



NOW

LOUISVILLE

Greater Louisville Inc.

Strategic Plan | 2020-2025

Q2 2022 Report

Thank you to all of our NOW Louisville investors!

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INNOVATION

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DRIVE INNOVATION AND IDEATION BY FOSTERING APPLIED RESEARCH AND DEVELOPMENT PARTNERSHIPS BETWEEN INDUSTRY AND ACADEMIA.

ACTION 1

Support and accelerate the University of Louisville's Strategic Plan to drive more research activity into the region that is aligned with industry needs.

ACTION 2

Create the nation's first Bi-State Applied Research & Development Center focused on Industry 4.0 technologies (the next generation of manufacturing).

ACTION 3

Leverage the National Manufacturing Extension Partnership (MEP) program to provide regional firms with hands-on modernization assistance.

INNOVATION PILLAR PROGRESS ACCOMPLISHMENTS

- GLI serves on the KY Digital Health Tech & Artificial Intelligence Innovation Coalition steering committee and served on four separate working groups in the development of the comprehensive Phase two application for the EDA Build Back Better program. This \$60 Million application, which the CEOc (a group of healthcare CEOs focused on aging care) serves as lead for will support four main project components if funded:
 - **Innovation and Learning Centers.** An innovation corridor connecting the West End to the East end through Market Street, introducing centers of excellence for community, business, and workforce development with a focus on increasing diversity in Digital Health Tech and Artificial Intelligence innovation. Each station will stimulate innovation in the digital health and AI sector by hosting a coordinated stack of workforce and business development programs to merge learning, creativity, and entrepreneurship. This all works together to create a more robust and equitable healthcare cluster. Examples of similar spaces in other cities include Cortex in St. Louis, the Ion in Houston, 1819 in Cincinnati, and (programmatically) the OHUB in Atlanta.
 - **Workforce Development with Wrap-around Supports.** Through collaboration with KentuckianaWorks, GLI will identify and replicate best practices and solutions for increasing diversity in digital health outside of our region and put them into place in Greater Louisville. GLI will also provide support to innovation centers established by the CEOc in conjunction with both the Health Enterprises Network (HEN) and the TechFirst industry networks.
 - **Entrepreneurship, Innovation, and Commercialization Programs.** Expansion of business development and startup support for businesses that meet the industry classification.
 - **Health Tech Applied Research Center.** R&D funding to enhance innovation and business development support for new and existing businesses.
 - GLI participated in a statewide EDA site visit in Eastern Kentucky, and a local EDA site visit hosted by the CEOc and coalition partners.
- GLI's Advanced Manufacturing and Logistics (AML) network meets regularly with Advantage Kentucky Alliance (AKA) to leverage MEP programming. MEP provides manufacturers with a multitude of resources for them to succeed. GLI is working with UofL to help them become the statewide MEP provider, which would enhance our ability to ensure a manufacturing center of excellence in the Greater Louisville region. GLI recently provided more referrals to UofL so that they can demonstrate greater capacity and build a track record of success.

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INNOVATION PILLAR PROGRESS ACCOMPLISHMENTS

- GLI participated on the University of Louisville PRePARE External Review Board, evaluating applications for funding to support research and development activities of start-ups in the health care and related fields, and hosted awardees at the Health Enterprise Network event. GLI then provided additional connections between PRePARE recipients and businesses they requested to be connected to.
- GLI is working with the University of Louisville, the University of Kentucky, and UPS Healthcare to better communicate the growth in the Bluegrass Economic Advancement Movement (BEAM) region in R&D and investment within the life sciences industry.
- GLI successfully advocated for the passage of the United States CHIPS ACT OF 2022 which passed Congress in late July.

INNOVATION IMMEDIATE NEXT STEPS

- The KY Digital Health Tech & AI Coalition steering committee meets biweekly to meet EDA program deadlines in anticipation of an award announcement in August or September 2022.
- The anticipated announcement of the University of Louisville MEP application decision is expected at the end of September/beginning of October. Anticipated relaunch (if awarded) of U of L-based MEP program slated for January 2023.
- Continue discussions with UofL/UK/UPS Healthcare to support the collective growth strategy. The next meeting will take place in August 2022.
- EFA/USICA (Formally the Endless Frontiers act and/or the Innovation and Competition Act of 2021) was included in the CHIPS ACT and is designed to create targeted industry innovation centers. The University of Kentucky is leading the efforts in partnership with the University of Louisville, Vanderbilt University, and Oak Ridge National Laboratory to establish a Bi-State Innovation Center for Advanced Manufacturing. GLI will support the implementation of this bill and the region's application to become an innovation hub.

INNOVATION CHALLENGES ENCOUNTERED

- According to institutional partners, federal jurisdictional boundaries (Kentucky in the Southeast Federal District and Indiana in the Central Federal District), making partnering on federal R&D projects very difficult.
- GLI does not directly work in the innovation space and serves more as a convener.

STARTUPS

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CATALYZE A REGIONAL ENTREPRENEURIAL ECOSYSTEM TO HELP DIVERSIFY THE ECONOMY AND TAKE ADVANTAGE OF EMERGING OPPORTUNITIES.

ACTION 4

Drive relationships between smaller companies and regional corporate stakeholders with a focus on developing first customer programs.

ACTION 5

Reinvigorate regional entrepreneurial support services by catalyzing a systemic entrepreneurial ecosystem.

ACTION 6

Increase the availability of risk capital for scaling companies at all stages of development.

STARTUPS PILLAR PROGRESS ACCOMPLISHMENTS

- GLI has connected 33 entrepreneurs to date in 2022 with large corporations to provide resources for startups to scale and, once scaled, remain locally headquartered. This was done through strategic one-on-one introductions.
- According to the Louisville MSA data provided by Render, capital raised is steadily increasing each year, with 2022 capital raised already surpassing all of 2021 capital raised. It is unclear if deal counts will continue to increase in 2022 with the possibility of a looming recession.
- GLI continues to evaluate the capital stack (variations of capital offerings) to ensure adequate access to capital at various levels of the business development lifecycle. Venture Capital investment has increased, and we continue to work with our partners to identify/expand on accelerator programming, grants, angel networks, and early seed capital funding for our startups.

STARTUPS IMMEDIATE NEXT STEPS

- GLI is building a partnership to provide Innovative Solutions from Startups to corporations and businesses in Greater Louisville. This is in the final stage of development, and we are in contract discussions with a partner.
- GLI will continue to educate investors about the importance of a thriving startup community as it relates to economic development, business attraction and retention, and talent attraction, retention, and development, via the development of a First Customer Program.
- GLI will continue to partner with Render, Endeavor, Amplify, Shelton, and the Louisville Healthcare CEO Council (now CEOc) on an event to educate businesses on the importance of the startup ecosystem in the summer of 2022.

STARTUPS CHALLENGES ENCOUNTERED

- Several different entities operate in the space, and continued confusion over which entity does what function exists.

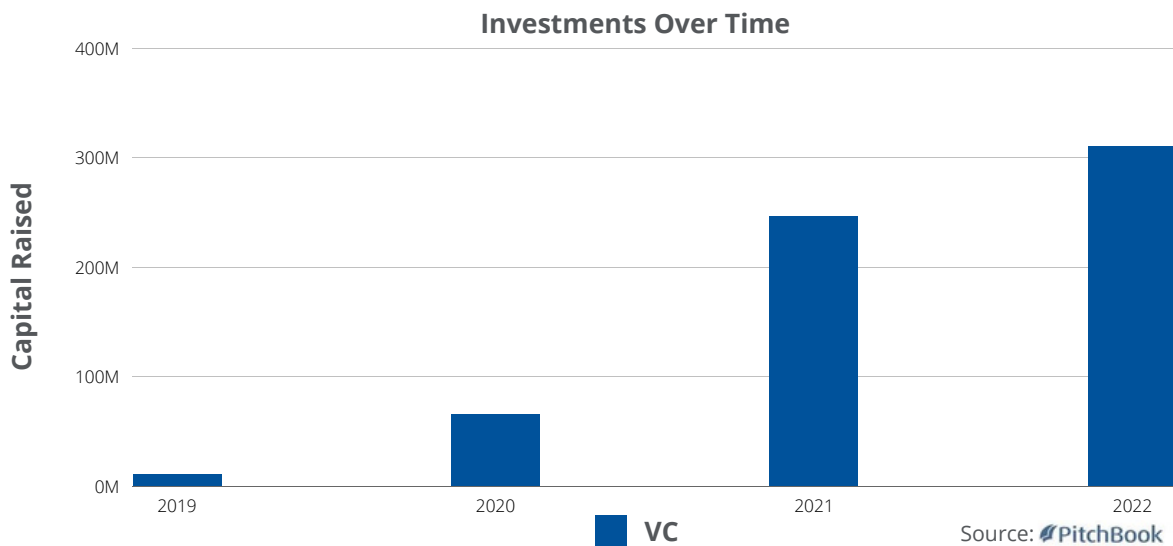
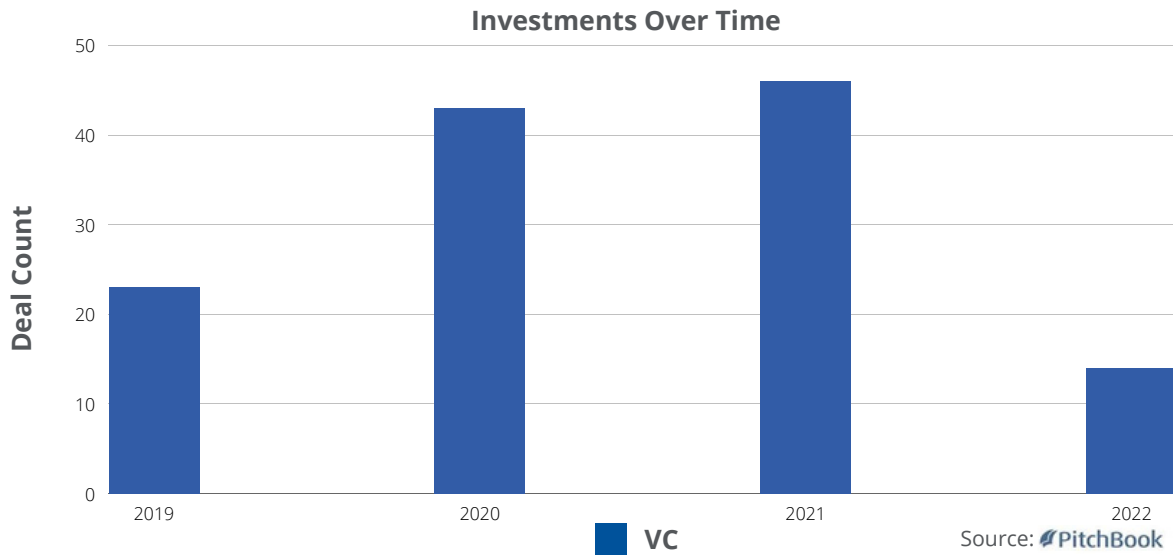
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CLUSTERS

Funding for this Pillar Made Possible by:

DEANDORTON



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SCALE AND DIFFERENTIATE THE REGION'S INDUSTRY CLUSTERS TO ACCELERATE ECONOMIC DEVELOPMENT.

ACTION 7

Create/reactivate vibrant industry councils to identify and address common needs of the region's targeted industries and foster networking and sector growth.

ACTION 8

Develop a shared brand that is aligned with other regional marketing efforts and includes cluster branding.

CLUSTERS PILLAR PROGRESS ACCOMPLISHMENTS

- To date in 2022 GLI has assisted in projects that located 200 jobs, provided 11 project referrals to local economic development partners for incentive follow-up, and has 32 active projects in the pipeline. We are aggressively working with existing employers on a comprehensive targeted business recruitment strategy to attract companies in Life Sciences Logistics, and EV supply chain.
- In Q2 of 2022, GLI hosted a quarterly guiding team meeting for TechFirst and recruited new investors. The outcome of this meeting was a decision to visit other established Tech networks in the region to inventory best practices of successful member engagement strategies and public-private partnerships with educational institutions that emphasize diversity and inclusion. Following this meeting, a partnership was developed through Microsoft Future of Work to promote 'Industry Nights', which pairs graduates of tech programs like AMPED with tech leaders and staff. In addition, TechFirst members better understand the value of industry leadership in business attraction and are willing to be engaged in attracting other tech companies.
- In Q2, GLI hosted five subcommittee meetings to prepare for the nearly 9,000 advanced manufacturing jobs coming into the region over the next few years. Committees convened around workforce barriers, apprenticeships and trades, the coordination of government resources, impact on supply chain and logistics, and talent attraction and community branding. The purpose of these meetings was to identify strengths, weaknesses, opportunities, and gaps in the current marketplace, and to identify additional resources and information needed to fill those gaps.
- Through Q2, GLI has hosted a combined eight industry network events across all three of GLI's networks for a combined attendance of 416 investors.
- Ben Pratt participated in the BIO Tech conference to support HEN and life sciences industry partners, evaluate the participation of competing markets, and make connections/referrals to HEN/GLI members. His participation resulted in 11 referrals to date.
- GLI started securing funding commitments from regional partners to amplify business attraction efforts.
- A new HEN Strategic Plan was approved, and a new Guiding Team was formed. The strategic plan is anchored into two pillars:
 - **Pillar 1: Healthcare Ecosystem.** Facilitate interaction and convene health care ecosystem partners (emphasis on supporting HEN Events and Healthcare Fellows).
 - **Pillar 2: Economic Development.** Grow the region's health-related economy (emphasis: proactive business outreach, coordinated targeted business recruitment strategy, and connector to the healthcare entrepreneurship ecosystem).

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CLUSTERS IMMEDIATE NEXT STEPS

- We have developed new regional economic development branding in partnership with Louisville Forward, Louisville Tourism, and 1si using common brand images, which is a best practice. This is being introduced to site selectors this month.
- Developing a strong coordinated national marketing campaign that promotes and celebrates the region is critical to attracting businesses and talent. In Q1, GLI issued an RFP for the creation of a new website for the Greater Louisville Regional Partnership. Presentations from the RFP submissions were held in Q2, and we are in the process of selecting the best vendor to develop the website. The goal is to create a unique and identifiable brand for Greater Louisville and develop a website that ties regional economic development KPIs to engagements with the site. We will create county profiles to highlight workforce and market conditions and available properties within of each of our partner communities to better showcase and promote the economic development opportunities to site selectors and prospects. This involves updating the regional website and pairing it with a national marketing campaign that would integrate the newly developed "brand box" that was developed with economic development partners (including Louisville Forward and Louisville Tourism).
- We will continue to solicit investment from existing AML and TechFirst investors and we are also identifying potential new investors for both networks.
- We are developing our comprehensive 2023 strategy for AML and TechFirst.
- We are exploring a fellowship program for AML, which would bring advanced manufacturing and logistics-related executives together to connect with industry peers, expand their leadership capacity, and improve their business acumen. The 14-24 participants in each class will have the unique opportunity to witness some of the nation's best-advanced manufacturing and logistics innovations and thought leadership locally. The cohort of up-and-coming AML professionals will also work on projects that have measurable outcomes and community impact.

CLUSTERS CHALLENGES ENCOUNTERED

- Results are limited by the current funding model for economic development.
- Regional Partners are running out or are out of developable properties, resulting in hesitation to commit funding to promote the region while they work to build/increase inventory.
- Regional Partners have indicated an interest in waiting to see if the new mayoral administration will invest in the Greater Louisville Regional Partnership before they agree to do so.
- TechFirst is a new network that will require strong corporate engagement from large companies in the tech space to produce programming that provides value.



TALENT

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ATTRACT, RETAIN & DEVELOP TALENT WHILE EXPLORING WAYS TO ATTRACT OVERLOOKED TALENT TO THE REGION.

ACTION 9

Increase industry involvement and coordinate engagement and support for educational initiatives across the talent development spectrum.

ACTION 11

Dramatically scale career-oriented, experiential learning opportunities (internships, co-ops, apprenticeships, etc.) across the region.

ACTION 10

Leverage the annual occupational needs assessment to actively inform and educate students, parents, and educators on career opportunities that exist in the region's industry clusters and the educational requirements and career pathways needed to access them.

ACTION 12

Expand the Live in Lou campaign to focus on career opportunities within key industries while maintaining emphasis on quality of place.

TALENT PILLAR PROGRESS ACCOMPLISHMENTS

- In 2022, GLI created the Employer Resource Network (ERN) program. This program implements supportive employment strategies to increase employee retention. Our workforce success navigator works with employers to build internal career pathways and connect them to community resources to overcome workforce barriers to help employers retain talent.
- In Q2 2022, GLI's Finding You in Lou, a professional and leadership development program for college seniors launched its first 2022 cohort. The second cohort began in July, and we had 18 interns complete the courses.
- GLI continues to pitch private label talent attraction campaigns to employers. We provide research to determine the best geographies to attract any type of talent needed, develop and place advertisements that successfully engage talent, and drive them to a hidden page that only carries information on our region and the employer running the campaign. GLI will optimize advertisements and oversee the campaign entirely, so the employer only is responsible for accepting resumes when they come in.
- GLI continues to collaborate with KentuckianaWorks, Work One Southern Indiana, Louisville Forward, and others to build content that identifies all workforce and training resources in our community. This webpage will live on LiveinLou.com and will serve as a one-stop shop for employers, job seekers, and workforce partners who are looking for resources to upskill or reskill in the marketplace. In Q2, GLI finalized all workforce partner descriptions and provided them to individual organizations for approval and input. The page is expected to go live in Q3 of 2022.
- At the end of Q2, GLI hosted three City Champs Meetups. The goal of these meet-ups is to connect City Champs, GLI staff, and community members with new residents to increase talent retention. More than 190 people attended the three meetups combined.
- Through the end of Q2, Live in Lou social media followers increased by 6,483, which represents an increase of 70% more growth than the same time period in 2021. Live in Lou also surpassed more than 52,000 followers across platforms in Q2.
- During Q2, GLI hosted three of six Workforce Connections events to connect employers with information and resources to help fill their talent needs.

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TALENT IMMEDIATE NEXT STEPS

- Continue pitching and executing private label campaigns and measure results.
- Finalize content for the workforce ecosystem webpage and launch the page in Q3.
- Through the remainder of the year, GLI will host an additional three City Champs Meetups and Trainings to increase awareness and connection in the community.
- Advocate for incentives to attract remote workers and relocation incentives at the local and state levels.
- Develop resources to educate employers on workforce best practices and barrier removal.



[GLI] TALENT CENTRAL

**EMPLOYER
RESOURCE
NETWORK**



TALENT CHALLENGES ENCOUNTERED

- Our states and regions do not provide incentives for remote workers or tax incentives, student loan repayment incentives, or cash to lure talent.
- Funding for marketing the region is limited and mostly grant-based. Advertising budgets needed to make an impact tend to be in the millions of dollars if we want to be competitive with other markets trying to entice talent.
- Louisville still has perception problems that are difficult to overcome when marketing to emerging talent.
- The perception of downtown Louisville is not as positive as it needs to be to showcase the opportunity in our region.

INCLUSION

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INTENTIONALLY SUPPORT THE SUCCESS OF UNDERREPRESENTED GROUPS, ENTERPRISES, AND TALENT, RECOGNIZING THAT ELIMINATING RACISM & PROMOTING CONNECTEDNESS, DIVERSITY, & INCLUSION ARE CRITICAL FACTORS FOR REGIONAL SUCCESS IN THE INNOVATION ECONOMY.

ACTION 13

Drive the inclusion, development, support, and amplification of minority- and women-owned businesses throughout the regional economy.

ACTION 14

Ensure diverse talent is connection and feels a sense of place in the region.

INCLUSION PILLAR PROGRESS ACCOMPLISHMENTS

- Phase II Strategic Actions of the GLI Business Council to End Racism are underway-the workstreams meet as needed.
- The GLI Power to Prosper Minority Business Accelerator Powered by Interise is currently working with its second cohort of 18 minority-owned business owners. The program began in April and will conclude in November.
- GLI's Racial Equity Pledge launched a year ago in April and we are currently reaching out to signers via a digital survey to get updates and measure collective progress from the business community.
- GLI's Toolkit and Inclusion Index powered by Equity Vested was launched and announced in May 2021 and we continue to receive favorable comments about these tools.
- GLI hosted one of two CEO roundtables this year in Q1. We will host our second event in October. The goal of these roundtables is to have high-level discussions with local CEOs about DE&I issues and how to address them for the betterment of our business community.
- GLI has hosted two of four DE&I events in our four-part series. We are planning our next event for September 2022 which will focus on disabilities.
- In March of 2022 GLI began offering DE&I Investor training to our investors with a menu of four workshops. Scheduling of these trainings is currently underway, and trainings will begin in Q3.
- In June GLI hosted its first official 'Breaking the Mold: Progress through Procurement' event. The event was designed to give local businesses and corporations the opportunity to meet minority owned suppliers and build connections for future contracting opportunities. Our first event hosted 29 minority business owners and 12 corporations with over 100 connections during the event. Many participations have ongoing possible contracting opportunities underway. We will host a second event in October.
- Dana Johnson presented to the Kentucky Commission on Race and Access to Opportunity on the Power to Prosper program and GLI's procurement events. She fielded questions and provided suggestions for how the General Assembly can support economic equity efforts.
- GLI has built a partnership with GEA Appliances, a Haier Company, to identify diverse suppliers in a series of NAICS codes critical to their business operations, educate those suppliers on doing business with GEA, and assist them in applying to be a supplier on the GEA portal. The goal of this partnership is to increase supplier diversity for GEA, while also increasing that same supplier diversity for other companies in the Greater Louisville region who could contract with those same suppliers. This strategy is being deployed both for in-region companies as well as working to attract companies from outside the region, which could be recruited to relocate into the Greater Louisville region, based on contract opportunities with GEA and others.

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INCLUSION IMMEDIATE NEXT STEPS

- Create a press release or report with takeaways from our Racial Equity Pledge signers and the work they have done within their organizations.

INCLUSION CHALLENGES ENCOUNTERED

- The inclusion pillar of the NOW Louisville plan seems to draw both positive and negative feedback. We continue doing the work because it is the right thing to do, both for the moral good and for the future growth of our community.
- We are currently challenged with getting information from our Racial Equity Pledge signers to issue a report to the community. There is a hesitancy to share hard data or anecdotal information in this area, even anonymously.



Dana Johnson presenting to the Commission on Race and Access to Opportunity in Frankfort



Power to Prosper 2022 Cohort Launch



POWER TO PROSPER
MINORITY BUSINESS ACCELERATOR

Powered by **INTERISE**

CONNECTIVITY & MOBILITY

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CONNECT THE REGION, WHILE INVESTING IN KEY MOBILITY SOLUTIONS AND OTHER 21ST CENTURY INFRASTRUCTURE INITIATIVES.

ACTION 15

Support the ongoing efforts to coordinate nonprofit leaders through inter-agency collaboration.

ACTION 16

Break down barriers between the Greater Louisville region and Frankfort and Indianapolis.

ACTION 17

Leverage the Move Louisville plan and the Transit Authority of River City (TARC) strategic plan to ensure connectedness across the region.

ACTION 18

Continue to address the digital divide.

ACTION 19

Encourage residential and commercial density in areas around established entertainment, universities, entrepreneurial hubs, and dense downtown centers.

CONNECTIVITY & MOBILITY PILLAR PROGRESS ACCOMPLISHMENTS

- GLI leads coalitions that support shared legislative priorities with neighboring urban regions such as Lexington, Bowling Green, and Northern Kentucky. In 2021 a tax coalition was formed with the Northern Kentucky Chamber and Commerce Lexington to advocate for several priority bills, including state and local tax reform in the 2022 session.
- GLI successfully advocated for American Rescue Plan dollars to fund additional internet vouchers for low-income households.
- GLI successfully advocated raising the per project cap on the Historic Preservation Tax Credit to \$10 million. This change will help spur private investment in the state.
- GLI successfully advocated for the Bipartisan Infrastructure package that passed and increased investment in transportation and infrastructure.
- GLI successfully advocated for infrastructure funding at the state level, including \$100 million for transportation upgrades to widen, reconstruct, and extend roadways throughout the Louisville Metro Area.
- GLI successfully advocated for state and tax reform, which will lower and eventually eliminate the personal income tax and make Kentucky more attractive to talent and businesses.
- GLI successfully advocated for an increase in per-pupil funding under SEEK and funding for 70% of SEEK transportation costs for school districts in both budget years, the highest level of state funding in history.
- GLI successfully advocated for changes to the Louisville Land Development Code which will make it easier for childcare centers to open in the city and at a higher capacity.
- GLI took investors to Washington D.C. to advocate for additional infrastructure and broadband funding.
- GLI continues conversations with mayoral candidates about land development code changes that could enhance development.

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CONNECTIVITY & MOBILITY IMMEDIATE NEXT STEPS

- GLI will work with partners to explore opportunities for bi-state reciprocity for incentives to allow both states to take full advantage of existing economic development incentives. GLI is in frequent meetings with stakeholders from the Economic Development Cabinet to explore this.
- GLI will continue to advocate for lawmakers to fully fund the Support Education Excellence in Kentucky (SEEK) formula.
- GLI will support the work happening in JCPS and will continue to serve as a critical friend and partner to bolster employer participation in the Academies of Louisville, which is important to the future success of our local economy. This includes connecting JCPS with YouScience for middle schoolers to support the development of an Academy pathway inside middle schools
- GLI has and will continue to participate on the steering committee of the TARC strategic planning efforts which is tentatively scheduled to be unveiled in Q3 of 2022. The goal is to ensure route offerings help individuals get to and from job centers with ease.
- GLI will continue to work on a public awareness campaign to get local tax reform passed and on the ballot. This will involve more CEO-level involvement in Frankfort.

CONNECTIVITY & MOBILITY CHALLENGES ENCOUNTERED

- Passing complex legislation requires consensus, which is further complicated by the urban/rural divide.
- Local tax reform was not initially viewed as a priority by the Senate, making it hard to pass without a strong voice in leadership.
- Many of our priority bills were used as negotiations between the House and Senate in the final days of session.



2022 DC Fly In Presented by Baptist Health

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