTHER BUSINESSES

- Search Engine Optimized (SEO) listings on CommerceLexington.com.
- Listing in business-specific publications as appropriate i.e., Guide to the Bluegrass.
- New Member Luncheon for new members.
- Utilize volunteer opportunities to build relationships with other businesspeople.
- Advertising and marketing opportunities through Commerce Lexington publications.
- Relationship building opportunities through our many events held throughout the year.
- Inclusion in Commerce Lexington's referral program including consideration of use of your company's resources for programs and services.
- Utilize the brochure racks in Commerce Lexington's lobby.
- Membership decal.

WE'RE THE SOURCE OF BUSINESS INFORMATION

- Access to economic and demographic research and data from Commerce Lexington's Research Department.
- Research specialists available for your questions.
- Access to Minority Business Development and Economic Development services.
- Receive Business Focus, Commerce Lexington's monthly newsletter.
- Receive E-News Weekly, Commerce Lexington's weekly email newsletter.



WE'RE BUILDING & STRENGTHENING THE LOCAL ECONOMY

- Post career opportunities for free in our Job Bank on commercelexington.com.
- Be a part of developing our local base of high-tech and industrial businesses.
- Reap the benefits of our local industry retention and expansion program.
- Be part of improving education in our area and strengthening your future workforce.
- Work with other businesses to make our community as strong as possible.

WE'RE THE VOICE OF BUSINESS IN GOVERNMENT AND COMMUNITY ISSUES

- Full-time lobbyist, staff and volunteers who represent your business issues in Frankfort, Washington, and locally
- Participate in forums and other meetings with elected officials
- Opportunity to attend Commerce Lexington's Annual Leadership Visit

MONEY SAVING OPPORTUNITIES

- Take advantage of over 50 exclusive member discounts, including discounts through Humana and Office Depot through our Member 2 Member Discount Program.
- Research services; discounts on Commerce Lexington publications, programs, and events.
- Realize a tax deduction – Commerce Lexington membership is 95% tax deductible as a business expense according to the IRS.

PROFESSIONAL DEVELOPMENT:

- Participate in @330 – professional development for small business owners.
- Utilize the opportunity to apply for Leadership Lexington, a 10-month leadership training and development program.
- Utilize the opportunity to apply for Leadership Central Kentucky, a region-wide 10-month leadership training and development program.

Key Goals:

To help businesses and organizations create new dollars to grow the economy.

Work in partnership with other entities, organizations, and individuals to improve our region's quality of life.

How Do We Do It?

ECONOMIC DEVELOPMENT

- Expansion / Recruitment / Retention of businesses.
- Workforce Development (Business & Education Network)
- Minority Business Development
 - > Access Loan Program: \$15.8 million in financing
 - > Procurement Opportunities
 - > Minority Business Accelerator program
 - > Opportunity Exchange Events
 - > Minority Business Resource Guide
 - > Economic Inclusion
 - > Community Outreach
- Entrepreneurial Development/Events
 - > Global Entrepreneurship Week support
 - > SPARK (Formerly Lexington Venture Club)
 - > In2Lex
 - > Geeks Night Out
 - > 5 Across
 - > Shift Design Group
 - > RunJumpDev
 - > UNDRCVR
- Bluegrass Economic Advancement Movement (BEAM)

ADVOCACY / PUBLIC POLICY

- Influence policy at muliple levels of government
 - > Federal
 - > State
 - > Regional
 - > Local
- Build relationships with elected officials
 - > Evening in the Bluegrass Reception
 - > Central Kentucky Caucus Meetings
- Educate members on legislative process & issues
 - > Public Policy Statements
 - > Public Policy Luncheon Series
 - > Washington, D.C. Fly-In
 - > Kentucky Regional Tour
 - > One-on-one meetings with elected officials/local staffs

LEADERSHIP DEVELOPMENT

- Leadership Lexington Program
- Leadership Lexington Youth Program
- Leadership Central Kentucky Program (regional)
- Leadership Lexington Alumni Association

MEMBERSHIP & MARKETING

- Connectivity / Networking
- Educational seminars / Conferences
 - > EMERGE YP Conference
- Small Business Support
 - > Business Owners Advisory Boards
 - > @330 Series events
- Promotion and Marketing
- Organizational & Community Development
 - > Leadership Visits (annual inter-city trip)
 - > Kentucky Regional Tour



ECONOMIC DEVELOPMENT

Commerce Lexington Inc.'s economic development efforts are centered on Lexington, the surrounding counties, and Frankfort as our state capital. Commerce Lexington focuses its energies and resources on the core components of its comprehensive approach to regional economic development which includes: assisting local business retention and expansion; encouraging entrepreneurial activity; and recruiting new business investment.

BUSINESS RECRUITMENT FOCUS AREAS:

- Regional recruiting trips with the Bluegrass Alliance and other key partners such as the Kentucky Cabinet for Economic Development and KentuckyUnited.
- Attend select trade shows and special events.
- Quarterly e-newsletter to site selection consultants.
- Advertising in select site selection publications, the Keeneland program, and the Kentucky Alumni magazine.
- Emphasize strategic economic development partnerships with the University of Kentucky & Coldstream Research Campus, as well as the Kentucky Cabinet for Economic Development.

STRATEGIC TARGETS:

- Advanced Manufacturing
- Animal & Equine Sciences
- Biotech & Life Sciences
- Business & Professional Services
- Clean Technology
- Software & IT
- Visitor Industries

BUSINESS EXPANSION & RETENTION:

The area's existing businesses represent great potential for job growth, and we focus on helping these companies grow and prosper. We support and encourage expansion opportunities by coordinating needs of business and industry. In conjunction with our strategic partners - city, state, workforce and minority development, our team contacts over 160-plus businesses within the community seeking out ways to assist them with their expansion plans. The goal is to visit with these companies briefly, learn more about their operations, discuss any challenges they may face in the near-term, and see how we can assist. Relationship building is key to keeping in touch.

BLUEGRASS BUSINESS DEVELOPMENT PARTNERSHIP:

The internationally-recognized and award-winning Bluegrass Business Development Partnership is a one-stop, super-service provider linking you with our team of business development specialists from the City of Lexington, Commerce Lexington Inc., and the University of Kentucky. This innovative partnership assists companies with a variety of services: business and financial plans; loan programs & tax incentive information; connections to funding sources; access to service providers such as accountants, lawyers, marketing, public relations, and advertising; real estate; executive mentoring and consultation; and university commercialization opportunities.

VISITLEX PARTNERSHIP

Lexington and the Bluegrass Region is a great place for business and pleasure. Growing the area's visitor industries is an area of economic development importance. Marketing the region for business or pleasure involves many partners, including VisitLEX. To help strengthen and grow these industries, the Commerce Lexington and VisitLEX teams will embark upon a more formal process to develop strategies to recruit associations and business meetings to the area. In 2017, the teams will meet periodically to discuss various topics including infrastructure, marketing strategies, client feedback, incentives and other items, as well as review our strategic plan.

BLUEGRASS ALLIANCE

The Bluegrass Alliance was created to promote regional cooperation and enhance economic development efforts in Central Kentucky. Comprised of economic development agencies and utility companies representing the greater Lexington Area, the Bluegrass Alliance includes the communities of Berea, Frankfort, Georgetown, Lexington, Midway, Nicholasville, Paris, Richmond, Versailles, and Winchester. Other partners include utility partners such as Blue Grass Energy, Columbia Gas of Kentucky, Delta Natural Gas, East Kentucky Power, and LG&E – KU. The Bluegrass Alliance markets the region to site selection consultants and companies as a great place to do business. The group is also part of the KentuckyUnited initiative, a statewide marketing effort.

ECONOMIC DEVELOPMENT

Economic Development Efforts Don't End with a Company's Relocation A&W Restaurants' Growth Continues to Benefit Lexington and Central Kentucky

A&W Restaurants, Inc. is celebrating the five-year anniversary of locating its global headquarters to Lexington. Commerce Lexington's economic development division, in partnership with the Kentucky Cabinet for Economic Development and the City of Lexington, recruited the classic worldwide brand in late 2011. Recruiting headquarters is a strategic target for our economic development efforts within the business and professional services sector.

Business recruitment is one element of economic development in Lexington. Business retention and expansion is an equally, if not greater, element. Once we recruit a business to Lexington, we want to maintain and cultivate our relationship with the company to assist them with the tools they need to be successful in Lexington. Since locating in 2011, our team has consistently worked with A&W on a variety of issues including public policy, grand opening, ribbon cuttings, and incentive support. In turn, A&W's management team has been active in working with us on recruitment projects and other community initiatives.

Kevin Bazner, CEO of A&W Restaurants, said, "We've appreciated the support provided to us by the City of Lexington, Mayor Jim Gray, and Commerce Lexington throughout our first five years as an independent brand. Lexington has provided us a great talent pool to hire from, a vibrant community with diverse activities and entertainment, as well as a low cost of living to allow our company and people to thrive. We love calling Lexington 'home,' and we thank the community for its support. Here's to many more years!"

As Commerce Lexington Inc. President and CEO, Bob Quick, has said before, "The relationship between Commerce Lexington and a business that relocates here doesn't end with the company's opening. We remain in contact with the company to ensure that they have all the resources available to help them evolve and expand when they're ready."

The economic impact of A&W Restaurants' presence in Lexington is felt throughout the city. The headquarters operation employs over 30 people,



Signing ceremony with Thailand partners. (Photos provided)

investing over \$1.9 million in the global operations. On the retail side, A&W has developed a new restaurant concept in Lexington – Burgers, Chicken and Floats – and has invested over \$2 million in restaurants and equipment and hired over 80 restaurant-level employees.

A&W Restaurants also adds to our large international presence in Lexington. The headquarters and local training center attracts business partners from all over the world, generating great visibility for Lexington, as well as a positive tourism impact. Recently, A&W officials held a signing ceremony here in Lexington with their partners from Thailand who are investing in 100 new restaurants. The success of A&W is a great example of a company that 'thinks global, but grows local,' which in turn strengthens Lexington and Central Kentucky.

Commerce Lexington's Executive Vice President of Economic Development, Gina Greathouse, said, "In the same way that the A&W brand has been built on exceptional customer service and product development, Lexington's economic development success is also driven by how our team provides a quality experience for those companies looking to relocate or expand here."

Congratulations to A&W Restaurants on its five-year anniversary in Lexington. Our team has enjoyed a long relationship, and we are proud that A&W calls Lexington home.

2016 BY THE NUMBERS



Nearly **\$327 million** in total regional capital investment



160 existing business visits



Over **1,700 jobs** with an average wage of **\$50,616**



308 visits with site selection consultants

Scan the QR Code to View the Economic Development Division's 2017 Marketing Calendar



ECONOMIC DEVELOPMENT



CLEX's Economic Development team attended the Site Selectors Guild annual conference in Nashville in February 2016.



CLEX's Economic Development Division was recognized with a Grand Award, one of ACCE's top communications/marketing awards in August for its "Here's Our Proof" marketing campaign utilized during the 2015 Breeders' Cup along with VisitLEX.



In April 2016, Space Tango President Twyman Clements, far right, presented the company's technology at Hannover Messe in Germany to President Barack Obama and German Chancellor Angela Merkel. (Photo from U.S. Department of Commerce)



In September 2016, CLEX exhibited in partnership with LG&E-KU at the International Manufacturing Technology Show in Chicago.



The Georgetown Trading Co. announced plans in May 2016 to build a distillery, museum and tourist destination in the historic James E. Pepper Distillery in downtown Lexington.



During Global Entrepreneurship Week in November, SPARK recognized 24 companies with Lexington's eAchievers Award. To earn the award, companies created at least 5 new full-time jobs and/or raised over \$1 million in capital.

COMMUNITY & MINORITY BUSINESS DEVELOPMENT

Commerce Lexington's Minority Business Development (MBD) program works to promote and sustain the economic growth, development and self-sufficiency of ethnic minority business owners and entrepreneurs; recruits minority-owned businesses into the seven-county Lexington MSA and Commerce Lexington; & provides business referral services to the appropriate minority business assistance agencies.

ACCESS LOAN PROGRAM:

Since its inception in 2001, the innovative Access Loan Program has facilitated \$15.8 million dollars in approved loans for small business start-ups and expansions. The program also has partnerships with other chambers and economic development agencies in 19 counties throughout Central Kentucky for a total of 27 participating lenders.



Presented by Toyota
Motor Manufacturing,
Kentucky, Inc.

MINORITY BUSINESS ACCELERATOR:

The mission of Commerce Lexington's Minority Business Accelerator is to accelerate the development of sizable minority business enterprises (MBEs) that have achieved revenues between \$250,000 and \$6 million, and to strengthen and expand the regional minority entrepreneurial community. The initiative was created from the findings of the 2009 Joint Economic Inclusion Study commissioned by Commerce

Lexington and the Lexington-Fayette Urban League. The MBA was launched in June of 2013. The participants achieved over \$6 million in contracts and procurement since the program's launch. The current members of the Minority Business Accelerator are:



OTHER ACTIVITIES:

Commerce Lexington's Community & Minority Business Development department will participate as a major sponsor of the Lexington Bluegrass Area Minority Business Expo, The Tri-State Diversity Group, The American Chamber of Commerce Executive's Diversity & Inclusion Roundtable, as well as the State of Kentucky's Finance Cabinet which handles small & disadvantaged business certification.

Key Features of the Minority Business Development Program:

PUBLIC & PRIVATE SECTOR PURCHASING:

- Promote increased business partnerships between public and private majority corporations, business and industry, local and state government and minority business owners.
- Work with companies to identify minority business entrepreneurs to bid on available contracts & services.

MINORITY BUSINESS RECRUITMENT:

- Work actively with the organization's Economic Development division to recruit minority businesses into the Lexington MSA.
- Recruit minority-owned businesses into Commerce Lexington Inc.
- Recently recruited **The Janee Hotel Corporation**, which purchased a local hotel.

BUSINESS REFERRAL ASSISTANCE:

- Offers business referral assistance to other organizations and agencies involved in minority business and entrepreneurial development.
- Assists businesses in developing supplier diversity programs.

ECONOMIC INCLUSION:

- Work with ethnic minority and women-owned businesses to explore new opportunities business model expansion & sustainability and growth issues.
- Minority Business Accelerator was established with four Minority Business Participants and Prime Companies in place.
- Minority Business Accelerator will add up to two members in 2016.

ADVOCACY:

- Serves as an advocacy for minority-owned businesses within Commerce Lexington Inc. & the community.

RESEARCH:

- Provide research assistance to minority business entrepreneurs in the areas of business start-up resources, financial business assistance, market data and other specific business support areas.

COMMUNITY OUTREACH:

- Maintain working relationships with the Small Business Administration, Kentucky District Office, the Kentucky Cabinet for Economic Development, Kentucky Small Business Development Center, Community Ventures, The Urban League, the City of Lexington, Tri-State Minority Supplier Development Council, and various other local and state government agencies, as well as minority community groups working for the advancement of minority businesses.

BUSINESS CERTIFICATION:

- Will work with the Kentucky Finance & Administration Cabinet Minority, Women,& Disadvantaged Business Certification Program, as well as the Tri-State Minority Supplier Development Council and other national entities that assist businesses in this area.

WORKFORCE DEVELOPMENT

Ensuring that Central Kentucky has an educated workforce with the skills employers are seeking is essential to our economic competitiveness. Commerce Lexington supports workforce development through its partnership with the Business and Education Network (BEN), a 501©3 non-profit organization.



MISSION:

As a division of Commerce Lexington, The Business and Education Network (BEN) is in a unique position to bring people together and spark change in the community. We identify areas of need in both business and education, connecting parties for dialogue, pooling resources, finding ways to break down barriers and helping to chart a path forward.

Our wealth of resources—access to business leaders and decision makers, data and projections, community connections—allows us to facilitate collaboration in ways that no other regional organization or entity can. We seek efficient ways to empower those looking to expand opportunity and create prosperity in our educational system, while fulfilling the long-term needs of our community's growing workforce.

FOCUS AREAS:

- > Identify current & future workforce needs.
- > Support alignment of workforce training and education resources.
- > Youth development.
- > Connect the education and business communities to support talent pipeline development in the region.

The Business and Education Network Supports:

Identification of Workforce Skill Gaps

Gathering and analyzing relevant workforce data for the Lexington-Fayette MSA. This includes unemployment, regional workforce trade, top industries, education/workforce training initiatives and career pathways.

Global Competitiveness

Lexington is part of The Global Cities Education Network (GCEN), an international learning community of school systems in Asia and North America. This international network includes Denver, Hangzhou, Melbourne, Seattle, Hiroshima, Shanghai, Singapore, Houston, and Toronto. Working with the Asia Society and experts from around the world, the Business & Education Network (BEN) partners with Fayette County Public Schools to research high-performing school systems from other countries to determine what can be adapted and implemented in our community to ensure we have a globally competitive workforce.

Business & Education Partnerships

Learning experiences with real-world application is important to student success and enhanced skill development in potential future employees. Innovative collaboration between business and education promotes success for the entire community. BEN is mobilizing educators, employers, and community leaders to create a new generation of young people who will graduate from high school both college and career-ready. This will create an emerging workforce prepared to compete successfully in the 21st century economy.



Fayette County Public Schools Superintendent Manny Caulk speaking at a recent visioning session.

MEMBERSHIP DEVELOPMENT

ANNUAL DINNER:

Our biggest and most prestigious event, the Annual Dinner gathers Commerce Lexington members for an evening of networking, celebration of the prior year's accomplishments, and a look at the upcoming year's priorities. This event continues to grow and be refined, with about **1,000 people attending the 2016 event** entitled "Common Threads, Uncommon Wealth."

BUSINESS LINKS:

This is our most popular event where members enjoy food and fun in an informal social setting. When space allows, the event also includes a mini-tradeshow, allowing members to display their products and services. **About 900 people attended six Business Link events in 2016.**

BUSINESS OWNERS ADVISORY BOARDS:

The Business Owners Advisory Boards (BOAB) meet monthly to assist in problem-solving through discussion with other business owners to help in analyzing current or future direction, and also provide an avenue for personal growth. The boards offer encouragement and sound business advice for tackling the day-to-day challenges faced by business owners.

@330 SERIES EVENTS:

These are informal gatherings that provide an opportunity for attendees to tackle business challenges through interactive time with colleagues. A Commerce Lexington members only event, attendees gather for the purpose of discussing ideas, sharing best practices, and working through challenges faced by independent professionals and small business owners. Each event features a selected topic of discussion. **About 338 people attended the @330 Series events in 2016** on topics such as e-mail marketing, LinkedIn, on-line marketing strategies, ergonomics and wellness, time management, employee soft skills, branding, and more.

GROUP INTERNATIONAL TRIP:

About 55 people travelled with CLX to Sicily, Italy in 2016 for the international experience. In 2011, CLX took a group to China, and then in 2012, took two groups of travelers to Cuba. In 2013, a delegation visited Vietnam/Cambodia, followed by 2014 to Dubai and 2015 to Croatia. In 2017, the international trip is to **South Africa, August 31 - September 8.**



EMERGE CONFERENCE:

More than **300 people attended the third annual EMERGE conference in 2016**. An outgrowth of the Omaha Leadership Visit in 2013, this full-day conference brings together young professionals and entrepreneurs with emerging leaders, business professionals, and community leaders from all walks of life to share ideas and provoke collaboration.

BUSINESS ON THE GREEN:

Commerce Lexington has been told that this is one of the best golf tournaments of the season. The scramble format allows for maximum fun and enough competition to make it interesting. Hole sponsors add to the fun by providing goodies and contests at nearly every stop. About **174 golfers and hole sponsors participated in the 2016 event at Andover Golf & Country Club.**

GOOD MORNING BLUEGRASS:

Good Morning Bluegrass was designed as an interactive forum on a "hot button" issue of the day. About **430 people attended Good Morning Bluegrass events in 2016** featuring a discussion on downtown development, a panel of Lexington public safety leaders, and UK basketball coach John Calipari.

LEADERSHIP VISIT:

For over 70 years, Commerce Lexington's Leadership Visit has helped expose Central Kentucky's leaders to the best ideas of progressive, nationally-recognized communities throughout the United States, yielding ideas and lessons that have been applied to the improvement of the Bluegrass Region. Over **200 people from Lexington travelled to Charleston, South Carolina in June 2016. This year, a delegation of Bluegrass leaders will travel to Minneapolis, Minnesota, June 7-9.**



NEW MEMBER LUNCHEONS

An informal luncheon to welcome new members and show them how to maximize their membership benefits. Also an opportunity for new members to get acquainted with Ambassadors, committee chairs, board members, and Commerce Lexington staff.

SALUTE TO SMALL BUSINESS LUNCHEON:

Formerly Commerce Lexington's Small Business Celebration, the Salute to Small Business Awards Luncheon transitioned to a new era by revamping its small business awards categories, criteria, and selection process in 2010. These refinements led to better defined categories, more inclusiveness across the small business community, and more applicants, as we recognize our most powerful segment of businesses. **About 377 people attended the 2016 Salute to Small Business Awards Luncheon at Keeneland.**

WINNER'S CIRCLE PROGRAM:

Just completing its 14th year in 2016, Commerce Lexington's Winner's Circle total resource development campaign continues to be a successful program. Over the first 14 years of the Winner's Circle campaign, about **\$8.59 million has been produced**, allowing Commerce Lexington to grow its membership and enhance its programs, events, and publications.

PUBLIC POLICY

Commerce Lexington Inc.'s Public Policy Council is the entity that takes the lead in the organization's advocacy efforts. The council members and chair are all volunteers and represent a variety of large and small businesses, local government, nonprofit organizations, education groups and utilities comprising a broad spectrum of Commerce Lexington's 1,650 member companies. The Council's Chairman is appointed annually by the Chair of the Board of Commerce Lexington Inc.



PUBLIC POLICY PROCESS:

The Public Policy Council meets monthly May through December and establishes the agenda for Commerce Lexington for the upcoming session. During these meetings, the Council hears from a variety of groups, non-profits and businesses that want to join Commerce Lexington in advocating for their positions in Frankfort and Washington. After the Public Policy Council approves a stance or policy statement, the position(s) are then approved by Commerce Lexington's Executive Committee and Board of Directors. Once approved, the statements are published annually in Commerce Lexington's "Legislative Focus." Copies of the agenda are distributed to all of Commerce Lexington's members, all 138 members of the General Assembly and the Governor's Office.

PUBLIC POLICY LUNCHEON SERIES:

This event series is a unique opportunity for members and guests to network over lunch and hear from leading State and National officials about current events and critical issues confronting our region, state, and country. **Over 1,500 people attended the Public Policy Luncheon series in 2016** featuring U.S. Senator Rand Paul, U.S. Senator Mitch McConnell, Kentucky Governor Matt Bevin, Lexington Mayor Jim Gray, Congressmen Andy Barr and Hal Rogers, and Kentucky House Speaker Jeff Hoover.

KENTUCKY REGIONAL TOUR:

Commerce Lexington Inc. recognizes the vital role that other Kentucky regions play in Central Kentucky's economy. Since 2009, Bluegrass leaders have toured portions of Eastern Kentucky, South Central Kentucky, Northeastern Kentucky, areas in and around Louisville, and Northern Kentucky to get a better understanding of challenges in those areas, and learn about successful projects and initiatives. State lawmakers consistently vote on projects that impact the Bluegrass, so this is our way of recognizing their efforts and support. **In 2016, a group of about 54 people made stops in Williamsburg, Manchester, Hazard, Pikeville, Prestonsburg, Paintsville, and Salyersville.**

EVENING IN THE BLUEGRASS:

The focus of this event is to bring members of Commerce Lexington Inc., Central Kentucky's elected officials, local chambers and economic development groups together to discuss and network the issues and needs of Central Kentucky. The region came together for its annual "Evening in the Bluegrass" Legislative Reception at Berry Hill Mansion in Frankfort in January 2016.

WASHINGTON, D.C. FLY-IN:

The Bluegrass Region's Annual DC Fly-In is comprised of Central Kentucky's leaders from the business community, non-profit sector, post-secondary institutions and local elected officials who travel to Washington, D.C. to meet with Kentucky's federal Congressional delegation to advocate on behalf of the region's federal legislative agenda. In addition to meeting with Kentucky's federal delegation, the DC Fly-In affords participants the opportunity to hear from various leaders and policy experts on Capitol Hill over a two-day period. **About 52 regional leaders participated in the 2016 D.C. trip in July 2016.**

CENTRAL KY. REGIONAL POLICY GROUP:

The Central Kentucky Regional Public Policy Group was formed ten years ago from regional chambers of commerce, business leaders and elected officials who recognized the need to have a uniform, consistent and powerful voice in Washington to stand up for Central Kentucky. Successes from the Washington Fly-In include initial funding for the I-75 Connector, funding for the Kentucky Blood Center, contract awarded to EKU for its Bio-Fuels program, funding for the University of Kentucky, funding for the Bluegrass Army Depot and funding for Newtown Pike. Wanting to continue to build on the success and momentum of the D.C. Fly-In, the Group decided to support important priorities at the state level that are imperative to the communities of Central Kentucky.

LEADERSHIP DEVELOPMENT

LEADERSHIP LEXINGTON:

Leadership Lexington (**pictured below**) is a leadership development program sponsored by Commerce Lexington Inc. and directed toward individuals who demonstrate leadership qualities. The program gives participants the opportunity to better understand our city and to prepare for the challenges it faces by meeting with and learning from today's leaders. Leadership Lexington is an educational opportunity that broadens perspectives and allows participants to gain increased understanding of community dynamics and public issues. **The program's class of 50 people is participating in the current Leadership Lexington program, which concludes in June 2017.**



LEADERSHIP LEXINGTON ALUMNI ASSOCIATION:

With nearly 1,400 graduates, the Leadership Lexington Alumni Association is dedicated to keeping graduates of the Leadership Lexington program connected and engaged. The mission of the Alumni Association is to further the commitment to our local community shaped by Commerce Lexington's Leadership Lexington development program. Membership is comprised of past Leadership Lexington class participants from the first class (1979-80) to present day. Members offer support of current class projects through time and service, as well as economic contributions. Additionally, the Association works to provide scholarships for Leadership Lexington class candidates that qualify based on need. For more information about the Alumni Association, visit www.leadershiplexingtonalumni.com.



LEADERSHIP LEXINGTON YOUTH:

The mission of the Leadership Lexington Youth Program (**pictured above**) is to prepare diverse individuals for leadership through education and hands-on interaction, touching upon issues and resources pertaining to our community. The program will motivate students to think seriously about the role they'd like to play and the difference they can make in the Lexington community. This unique opportunity is for 11th grade students enrolled in Fayette County Schools (private, parochial, montessori and public). Home schoolers are encouraged to apply as well. **Forty-five students are participating in the 2016-17 program.**



LEADERSHIP CENTRAL KENTUCKY:

Leadership Central Kentucky (**pictured above**) is a program to: educate and inform individuals on issues and opportunities for all of our region's communities; create awareness and understanding of how each county's actions affect the others; and to help foster a regional vision for the Bluegrass. Its vision seeks to build a network of committed, informed and progressive citizens connected across institutions and county lines. These leaders of the new century embrace and embody the philosophy that our region will realize its highest potential through working together. **Twenty-five people from six different Central Kentucky counties are participating in the 2016-17 program.**

WHAT DOES SUCCESS LOOK LIKE?

Factors for Success

1. Consistency of Effort
2. Longer Term Approach / Vision
3. Involve and Engage Regional Leaders
4. Leverage Strengths of Volunteers/Board
5. Develop/Maintain Key Relationships to Produce Results
6. Utilize Strengths of Staff in a Way that Evokes Innovative Thinking & Maximizes Results
7. Deliver Outstanding Service to Members
8. Staying Power - The Lexington Chamber was incorporated in 1881, but its roots date back to 1797.

FULL STRIDE ECONOMIC DEVELOPMENT INVESTORS

(AS OF JANUARY 2017)

Able Engine	Columbia Gas of Kentucky	Kentucky River Properties LLC	QX.Net
Alltech	Community Trust Bank	Kentucky American Water	RFH, PLLC
Anthem Blue Cross & Blue Shield	Conduent	KITO U.S.A CORPORATION	Republic Bank & Trust Company
Apex Realty, Inc.	CORNETT	KU a PPL Company	R.J. Corman Railroad Group, LLC
Audio Authority Corporation	Crowe Horwath LLP	Lane Consultants, Inc.	Saint Joseph Hospital, a part of KentuckyOne Health
Ball Homes LLC	Dean Dorton Allen Ford, PLLC	LBX Company LLC	SIS
Bank of the Bluegrass & Trust Co.	Denham-Blythe Company, Inc.	Lexington Center	SVN Stone Commercial Real Estate
Baptist Health Lexington	EA Partners, PLC	Lexington Clinic	Stites & Harbison, PLLC
Baptist Health Plan	East Kentucky Power Cooperative	Lexington Herald-Leader/ Kentucky.com	Stoll Keenon Ogden PLLC
Base163/Base110	EHI Consultants	Lexington Industrial Foundation, Inc.	Toyota Motor Manufacturing, Kentucky, Inc.
BB&T	Fifth Third Bank	Lexington-Bluegrass Association of Realtors (LBAR)	Traditional Bank
Belcan	Forcht Bank	Lexmark International, Inc.	U.S. Bank
Bell Engineering	Frost Brown Todd LLC	The McBryer Law Firm	UK HealthCare
Bingham Greenebaum Doll LLP	The Gibson Company	MCM, LLP	University of Kentucky
Block + Lot Real Estate	Gray Construction	More Than A Bakery, LLC	WesBanco Bank, Inc.
Blue & Co., LLC	Haymaker Development Company	NAI Isaac Commercial Properties, Inc.	West Sixth Brewing
Blue Grass Airport	Haymaker/Bean Commercial Real Estate	Neogen Corporation	Windstream Communications
Blue Star Plastics	Hilliard Lyons	nGimat, LLC	WLEX Communications, LLC
Brett Construction Company	Hisle & Company	PNC	WT Young, LLC
Bristol Group Inc.	J.M. Smucker Company	Powell-Walton-Milward, a division of J. Smith Lanier & Co.	Wyatt, Tarrant & Combs, LLP
Caller Properties, LLC	Keeneland Association, Inc.		
Central Bank & Trust Co.	Kentucky Eagle, Inc.		
City National Bank	Kentucky Employers' Mutual Insurance (KEMI)		

COMMERCE LEXINGTON INC. TOP INVESTORS

DIAMOND INVESTORS:

(AS OF JANUARY 2017)



GOLD LEVEL TRUSTEES:

**Anthem Blue Cross and Blue Shield
Baptist Health Lexington
Central Bank & Trust Co.
KentuckyOne Health**

**Lexmark International, Inc.
Toyota Motor Manufacturing, Kentucky, Inc.
University of Kentucky**

SILVER LEVEL TRUSTEES:

Alliance Coal, LLC
Alltech
Charter Communications
CHASE / J.P. Morgan
City National Bank
Conduent
Cumberland Valley National Bank
Fifth Third Bank

Keeneland Association, Inc.
Kentucky American Water
Kentucky Bank
Kentucky Employers' Mutual Insurance
KU - a PPL Company
Lexington Clinic
H-L Media (Lexington Herald-Leader / Kentucky.com)

The McBrayer Law Firm
PNC Bank
Republic Bank & Trust Co.
Valvoline
WesBanco
Windstream Communications
Wyatt Tarrant & Combs, LLP

BRONZE LEVEL TRUSTEES:

ADCOLOR, INC.
Allconnect, Inc.
Associations International, LLC
AssuredPartners NL
Ball Homes, Inc.
Bank of Lexington
Bank of the Bluegrass
Baptist Health Plan
BB&T
Beam Suntory
Big Ass Solutions
Bingham Greenebaum Doll LLP
Blue & Co., LLC
Blue Grass Airport
Bluegrass.org
Bluegrass Community & Technical College
Breeders' Cup Limited
Brett Construction Co.
The Campbell House
Cardinal Hill Rehabilitation Hospital
C-Forward
Clark Regional Medical Center
Columbia Gas of Kentucky
Community Trust Bank
Congleton-Hacker Co.
Congleton Lumber
Cooley Medical Equipment
Creative Lodging Solutions
Crowe Horwath

Davis H. Elliot Company, Inc.
Dean Dorton
Dickinson Wright PLLC
Dinsmore
DMD Data Systems, Inc.
East Kentucky Power Cooperative, Inc.
Eastern Kentucky University
Energy Insurance Agency
Fayette County Public Schools
Fayette Heating & Air
Field & Main Bank
First Security Bank
First State Financial
Forcht Bank
Fowler Bell PLLC
Frost Brown Todd LLC
Georgia Pacific
Gray
Griffin Gate Marriott Resort & Spa
Hanna Resource Group
Stephen Hillenmeyer Landscape Services
Hilton Lexington Downtown
Humana Kentucky
Hyatt Regency Lexington
Innovative Mattress Solutions
J.J.B. Hilliard, W.L. Lyons, LLC
JMI Sports
Kentucky Community & Technical College System

Kentucky League of Cities
Kinkead & Stilz, PLLC
KLH Engineers, PSC
The Kroger Company
LBX Company, LLC
Lexington Center Corporation
Lexington-Fayette County Health Department
Link-Belt Construction Equipment Co.
Lockheed Martin
MCM, LLP
Melia Realty
Members Heritage Credit Union
Messer Construction
Morgan & Pottinger, P.S.C.
NetGain Technologies, Inc.
Northpoint Lexington Healthcare Center
OpenText
Opportunity for Work & Learning (OWL)
Panera Bread
Passport Health Plan
Paul Miller Ford Mazda
PBI Bank
Powell-Walton-Milward, a division of J.
Smith Lanier & Co.
The Red Mile
R.J. Corman Railroad Group
Republic Services
Sam's Club

Sargent & Greenleaf
Shriners Hospitals for Children
SIS
Square D by Schneider Electric
Stantec Consulting Services
Steptoe & Johnson, PLLC
Stites & Harbison PLLC
Sunbelt Rentals
Tempur Sealy International, Inc.
Tiffany & Co.
Town & Country Bank & Trust Co.
Toyota On Nicholasville - Lexus Store of Lexington
Trane
Transylvania University
United States Equestrian Federation
University of Ky. Federal Credit Union
U. S. Bank
Van Meter Insurance Group
Waffle House / LexiDan Foods, LLC
The Willows at Citation/Fritz Farm/Hamburg
WKYT-TV Channel 27
WLEX Communications
W. T. Young, LLC
YMCA of Central Kentucky
Zaxby's
The Zenith Company

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