

The Heiner Plan for Jobs & Economic Development

February 1, 2010

Like the rest of the nation, Louisville is still dealing with the tremendous challenge of turning the corner from the Great Recession. Though we hear that the national economy is growing again¹, we also see the daily realities locally that unemployment remains near historic highs, job creation is sluggish and people are still losing their homes.

Even in the face of such incredible challenges, Hal Heiner believes that the American economy is resilient, entrepreneurship and innovation remain defining characteristics of our national character and, *eventually* (if perhaps slowly), things will begin to turn around.

When that time comes, Louisville will need to be prepared to seize the new opportunities that will present themselves.

As Louisville engages in a community-wide dialogue over the next year through the Mayoral race on the range of issues facing the city – the most pressing question may be: WHO WILL LEAD LOUISVILLE OUT OF THE RECESSION AND POSITION US TO GROW JOBS AND MOVE OUR COMMUNITY FORWARD?

We all want to build a community that allows us to provide for our families, educate our children and present opportunities to build more comfortable and secure lives.

The question of how we achieve those goals and who we should turn choose to lead the community takes on additional salience when we consider that during the past decade, with the economy growing and unemployment relatively low, ***Louisville didn't fare well when compared to our competitor cities.***

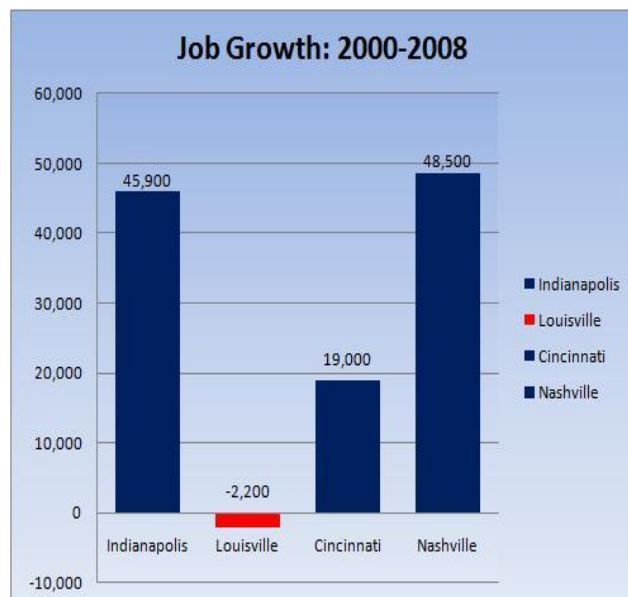
Consider that during 2000 - 2008:

Indianapolis GAINED 45,900 jobs

Nashville GAINED 48,500 jobs

Cincinnati GAINED 19,000 jobs

Louisville LOST 2,200 jobs²

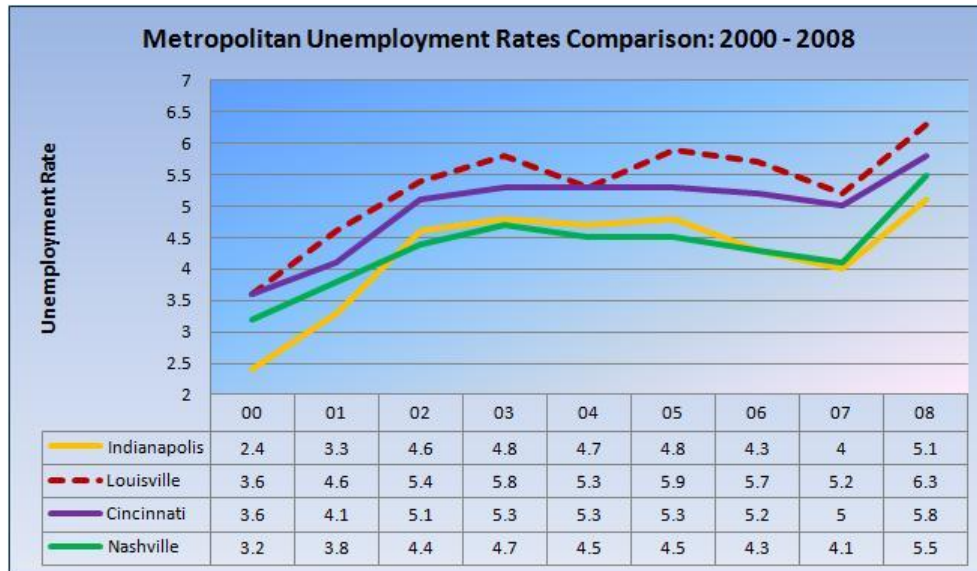


Source: Bureau of Labor Statistics

¹ GDP growth was report as 5.7% for the 4th quarter of 2009.

² Job comparisons among metropolitan statistical areas (MSAs). Source: Bureau of Labor Statistics. (www.bls.gov)

During that same period, Louisville’s average unemployment rate was nearly a percentage point higher than both Nashville and Indianapolis.³



Source: Bureau of Labor Statistics

Since the recession hit, while each city has seen a dramatic increase in their respective unemployment rate, Louisville has fared the worst. From October 2008 to October 2009 (the most recent “official” figures available) the unemployment rate has increased by:

- +2.7% in Indianapolis
- +3.3% in Nashville
- +3.6% in Cincinnati
- +3.9% in Louisville

Clearly, we can and we must do better.

To get there, Louisville needs a **proven job creator** leading us forward as we emerge from the challenges of these tough economic times.

HAL HEINER: A PROVEN JOB CREATOR WITH A VISION FOR THE FUTURE

In 1998, Hal Heiner developed Commerce Crossing, a business park that brought **4,000 jobs to southern Jefferson County**. He followed that with developing commercial sites that currently employ 1,000 Hoosiers and Louisvillians across the river in Jeffersonville. For over ten years now, these jobs have been supporting families, putting kids through school, providing a tax base to fund essential city and county services and serving as the anchor for people to call the Louisville area “home.” Hal Heiner’s work has connected him with site development specialists and business representatives deciding whether or not Louisville is going to be the location for their investment and jobs. He has learned from these job creators what they are looking for in a city and from a potential partner in government. He has had

³ Average unemployment rates from 2000-2008: Indianapolis 5.1%, Nashville 5.5% and Louisville 6.3%. Source: Bureau of Labor Statistics.

extensive discussions with these economic development experts about Louisville's strengths, what we can do better and what are the critical decision points that would tip the balance in Louisville's favor for securing a company's commitment to make Louisville their home.

No other candidate in the race for Mayor brings this proven experience of creating and growing jobs and with working with people to locate in Louisville.

As we emerge from this Great Recession, **this is the experience** that our city will need to compete with our competitors – ***experience that Hal Heiner will take into the Mayor's Office on Day 1.***

While this experience is crucial, it must be coupled with a vision for where Louisville can and must go. When we mobilize our assets and energies, what do we as a community intend to do? And how are we going to get there?

To jump start Louisville's economic engine, we must begin with **Leadership from the Mayor's Office**. Vince Lombardi said, "Leaders aren't born, they're made. And they are made just like anything else: through hard work."

Leadership isn't just showing up at the office, press events and announcements. Leadership is demonstrated by articulating a vision of where we want to go, rolling up the sleeves to undertake the hard work necessary to get there and inspiring others to join together to achieve more than any one person can achieve alone. To move our economy forward, a Heiner administration will:

- Have the Mayor serve as the **Chief Economic Development Officer** for Metro Louisville. Whether pursuing prospects looking to relocate to Louisville or working with local small and medium sized businesses to prosper in our city, Hal Heiner will show up to work every day committed to growing and attracting **investment and jobs** to the area.
- **Appoint a Blue Ribbon Commission to Prepare a New Jobs Strategy** for job creation, retention and attraction. The current plan was conceived *fourteen years ago*. This recession has changed our economic life dramatically. We must ensure that we're positioning Louisville for what will come next as opposed to what is in the rearview.
- **Create a "Closing Fund"** of public and private funds to provide the necessary resources to close relocation deals within Louisville. We must harness the **energy and vision of Louisville's business community** to partner in growing new opportunities for our Metro area. A recent **visit to Oklahoma City** gave Hal an opportunity to see a partnership where business and government are working together to promote their city. There are hundreds of reasons why people from both large and small companies call Louisville home for their businesses. Hal Heiner will solicit their help and financial commitment help make Louisville the home of others as well.
- Institute a **pro-investment culture** in Metro Government. **Small and medium sized businesses** carry a considerable burden each day to make payroll, provide customer service and seek and grow new business opportunities. The last thing that job-creators need is a non-responsive, inflexible local government with burdensome permitting processes and uncertain response times. Hal Heiner is committed to a **"48 Hour Turn-Around Time"** after a company has revised and resubmitted its plans for approval by Metro Government. It is possible to have government become more agile and

responsive while still ensuring that the public interest is being served. Under a Heiner administration, that is what job-creators doing business in the city can expect.

Along with new energy from the Mayor's Office, we must ensure that we have the necessary tools to promote jobs and growth and that we are sending the right signals that Louisville is **open for business**. In order to achieve this, we must take a hard look at what we are doing now and whether or not it is working. Are we getting a good return on our economic development investment dollars? Are our resources targeted toward the right priorities, especially when the budget is so tight?

What kind of message are we sending to potential partners in Louisville's growth? Are we inviting them in to invest and flourish? Finally, what are other cities doing that we could learn from to stimulate investment and job creation? Where can those ideas fit with the challenges we face here in Louisville?

These are big questions that are best answered through a community-wide discussion of what we want our city to be and how best to get there. As we engage in that discussion, Hal Heiner believes we must:

INVEST IN LOUISVILLE'S CAPACITY TO ATTRACT AND RETAIN INDUSTRY

- Target strategic **infrastructure investments** to encourage Louisville's **industrial development**. There are several areas within the city that hold tremendous potential for investment if government serves its proper role by investing in basic infrastructure. We must:
 - (1) Ensure that we are **prioritizing transportation dollars** toward **roads and interchanges** that facilitate easy access to marketable industrial sites;
 - (2) Get **essential water and sewer services** in place;
 - (3) **Work with state officials** over in Frankfort to make sure that the dollars being spent in Louisville are **targeting high-value projects that promote jobs and economic development**.
 - (4) Assemble older commercial and industrial sites with good access to existing transportation routes and infrastructure, clean them up ("brownfield mitigation") and **market them as revitalized "greenfields" ready for new investment**.
- **Advocate in Frankfort on behalf of Louisville** to ensure that the state's largest economic engine is getting sufficient resources to fuel our growth. It is well known that Louisville pays far more into the state coffers than it receives back in projects and services. Hal Heiner intends to move that needle by **leading an effort** to bring together a new "urban coalition" to convince the General Assembly that a *rising tide lifts all boats* and therefore investment in our urban areas is necessary, desirable and justified.
- **Hone workforce development strategies** to accommodate the workforce needs of local industry. The most effective means to help displaced workers re-enter the workforce is to ensure that they have skill sets that match up with what employers need. The most effective way to retain and attract industry is to ensure that our workforce meets an employer's needs. Louisville has seen innovative responses to educating its workforce and partnering with employers. (ex. Metropolitan College) **A Heiner administration** will work to promote **greater integration and partnership** between the Jefferson Community and Technical College and the Jefferson County Public School system to build a more robust "educational

pipeline” that is preparing our children for the jobs that will provide them with the opportunities to earn a good wage and remain close to home.

PROMOTE SMALL BUSINESS OPPORTUNITIES AND EMPOWER INNOVATION

- Create a **small-business friendly procurement process** to increase opportunities for small firms to secure work from Metro Government. Metro government spends millions of dollars each year for a variety of goods and services. We can **cut the red-tape** to make the opportunities more accessible, **rethink how projects are bid** by disassembling some of the pieces to make it easier for a small business to find a “good fit” for their goods and services and **speed up payment** for services rendered to help ease the cash-flow crunch that nearly every small business faces.
- Strengthen **Local Vendor Preferences** to keep Metro Government’s dollars within the community. Metro Government dollars spent with local businesses will have a greater churn through the economy, leading to a stronger multiplier effect of each dollar spent and higher direct and indirect growth of jobs through the community. We will identify ways to adjust the “bid price reductions” and tighten the “local business” definitions to better ensure that the qualifying businesses are truly local.
- Develop **new collaborative partnerships** between Metro Government and the University of Louisville. U of L is making great strides forward in securing federal research funds, especially in the health sciences. Having a major research university in our city is an incredible asset with tremendous potential. Not only does the University bring in **tens of millions of dollars** in federal and private research funding. Along with those dollars come people – talented, well educated, motivated and entrepreneurial.
 - We should invest in enhancing the University’s research capacity through the creation of a **“Research and Development Partnership Fund.”** This effort will work with the researchers at the University as they pursue federal grants and work to commercialize their products. Relatively small investments by Metro government could help leverage significant returns for the University and community from the National Institutes of Health, National Science Foundation, SBIR and STTR programs (to name a few).
 - Develop a **“Mayor’s Business Plan Challenge”** which will award \$500 to the best business plan for commercializing university research and developed by a student (graduate or undergraduate) in the Business College. This will create a vital link between those studying business and those doing the research and enhance links among the entrepreneurial cultures at the University. The synergies could lead to a higher probability of the formation of small, innovative firms stemming from the R&D capacity being built at U of L.

FULLY PARTICIPATE IN LOUISVILLE'S CONVENTION AND HOSPITALITY INDUSTRY

- In 2007 – the tourism and convention industry had a \$1.7 billion impact and accounted for 28,000 jobs) in Louisville. Louisville's central location makes it an attractive location for conventions and business meetings. Our city has first-class facilities to host the biggest and best events in the country. We must find ways to continue to build our capacity and energy to fuel the growth of this industry. Under a Heiner Administration we will:
 - Bring a concerted effort toward developing our very own "**Magnificent Mile**" from the Galt House to the Brown Hotel. The tourism and convention industry thrives on having retail, dining and entertainment near hotels and convention facilities. Louisville has made some progress with Fourth Street Live but much more can be done to inject life into that corridor. Bringing new energy and vibrancy to that strategic corridor will facilitate the growth of tourism and the jobs associated with that great industry.
 - Have the Mayor's Office "on call" to work with the Convention and Visitors Bureau to market Louisville as a great place to bring business. Just as we market the city to industrial prospects, we should market the city to convention prospects. The Mayor's Office under **Hal Heiner will be ready, willing and able** to pitch in to promote Louisville as the right location for meetings and conventions.

A COMPREHENSIVE VISION FOR A COMMUNITY OF OPPORTUNITY

Along with these strategies to attract investment and grow opportunities, we must recognize how our community life and governance fit into the broader picture. To enhance our ability to grow and retain jobs we must also:

- **Open and Transparent Government.** Businesses and entrepreneurs want to do business in a place where they can trust that government is working for them as opposed to against them. Open and transparent government is good government. This commitment will be a trademark of a Heiner administration. (More to Come!)

Louisville can and must compete. Strong leadership, enhanced commitment and energy in the Mayor's office and new ideas will position the city to make progress. Our best days are ahead of us. Let's join together to move our community forward.