



OUR CORNER OF THE WORLD

SISTER CITIES MAGAZINE
WORLD AFFAIRS COUNCIL

FEATURED THEME

**Industry and Workforce
in our Cities**

Summer/Fall 2023

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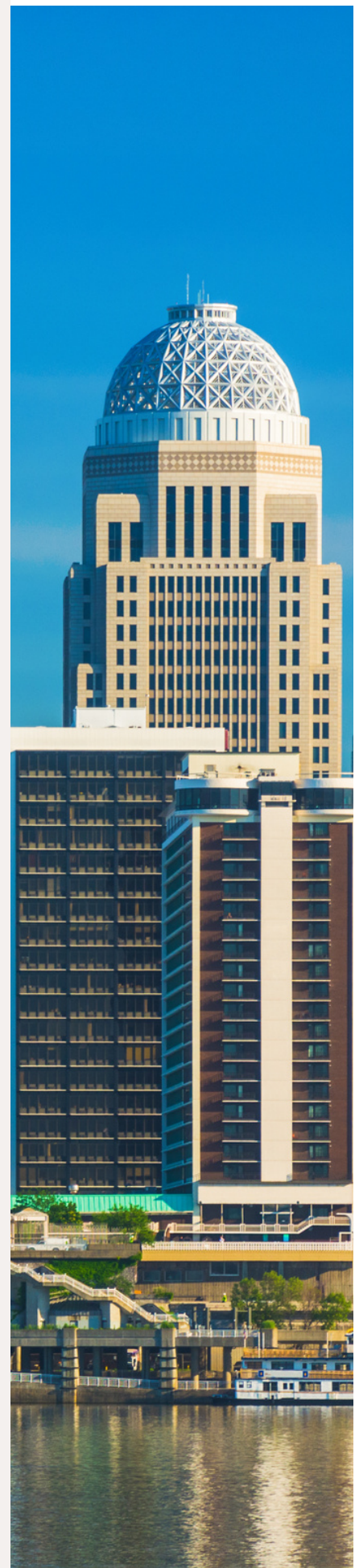
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Message from our Director

Greetings from Louisville!

It has been many months since we produced a Sister Cities Magazine. During the pandemic and its immediate aftermath, these productions (first in newsletter format, then magazine) have served as a window to each of our cities' developments, events and stories. In talking to many of you, it was clear that you also felt it vital to continue this production to share all the cultural, economic and social opportunities (and challenges) that connect our Sister Cities. In that spirit, I am thrilled to introduce our 2023 Summer/Fall issue of *Our Corner of the World, Sister Cities Magazine*.

We also take this opportunity to introduce our new Mayor, **Craig Greenberg**. Several of your cities also welcomed new leaders and we plan to feature them in future issues.

In keeping with our past issues, we are focusing on a specific theme that all Sister Cities face: economic development. We are specifically exploring the top industries that are driving the growth of our cities - agriculture, technology, health, tourism, just to name a few. In addition, we go in-depth with **Brown-Forman**, a Louisville-based global spirits company with a strong community footprint.

We hope to connect our cities through opportunities in these areas and welcome any inquiries or requests for introductions.

Enjoy reading this and please send us your comments and ideas!

XIAO YIN ZHAO
EXECUTIVE DIRECTOR



Get to Know Mayor Greenberg

Craig Greenberg was sworn in as Louisville's 51st Mayor on January 2nd, 2023. Mayor Greenberg is a proud Louisvillian, husband, father, entrepreneur, and community leader who believes in thinking big, working hard, and making things happen. A proud graduate of Jefferson County Public Schools, the University of Michigan, and Harvard Law School, Mayor Greenberg was an attorney before helping launch and lead 21c Museum Hotels. He is a former board member of the University of Louisville and Republic Bank and is now a co-owner of Ohio Valley Wrestling.

WHAT MADE YOU WANT TO SERVE AS THE MAYOR OF LOUISVILLE?

These past few years have shined a bright light on the longstanding problems in our city and it's past time for action.

We must come together and build a more just and inclusive city for every Louisvillian, no matter the color of their skin. We must make sure every family is safe and secure. We must provide more opportunities for everyone to succeed. We must help our schools improve and work for every child in every part of the city.

Together, we will build a more dynamic, inclusive and healthy Louisville.

WHAT ARE YOU CURRENTLY FOCUSED ON AND WHAT ARE TOP PRIORITIES FOR THEM IN THE NEXT 3 YEARS?

1. Public Safety:

Louisville deserves the best trained, trusted and transparent police department in America. We must have a police force of men and women who have been carefully recruited, properly trained and well paid to perform the dangerous job of preventing and solving crime in our neighborhoods. And, they must be - from the Chief to the newest recruit - accountable to all of us.

In turn, we must support them and their work. We must also address our long-standing systemic inequalities. And, we must provide more opportunities for our youth and young adults who currently lack hope and opportunity.

In Louisville, we have wonderful, energetic, creative and hard-working people. Leveraging this spirit, we will work together and make all of this happen to create a safer city.

As Mayor, I expect you to hold me accountable as I work with our police, community leaders and citizens from every neighborhood to create a safer Louisville for everyone.

2. Affordable Housing:

- Build at least 15,000 more affordable housing units throughout our city, with a focus on building homes near jobs and improved public transportation routes
- Renew our focus on home ownership in historically redlined communities, making it possible for families to build and pass on generational wealth.
- Prioritize the development of new housing on lots that are currently vacant or abandoned.
- Increase no-income housing solutions to serve the homeless or unhoused and center them in close proximity to much-needed support services.
- Support dense and in-fill mixed-income housing to add more residents to Louisville's urban core.

3. Greener City, Healthier Families

- Design transportation and commercial developments aimed at a carbon neutral city and improved traffic flow.

- Prioritize housing and commercial developments that create walkable, bikeable, livable, green and safe neighborhoods.
- Improve our public parks, with a focus on historically neglected parks, and work with non-profit organizations to improve our public amenities and build new green spaces.
- Retrofit city facilities with solar technologies and turn urban brownfields into urban solar farms.

WHAT KINDS OF COLLABORATIONS/EXCHANGES DO YOU WANT TO SEE FROM LOUISVILLE'S SISTER CITIES?

Our hope is to create a strong and stable framework for sustained collaboration in the following areas:

- public safety
- affordable housing
- climate resilience
- public transit
- culture and the arts
- tourism
- economic development

FAMILY

Mayor Greenberg has been married to his wife, Rachel, for 23 years and they have two sons, Daniel and Benjamin. Rachel is an educator who previously taught English as a Second Language at Wheatley Elementary School. Mayor Greenberg is also a co-owner of Ohio Valley Wrestling in Louisville.



Raise a Glass: Brown-Forman

written by Elizabeth Conway, Director, External Communications and Corporate Brand
/photos from Brown-Forman

Brown-Forman is a global beverage company with more than 5600 employees of dynamic people who produce, market, and distribute fine spirits and wines on six continents. We were founded in Louisville, Kentucky, more than 150 years ago. Today, our brands and production facilities connect us to people around the world.

HOW HAS THE BEVERAGE INDUSTRY CHANGED GLOBALLY FOR BROWN-FORMAN IN THE LAST 3 YEARS?

Like many companies, our industry faced numerous headwinds over the last three years, including the pandemic, supply chain challenges, higher input costs due to inflation, the significant impact of negative foreign exchange, and the impacts of the Russian invasion of Ukraine.

This year, those headwinds began to ease. And, while uncertainty and volatility are likely to remain a part of our conversations, Brown-Forman demonstrated this year and throughout our 153-year history that our brands are healthy, our people are resilient, and our company is able to navigate the challenges that come our way. (Lawson Whiting, earnings call, June 7, 2023)

With the disruption of a global pandemic largely behind us, consumers are reuniting to enjoy each other's company—and a drink. People are gathering with friends; returning to bars, pubs, and restaurants; reviving cherished traditions and celebrations; and traveling once again. As they do so, many continue to trade up to more premium brands, while others are seeking flavor and convenience.

With the bold investments we made in our portfolio, our partnerships, and our people, Brown-Forman's products are ready to meet the tastes of today's consumers. (2023 Annual report).

WHAT IS B-F'S RELATIONSHIP TO THE LOUISVILLE COMMUNITY?

Brown-Forman was founded in Louisville, Kentucky, more than 150 years ago by George Garvin Brown. Brown believed people should know that the bourbon they were drinking was consistent, high quality, and safe.

In 1870, he put his bourbon, Old Forester, into sealed glass bottles, signed it, and pledged, "There is nothing better in the market." With that promise, Brown-Forman began its journey in Louisville and Old Forester became the first bottled bourbon in America.

Today, our corporate headquarters in Louisville is currently home to approximately 25% of our 5600 global employee population. With a significant portion of our employees located here and with our long history and deep roots, Brown-Forman and its Brown-Forman Foundation focus its charitable efforts in its hometown, where we aspire to have a transformative impact in the community.

In 2022, the Brown-Forman Foundation made the largest investment in its history, a 10-year, \$50 million commitment to five organizations in West Louisville. These organizations are working to advance educational opportunities from early childhood through adult learning. We believe that quality education, from cradle to career, is critical to lifelong success and these programs have made a commitment to support students throughout their educational journey. In addition, our employees are active on boards, committees, and non-profit organizations throughout the city.

WHAT ARE THE CHALLENGES AND OPPORTUNITIES IN A GLOBAL ENVIRONMENT?

Essentially every business and industry has been impacted by the supply chain disruptions over the last two years, and the spirits industry has not been immune to those challenges. As such, Brown-Forman has focused on our supply chain by enhancing the cross-functional collaboration, integrated planning, and forecasting required to ensure fans of our brands can enjoy their favorite wine and spirits whenever they'd like.

Over the last year plus, Brown-Forman continued to shape our portfolio as a premium and super-premium global brands company. We added two new super-premium brands, Diplomático Rum and Gin Mare, to our portfolio, divested Finlandia Vodka, and launched a major global agreement for a Jack Daniel's and Coca-Cola RTD.

The addition of these two global brands and a global RTD partnership will meaningfully expand the growth of our business. Gin Mare is the world's number one ultra-premium gin (according to IWSR data), and is sold in more than 70 countries. With the majority of sales in Europe, Gin Mare's largest market is Italy, followed by Germany, Spain and the Travel Retail channel.

Diplomático Rum is the number one super- and ultra-premium rum. The brand has a strong brand heritage, has reached significant scale in attractive geographies, is growing quickly, and has a strong margin profile. Similar to Gin Mare, the brand has a strong European presence, aligning well with our investment in owned distribution in markets such as France and Germany, which are Diplomático's top two markets.

Finally, we see great potential with the launch of the Jack Daniel's & Coca-Cola RTD globally. It is the first Coca-Cola Company product that is co-branded with their iconic Coca-Cola brand and Brown-Forman's iconic Jack Daniel's brand. Coca-Cola and Jack Daniel's are ranked in the top 100 of Interbrands' annual ranking of the World's Most Valuable Brands, making Jack Daniel's & Coca-Cola a perfect pairing for a global entry into this fast growing drinks segment.

WHAT ARE YOUR CURRENT WORKFORCE CHALLENGES?

We remain focused on winning the war for talent in a marketplace where opportunities abound and highly skilled knowledge workers can work from anywhere.

Brown-Forman continually seek opportunities to develop our current employee base to ensure that we have the capabilities to grow our global business. We do this through a combination of succession planning, planned learning, short-term assignments, international opportunities, and thoughtful talent management. Given our low turnover, Brown-Forman is particularly thoughtful about rotating employees through new roles, ensuring that everyone has the opportunity to grow and develop.

Industry in our Cities

With a sister city on nearly every continent, the main industries in each city are diverse, spanning from agriculture to advanced technological innovation. Each industry serves an important piece in the ever-expanding global economy.

By Gabe Biagi (WAC Intern) and City Counterparts

MONTPELLIER

Montpellier is known for its historical involvement with medicine and research with the Faculty of Medicine being 800 years old. Other areas of industry focus include global health innovations and start up incubators. It is one of the top five public start-up incubators in the world.

The city is the world's 2nd largest cluster for agro-environmental research. One major project is the MedVallée which brings together all the economic, academic, and research players operating at the crossroads of our territory's three excellence sectors into a powerful and visible community

Others include companies like SEREEMAC working on wind energy and WUM-TEAM pushing the field of environmentally friendly transportation. The city has divided its industries in s economic clusters: health, agro-economics, ICT (tech), environment, water, and security.





LA PLATA

The city of La Plata, being a university city, has no skills gaps or lack of talent. The local government encourages young people to choose careers related to knowledge economy. While the city has a lot to offer, it is difficult to retain people for local industries as they go to other places or work from home.

One of the major companies in La Plata, YPF, is an oil company that generates work directly and indirectly. Today it employs more than 45,000 people. Another large source of employment is the local administrative city government. Roughly 30% of the population has public employment in some form.



JIUJIANG

The largest areas of industry in Jiujiang are the tourist industry, high-end manufacturing and port industry, while the digital economy is a new industry that is growing rapidly in the area. Just like other cities around the world, there exist skill gaps, but there are also diversified talent teams in Jiujiang, including professional and technical talents and highly skilled workers and more.



Jiujiang is not impacted by workforce retention issue. The government, business, and specific industry communities in the city are working towards promoting employment, including building a Technician Training School, Training Institutions, and providing funds for support of this initiative.



MAINZ

Important industries in Mainz are Biotech/Life Science and health, media/creative, science and the university, the production of glass / ceramics, the chemical industry as well as (in the whole region around Mainz) the wine industry. The Biotech industry has been growing rapidly in recent years since the company BioNTech developed a heavily-used Covid-19-vaccine during the pandemic. The growth of the biotech industry will be enhanced by the creation of a „Campus for Biotechnology and Life Science“. It will inhabit other university-related industries, located right next to the existing campus of the university.

The City of Mainz locates 4 universities and over 15 research institutes which foster the young talent of tomorrow and create skills and innovations for the local economy. There are existing cooperation projects between the economic department of Mainz and the universities which highlights regional career opportunities to the students and intensifies the cooperation between the local education ecosystem and the local economy

QUITO

Being the capital city of Ecuador makes Quito one of the largest industrial centers in the country. It has even seen some considerable growth in the last decade. It is the host to factories of several large companies such as Nestle and PepsiCo. Agriculture is also a large industry, specifically the growth of bananas, cacao, and rice. Some large players in the agriculture industry are companies such as Pronaca and Avitalisa.

The major industrial challenge in Quito has to do with oil. Oil is a very large part of Quito's economy. In fact, 50% of Ecuador's exported goods is oil. However, while oil is integral to the economy, there are disputes over how it contaminates the Amazon rainforest.

Louisville goes to Mainz

Chief Ife Bell is the Chair of the Louisville Sister Cities Committee. She is also the Chief or Zosimli Naa II for Tamale, Ghana (one of Louisville's Sister Cities). This summer she was able to combine both roles for a special visit to Mainz, Germany where she met with officials, community members, and friends from Tamale. She has kindly shared a brief reflection on her trip with us for this edition of our magazine.



In July of 2023 Chief Ife Bell made a visit to Mainz, Germany. During her time there she had a wonderful opportunity to connect with our sister city colleagues and friends from both Mainz and Tamale, Ghana.

As Louisville's sister relationship with Mainz and Tamale have been long standing, it was heart warming for Chief Bell to witness the enduring bonds of friendship we have forged with these remarkable cities across the globe.

Chief Bell was humbled to receive an invitation from Franz-Josef Wertmann, President of the Friendship Circle Mainz-Louisville, to join their annual meeting on July 25th.

This gathering provided an excellent platform for continuing to discuss ways to further strengthen our collaboration and explore new avenues for mutual growth and understanding. Additionally, Chief Bell had the honor of meeting with Sibylle von Roesgen, who represents the city, and shares in our commitment to fostering international friendships.

Of her time meeting communities from Mainz and Tamale, Chief Bell writes:

"I cannot emphasize enough how grateful I am for the opportunity to represent our beloved city of Louisville during these significant interactions. Our sister city relationships have been instrumental in promoting cultural awareness, trade, education, and goodwill across borders.

These connections embody the true essence of friendship and unity that transcend geographical boundaries.

As we continue to engage with our sister cities around the world, I am excited about the prospects of what lies ahead. These relationships are not just formal partnerships; they are a testament to the power of human connection and the shared vision for a better, more interconnected world."

“ Updates from the Sister Cities Committee

The Louisville Sister Cities Committee, under the programs of the World Affairs Council of Kentucky and Southern Indiana, began a process of re-organizing and refocusing the structure of our programs in relation to our Sister City relationships over the last year. In order to improve our engagement—both locally and internationally-- we switched from a city by city support model to a broader project area support system.

This shift allows for the Committee to bring together committee and community members with expertise and knowledge in our three key areas and identify, with the help and conversation of our city counterparts, the project areas of greatest interest to our individual cities.



EXPLORE | SISTER CITIES

The three project areas the Committee identified as containing the most potential for exchange or collaboration are: Education (Primary through University), Arts and Sport, and Leadership Trips. Historically, Sister Cities had specific programs or exchanges with certain cities only which limited the resources and abilities for other cities to participate as well or for people in Louisville to engage in similar programs in a different Sister City.

Throughout the Spring and Summer, staff and committee members met with almost all of our active Sister Cities and their government and/or local leadership to reengage and reimagine possible areas of common interest in line with the priorities and feasibility of each city. These conversations and partner surveys have been immeasurably helpful for their clarity around the three key program areas.

Another change in the World Affairs Council Sister Cities structure was the addition of a new Sister Cities Coordinator—Lydia Lewis. She has been with WAC in several capacities over the past few years and is able to use her international experience, knowledge of the World Affairs Council and other relevant skills to assist us in implementing and enhancing our vital Sister Cities connections.

We have also added several new members to our Sister Cities Committee this year including:

- **Matias Polizzi**, an Argentine living in Louisville, Kentucky who is currently the Director of Account Management at number8 an IT services and consulting business that works in Louisville and across the Americas.
- **Dr. Michael Mardis**, Dean of Students and Vice President for Student Affairs at the University of Louisville. Dean Mardis is passionate about creating a vibrant campus life and improving student success and increasing international partnerships with our Sister Cities.

We are excited by the possibilities on the horizon with our Sister Cities partnerships and the revival of activities, partnerships, and exchanges in the wake of the Covid-19 travel restrictions. If you are interested in finding out more about an educational and art/sport partnership or exchange or what a leadership trip might entail please get in touch with us at sistercities@worldkentucky.org.





Get to Know Gabe

Each summer the World Affairs Council welcomes several interns to assist us with our various programs. This summer we were fortunate to have Gabe Biagi serve as our Sister Cities and Program Intern. He share with us his reflection on his time and work this summer below.

My name is Gabe Biagi. I am from Shelbyville, Kentucky and am a junior at Boston College studying International Studies and Communications with a minor in French. I spent my summer working as an intern with the World Affairs Council. In my hunt for an internship this spring, I was surprised to find the WAC because it seemed to be exactly what I was looking for: an organization with an international focus located right here in Louisville. Over my three months with the organization, I worked mostly with the Sister Cities branch.

This work was in the form of research about the cultures, industries, and histories of Louisville's 8 sister cities. This allowed me to take a deep dive into different unique and interesting places all around the world that were not very familiar to me.

I also spent a good amount of time learning about visas and the requirements it takes to get one (something that will become useful as I prepare to study abroad in Paris for a semester in the spring). Although I spent a lot of time looking outward, I also got to see how Louisville manages its international ties here at home.

The truth is that we are a city with significant interest in cultural exchange from business to education and are eager to expand. Seeing that the city I grew up in shared some of the same values as me was very cool. My work here this summer has encouraged me to continue to learn not just about the world, but from it as well. Thank you WAC Louisville! It has been a pleasure.

Meet our Louisville TEAM

WORLD AFFAIRS STAFF

Xiao Yin Zhao
Executive Director

Lydia Lewis
Sister Cities and Program Coordinator

Madison Brooks
Exchange Program Manager

Gentile Ntakarutimana
Membership and Development Manager

SISTER CITIES COMMITTEE

Chief Ife Bell, Sister Cities Committee Chair,
Professional Coach and Zosimli Naa Tamale

Brian Easley, Druther's

Dr. Gloria Murray

Amos Izerimana, Louisville Metro Office of International
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Dr. Renee Campbell

Dr. Adel Elmagrahby, University of Louisville

Matias Polizzi, Number 8

Wendy Yoder

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Wendy Sirchio

Dr. Kirsten Wallitsch

Dr. David Weigman

Interested in finding out more about
Louisville's Sister Cities connections?

Check out our website for more
information!

www.worldkentucky.org



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MONTPELLIER



JIUJIANG



LEEDS



QUITO



MAINZ



TAMALE



ADAPARAZI



LA PLATA