

**BUILDING**  
**PROSPERITY**  
2009 ANNUAL REPORT | 2010 PROGRAM OF WORK **TOGETHER**



THE LANCASTER  
CHAMBER  
OF COMMERCE & INDUSTRY

# DEAR CHAMBER MEMBER

**We made it! Together.** Despite one of the most challenging economies in the last 50 years, we made it through 2009 while continuing to build Lancaster County into a model of prosperity. **Together.**

And we are embracing 2010 with the same determination, enthusiasm and optimism for Lancaster County – in no small part because of the resilience you, our members, continue to demonstrate. We are proud to serve you and the broader business community every day.

While there is little doubt that 2009 was a challenging year for The Chamber, we are pleased to note that, thanks in part to the leadership of Board Chair Steve Geisenberger, we beat budget projections and continued to offer all the programs and services you expect. Our kudos on these accomplishments go straight to our membership, who not only stayed with us this past year, but found ways to leverage their Chamber membership into more value than ever.

In this regard, we are pleased to note that 2009 saw record participation in our Natural Gas Savings Program and close to 200 (and growing) pro-active member companies taking advantage of our Electricity Procurement Program. In addition, some of our professional development programs, advocacy issue engagement and special events saw record member involvement. **For all of it, we thank you.**

For 2010, our sights are on continuing to deliver quality, value and impact. In shaping our agenda around our three core strategies of LEAD, CONNECT and INNOVATE we believe we have an action plan that is consistent with the times – leading to a better business climate; connecting you with more business contacts and information; and being innovative in our response to current trends while exploring cutting edge opportunities for the local business community.

Please take a moment to celebrate the achievements of 2009, review our plans for the year ahead and make it a point to take advantage of the services included in your membership. We have maintained our most popular programs and services; tweaked a few others to keep them up to date; and added some new features that provide even greater value. Check them out. And use them.

Join us as we live our mission of building Lancaster County into a model of prosperity for 21st century America. **Together.**

Sincerely,



**Thomas T. Baldrige, C.C.E.**  
The Lancaster Chamber of  
Commerce & Industry  
**President**



**Kim Smith**  
Hartman Underhill &  
Brubaker, LLP  
**Chamber Board Chair**

## MISSION

To build Lancaster County into a model of prosperity for 21st Century America.

## VISION

The Chamber will be a leader in creating a thriving community that respects historical values while growing and diversifying our economy.

We will provide leadership to unite business, community, education and government.

Lancaster County will be home to a diverse array of creative and talented people, and a place where all individuals add economic and social value and can attain their maximum potential.

Lancaster County will be innovative, technologically advanced, economically vibrant, environmentally sound, globally connected and personally fulfilling.

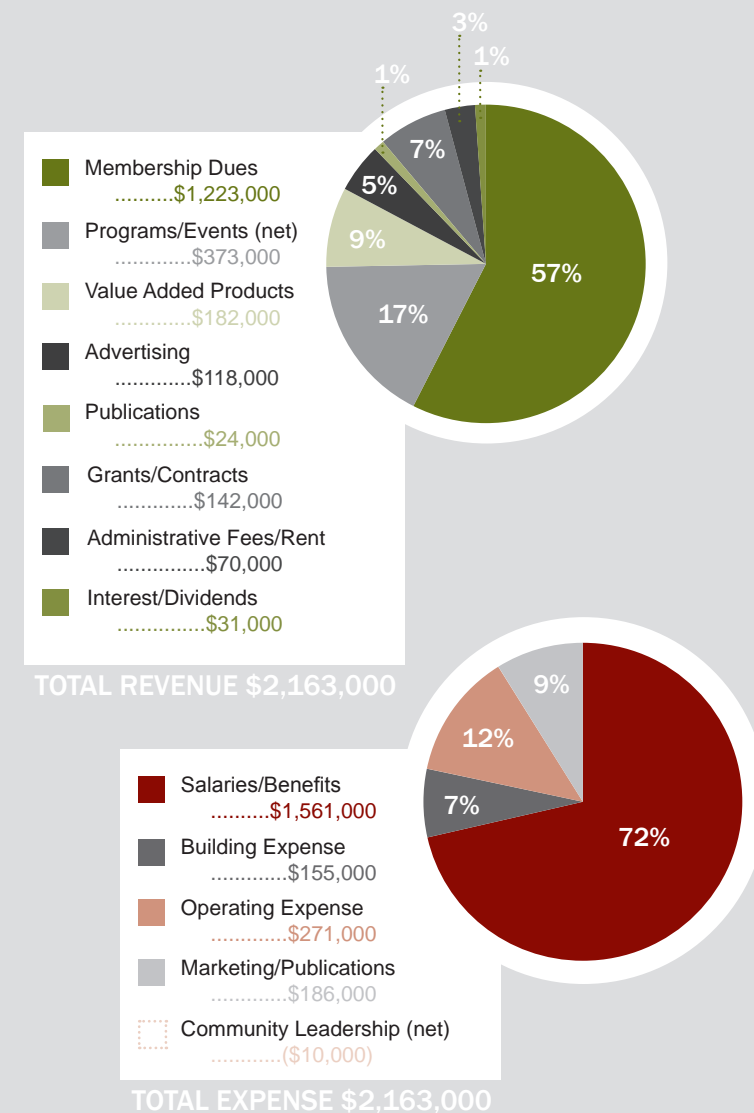
## CORE STRATEGIES

**Lead:** Provide leadership that mobilizes business, community, education and government around a common vision of prosperity.

**Connect:** Create, multiply and magnify the networks of relationships that nourish prosperity.

**Innovate:** Introduce new thinking and new approaches to accelerate progress and expand prosperity.

# 2009 FINANCIAL REVIEW\*



Revenue Over Expense ... \$99,000\*\*  
Cash Reserve & Mutual Funds ... \$923,000  
\*unaudited, includes BizCorp  
\*\*includes \$99,000 investment gain

# LEAD

*Provide leadership that mobilizes business, community, education and government around a common vision of prosperity.*

## 2009 ACCOMPLISHMENTS

### CARD CHECK

Card Check, or Employee Free Choice Act, took priority in The Chamber's advocacy agenda for 2009. This legislation was, and still is, viewed as one of the largest threats to the business fabric of Lancaster County and the nation. In January 2009, The Chamber took a firm position opposing the bill and through the support of members launched a highly successful grassroots campaign. We engaged members in a massive letter writing campaign; authored op-ed pieces for the local media; took the issue on the speaker's circuit; and stayed in regular contact with our federal elected officials.

We are particularly proud to have had more members participate in the U.S. Chamber's Card Check "Fly-In" to Washington, D.C. than any other local chamber in the nation. We also boasted record-setting attendance at numerous seminars and forums on Card Check, including a Wake Up to the Issues Forum with Senator Arlen Specter.

Although Card Check may have lost attention in the media, the issue is far from over. The Chamber will not waiver in our advocacy efforts against this bill and intend to keep the issue a high priority for 2010.

### AGRI-TOURISM

Agri-tourism is a key economic driver and provides a unique opportunity to combine aspects of the tourism and agriculture industries. The Chamber, recognizing the significant contribution and financial risk of the agri-tourism industry, took the lead in bringing together stakeholders to draft legislation that encourages Pennsylvania to provide affordable insurance and address the civil liability of farmers involved in agri-tourism activities. We will remain committed to moving this legislation forward in 2010.

- Met with state and federal administration officials to discuss the latest developments on efforts to clean-up the Chesapeake Bay. Partnered with a local broad-based Task Force led by state Senator Mike Brubaker and other associations to ensure Lancaster County's voice is heard as the mandates and implementation plans take shape.
- Partnered on a process that submitted a Federal TIGER (Transportation Investment Generating Economic Recovery) grant proposal for close to \$100 million in improvements to the Harrisburg Pike.
- Testified before the State Transportation Commission, offering recommendations on improving Lancaster's infrastructure from a business perspective. The Chamber was the only private sector business organization to testify on behalf of Lancaster County's transportation needs.
- Partnered with our affiliate, the Lancaster County Business Group on Health (LCBGH), to address the need for meaningful health insurance reform. Wrote to elected officials addressing legislative concerns and encouraged options that would strengthen the proposed plan. Participated in a town hall meeting with Congressman Joe Pitts, where we presented member comments on the proposals.
- Adopted a strong position statement that encourages lawmakers to immediately address the state pension crisis and adopt policies to mitigate liabilities on taxpayers.
- Offered programs to provide members critical information on key issues relating to the state budget and business taxes; the federal and state legislative agenda; and transportation and agricultural issues.
- Were victorious in increasing the cap on Net Operating Loss carry-forwards through 2013 and won a change to the Corporate Net Income Tax formula, saving businesses \$74 million in 2009-2010 and \$91 million next fiscal year.
- Fought hard for the continued phase-out of the Capital Stock & Franchise Tax (CSFT) and will continue to fight this tax until it ends.

“ In my opinion, the legislative trip to Washington, D.C. last year to state opposition to Card Check legislation exemplified the dynamic and important role The Chamber plays in advocacy on the part of Lancaster area businesses. Not only were participants afforded direct access to our elected officials but also provided important information in this critical ongoing debate. I would encourage any business leader to participate in such legislative formats in the future. ”

**Justin Warren**, *Frontier Communications of PA*

# CONNECT

Create, multiply and magnify the networks  
of relationships that nourish prosperity.

## 2009 ACCOMPLISHMENTS

### ECONOMIC RECOVERY TOOLKIT

In response to the down economy, The Chamber created its Economic Recovery Toolkit to help members ride out the challenging year by providing services and programs to help position them and their businesses for success. We responded to the needs of our members by connecting them to affordable and complimentary programming, ensuring networking opportunities were available at all events and offering products to help their bottom lines.

In 2009, our monthly Mixers stood out as complimentary events that had the most impact for our members with attendance numbers averaging in the mid-200s. Other complimentary programs included regional Consortia, Global Market Roundtable, Geek Camp and Workers' Compensation Forum. Much of our programming was specifically focused on helping businesses survive the struggling economy and included the Business Contingency Planning Workshop, Business Expo and Economic Forecast Breakfast.

Our value added products offered our members special pricing which proved extremely important for their bottom lines. Our Electricity Procurement Program, Natural Gas Savings Program, Lancaster Chamber Healthcare Plan, bizSure – business insurance and Employment Screening Program proved key in helping many of our members decrease their operational expenses.

Other tools from the Economic Recovery Toolkit include complimentary meeting room space for our members and area nonprofits, access to entrepreneurial resources through the Keystone Innovation Zone Coordinator, and monthly informational sessions for new business owners through a partnership with SCORE.

A down economy affects everyone in a community and The Chamber worked extremely hard during the past year to connect our membership to professional development resources, current best practices and concrete ways to save money.

- Launched a user-friendly “members only” section on our website that provides members the opportunity to post job openings, upcoming programs and events, company discounts and Requests-for-Proposals, all designed to encourage B-to-B activity within our membership free of charge.
- Connected business professionals to resources, experts and customers through “Fast Pitch” and “Ask the Expert” sessions at our inaugural Small Business Summit.
- Offered a mentoring program for businesswomen to offer guidance, advice and build business connections with female high school students.
- Held three first-of-its-kind Member Briefings/Town Hall Meetings which provided business professionals an opportunity to express their ideas and provide feedback about how The Chamber could best meet the private sectors' future needs.
- Matched businesses from similar industries, geographic locations and positions within a company through Peer Groups. These served as an opportunity for professionals to share ideas with one another and connect around common interests, opportunities and challenges in a small group setting.
- Introduced 200+ companies to hundreds of business people to learn about products and services in their own backyard during our annual Business Expo.
- Connected more than 1,300 members through our online Lancaster Chamber LinkedIn group by providing them with an opportunity to launch discussion topics, share news and best practices and build business contacts.
- Hosted our 137th Annual Dinner, the first event of its kind to be held in the Lancaster County Convention Center, with nearly 2,300 in attendance.

“One of my most memorable moments as Board Chair was being a part of the **137th Annual Dinner** hosted at the newly opened Lancaster County Convention Center. Hosting an event of that caliber at the Center was a tremendous opportunity for The Chamber to play an integral role in helping to celebrate the energy throughout the private sector and community at-large.”

**Steve Geisenberger**, *Walz Deihm Geisenberger*  
*Bucklen & Tennis, PC & 2009 Board Chair*

# INNOVATE

*Introduce new thinking and new approaches  
to accelerate progress and expand prosperity.*

## 2009 ACCOMPLISHMENTS

### GREEN CERTIFICATION PROGRAMS

Sustainability is a global trend, and its impact on profitability, consumer choices, investment strategies and the regulatory environment grew at a rapid pace in 2009. In an effort to ensure that our members are part of the environmental movement, The Chamber launched two green certification programs, Green Plus and Green Seal.

The Green Plus program combines online tools with advice from other businesses and universities to help small businesses assess their business performance, as well as their environmental and community stewardship to create sustainability plans. The Chamber has the largest number of participants in its program outside of North Carolina, where the program was established.

The Green Seal program offers certification based upon successful implementation of an organization's individual action plan, tailored specifically to its own challenges, opportunities and objectives. This program offers the six different certification categories of cleaning, food service, hospitality, manufacturing, facilities and purchasing.

The two programs include eight businesses who have reached certifications, with one being the first Green Plus certification in Pennsylvania, and the other being the first Green Plus certification in their industry in the state.

The Chamber will continue to help our local businesses learn about and implement sustainable business practices.

- Introduced our new brand identity that focuses on the successful interdependency of businesses and industries, and the pay off for contributing to the greater good of the private sector and community at large.
- Aligned our event/programs, services and initiatives with our core strategies of lead, connect and innovate to ensure that we're carrying out our new brand and reinforcing our mission.
- Offered exclusive access to our Electricity Procurement Program, in partnership with Constellation NewEnergy, to lock into preferred pricing points for Chamber members.
- Provided business professionals direct access to Department of Environmental Protection officials to learn about the state's \$650 million Alternative Energy Fund and how to apply for both commercial and residential financing at the Alternative Energy Forum, held in partnership with Keystone Innovation Zone.
- Offered a Business Contingency Planning Workshop and a Sustainable Business Practices Forum to help businesses become more sustainable and prepare for business longevity.
- Provided entrepreneurs access to funding sources to start-up and establish innovative business practices for each stage of their operations; identify and facilitate access to the wealth of state, regional and local resources to support entrepreneurial development; and attract the relocation of innovative businesses and entrepreneurs into Lancaster County through the Keystone Innovation Zone Program, a partnership with the James Street Improvement District.
- Held multiple Ag Issues Forums and Manufacturers' Advantage Plant Tours that focused on innovative practices and new insights in the two ever changing industries. Topics ranged from energy conservation and production to efficiency and streamlining, and introduced attendees to some of the brightest minds and companies in the field.

“The Chamber's **Green Plus certification program** is not simply about taking steps to be green in the typical ways, it is about how making careful, sustainable decisions affect every aspect of your business life – the people you work with, the success of your organization, and ultimately, the planet we share. We chose to step up with the certainty that by accepting the Green Plus challenge, Laser Plus has a deliberate and carefully defined vision of who we are, where we want to go and how we will get there.”

Mary Renner, *Laser Plus*

# 2010 PROGRAM OF WORK

## LEAD

- Launch a task force to explore the plight of the City of Lancaster and third-class cities in Pennsylvania to determine ways The Chamber and the broader business community can make a positive difference. The study will include a focus on the City of Lancaster's finances, as well as, a collaborative approach with other chambers across the state dealing with the same challenges in their service areas.
- Roll out Prosperity Indicators as a way to measure our progress toward building Lancaster County into a model of prosperity. These indicators will be measured on an annual basis and will help focus the community's work in areas that need improvement to achieve our mission of being a model of prosperity community.
- Develop a pro-business and prosperity advocacy agenda to focus our work on important business issues inclusive of card check, health insurance reform, transportation funding, pension reform, comprehensive tax reform, Chesapeake Bay clean-up, budget development at the City, County and State levels, and more.

## CONNECT

- Engage members in new and varied ways through various social media tools, including LinkedIn, "The Voice" blog and Twitter. The tools allow us to reach a broader network of people with relevant Chamber and community news and information.
- Connect local business and community leaders to the world and the global marketplace through a trip to China to expand our thinking, cultural experiences and business opportunities. A visit to the 2010 World Expo themed "Better City, Better Life" is included as part of the experience.

*Guided by our mission, vision, core strategies and strategic priorities, The Chamber is focused on the following initiatives for 2010:*

- Build on the already strong foundation of valuable networking opportunities. Whether it's face-to-face networking opportunities through mixers, events and programs, or providing ways to connect via our website, social media and marketing and advertising opportunities, we look for new and effective ways to connect people to people, businesses and resources.

## INNOVATE

- Launch the Professional Development Friday program that introduces members to new thinking, ideas and approaches through free, quality sessions that enhance professional growth and inspire innovation.
- Launch the Small Business Toolkit Series designed specifically to help small business CEOs and professionals gain and refine the skills to work smarter, be more innovative and effectively lead their business.
- Host the first-of-its-kind Banking and Financial Forum to provide members with information and insight to maximize relationships with their financial institutions and navigate the often-changing landscape of today's banking industry. The Forum will provide direct access to local bank presidents and industry experts.
- Continue to provide and enhance our Green Certification programs and Sustainable Business Practices Forum as resources for companies interested in bolstering their sustainability.

This year represents the final year of our current strategic plan launched in 2008. It also marks the beginning of the process for developing our next Strategic Plan. Stay tuned for opportunities to participate in the process as we move forward with our agenda to build Lancaster County into a model of prosperity for 21st Century America.

## 2010 BOARD OF DIRECTORS

### EXECUTIVE COMMITTEE

**Kim Smith**  
Hartman Underhill &  
Brubaker, LLP  
*Chair*

**Steve Geisenberger**  
Walz Deihm Geisenberger  
Bucklen & Tennis, PC  
*Immediate Past Chair*

**Peter Scudner**  
Janney Montgomery Scott, LLC  
*Chair-Elect*

**E. Philip Wenger**  
Fulton Bank  
*Treasurer*

**Jim Adams**  
Wenger's Feed Mill, Inc.

**Shaun Balani**  
Travel Time Travel Agency, Inc.

**Albert Duncan**  
Thomas E. Strauss, Inc.

**Shari Franey**  
The Performance Group

**John Rose**  
Horst Group

**Stan Saunders**  
Alcoa

**Thomas Baldrige, C.C.E.**  
The Lancaster Chamber of  
Commerce & Industry  
*President*

**Cheryl Irwin**  
The Lancaster Chamber of  
Commerce & Industry  
*Vice President*

### BOARD

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**Cynthia Burkhardt**  
Lancaster-Lebanon IU13

**Tom Duff**  
Mount Joy Wire Corp

**Amy Eidemiller**  
RGS Associates, Inc.

**Roxanne Edwards**  
Nxtbook Media, LLC

**Ann Garman**  
Kline's Services, Inc.

**Ann Marie Hall**  
FASTSIGNS

**Mary Huwaldt**  
Armstrong World Industries

**Carla Jeffries**  
QVC, Inc.

**Cynthia Kettering**  
IronLinks Financial, Inc.

**J. Nelson Kling**  
Mennonite Home Communities

**Theodore Long**  
Elizabethtown College

**Jeff Lyons**  
Worley & Obetz, Inc.

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Stoner, Inc.

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Lancaster General Health

**Jim Morozzi**

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**Diane Tyson**  
Lancaster County Academy

**Kae Wagner**  
NorthStar Marketing  
Services, Inc.

**Justin Warren**  
Frontier Communications of PA

### 2010 EX-OFFICIO DIRECTORS

**Christopher Barrett**  
Pennsylvania Dutch Convention &  
Visitors Bureau

**David Nikoloff**  
Economic Development Company  
of Lancaster County

**Tim Stayer**  
Lancaster County Business  
Group on Health

### SPECIAL THANKS TO OUR BOARD MEMBERS WHOSE TERMS EXPIRED IN 2009:

**Keith Falco**  
Leadership Lancaster

**Quintin Frey**  
Turkey Hill Dairy, LP

**Todd Lehman**  
INTERIORS

**Liz Martin**  
Martin Insurance Agency

**Stephanie Reese**  
High Companies

**Michael Shirk**

**Jim Smucker**  
Bird-in-Hand Corporation

### AFFILIATES AND PARTNERS:

**Lancaster Chamber BizCorp**

**Lancaster Chamber BizPAC**

**The Foundation of The  
Lancaster Chamber of  
Commerce & Industry**

**Economic Development  
Company of Lancaster County**

**James Street  
Improvement District**

**Lancaster County Business  
Group on Health**

**Leadership Lancaster**

**Pennsylvania Dutch  
Convention & Visitors Bureau**

**Workforce Investment Board  
of Lancaster County**



THE LANCASTER  
**CHAMBER**  
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