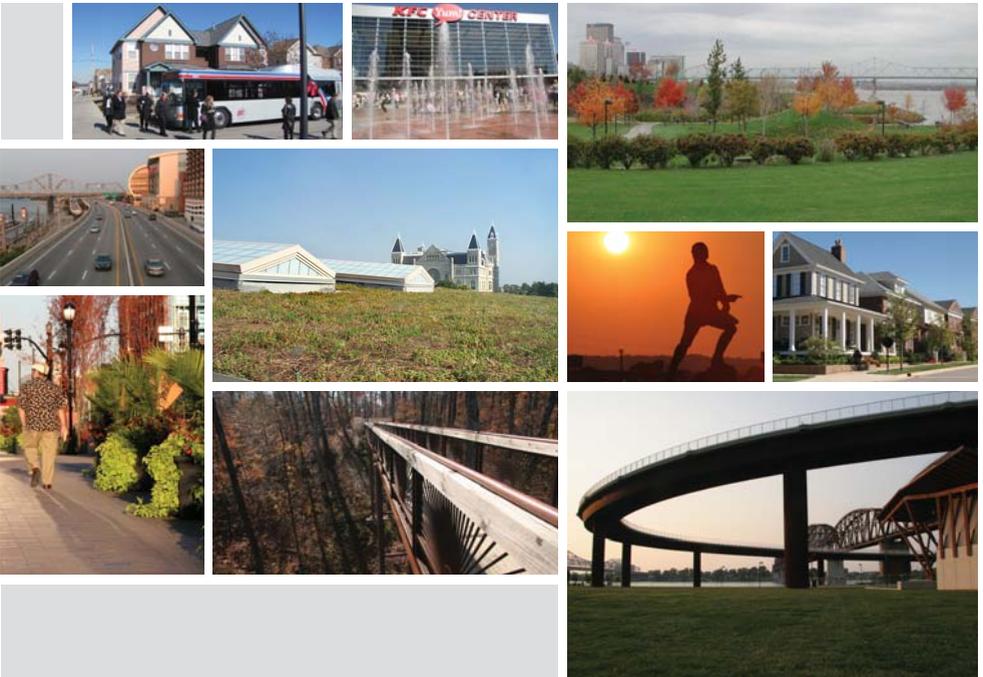


SHAPING LOUISVILLE

Bingham Fellows Class of 2011

Presenting an innovative blueprint to help our city create a future of economic prosperity and excellent livability in the 21st Century.



The Bingham Fellows Class of 2011 has a bold vision for a Louisville where we can live, work and prosper in the 21st Century.

WE ARE THE 2011 BINGHAM FELLOWS

As the Leadership Louisville Center's 2011 Bingham Fellows, we are forty community leaders representing a broad range of employers, backgrounds and interests. We were charged with shaping a vision for Louisville by considering our city's physical future and how it meets the economic, environmental and historic preservation needs of our region.

Some of us came with a background in infrastructure and others brought expertise in law, finance, marketing, nonprofit administration, public policy, healthcare, education and downtown development. Our common thread has been a commitment to building a Louisville that thrives.

WHAT WE DID

The tone was set for our class in January 2011 with New York City's PlaNYC, an infrastructure framework implemented by Mayor Bloomberg and brought to our attention by David Jones, Sr.

Since that time, the Leadership Louisville Center staff has facilitated a crash course in our community's infrastructure - past and present. Expert speakers helped us understand air, water, energy and transportation issues, as well as neighborhood activism and historic preservation.

We reviewed Kentucky's infrastructure report card, met with elected officials and toured infrastructure projects all over the city. All of this work provided us with an expanded sense of our community's needs and opportunities.

"This is the way good citizenry should work."

– Mayor Greg Fischer to the 2011 Bingham Fellows



WHAT WE FOUND:

Louisville's infrastructure needs are growing exponentially and, with a slowed economy and high unemployment, government budgets are strained more than ever. There are more project plans on shelves than there is money to implement them.

Compounding the challenge, there is no long-term, integrated and accountable vision for the development of the city's infrastructure. Currently, leadership and agencies make decisions regarding infrastructure investment on an ad hoc basis – acting often in a reactionary way, either because a problem develops or a private developer proposes a project with infrastructure needs. When government agencies do develop plans, they are often developed in the vacuum of that one agency or that one project, without a broader, community-wide and far-reaching view.

WHAT WE RECOMMEND:

We recommend that Louisville create and act on a long-term, integrated and accountable vision for the development of the city's infrastructure.

We believe it is vital that public infrastructure projects be seen as an investment... not an expense. Expenses are minimized and avoided. Investments are thought through and made proactively with the goal of creating a better future in mind.

By investing smartly, Louisville can meet its growing infrastructure needs to enhance the region's livability while also supporting private investment, spurring job creation and expanding its tax base. All of which helps to "grow the pie," and creates opportunities for additional infrastructure investments for the entire community.

"Serving our citizens, attracting and supporting innovation and entrepreneurs, and preparing our city for the future will require a visionary approach for our shared physical space and infrastructure."



SHAPING LOUISVILLE

We propose a new path forward for creating and executing an infrastructure master plan for a competitive regional city of Louisville.

TO SHAPE LOUISVILLE, WE WILL: FOCUS. PLAN. INVEST.

FOCUS:

ALIGNING INFRASTRUCTURE PRIORITIES WITH ECONOMIC DEVELOPMENT STRATEGY

The first step in a successful infrastructure plan is making sure it's aligned with economic development strategy and job creation. Working in partnership with IBM Global Business Services, we will assess Louisville's economic competitiveness with other global logistics hubs based on the reliability and performance of our city's logistics infrastructure. The results will identify gaps and propose action plans to maximize our logistics and transportation advantages.

Specifically, we will:

- 1 Define Louisville's domestic and international competitors for business in targeted Advanced Manufacturing and Logistics sub-sectors.
- 2 Conduct simulated site selection analyses to benchmark the quality of Louisville's logistics infrastructure.
- 3 Identify solutions to eliminate threats and capitalize on opportunities to establish Louisville's logistics infrastructure as the world standard.



PLAN LOUIE:

COORDINATING A LONG-TERM VISION

Just like a business, our city needs a long-term strategic plan, and Plan Louie will be modeled on the groundbreaking PlaNYC undertaken by Mayor Michael Bloomberg. Plan Louie will give our city a way to draw an infrastructure master plan for a competitive city where everyone thrives. We will have a plan that results in action, because it will include strong executive leadership, clear decision points and accountability for results. The city will have an integrated vision for infrastructure investment that:

1 Identifies Key Challenges and Opportunities

- Coordinates infrastructure planning and investment
- Ensures progress on the Greater Louisville Project's Deep Drivers (21st Century Jobs and Quality of Place)
- Includes input from the public and a broad-based Advisory Board

2 Defines Overarching Goals and Principles

- Reflects the Mayor's vision and the community's aspirations
- Informs priorities and decisions throughout Metro Government

3 Identifies Specific Initiatives

- Projects that are ambitious, actionable, achievable
- Identifies lead agency, milestones for completion, capital and operating budget needs

4 Provides for Effective Implementation

- Enables immediate action on initiatives
- Clearly defines agency responsibilities
- Provides effective communication and civic engagement

5 Ensures Accountability

- Provides regular progress reports on all initiatives
- Uses well-defined metrics to report progress
- Requires internal status reviews with key agency personnel

INVEST:

ENSURING THE BEST RETURN ON PUBLIC INVESTMENTS

We will set the new approach in infrastructure decision-making in motion through the creation of an Infrastructure Investment Board. This framework will ensure infrastructure investments generate significant "return" for the community. The board would provide elected officials with advisory recommendations based on objective data and analysis, as opposed to the current ad hoc model.

In addition to the plan developed through Plan Louie, the board would utilize a number of additional resources we've structured.

- 1 A model for analyzing infrastructure investments based on:
 - Job creation and resulting increase in tax revenue;
 - Impact on key industry clusters (advanced manufacturing, logistics, lifelong wellness, aging care, etc.); and
 - Support of economic drivers such as increasing educational attainment and fostering innovation and entrepreneurialism.

- 2 A map of economic "hot spots," that identifies areas where an investment in infrastructure would generate additional private investment, boost job growth and enhance quality of life and sustainability.

- 3 State/local tax and policy recommendations to enable additional infrastructure investment, including exploring opportunities for local revenue growth, utilizing available bonding capacity and encouraging new public/private partnerships.

About PlaNYC



Released in 2007, PlaNYC was an unprecedented effort to create a greener, greater New York. PlaNYC isn't just a vision, or a report that has collected dust. In four years, New York has made remarkable progress toward their goals.

For example, a goal of all New Yorkers living within a 10-minute walk of a park initiated the Million Trees NYC project. This attracted the interest of entertainer Bette Midler, who donated funds and helped secure additional private funding. Since then, they've planted over 322,000 trees and 84 percent of New Yorkers now live within a 10-minute walk of a park, an eight percent increase since 2007.



ABOUT THE BINGHAM FELLOWS

The Bingham Fellows is the leadership-in-action arm of the Leadership Louisville Center. The Fellows are all graduates of community leadership programs, representing a cross-section and network of leaders in business, universities, nonprofit organizations, government and civic activism. Their common threads are imagination and a talent for gathering critical resources needed to create social change.

The Fellows don't ponder what might be. They roll up their sleeves, shine a spotlight on the issue and put new ideas to work. The Fellows have an impressive track record of providing emerging issues with visibility and momentum. Over 20 years, the work of the Bingham Fellows has resulted in the establishment of The Housing Partnership, the growth of local farmers' markets, the construction of the Presbyterian Community Center in Smoketown and numerous other positive outcomes.

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About the Leadership Louisville Center: Created in 1979, the Leadership Louisville Center is the region's most valuable resource for leadership development and civic engagement. Its mission is to grow and connect a diverse network of leaders who serve as catalysts for a world-class community through dynamic programming and strong community connections.

Photos courtesy of DEHeyne, Qk4; gotolouisville.com; TARC