



2026 **ACTION PLAN**

A SHARED VISION FOR THE FUTURE OF OUR COMMUNITY & LOCAL ECONOMY

EXISTING BUSINESS RETENTION & EXPANSION

TARGET

TO GROW JOBS AND INVESTMENTS

through a proactive business retention and expansion model focused on existing targeted businesses.

GOAL

**\$227M OF NEW CAPITAL
INVESTMENT
AND 619 NEW JOBS**



EXISTING BUSINESS RETENTION & EXPANSION



TARGETED BUSINESS RETENTION OUTREACH

- Meet with targeted existing businesses in Bowling Green/Warren County and those in extended service communities to understand their needs and provide resources to retain or expand their operations in our area.



BASELINE FOR TECHNOLOGY ADOPTION

- Establish a baseline of technology-improvement projects initiated in 2026 toward a five-year goal of 50 companies adopting productivity tech (automation/AI/etc.).



GOAL

Meet with 90% of targeted businesses in Bowling Green/Warren County and Morgantown.

NEW BUSINESS ATTRACTION & DIVERSIFICATION

TARGET

**TO EXPAND JOBS, INVESTMENT,
LONG-TERM PROSPERITY,
AND A MORE DIVERSIFIED
ECONOMY**

by executing a segmented recruitment strategy that prioritizes office/tech and innovation projects alongside our core advanced manufacturing sectors. Success depends on functioning as a true regional partnership, fostering a cooperative environment where businesses can thrive and, in turn, improve the quality of life across South Central Kentucky.

GOAL

**\$148M OF NEW CAPITAL INVESTMENT
AND 294 NEW JOBS**



EXISTING BUSINESS RETENTION & EXPANSION



GOAL

Identify, assess,
and connect with
regional/state R&D
opportunities.
Connect 5 existing
businesses with R&D
opportunities.

STRENGTHENING BUSINESSES THROUGH R&D

- Enhance the success of existing targeted businesses through research and development opportunities.



REGIONAL COLLABORATION ON KEY INITIATIVES

- Collaborate with regional partners on key initiatives with regional impact, to include South Central Kentucky's legislative agenda, talent/workforce development, infrastructure planning, housing development (as it supports workforce development), and key stakeholder partnerships.

NEW BUSINESS ATTRACTION & DIVERSIFICATION



LONG-TERM MARKETING STRATEGY FOR GROWTH

- Develop and implement a new, multi-year economic development marketing plan that builds on the strengths of targeted business sectors and includes our diversification efforts with emerging technology, service, and office-based sectors, as well as leverages regional or statewide marketing.

SUPPLY CHAIN AND R&D PARTNERSHIP STRATEGY

- Partner with existing targeted businesses to find strategic opportunities within their supply chain and organic R&D components that will have mutual benefits for both the companies and our community.



GOALS

- Attract 15 unique company visits, explicitly split into 10 Traditional (industrial) and 5 Diversification (office/tech/innovation).
- Win office/tech project. Pathways to Progress Campaign.

GOAL

Develop 3 projects cultivated from supply chain research/existing targeted business engagement.

NEW BUSINESS ATTRACTION & DIVERSIFICATION



GOAL

Attract 3 unique company visits in support of extended service contracts.

GOAL

Develop 250 leads, convert at least 15 leads into qualified projects.

LEVERAGING THE ED BRAND FOR GREATER REACH

- Leverage the strength of the Economic Development brand among key targeted audiences to enhance national awareness and increase the pipeline of potential projects for South Central Kentucky, specifically targeting extended service communities.

LEAD IDENTIFICATION AND QUALIFICATION STRATEGY

- Identify and qualify new leads across two tracks – Traditional (advanced manufacturing/logistics) and Diversification (office, tech, R&D). Maintain separate Lead → Qualified → Site Visit → Proposal → Win KPIs for each track, and report unique visits and wins by track.



NEW BUSINESS ATTRACTION & DIVERSIFICATION



BOOSTING ACTIVITY THROUGH OUTREACH

GOAL

Cultivate 22 projects
through relationships
with lead/project
aggregators.

Develop and implement a segmented campaign to lead/project aggregators (KCED, TVA, Site Selection Consultants, National/Regional commercial/industrial realtors, etc.) to share talent strategies, real estate availability, and business opportunities to increase activity.



INNOVATION & ENTREPRENEURSHIP



GOAL

To connect and grow emerging technology companies; to increase the number of emerging technology businesses in South Central Kentucky that create new high-tech jobs and increase capital investment in technology and innovation in South Central Kentucky.



INNOVATION & ENTREPRENEURSHIP



INVESTOR NETWORK DEVELOPMENT

- Formalize a local/regional investor network to support tech startups and innovation companies.

SUPPORTING THE SBDC

- Support SBDC's role within the broader entrepreneurship system as part of a comprehensive strategy to grow the economy and capture the multiplier from our work with Targeted Businesses.



GOAL

- Create deal flow tracking and report annual investment totals.

GOALS

- 14 new business startups, 400 jobs created, and \$4M in capital investments.
- Increase regional support for SBDC by a minimum of 1 county.

INFRASTRUCTURE



GOAL

Capitalize on existing growth and momentum by reducing costs and barriers to bringing new land to market for the private sector ensuring the growth of the economy and community. Our focus will be on optimizing infrastructure and resource allocation to support long-term prosperity.



INFRASTRUCTURE



ENHANCE DEVELOPMENT EFFICIENCY

- Continue to streamline the development review, application, and inspection process to save developers time and money. Share best practices regionally to support consistent improvement.



GOAL

Reduce the average development review, permitting, and approval time.



INFRASTRUCTURE



ADVANCED PLANNING FUNCTION (INFRASTRUCTURE)

- Work with the BRADD and utility partners to prioritize trunk lines, utility extensions, and site prep that enable growth corridors within the SCK region to combat increasing costs associated with Bowling Green's exponential growth leveraging the BRADD to align regional, state, and federal funding opportunities with local priorities. This effort should help reduce the potential for increased utility costs through more efficient collaboration and more accurate planning.

EXPAND MARKET-READY SITES AND BUILDINGS

- Collaborate with developers and regional partners, including the BRADD, to expand housing and commercial opportunities across South Central Kentucky with the Chamber serving as convener and facilitator, ensuring opportunities are visible, connected, and moving forward.



TALENT DEVELOPMENT



GOAL

The Chamber will operate a data-driven talent engine that quantifies sector gaps, aligns K-12/post-secondary pathways, and places students/jobseekers into high-demand roles.



TALENT DEVELOPMENT



FORECASTING & PLACEMENT

- Work with schools on a forecasting model projecting graduates by pathway/sector.
- Match students to employers for hiring events.
- Launch a Comprehensive Image campaign for K-12 students focused on key inflection points between 7-12th grade, aimed at students, the adults in their lives, and educators.

GOAL

Increase alignment while monitoring demand growth.

CAREER SHADOWING & WORK-BASED LEARNING

- Work with schools and businesses to identify tracking methodology for employment outcomes.



GOAL

Demonstrate return on investment from engagement in K-12 efforts.

CHAMBER PARTNERSHIP



GOAL: RECRUITMENT

200 ↑

**Partnership-Recruit 200
new business partners**

\$115,000 ↑

**\$115,000 to ensure
continual growth of
chamber partners**

- Face-to-face meeting to learn what the prospect business needs are, build relationships, show value based on Chamber offerings.
- Update recruitment strategy plan to include a marketing plan that includes automated marketing to deliver consistent messages to prospects.
- Foster relationships with 2 new business groups to connect with and educate about benefits of the Chamber.



CHAMBER PARTNERSHIP



GOAL: RETENTION

First-Year Partners 70% Retention to ensure progress, engagement, and deliver the value they expect BY



Connection

Continuously connecting with partners and understanding needs through one-on-one contacts.



Data

Use data analytics from surveys and feedback from partner conversations tracked in Hubspot to deliver value.



Engagement

Update and continually review partner engagement plan including target sector communications and consistent automated messaging.

CHAMBER PARTNERSHIP



GOAL: RETENTION

First-Year Partners 70% Retention to ensure progress, engagement, and deliver the value they expect BY



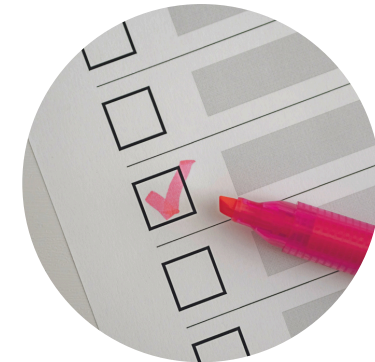
Onboarding

Update and review new partner onboarding plan quarterly including target sector communications, and consistent automated messaging.



Value

Identify goal of joining, document, track, and deliver the desired value for all new partners.



Surveying

2 surveys first year to track progress of partner experience.

CHAMBER PARTNERSHIP



GOAL: PROGRAMS & EVENTS

\$20,000 ↑

Increase sponsorship revenue
with new sponsors revenue
by \$20,000

10% ↑

Increase event participation
by 10%



GOAL: AFFINITY PROGRAMS

10% ↑

Increase Chamber Health
Advantage users by 10%

12 ↑

or 12 new participating
partners

10% ↑

Increase ClearPath Workers'
Compensation by 10%

5 ↑

or 5 new participating
partners

2 ↑

Add 2 new affinity
programs to add value

\$5,000 ↑

and grow non-dues
revenue by \$5,000