



[GREATER LOUISVILLE 2020]

GLI'S STRATEGY FOR REGIONAL ECONOMIC GROWTH

2020 STRATEGIC GOALS | 2017 TACTICAL GOALS

- VISION -

A Greater Louisville Region with
an exceptional economy where
businesses succeed and people thrive

FALL 2016

CREATING, GROWING AND RELOCATING BUSINESSES...

- Attract 5,000 new high-wage jobs generating \$450,000,000 in new investment to the region, focused in GLI's target business sectors as a result of GLI efforts
- Double from 8 to 16 per year the number of early stage, innovative, technology-based companies that cross the threshold to more than \$1 million in revenue or \$1 million raised in a single equity round ("Million Dollar Babies")

IN A BUSINESS-FRIENDLY REGIONAL ECONOMY...

- Increase the success rate on passing/blocking priority legislation from 65% to 75%
- Lower Kentucky's tax income rate to be competitive with contiguous states, as measured by the Tax Foundation

WITH A ROBUST WORKFORCE THAT HAS THE SKILLS AND EDUCATIONAL ATTAINMENT TO SERVE THE NEEDS OF THE REGION'S GROWING BUSINESSES...

- Increase the number of adults in the MSA holding an associate degree or higher by 18,000 (from 238,000 to 256,000, a 7.5% increase)
- Increase the number of working age people (aged 25-54) in the MSA by 38,000 (from 509,000 to 547,000, a 7.5% increase)
- Increase the percentage of students graduating the region's public high schools college or career ready from 70% to 75%
- Move the current \$43,410 annual median wage above the median for peer MSAs

ACCELERATED BY A STRONG REGIONAL CHAMBER...

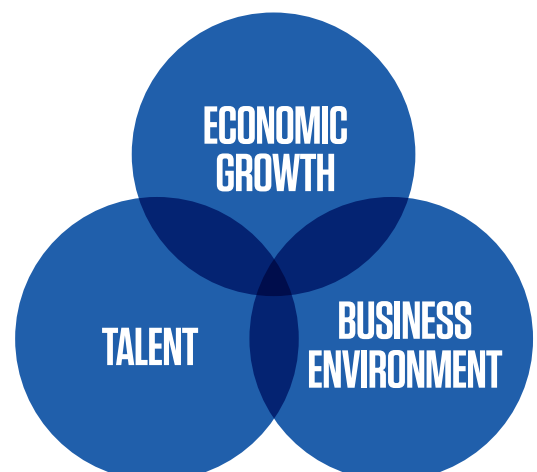
- Increase GLI's recurring annual private investment from \$2.7 to \$5 million
- Increase GLI's annual earned income by 50% to \$775,000
- Maintain GLI's status as the largest chamber in the region

INTRODUCTION:

The GLI 2020 Strategic Plan is drawn from the Advantage Louisville Plan published in 2014. GLI 2020 serves as guidance for setting the tactical goals and priorities for GLI over the next 4 years.

RESULTING IN OUR VISION OF AN EXCEPTIONAL ECONOMY WHERE BUSINESSES SUCCEED AND PEOPLE THRIVE.

GLI'S FOCUS AREAS



ECONOMIC GROWTH (OVERVIEW)

ECONOMIC DEVELOPMENT IS IN GLI'S DNA. GLI HAS PARTNERED WITH LOCAL ECONOMIC DEVELOPMENT ORGANIZATIONS (LEDOs) IN 15 COUNTIES TO ACCELERATE REGIONAL ECONOMIC GROWTH THROUGH BUSINESS ATTRACTION, RETENTION, EXPANSION, AND ENTREPRENEURIAL SUPPORT.

KEY INITIATIVES:

- Advance Greater Louisville (AGL) – Regional Partnership
- Entrepreneurial Growth (“Million Dollar Babies”)
- Business Roundtables
- Special Projects (Regional Air Coalition)

PARTNERS:

Louisville Forward, County LEDOs, Regional Chambers, Utility Companies, Venture Connectors, Kentuckiana Works, Universities, JCTC, JCPS, KAED, and others.

2020 GOALS:

Make Greater Louisville a ‘hot’ region for creating, growing, and relocating businesses

- Attract 5,000 high-wage new jobs generating \$450,000,000 in new investment to the region focused in GLI's target business sectors as a result of GLI efforts
- Double from 8 to 16 per year the number of early stage, innovative, technology-based companies that cross the threshold to more than \$1 million in revenue or \$1 million raised in a single equity round (“Million Dollar Babies”)

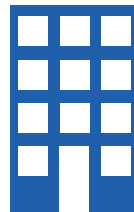
5 BUSINESS SECTORS



**HEALTH
INNOVATION**



**FOOD
& BEVERAGE**



**BUSINESS
SERVICES**



**LOGISTICS
& ECOMMERCE**



**ADVANCED
MANUFACTURING**

Greater Louisville is known for five core business sectors. Economic development initiatives and talent attraction strategies are focused on these same five sectors.

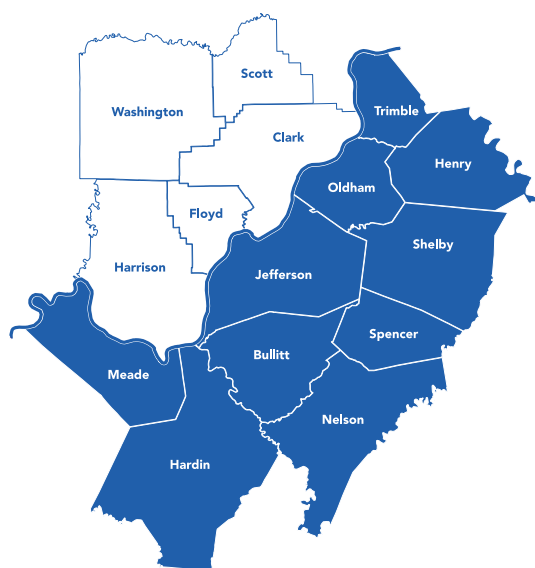
ECONOMIC GROWTH (BUSINESS ATTRACTION)

2017 TACTICAL GOAL FOR BUSINESS ATTRACTION

Attract 1,000 high-wage new jobs generating \$65,000,000 in new investment to the region focused in GLI's target business sectors as a result of GLI efforts

2020 GROWTH GOAL IMPACTED:

- Attract 5,000 high-wage new jobs generating \$450,000,000 in new investment to the region focused in GLI's target business sectors as a result of GLI efforts



GLI has created a 15-county collaborative, branded as the Advance Greater Louisville Regional Partnership (AGL). This initiative is focused on marketing efforts beyond the region to help increase the pipeline of companies considering an expansion or relocation to Greater Louisville.

GLI's role is to market the region, serve as a liaison between the client and the Greater Louisville area and facilitate workforce solutions and research requests. GLI will facilitate the lead by hosting a site selection visit, coordinate meetings and connections with community leaders. When the client determines a community, GLI transitions the project to the local economic development organization. As the project progresses, GLI will monitor the project, support the LEDO, and help make any additional contacts the client needs.

In 2016, GLI is expected to assist in 6 attraction locations in the Greater Louisville area. In 2017, the goal is to increase that figure by 50% to 9 located projects, creating at least 1,000 high wage jobs and generating \$65 million in new investment.

2017 METRICS

- Number of new high-wage jobs
- Value of new investment generated by located projects

*high-wage is defined as paying above the current median wage of \$43,410 per year.

Business Champion:

Paul Costel
 Marketing Manager - Middle Market
 Chase Bank

Staff Champion:

Deana Epperly Karem
 Vice President, Regional Economic Growth
dekarem@greaterlouisville.com
 502.625.0035

GLI supports economic development efforts in 15 counties representing the MSA and beyond. Traffic patterns and labor shed recognize these 15 counties as our Advance Greater Louisville Regional Partnership (AGL).

ECONOMIC GROWTH (ENTREPRENEURSHIP)

2017 TACTICAL GOAL FOR ENTREPRENEURIAL GROWTH

Increase from 8 to 10 per year the number of early stage, innovative, technology-based companies that cross the threshold in 2017 to more than \$1 million in revenue or \$1 million raised in a single equity round (“Million Dollar Babies”)

2020 GROWTH GOAL IMPACTED:

- Double from 8 to 16 per year the number of early stage, innovative, technology-based companies that cross the threshold to more than \$1 million in revenue or \$1 million raised in a single equity round (“Million Dollar Babies”)

EnterpriseCorp, a division of Greater Louisville Inc, is in a unique position as the region’s leading entrepreneurial support organization to foster relationships between innovative corporates and local entrepreneurs. Investment in entrepreneurship will support job growth and create a culture of innovation.

2020 KEY INITIATIVES:

GLI EnterpriseCorp’s Entrepreneurial Strategy focuses on four primary initiatives:

- Customer development programming for startups
- Density enhancement of our entrepreneurial ecosystem
- Capital development programming for startups and angel investors
- Visibility and awareness of our startup successes

Through the execution of these additional initiatives, the number of companies reaching a million dollars in revenue or equity investment each year provides a key indicator for Greater Louisville’s growth and prosperity toward a more mature entrepreneurial market.

- Tomorrow’s Fortune 500 headquarters come from today’s startup companies
- Startups drive innovation, investment and talent attraction
- Accelerating the number of \$1 million early stage companies displays a healthy startup ecosystem

2017 METRICS

- Number of early stage companies raising \$1 million in revenue or investment (“Million Dollar Babies”) in 2017

Business Champion:

Galen Powers
CEO
MobileMedTek

Staff Champion:

Lisa Bajorinas
Executive Director, EnterpriseCorp
lbajorinas@greaterlouisville.com
502.625.0133

TALENT (OVERVIEW)

GLI HAS LAUNCHED A REGIONAL TALENT ATTRACTION AND RETENTION STRATEGY. NOTHING IS MORE CRITICAL THAN ATTRACTING AND RETAINING TALENTED, SKILLED PEOPLE TO GROW OUR REGION'S ECONOMY.

KEY INITIATIVES:

- Regional Talent Attraction & Retention (GROW!)
- Kentucky Indiana Exchange (KIX) & Where Opportunity Knox (WOK)
- Greater Louisville International Professionals (GLIP)
- Ford Next Generation Learning (NGL) Talent Development Academies
- SummerWorks
- Business Leaders for Education (BLE)

PARTNERS:

Greater Louisville Foundation, KentuckianaWorks, JCPS, Universities, 55,000 Degrees, New 2 Lou, Greater Louisville Project, Global Louisville, YPAL, Urban League, Metro Government, Bingham Fellows, SummerWorks, Say Yes to Education, and others

2020 GOALS:

Assure that Greater Louisville's workforce is adequately sized and has the skills and educational attainment to serve the needs of the region's growing businesses

- Increase the number of adults in the MSA holding an associate degree or higher by 18,000 (from 238,000 to 256,000, a 7.5% increase)
- Increase the number of working age people (aged 25-54) in the MSA by 38,000 (from 509,000 to 547,000, a 7.5% increase)
- Increase the percentage of college or career-ready students graduating the region's public high schools from 70% to 75%
- Move the median wage of \$43,410 above the median wage for peer MSAs

TALENT (TALENT ATTRACTION & RETENTION)

2017 TACTICAL GOAL FOR TALENT ATTRACTION & RETENTION

Increase the number of people in the MSA with an associate's degree or higher, ages 25-54, by 4,000 (from 238,000 to 242,000, a 1.7% increase)

2020 TALENT GOAL IMPACTED:

- Increase the number of adults in the MSA holding an associate degree or higher by 18,000 (from 238,000 to 256,000, a 7.5% increase)
- Increase the number of working age people (aged 25-54) in the MSA by 38,000 (from 509,000 to 547,000, a 7.5% increase)

The \$5 million/3-year strategic initiative is designed to partner with regional organizations to retain professionals and graduates, and attract diverse educated talent to the region. It relies on a number of strategies including aggressive social media marketing; ambassadors selling the region to friends and colleagues; recruiter toolkits specifically for company representatives; road shows celebrating Greater Louisville's quality of life, and much more.

- Greater Louisville is growing too slowly; we need an injection of skilled and educated people to help fill thousands of open jobs and increase our working population
- Greater Louisville's workforce is "aging out" faster than peer cities
- In 2017, GLI will prepare a national marketing campaign, launch a talent toolkit, recruit and train a team of ambassadors, and develop a national "Road Show" to market the region

2017 METRICS

- Launch and fund the talent attraction strategic initiative
- Increase in the net population of 25-54 year olds in the MSA

Business Champions:

Carla Dearing
CEO
IMC Partnerships

Steve Cunanan
Chief People Officer
Kindred Healthcare

Staff Champion:

Deana Epperly Karem
Vice President, Regional Economic Growth
dekarem@greaterlouisville.com
502.625.0035

TALENT (WORKFORCE DEVELOPMENT)

2017 TACTICAL GOAL FOR COLLEGE & CAREER READINESS

Recruit 75 businesses to participate in the Ford Next Generation Learning (NGL) Talent Development Academies through leadership, advisory, and mentorship roles

2020 TALENT GOAL IMPACTED:

- Increase the percentage of students graduating the region's public high schools certified college or career ready from 70% to 75%

Ford Next Generation Learning (Ford NGL) is a unique and comprehensive career academy initiative that brings together educators, employers, and community leaders to implement a proven model for transforming secondary schools, which ultimately improves the regional workforce development system.

GLI has committed to convening businesses around Ford NGL in Jefferson County, Clark County, and other public schools systems in an effort to support the school systems' needs for "real-world" curriculum development; co-ops and internships; externships for teachers; and public advocacy issues related to education. The focus is on educating students around the region's industry clusters. In addition, Phase II of this program advances efforts around supporting students seeking certifications, dual credits, and other assets, which eventually lead to life-long education.

- The impact of education is critical to the pipeline of skilled workforce and talent
- GLI engages the businesses critical to these career academies' success
- The result is increased high school graduation rates, academic achievement, industry certifications, college credits, and a stronger talent pipeline

2017 METRICS

- Launch of the Talent Development Academies in August 2017
- Number of engaged businesses involved with NGL

Business Champion:

Carla Dearing
CEO
IMC Partnerships

Steve Cunanan
Chief People Officer
Kindred Healthcare

Staff Champion:

Deana Epperly Karem
Vice President, Regional Economic Growth
dekarem@greaterlouisville.com
502.625.0035

BUSINESS ENVIRONMENT & PUBLIC POLICY

AS THE VOICE OF THE REGIONAL BUSINESS COMMUNITY, GLI SEEKS TO NURTURE A HEALTHY BUSINESS CLIMATE WHERE BUSINESS AND TALENT LOCATE, GROW, AND THRIVE.

KEY INITIATIVES:

- Advocacy (local, state & federal)
- Bi-State Business Climate & Regional Advocacy
- Metro Chambers Coalition
- Cultural & Non-Profit Partnerships

PARTNERS:

Louisville Metro, Elected Officials, State & Federal Government, 1st & Regional Chambers, Louisville CVB, Cultural Institutions, Non-Profits, and others

2020 GOALS:

Boost the business-friendliness of our region

- Increase success rate on passing/blocking priority legislation from 65% to 75%
- Lower Kentucky's state income tax rate to be competitive with contiguous states, as measured by the Tax Foundation

2017 GOALS:

- The Planning Committee determined not to set a specific high-level goal in Business Environment & Public Policy for 2017, but to instead continue strengthening GLI's policy function and integrating advocacy into all areas of the organization

Business Champion:

Tierra Kavanaugh Wayne
CEO
TKT & Associates

Staff Champion:

Sarah Davasher-Wisdom
Chief Operating Officer
sdavasher@greaterlouisville.com
502.625.0073

CHAMBER INVESTMENT & ENGAGEMENT

GLI'S INVESTORS ARE THE FOUNDATION OF GREATER LOUISVILLE 2020. FOCUSED ON INVESTMENT AND ENGAGEMENT, THE METRO CHAMBER BOLDLY LEADS PROBLEM SOLVING AND COMMUNITY BUILDING INITIATIVES BY CONVENING GREATER LOUISVILLE'S BUSINESS LEADERS.

KEY INITIATIVES:

- Over 70 Investor events and opportunities for business community to convene
- New Tiered Investment Schedule
- Build a predictive model for scoring revenue attrition risk and increase opportunities
- Investor Ambassador Program providing depth and breadth to our investor outreach

PARTNERS:

Investor Businesses, Sponsors, Board of Directors, and others

2020 GOALS:

Enhance GLI's status as the strongest chamber in the region

- Increase GLI's annual private investment from \$2.7 to \$5 million per year
- Increased GLI's earned income by 50% to \$775,000 per year
- Maintain GLI's status as the largest chamber in the region by number of investors and amount of investment



GLI'S INVESTORS ARE THE FOUNDATION
FOR GLI'S STRATEGY.

CHAMBER INVESTMENT & ENGAGEMENT

2017 TACTICAL GOAL

Increase GLI's new recurring chamber investment revenue from \$220,000 to \$500,000 with 90% retention

2020 TALENT GOAL IMPACTED:

- Increase GLI's annual recurring private investment from \$2.7 to \$5 million per year
- Maintain GLI's status as the largest chamber in the region by number of investors and amount of investment

In order to grow Greater Louisville faster, the business community needs a strong and well-funded chamber. Every dollar that Greater Louisville businesses invest in GLI is a dollar invested in economic growth, yielding \$100 in economic impact. To fund the goals outlined above in 2017, GLI will need to increase new recurring revenue by \$500,000, while renewing 90% of the beginning base investment level of \$2.7 million. These new revenues ensure that long-standing chamber functions continue to operate while GLI moves the needle on big regional projects that require an investment in human capital and actual capital.

- Private investment in the chamber accelerates economic growth
- Recurring investment allows for long-term planning
- Committed investors inspire additional investment

2017 METRICS

- Dollars of new annual recurring investment
- Revenue retention rate

Business Champion:

Bill Samuels, Jr.
Chairman Emeritus
Maker's Mark Distillery

Staff Champion:

Brian Jones
Vice President, Investor Development
bjones@greaterlouisville.com
502.625.0075



GREATER LOUISVILLE INC.
IN THE BUSINESS OF BUSINESS

TOP INVESTORS

CEO COUNCIL: \$100,000



Steve Hanson
Chief Executive Officer



Paul Varga
Chairman & CEO



Bruce Broussard
President



Paul Thompson
Chief Operating Officer



Russ Cox
President

CHAIRMANS CLUB: \$50,000



Jeffrey McKenzie
Chair, Economic Development Team



Paul Costel
President, Kentucky Market



Wes Jackson
Publisher



Ruth Brinkley
President/CEO



Chuck Denny
Regional President



Harold Butler
Chief Operating Officer

SIGNATURE CIRCLE: \$25,000



FOR A FULL LIST OF GLI'S INVESTORS, VISIT GREATERLOUISVILLE.COM/TOPIVESTORS