



GREATER LOUISVILLE | **2020**

[ A Transformational Initiative for Regional Economic Growth ]



**Bill Samuels, Jr.**  
Chairman Emeritus,  
Makers Mark Distillery, Inc.  
Greater Louisville 2020 Chair



**Evelyn Strange**  
President,  
Advanced Electrical Systems, Inc.  
Greater Louisville 2020 Co-Chair



**Ed Glasscock**  
Chairman Emeritus  
Frost Brown Todd LLC  
Greater Louisville 2020 Co-Chair

## A LETTER FROM THE GREATER LOUISVILLE 2020 CAMPAIGN CHAIRS

The Greater Louisville region is in a heated competition with our peer cities. At stake is the future of our key businesses, jobs, and people. There will be winners and losers as civic leaders in rival cities organize and fund their hometowns' economic development, workforce, and policy strategies. Our plan is called "Greater Louisville 2020: A Transformational Initiative for Regional Economic Growth" and we need your help.

Greater Louisville 2020 is an aggressive and comprehensive economic growth and capacity building initiative centered around three distinct goals:

- GOAL 1: RECRUIT BUSINESSES AND GROW JOBS**
- GOAL 2: RECRUIT, GROW, AND RETAIN WORKFORCE**
- GOAL 3: ADVOCATE FOR A STRONG BUSINESS ENVIRONMENT**

With this bold initiative, we will ramp up our regional business recruitment and expansion functions, dramatically expand our support for business-creating entrepreneurs, roll out a new workforce attraction, retention, and development program, and build on our historic business advocacy successes achieved in 2017 and 2018. This is critical work that collaborates with and leverages other agencies engaged in economic development.

National and international competition for businesses, jobs, and talent is fierce. We must take our efforts to the next level if we are to compete and win. Greater Louisville 2020 is about growing businesses and jobs. It is about selling Greater Louisville to the world. And we have a lot to sell! This plan tackles the biggest economic challenges facing our region with well-conceived strategies and clear metrics. And the economic impact study says that the ROI on the incremental \$7.5 million we will invest tops \$5.4 BILLION in total annual economic impact.

Greater Louisville 2020 runs on the solid foundation of our reinvigorated Metro Chamber supported by 1,600 employers. GLI has an impressive 20-year track record of economic development leadership in securing 76,000 new and retained jobs, \$14 billion in capital investment, and leading a long list of catalytic community projects. GLI is ready to execute Greater Louisville 2020 and now is the time. But we will only be successful against our peers if all those businesses and other stakeholders that have an interest in the prosperity of Greater Louisville step forward, engage with us in this initiative, and exercise financial leadership through substantial private investment.

*We need you to join us in driving this campaign and its economic growth initiative to success!*

## THREE YEAR PROJECTED ALLOCATION OF RESOURCES

### GLI ANNUAL INVESTORS

#### 2018-2020

23 Chamber Staff | \$8.13 million Total Investment (3 Years) in the delivery of GLI Core Investor and Top Investor Series

#### GLI, The Metro Chamber of Commerce

is funded by investment, sponsorships, events, products, and services, which supports the chamber's plan of work.

#### GLI's Core Investors fund:

- Investor Support + Connections
- Regular Communications about Business and Community Issues
- Advocacy Monitoring
- Access to Business Education + Professional Development
- Business Exposure and Marketing
- Networking Events
- Products + Services (e.g., HealthSolutions)
- Organizational Operations
- Access to GLI Facilities for Hosting Meetings
- Investor Listings
- Investment Recognition + Signage

#### GLI's Top Investors fund:

- Annual Meetings with GLI Leadership
- Public Policy Outreach + Discovery with Investors
- Networking Access with Elected Officials
- Up-to-Date Information on Advocacy Issues
- Intentional Business-to-Business Connections
- Assistance with Business Expansion Plans + Strategies
- Access to Private, Influential Events + Roundtables
- Top Investor Directory (Bluebook)
- Committee Opportunities
- Increased Organizational Operations

### 2020 CAMPAIGN INVESTORS

#### 2018-2020

17 Dedicated Growth Staff | \$11.3 million Total Investment (3 Years) in the delivery of the Greater Louisville 2020 Initiative

#### The Greater Louisville 2020 Plan

is funded by private businesses and regional partners ("Stakeholders") to achieve the following goals:

#### 1) Recruit Businesses and Grow Jobs

##### The Attraction of 5,000 High Wage Jobs to the Region by:

- Recruitment of GLI's Economic Development Staff
- Intentional Targeting for Business Attraction Projects
- Focused Outreach for Targeted Business Clusters
- Targeted Regional Marketing for Talent + Business Attraction
- Leadership in Special Projects: Air Service, West Louisville Initiatives, + Education Collaboratives
- Inbound Marketing Events Showcasing Greater Louisville to Education, Business + Regional Leaders

##### Double "Million Dollar Babies" from 8 to 16 in 2020 by:

- EnterpriseCorp Staff
- Attraction of Startups + Promotion of Entrepreneur Center
- Providing Direct Support to Entrepreneurs

#### 2) Recruit, Grow and Retain Workforce

##### Increase the Working Age Population by 38,000 + Increase in the Number of Degreed Adults by 18,000, by:

- Talent + Workforce Staff
- Execution of Talent Retention + Attraction Strategies
- Execution of Workforce Development Strategies to Fill Jobs + Retain Current Employees

#### 3) Advocate for a Strong Business Environment

Improving Greater Louisville's Climate by:

- Retention of Increased Public Policy Staff
- Leadership in Lobbying for Bi-State Public Policies that Support Business + Economic Development Initiatives



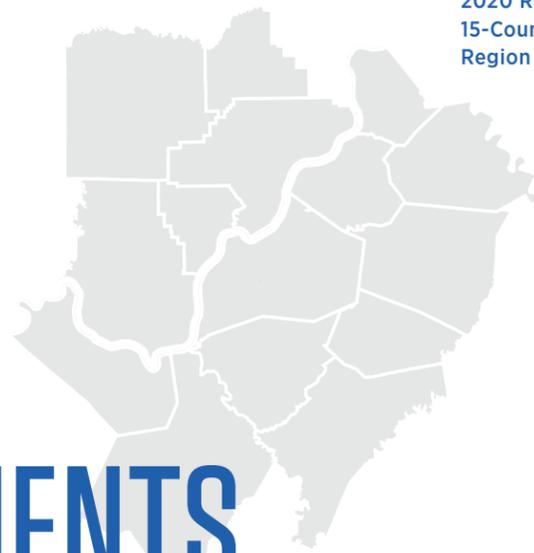
Greater Louisville 2020 is the roadmap we must fund and follow if we are serious about creating sustainable economic growth.

*Paul Varqa*  
CEO, Brown-Forman Corp.



**\$5,417,444,053**  
ANNUAL ECONOMIC IMPACT

# A TRACK RECORD OF SIGNIFICANT ACCOMPLISHMENTS



Greater Louisville 2020 Represents a 15-County Bi-State Region

Formed in 1997 through the merger of the Louisville Chamber of Commerce and The Louisville Economic Development Partnership, Greater Louisville Inc. (GLI) leads the regional effort to accelerate the economy throughout a 15-county, two-state area. As the region's largest convener of business leadership, GLI tackles the big issues and proactively drives economic and community growth.



### TRANSFORMATIONAL PROJECTS AND INITIATIVES:

- Ohio River Bridges Project
- Yum! Center
- UPS Worldport Attraction and Expansions
- Ford Plant Retention and Expansions
- 4th Street Live!
- Advance Greater Louisville Regional Partnership
- Regional Air Coalition
- Where Opportunity Knox
- City/County Merger
- Louisville Metropolitan Caucus
- Academies of Louisville
- EnterpriseCorp
- Right-to-Work Passage

**76,000+**

New & saved jobs through business attraction, creation, and retention

**\$14 BILLION**

in capital investment



# OUR REGION'S KEY CHALLENGES

The 15-county Greater Louisville region is fortunate to have a strong economic base, with advanced manufacturing, logistics, aging care, food and beverage, and business services serving as the heart of our economy. At the same time, we face significant challenges to our future success and prosperity, including:



Jim Beam American Stillhouse -Clermont, KY



River Ridge Commerce Center -Jeffersonville, IN



Brown-Forman Distillery -Louisville, KY

### INTENSE COMPETITION FOR BUSINESSES, JOBS, AND TALENT

Greater Louisville faces the competitive reality that other regions are also hard at work pursuing the same companies, jobs, and workers we want here. Many of these regions have strong public-private partnerships in place and well-funded economic development plans. They are hard at work improving their competitive posture and chasing the same opportunities we seek.

### WORKFORCE CHALLENGES

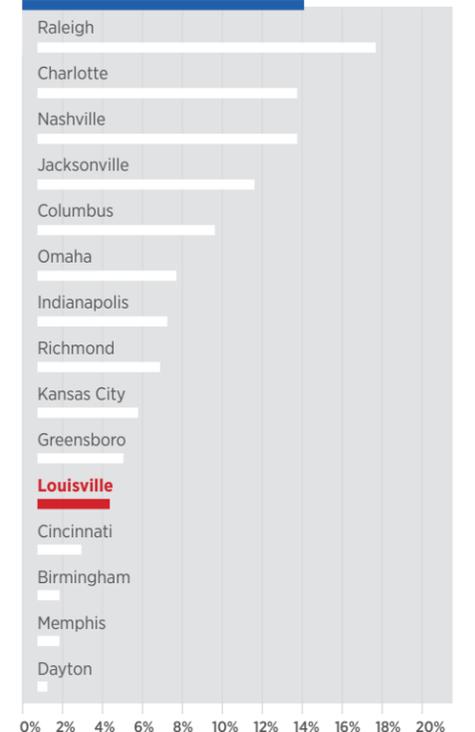
We have too many open jobs. In fact, there are approximately 27,000 open positions requiring individuals with entry-level skills to advanced degrees (December, 2017). This is three times the normal rate. Not filling these positions leaves \$1.2 billion+ per year in payroll "on the table." These positions remain open due to:

- Inadequate skills. Employers can't find enough qualified workers, especially entry level and STEM-skilled workers.
- Insufficient quantity. Greater Louisville faces the challenges of an aging workforce, sluggish population growth, and strong competition for talent from other communities. Our net domestic migration in 2016 was negative.

### BUSINESS ENVIRONMENT

Kentucky ranks 33rd in business tax climate rankings, which puts Greater Louisville at a disadvantage relative to states and regions with friendlier tax codes, better workers compensation benefits, and better workforce education programs.

### Louisville Peers Percentage Growth | 2010-2017



Every prosperous city needs an active and engaged business leadership organization. I'm proud to work closely with GLI business leaders to accelerate Louisville's growth and partner on many important initiatives to grow our economy.

Mayor Greg Fischer



# THE THREE-GOAL GREATER LOUISVILLE 2020 INITIATIVE

In response to our region's key challenges, the GLI Board developed "Greater Louisville 2020" with three bold goals. For each of these goals, GLI developed supporting strategies, tactics, and measurable objectives. This initiative is the main region-wide focus of GLI and is supported by private foundation and public investments. Of note, Greater Louisville 2020 has its roots in the 2014 "Advantage Louisville" plan, the comprehensive multi-year economic and community development plan GLI developed with help from Market Street Services of Atlanta, and with input provided by nearly 1,000 community leaders.



Strategic engagement between the public and private sectors helps create a welcoming and competitive business climate. By working together on the goals outlined in this plan, we can move our

city, our region, and its economy forward.



*Mary Ellen Wiederwohl*  
Chief, Louisville Forward  
Greater Louisville 2020  
Public Sector Co-Chair

**01** Recruit Businesses  
and Grow Jobs

**02** Recruit, Grow, and  
Retain Workforce

**03** Advocate for a Strong  
Business Environment

## GOAL 1 RECRUIT BUSINESSES & GROW JOBS

The future success of the 15-county Greater Louisville region depends on our ability to generate jobs of the future through recruitment of new companies, retention of businesses already driving our economy, and supporting the creation of new businesses. GLI's role is to proactively market the region, support existing business expansion, and assist the entrepreneur ecosystem through GLI's EnterpriseCorp, the region's leading entrepreneurial support organization (ESO).



# 1.1 BUSINESS RECRUITMENT

## MARKET THE REGION TO RECRUIT GROWTH BUSINESSES IN TARGETED CLUSTERS

### Focus on targeted clusters

Focus marketing and business attraction efforts in growing industry clusters of the future and attracting jobs that have the highest economic impact and wages.

### NEW/ Dramatically increase lead generation

Partner with lead generators and conduct targeted c-suite outreach meetings to uncover qualified relocation leads.

### NEW/ Welcome reception for new companies

Host an annual event celebrating new and expanded companies.

## STRENGTHEN THE 15-COUNTY ADVANCE GREATER LOUISVILLE (AGL) PARTNERSHIP

**NEW/ Connect the region to promote regional assets and partners** / Coordinate quarterly AGL Advisory Council meetings, Regional Partner visits, and produce a video highlighting regional assets.

**NEW/ Convene a best practices forum** Provide a forum for economic development partners to share best practices across the region.

“

Pulling our many regional partners together on the Amazon HQ2 bid and raising the funds to pay for it, demonstrated the true value of the Advance Greater Louisville Partnership.”

Wendy Dant Chesser  
President & CEO, 15i  
(One Southern Indiana)

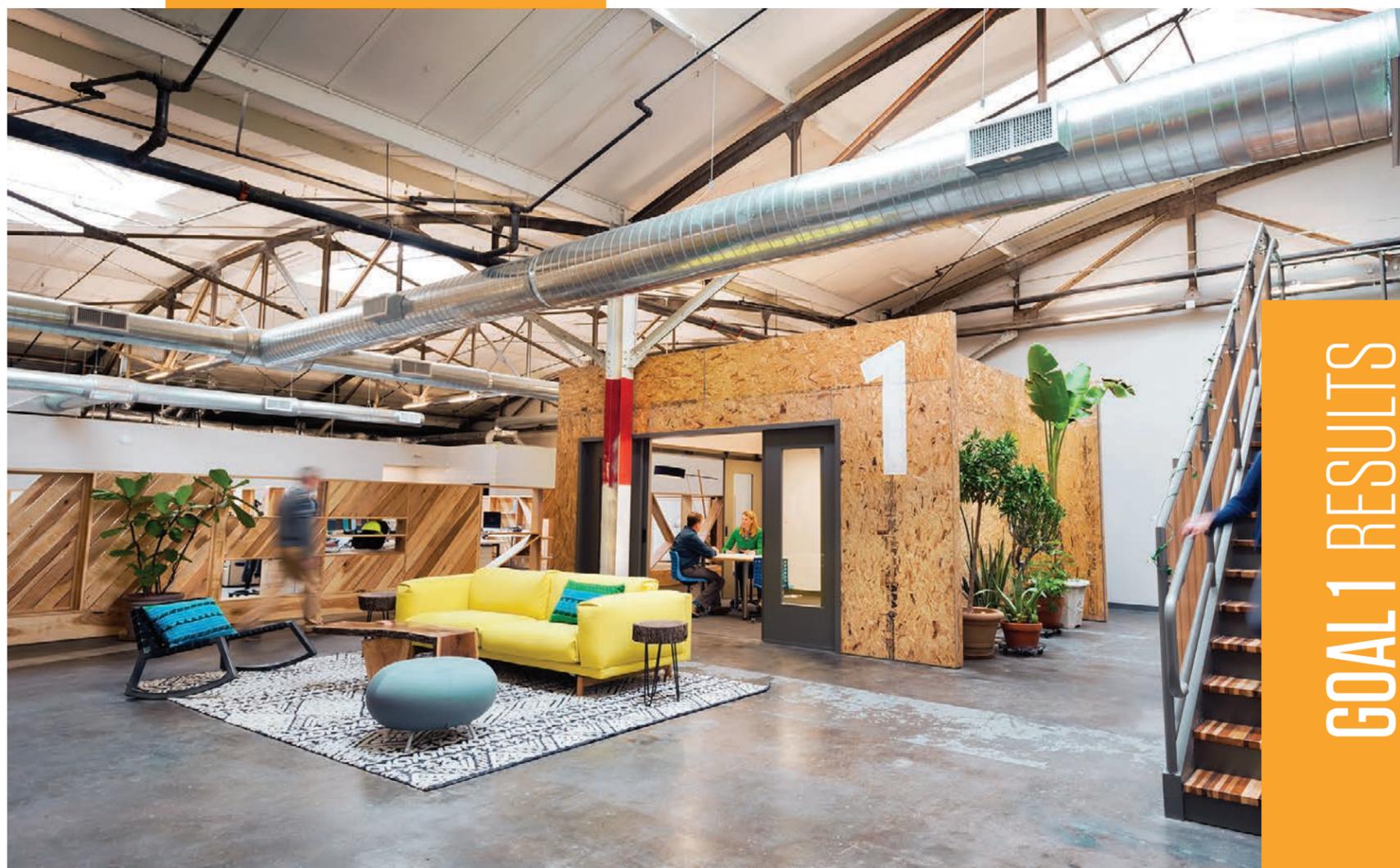


# 1.2 SUPPORT EXISTING BUSINESS EXPANSION

**Visit with growth businesses** / GLI's Investor Development team meets with 1,000+ businesses each year and uncover expansion needs that are shared with regional partners.

**NEW/ Rapid response team** / Form a volunteer "Rapid Response Team," in collaboration with regional partners to intervene in urgent situations involving a company's possible expansion or potential departure from the region, as well as responding to mega projects similar to Amazon HQ2.

**Collaborate on common challenges** / Coordinate with existing industry sector groups to identify and address common challenges, opportunities, and support needed.



GOAL 1 RESULTS

# 1.3 ENTREPRENEURSHIP

## ATTRACT STARTUPS AND PROMOTE ENTREPRENEUR CENTER

**NEW/ Attract startups to Louisville's Entrepreneur Center** / Using a "Start In Lou" incentive plan, collaborate with community partners and use incentive packages to attract stage 2+ startups to Greater Louisville, to locate in or near the new Entrepreneur Center.

**NEW/ Promote existing and future Entrepreneurial Centers** / Promote the new Entrepreneur Center on East Main Street and other "centers of density" by inviting entrepreneurs to the location for meetings, programs, and events.

## STRENGTHEN ENTERPRISECORP'S ROLE

**NEW/ Brand and raise the profile of EnterpriseCorp** / Implement a branding campaign to position EnterpriseCorp as the region's lead entrepreneurial support organization (ESO). Host high-profile events, including the Evening of Entrepreneurship, Hot & Fast Innovation Awards, and Global Entrepreneurship Week.

**Champion the entrepreneurial community** / Engage the media on behalf of the entrepreneur community, communicating the "wins" of local startups.

## PROVIDE DIRECT SUPPORT TO STAGE 2 & 3 ENTREPRENEURS

**One-on-One support** | Use the lean startup methodology to provide education, mentorship, and grant funding to scalable tech "enabled" startups.

**NEW/ Expand Mentor Louisville program** Increase use of EnterpriseCorp's Mentor Louisville program and site, which connects startup founders and management with mentors, subject matter experts, and service providers.

**NEW/ Expand Sales Intensive program** Expand EnterpriseCorp's "Sales Intensive" program that teaches entrepreneurs how to sell and market their product or service to early customers.

**NEW/ Connect entrepreneurs to capital** Reinvigorate the Enterprise Angels investor network and implement "Funding Bootcamps" to educate entrepreneurs on crowd-funding, bootstrapping, crowdsourcing, and grants.



**Recruit 5,000 High Wage Jobs of the future** to the region, focused on GLI's target business sectors.



**Double the Fast-Growth "Million Dollar Babies."** Increase from 8 to 16 per year the number of "Million Dollar Babies" (Early stage companies raising \$1M+ in private equity in a single investment round OR achieving \$1M+ in cumulative sales revenue).

## GOAL 2 RECRUIT, GROW, & RETAIN WORKFORCE

Workforce is a key factor in nearly every business location decision. We must effectively recruit, grow, and retain a workforce that is aligned with the needs of current and future Greater Louisville employers.



## 2.1 WORKFORCE RECRUITMENT

### INCREASE NET MIGRATION OF DEGREEED WORKERS

**NEW/ Execute a dynamic marketing campaign**  
Implement a targeted marketing campaign and advertising to attract talent to the region, including “road shows” in targeted cities. Execute a sustained talent retention campaign in the MSA.

**NEW/ Launch “City Champs” Ambassadors**  
Train ambassadors and launch a program to assist employers with attracting candidates and selling them on Louisville.

**NEW/ Provide direct support to employers**  
Meet with employers seeking to attract candidates to Louisville and educate their recruiting staff on available tools.

**NEW/ Deploy “Live in Lou” Toolkit**  
Deploy an array of online, digital, and print materials to “sell Louisville” to potential movers. Create a full community job portal feature on LiveInLou.com, serving job seekers and companies posting jobs.



I am proud to lead an organization that is committed to developing the workforce of the future with active, engaged business leaders. GLI is working with partners throughout Greater Louisville to create solutions today that will grow and strengthen our region for decades to come.



*Jim Allen*  
2018 GLI Board Chair &  
Chairman & CEO, Hilliard Lyons

# 2.2 WORKFORCE GROWTH & DEVELOPMENT

**GROW AND ALIGN**  
EDUCATION AND WORKFORCE RESOURCES  
WITH NEEDS OF EMPLOYERS

**NEW/ Academies of Louisville** / Engage business professionals to participate in the JCPS Academies of Louisville program that provides curriculum guidance, mentorship, and experiential learning opportunities to high school students, including job shadowing opportunities, internships, and co-ops.

**CONNECT EMPLOYERS**  
TO COLLEGIATE TALENT

**NEW/ College fairs** / Exhibit at career fairs and host Louisville-specific hiring events on campuses to facilitate the connection between students and available jobs in our region.

**NEW/ Career services** / Form relationships with university career services and alumni program directors to collaborate on opportunities to connect employers hiring in Louisville with future talent.

**APPLY SPECIAL FOCUS**  
TO UNDERSERVED COMMUNITIES

**NEW/ Training and logistics** / Bring more of the working age population into the active workforce by providing training and addressing logistical impediments in underserved communities.



GOAL 2 RESULTS



Increase the working age population (aged 25-54) in the MSA by 38,000.



Increase the number of degreed adults in the MSA (Associates or higher) by 18,000.



Increase the number of college / career ready students graduating the region's public schools to 74%.



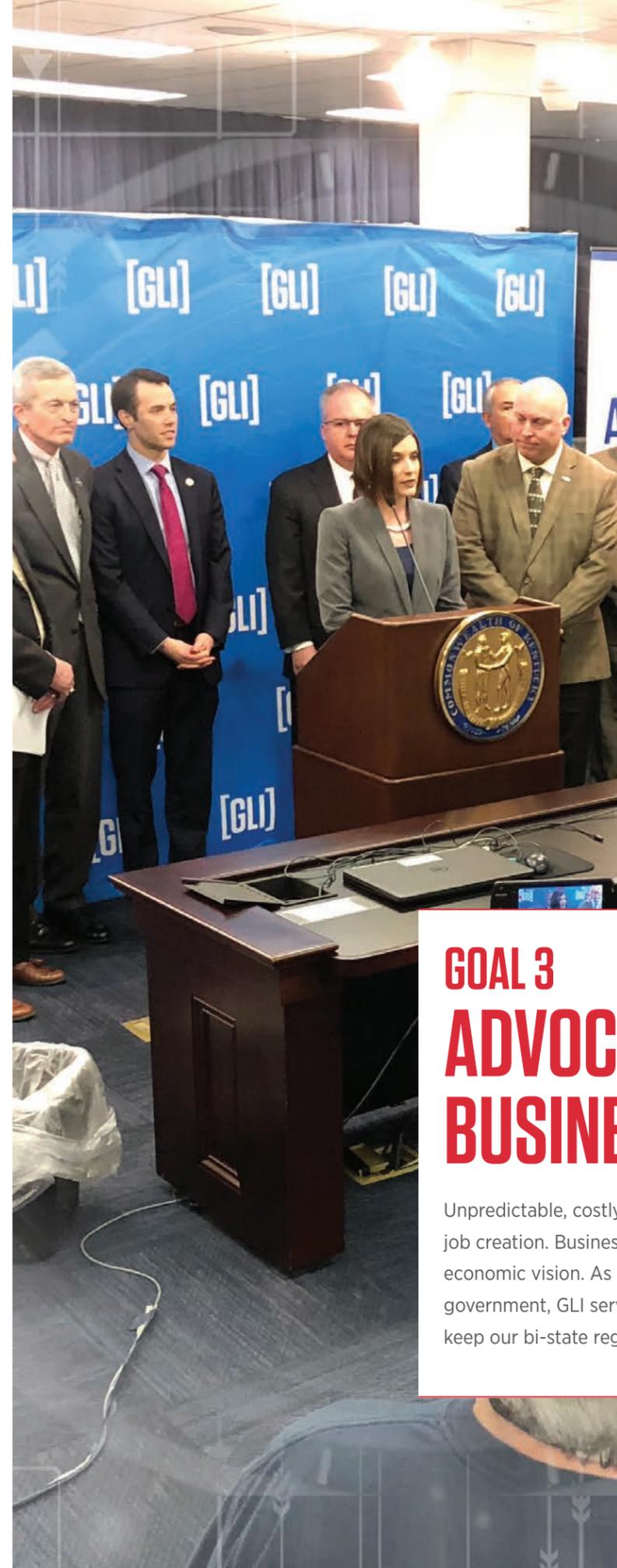
Add workers to the talent pool via the focus on underserved communities.



Greater Louisville's business community must make a stronger impact on the legislative process at every level of government. Our business and community's growth rates are directly tied to successfully making the case for policies that benefit everyone in our community.

**Condrad Daniels**

President,  
HJI Supply Chain Solutions  
Greater Louisville 2020  
Logistics & eCommerce  
Industry Chair



## GOAL 3 ADVOCATE FOR A STRONG BUSINESS ENVIRONMENT

Unpredictable, costly government policies can discourage investment and job creation. Business and government must be aligned around a common economic vision. As THE regional "Voice of Business" in the halls of government, GLI serves as an advocate for policies and legislation that will keep our bi-state region economically competitive.

## 3.1 ACTIVELY LOBBY FOR GREATER LOUISVILLE BUSINESS INTERESTS AT LOCAL, STATE, AND FEDERAL LEVELS

### ACTIVATE THE NEW

#### LOUISVILLE METROPOLITAN CAUCUS

Engage and secure the support of the new Louisville Metropolitan Caucus for GLI's top pro-business legislative priorities.

**Build relationships and communicate priorities** / Build strong relationships with and communicate priorities to elected officials through regular engagement, and advocacy-related events.

**Work with coalitions** / Take part in or lead coalitions to further business friendly legislation.

### ENGAGE/SECURE

#### SUPPORT OF GLI INVESTORS

Engage GLI investors in the public policy development and legislative process.

**Encourage active participation** / Engage investors via issue committees, task forces, events, and policy surveys.

**NEW/ Create citizen lobbyists** / Recruit investors to serve as citizen lobbyists locally, in Frankfort, in Indianapolis, and in Washington.

**Communicate** / Regularly communicate with investors via advocacy alerts, email updates, blog posts, and social media.



In the past three years, GLI Advocacy has transformed into an invaluable resource to my business and the community of Greater Louisville. The access, expertise, and acumen of the staff pays real dividends in the actions taken by policymakers at the local, state, and federal levels.



*Evelyn Strange*

President  
Advance Electrical Systems  
Past GLI Board Chair, and member of  
GLI's Public Policy Council



Indiana Statehouse

GOAL 3 RESULTS

## 3.2 REPRESENT GLI REGIONAL INVESTORS

### INCREASE ADVOCACY

#### WITH THE INDIANA LEGISLATURE

Collaborate with a Southern Indiana bill sponsor to pass priority Indiana legislation.

### EXPAND

#### REGIONAL RELATIONSHIPS

Engage Indiana-based GLI investors to expand GLI's connections in Indiana's business and public policy circles. Increase the frequency of meetings with Indiana's elected officials.

### COLLABORATE

#### WITH ONE SOUTHERN INDIANA

Host joint events and collaborate with One Southern Indiana on the Legislative Agenda.



**Equalize Kentucky's income tax rate** in order to be competitive with neighboring states, as measured by the Tax Foundation.



**Pass 5 bills** to save the business community money.

# GREATER LOUISVILLE 2020

## IS AN AGGRESSIVE INITIATIVE

### But what will we gain?

GLI contracted with Dr. Barry Kornstein, an independent research consultant, trained at MIT, the Massachusetts Institute of Technology. His published report of February 2018 looks at what adding 5,000 new jobs would mean for the region's total income, value added, output/MDP, and consumer expenditures after factoring in all of the spin-off economic activity that results.

We must grow the economy through recruitment & creation of new businesses and people to work in them. Without growth, there will continue to be declines in the net tax base, net disposable income, philanthropy, and quality of life. We are in a competition against our peer cities and we are losing. There are many important issues in our region, but the only scalable solution is reasonable growth of jobs and the economy.

### WHAT'S THE IMPACT OF NEW BUSINESS RECRUITMENT?

In summary, we will recruit 5,000 new jobs of the future for the region. This will spur existing business growth, additional new business attraction, and new capital investment for the entire region.

	JOBS	PAYROLL	VALUE ADDED	OUTPUT/MDP	CONSUMABLE INCOME
DIRECT	5,005	\$265,000,000	\$562,530,740	\$2,071,925,396	\$219,008,264
INDIRECT	3,227	\$195,347,246	\$322,466,568	\$570,595,134	\$164,747,289
INDUCED	3,028	\$136,077,254	\$242,920,305	\$416,923,523	\$115,024,151
<b>TOTAL</b>	<b>11,260</b>	<b>\$596,424,500</b>	<b>\$1,127,917,613</b>	<b>\$3,059,444,053</b>	<b>\$498,779,704</b>

\*Numbers derived from U of L/ Kornstein Report

**\$596 MILLION**  
New income/payroll per year

**\$498 MILLION**  
in new personal consumption expenditures per year.

**\$1.1 BILLION**  
in new expenditures per year - to be spent inside and outside of the Greater Louisville MSA.

## 11,260 NEW JOBS

When achieved, a minimum total MDP output of **\$3,059,444,053 /YR**

### WHAT IS THE IMPACT OF GROWING A TALENTED WORKFORCE?



Increase the working age population (aged 25-54) in the MSA by 38,000.



Increase the number of degreed adults in the MSA (Associates or higher) by 18,000.



Increase the number of college / career ready students graduating the region's public schools to 74%.



Add workers to the talent pool via the focus on underserved communities.

**38,000 NEW WORKERS**  
at median wage target of \$54,000

**\$2,052,000,000 /YR**

### WHAT WAS THE IMPACT OF POLICY CHANGES IN THE 2018 LEGISLATIVE SESSION?

#### Major Victories

- Worker's Comp Reform
- Pension Reform
- Essential Skills
- Confidential Peer Review
- Full Funding for SBDC
- Increased Funding for K-12 Education
- Lowered Corporate and Individual Income Tax Rate, Elimination of Inventory Tax
- Direct Spirits & Wine Shipment
- Preservation of the Angel Investment Tax Credit and Kentucky Jobs Retention Act
- Improved Teacher Pay in Priority Schools



**\$306,000,000 /YR**



The ROI identified in the comprehensive study of this plan is something that should make every business leader sit up and take notice. The sound reasoning and analysis done by GLI to craft a plan of this caliber makes Greater Louisville 2020 a good investment.

*Mike Ash*

Regional President,  
Fifth Third Bank Kentucky  
Greater Louisville 2020  
Evaluations Committee  
Chair



What's the bottom line?

# WE MUST DO THIS!

# \$5,417,444,053 IN TOTAL ECONOMIC IMPACT/YEAR

# FORECASTED NEW ANNUAL HOUSEHOLD EXPENDITURES\*

ITEM	MINIMUM	MAXIMUM
<b>MONEY INCOME BEFORE TAXES</b>	<b>\$498,779,705</b>	<b>\$614,036,286</b>
<b>AVERAGE ANNUAL EXPENDITURES</b>	<b>\$425,024,371</b>	<b>\$523,237,782</b>
<b>FOOD</b>	<b>\$62,624,305</b>	<b>\$77,095,350</b>
Food at Home	\$32,101,197	\$39,519,050
Food Away from Home	\$23,141,517	\$28,488,992
Alcoholic Beverages	\$3,360,939	\$4,137,576
Other Lodging	\$4,020,652	\$4,949,733
<b>HOUSING</b>	<b>\$131,577,960</b>	<b>\$161,982,618</b>
Shelter	\$70,434,205	\$86,709,939
Owned Dwellings	\$42,776,555	\$52,661,239
Rented Dwellings	\$27,657,650	\$34,048,700
Utilities, fuels, and public services	\$32,894,318	\$40,495,443
Household Operations	\$8,971,365	\$11,044,442
Housekeeping Supplies	\$5,352,203	\$6,588,975
Household Furnishings and Equipment	\$13,925,870	\$17,143,820
<b>APPAREL AND SERVICES</b>	<b>\$12,651,741</b>	<b>\$15,575,269</b>
<b>TRANSPORTATION</b>	<b>\$78,473,714</b>	<b>\$96,607,195</b>
Vehicle Purchases (net outlay)	\$35,091,676	\$43,200,560
Gasoline and Motor Oil	\$17,959,361	\$22,109,359
Other Vehicle Expenses	\$22,232,333	\$27,369,717
Public and Other Transportation	\$3,190,344	\$3,927,560
<b>HEALTHCARE</b>	<b>\$37,971,472</b>	<b>\$46,745,811</b>
Health Insurance	\$26,273,941	\$32,345,247
Medical Services	\$6,503,825	\$8,006,710
Drugs	\$4,072,526	\$5,013,594
Medical Supplies	\$1,121,181	\$1,380,260
<b>ENTERTAINMENT</b>	<b>\$21,238,662</b>	<b>\$26,146,432</b>
<b>PERSONAL CARE PRODUCTS &amp; SERVICES</b>	<b>\$4,911,696</b>	<b>\$6,046,676</b>
<b>EDUCATION &amp; READING</b>	<b>\$7,101,535</b>	<b>\$8,742,537</b>
<b>MISCELLANEOUS</b>	<b>\$24,048,027</b>	<b>\$29,604,976</b>
<b>PERSONAL INSURANCE &amp; PENSIONS</b>	<b>\$44,425,257</b>	<b>\$54,690,918</b>

\*Dr. Kornstein's calculations based on the US Bureau of Labor Statistics' 2015-16 Consumer Expenditure Survey, using Midwestern and Southern region results for income groups above \$40,000.



As the demand for aging care expands throughout the country, we have a real opportunity to build upon Louisville's status as an innovative leader in the sector and further expand our global impact. We need to prepare for the opportunities future trends will present and embrace them

wholeheartedly through GL2020.



*Steve Cunahan*

Chief People Officer,  
Kindred Healthcare Inc.  
Greater Louisville 2020  
Health Innovation Industry Chair

# USE OF RESOURCES GREATER LOUISVILLE 2020 THREE YEAR OVERVIEW (2018-2020)

## SOURCE OF FUNDS

Greater Louisville 2020 Campaign	\$5,000,000
Grants	\$1,970,000
Top Investor Support	\$1,894,000
In Kind (Media & Trades)	\$1,650,000
Contracts, Program & Other	\$808,000
<b>Total</b>	<b>\$11,322,000</b>

(\$2,421,073 Raised & Deployed 2015 -2017)

## USE OF FUNDS

Personnel	\$3,930,000 (17 Dedicated Growth Staff)
Program Expenses	\$1,657,000 (Marketing, etc.)
In-Kind Expenses	\$1,650,000 (Retention Media)
Direct Shared Expenses	\$2,952,000
Travel, Other	\$575,000
Outside Sources	\$358,000
Opportunity Fund	\$200,000
<b>Total</b>	<b>\$11,322,000</b>

# OPPORTUNITY FUND OVERSIGHT AND INVESTOR COMMUNICATIONS

## OPPORTUNITY FUND

**NEW/** It is likely that during the life of the initiative unforeseen opportunities and challenges will arise. GLI must be in a position to respond to these without jeopardizing planned components of the Greater Louisville 2020 initiative and without having to go back to the business community repeatedly with urgent funding requests. A \$200,000 Opportunity Fund is an appropriate and widely used method of planning for the unforeseeable.

## INVESTOR COMMUNICATIONS

**NEW/** Investor confidence in the initiative will only be maintained through the highest level of transparency, communications, and accountability. It will also require that the "first team" of business leaders in Greater Louisville take an active role in keeping the initiative on task, on time, and on budget. Specific oversight of the initiative will be vested in an advisory committee, which will evolve more fully after funds have been committed. The committee will be comprised of individuals whose financial investment clearly identifies their commitment to the initiative's success, as well as representatives of the GLI Board charged with implementation.

# GREATER LOUISVILLE | 2020

[ A Transformational Initiative for Regional Economic Growth ]



>> **11,260** NEW JOBS

>> **72** MILLION DOLLAR BABIES

>> **38,000** NEW WORKERS

>> **40+** KEY BILLS PASSED OR BLOCKED

>> **18,000** NEW DEGREES

>> **\$5.4 BILLION/YR.** IN ECONOMIC IMPACT

