
**COMPREHENSIVE
ECONOMIC DEVELOPMENT
STRATEGY
FY 2013-2018**

KIPDA Region

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Prepared by:



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1 INTRODUCTION

Comprehensive Economic Development Strategies (CEDS) are designed to bring together the public and private sectors in the creation of an economic roadmap to diversity and strengthen the regional economies. First, the CEDS is intended to provide an accounting of regional strengths, weaknesses, opportunities and threats. For this analysis, KIPDA is required to analyze and document demographic, socioeconomic and market data. Second, the CEDS must include a prioritized listing of the goals and objectives for the region. This effort largely is based on input generated from an inclusive group representing a wide variety of local and regional interests. Finally, the CEDS must include an implementation strategy. The strategy must include a regional plan of action that inventories and prioritizes all investment opportunities, identifies local and regional jurisdictions that will be responsible for executing these opportunities.

To do this, KIPDA staff organized a broad based and diverse public and private sector Strategy Committee. The Strategy Committee is made up of public and private representatives from each of the 7 counties that make up the Kentucky portion of the KIPDA: Bullitt, Henry, Jefferson, Oldham, Shelby, Spencer and Trimble counties. The Strategy Committee participated in various meetings throughout the process and provided key feedback and insight in guiding the development of the priority actions in Chapter 6.

The EDA also notes that a CEDS must be a performance based plan resulting from a continuing economic development planning process. As such, the CEDS process also requires an annual progress report submission to the EDA that chronicles the progress of the KIPDA region in accomplishing the goals and objectives each year. The performance measure submission also will initiate KIPDA to assess the validity of the CEDS each year as market forces change as projects are completed as well as through natural economic change. In short, this document will serve a critical role in KIPDA's efforts to assist existing businesses to stay and expand within the 7-county region, to encourage local and regional entrepreneurs to invest in the area and attract businesses from outside the KIPDA region.

The report includes the following chapters:

- Chapter 1 – Introduction
- Chapter 2 – Executive Summary
- Chapter 3 – Public/Private Partnerships
- Chapter 4 – Demographic Analysis
- Chapter 5 – Economic Base Analysis
- Chapter 6 – Economic Cluster Analysis
- Chapter 7 – Action Plan



2 *EXECUTIVE SUMMARY*

A. GOALS, OBJECTIVES AND STRATEGIES

1. COORDINATION AND COLLABORATION; A REGIONAL APPROACH TO ECONOMIC DEVELOPMENT

ISSUE: Economic development efforts for the KIPDA region should be done through collaboration and cooperation of the seven KIPDA counties to maximize the potential of success and maintain the greatest flexibility to meet growth/relocating company's needs.

GOAL #1: To generate a regional economic development strategy that crosses jurisdictional boundaries.

Action #1: Cultivate a sense of trust and cooperation between the various economic development agencies in the region through scheduled Regional Council meetings at the KIPDA offices.

Action #2: Promote the hiring of knowledgeable, professional staff to fill positions relating to planning and economic development.

Action #3: Ensure regular education/training sessions are available and advised for elected officials, department managers and community leaders that address various issues involving economic development within the region.

Action #4: Regional Planning Council to establish ranking system that provides incentives on infrastructure projects for counties that are in full compliance with KRS 100.

Action #5: Provide technical assistance to counties undergoing comprehensive plan updates as to the actions of adjacent counties for border property.

Action #6: Strive to achieve consensus among the KIPDA counties before taking action on public issues.

GOAL #2: Make available a regional data clearinghouse to provide complete, consistent information to recruitment prospects.

Action #1: Continue to work with local, county and state government agencies on collecting and organizing information for each of the seven counties.

Action #2: Provide access to all regional GIS and document files on the KIPDA website.



GOAL #3: To create opportunities for KIPDA counties to partner in economic development deals.

- Action #1: Work with each county to create a needs and opportunities list relating to their specific economic development goals and objectives.
- Action #2: hosting Economic Development collaboration meetings between bordering counties.
- Action #3: Work with local, county and state agencies to develop creative financing, revenue sharing and cost sharing programs that define the roles and responsibilities of each participant.

2. INFRASTRUCTURE: BUILD THE FOUNDATION FOR SUSTAINABLE ECONOMIC GROWTH

ISSUE: Providing adequate infrastructure for the entire KIPDA region facilitates the opportunity to expand and enhance target marketing efforts.

GOAL #1: To provide reliable, efficient and accessible infrastructure and public services to accommodate new development.

- Action #1: Encourage city/county capital improvement programs to coordinate public investment in infrastructure with economic development priorities.
- Action #2: Encourage water/sewer system regionalization and promote cluster development to minimize infrastructure costs and ensure quality, sustainable growth.
- Action #3: Promote the regional Solid Waste Management Plan to accommodate the region's solid waste disposal needs.
- Action #4: Support efforts to implement mandatory solid waste collection throughout the region.

GOAL #2: To expand and upgrade water and wastewater facilities into the more rural areas of the region through partnerships with private and public utilities.

- Action #1: Increase the availability of affordable water and sewer service throughout the region, pursuing state and Federal grants and low-interest loans to expedite implementation of existing water/sewer facility plans.
- 1. Action #2: Identify potential short-term growth areas within the region to prioritize infrastructure investment.

3. TRANSPORTATION: IMPROVE THE CONNECTIVITY OF THE KIPDA REGION

ISSUE: Continued improvement of all transportation systems, especially public transit, will open opportunities outside and within the urbanized area.

GOAL #1: To develop an efficient and effective mass transit network for the region, including rail, bus and automobile systems.

- Action #1: Work with public and private partnerships to explore bus routes that reach into the more rural locations of the region to provide access to the employment centers.



Action #2: Work with state and federal agencies to explore opportunities to develop rail-related transit in the KIPDA region, locating commuting nodes along the interstates.

Action #3: Promote the development of transit-oriented developments at transportation hubs (road and rail) outside the urban core of the region.

GOAL #2: To improve road access within the region, particularly into the more rural areas of the region, opening economic development opportunities outside the urbanized area.

Action #1: Plan and construct airport, rail and water transportation facility improvements in accordance with strategies to facilitate economic growth.

Action #2: Promote road projects that improve access to the interstate system in the more rural areas of the region.

Action #3: Investigate the best locations to create/improve connectivity between the various interstates through the more rural counties.

Action #4: Continue to encourage bridge development across the Ohio River to Indiana, through improvements to existing bridges, new bridges that connect developing areas and the transportation system that provides access to these bridges.

GOAL #3: To improve non-motorized transit systems for residents seeking alternative methods of movement in the more urbanized areas.

Action #1: Identify walking and bike trail systems that connect various attractions in the region.

Action #2: Include non-motorized trails and access in new road and rail building projects, where feasible.

4. WORKFORCE DEVELOPMENT; RELEVANT, ADAPTABLE LABOR FORCE EDUCATION AND SKILLS TRAINING

ISSUE: Strategic planning and partnering with education providers is needed to make basic skills and vocation training more compatible with the needs ever-changing of the market.

GOAL #1: To promote the development and delivery of an educated, quality workforce in the KIPDA region that effectively competes in the work ready community.

Action #1: Hold workforce “summits” with various industry leaders throughout the region to identify the greatest skill needs of existing industry clusters.

Action #2: Develop an outreach program where KIPDA representatives visit local employers to identify individual employment needs, working in tandem with local employment groups to place job seekers.



Action #3: Improve communication between education providers and the business community to align technical and post-secondary education training with private sector skill level requirements.

Action #4: Promote adult workforce development and literacy programs to improve the employability of under-prepared workers.

Action #5: Promote a program in each secondary school district to provide high-school students the opportunity to gain practical business experience.

Action #6: Encourage public and private collaboration to provide child care programs at all stages of the skill training and employment.

5. ECONOMY; PROMOTE ECONOMIC GROWTH AND EXPANSION

ISSUE: Maintaining a strong, healthy industry base will foster internal industry growth while projecting a pro-business image to prospective companies.

GOAL #1: To enhance the region's economic base and general prosperity by encouraging existing businesses to expand their operations and employment.

Action #1: Implement business retention and expansion program, providing technical and administrative assistance in navigating through regulatory issues and utilizing existing incentive programs.

Action #2: Work with local, county and state agencies to develop innovative solutions to growth and expansion needs of local businesses.

Action #3: Encourage community leaders to become better educated in economic development issues by attending economic development seminars sponsored by economic development agencies and organizations.

Action #4: Conduct training and distribute information to area businesses regarding international trade opportunities, coordinating efforts with Greater Louisville, Inc., the Cabinet for Economic Development and the Kentucky World Trade Center.

GOAL #2: To attract economic development that will enhance the growth and economy of the KIPDA region and improve the quality of life for its citizens.

Action #1: Expand and coordinate local industrial recruiting efforts with the Cabinet for Economic Development.

Action #2: Coordinate the development of small- to medium- sized, publicly owned industrial parks in strategic locations throughout the region, encouraging joint cost and revenue sharing between various counties.

Action #3: Assist in infrastructure improvements, when necessary, to facilitate development in targeted growth areas.



Action #4: Promote the revitalization of downtown business districts throughout the region.

GOAL #3: To preserve the aesthetic and visual integrity of the more rural areas while accommodating economic growth.

Action #1: Encourage higher density development to preserve agricultural land.

Action #2: Maximize the utilization of the region's agricultural resources by expanding regional farming operations through research into alternative cash crops and new markets.

Action #3: Expand the region's tourism industry through coordinated, regional marketing efforts highlighting all cultural, historical, and recreational attractions.

Action #4: Pursue downtown revitalization through historic preservation, developing a regional program and funding source to preserve the character of these areas.

6. QUALITY OF LIFE; ENHANCE THE KIPDA'S LIVABILITY THROUGH ECONOMIC DEVELOPMENT

ISSUE: Making the region a great place to live is as important as making it a great place to do business to be successful in business retention and expansion.

GOAL #1: To protect, preserve and enhance the natural resources and physical environment of the region.

Action #1: Identify and promote the protection of sensitive natural areas, working with local, county and state officials to draft regulations to limit the development that can occur in and around these areas.

Action #2: Promote the wisest and best use of the region's agricultural, mineral, forest and water resources, protecting those resources from the negative externalities of development.

Action #3: Provide technical and professional expertise to KIPDA members to ensure compliance with all state and Federal environmental guidelines.

Action #4: Promote the use of recognized best management practices (BMPs) to reduce water pollution from agricultural, industrial and residential development activities.

Action #5: Work together as a region in expanding parks and public space that crosses county lines.

GOAL #2: To ensure that quality, affordable health care services and facilities are accessible to all citizens in the KIPDA region.

Action #1: Recruit medical practitioners to establish practices in underserved rural areas.

Action #2: Encourage area hospitals to construct urgent care centers in areas distant from full-Service hospitals.



Action #3: Encourage private development of long-term nursing facilities and assisted living facilities.

Action #4: Assist health districts to locate and obtain funds to expand services.

GOAL #3: To provide a comprehensive, coordinated system of services to enable the elderly to maintain active, independent lives.

Action #1: Encourage private sector development of affordable long-term care facilities for the elderly residents of the region.

Action #2: Expand supportive services for the elderly such as home delivered meals, homemaker, personal care, transportation and other services.

Action #3: Construct additional senior citizen facilities in close proximity to needed services.

Action #4: Promote preventative health care programs and expand home-based health care services.

7: HOUSING; PROVIDE QUALITY, AFFORDABLE HOUSING

ISSUE: Focused efforts to provide quality, affordably priced housing closer to regional employment centers will attract more laborers while improving the image of the entire region.

GOAL #1: To provide all area citizens access to safe affordable housing and eliminate the homeless population in the KIPDA region.

Action #1: Work with developers to provide affordable housing options as part of larger residential developments, using state and Federal programs to provide subsidies.

Action #2: Support the rehabilitation of aging and substandard housing units, providing information to property owners on state and Federal programs that offer financial assistance.

Action #3 Help secure increased funding for civic and charitable organizations which provide housing facilities for the low-income and homeless.

Action #4: Provide homeownership education classes for KIPDA residents that teach the essentials to buying and maintaining a home, potentially tying these classes into job training programs.

Action #5: Secure funding for a home purchasing program for income-qualified residents, providing technical and financial assistance.



B. PRIORITY PROJECTS

Based on the goals and strategies reported above, KIPDA reviewed the major capital improvement projects throughout the KIPDA region. Projects have been ranked by priority in the KIPDA region by the Kentucky Transportation Cabinet, Regional Transportation Council and Regional Water Management Council using the following criteria:

Regional Impact – Projects were reviewed based on their overall impact to the greater region. Simply put, projects that provided benefit to the greatest number of KIPDA residents and businesses received priority over those that only serve a select few.

Purpose and Need – Projects were also considered based on whether they meet an immediate need or deficiency. The Kentucky Infrastructure Authority (KIA), the Kentucky Transportation Cabinet and KIPDA all provided some form of prioritization based on purpose and need.

Future Growth Potential – The Committee also considered the potential impact for future economic development efforts. In this case, projects that offered the greatest short- and long-term growth potential, in terms of new development received the greatest priority. Those projects that served as a repair to existing facilities or were not perceived to substantially add to the ability of the region to attract expansion/new development were rated lower.

The projects are subdivided into four project types: [1] wastewater management, [2] water provision, [3] transportation improvement and [4] economic development projects (Table 2-1).

Table 2-1

Priority Infrastructure Projects

KIPDA Region

Project ID	Project Title	Est. Cost [1]	County
WASTEWATER MANAGEMENT			
SX21029016	City of Mt Washington Treatment Plant Expansion	\$15,000,000	Bullitt
SX21103001	Wastewater Treatment Plant Expansion	\$1,495,328	Henry
SX21185006	Wastewater Treatment Plant	\$8,287,837	Oldham
SX21215002	Sewer System Expansion Priority	\$1,340,000	Spencer
SX21223008	Pump Station Rehabilitation	\$95,000	Trimble
SX21211014	Fast Action Response and Management (FARM)	\$336,000	Shelby
SX21029009	Shepherdsville Regional Interceptor Sewer Line	\$1,081,200	Bullitt
SX21185032	Kentucky State Reformatory – Rehab Phase 1	\$1,000,000	Oldham
SX21103011	Pleasureville Wastewater Capacity	\$150,000	Henry
SX21211008	Eminence Pike Gravity Sewers	\$750,000	Shelby
SX21223009	Wastewater Treatment Plant Improvements	\$250,000	Trimble
WATER PROVISION			
WX21211068	I-64 Transmission Pipeline	\$51,500,000	Shelby
WX21029240	Bardstown Road Booster Pumping Station and Water Main	\$700,000	Bullitt
WX21103039	Morton Ridge Main Upgrade	\$2,500,000	Henry
WX21111164	Hardin Co/Ft Know Transmission	\$19,492,000	Jefferson
WX21185013	Halls Hill Road Extension	\$300,000	Oldham



WX21215003	Kings Church Rd/Dales Ln	\$525,000	Spencer
WX21223021	Trimble Area Optimization Plan	\$2,000,000	Trimble
WX21185046	System Wide Improvements	\$7,000,000	Oldham
WX21103037	US 42 Tank	\$2,400,000	Henry
WX21029069	Highway 245	\$665,000	Bullitt
WX21111168	North Shelby Regional Storage	\$1,854,000	Jefferson
WX21223004	Tilley Lane Ext	\$95,000	Trimble
WX21211072	Peytona Water Tank	\$1,000,000	Shelby

ECONOMIC DEVELOPMENT PROJECTS

Industrial Park 480	N/A	Bullitt
Settlers Point Industrial Park	N/A	Bullitt
Shepherdsville Industrial Park	N/A	Bullitt
Salt River Industrial Park	N/A	Bullitt
Interstate 65/Preston Highway Industrial Park	N/A	Bullitt
Connector 245/480	N/A	Bullitt
West Lebanon Junction Industrial Park	N/A	Bullitt
East Lebanon Junction Industrial Park		Bullitt
Campbellsburg Industrial Site	N/A	Henry
Shawnee Industrial	N/A	Henry
Louisville and Jefferson County Ohio River Bridges Project	\$2.9 Billion	Jefferson
East Market Sustainable Streetscape	\$13 Million	Jefferson
Park Hill Industrial Corridor Implementation Strategy	\$55 Million	Jefferson
Rubbertown Economic Development Strategy Implementation	N/A	Jefferson
University Corridor Redevelopment Study Implementation	N/A	Jefferson
Nucleus Innovation Research Park Phase II	\$38 Million	Jefferson
Renaissance South Business Park	\$17 Million	Jefferson
Oldham County Commerce Park	N/A	Oldham
Oldham Reserve Campus at LaGrange	N/A	Oldham
Hi Point Industrial Park	N/A	Shelby
Windhurst Industrial Park	N/A	Shelby
Louisville Waterline extension project	N/A	Shelby
Simpsonville Business Park	N/A	Shelby
Taylorsville Business Park	N/A	Spencer



TRANSPORTATION IMPROVEMENT

MPO

TOP 10 PROJECT PRIORITIES FOR THE UPL SUBMISSION

KIPDA ID	UPL ID No.	State ID No	Project Name	Description	Project Cost	County	Committed funding
321	05 093 C0000 1.00	05-434.00	LaGrange Underpass West of LaGrange	Construct a 4 lane uninterrupted rail underpass west of LaGrange.	\$8,259,000	Oldham	D,R,U programmed in TIP
1514	05 056 A0265 37.00		I-265/Rehl Road Interchange	Construct a new interchange on I-265 at Rehl Road.	\$31,586,181	Jefferson	-
516	05 056 A0264 1.00	05-8405.00	I-264/Manslick Road Interchange	Construct new I-264 (Henry Watterson Expressway) interchange at KY 1931 (Manslick Road).	\$9,000,000	Jefferson	D,R,U programmed in 6 YR Plan
446	05 056 D1931 47.00		KY 1931	Widen KY 1931 (Manslick Road) from 2 to 4 lanes from KY 1931 (Saint Andrews Church Road) to I-264 (Henry Watterson Expressway).	\$32,020,644	Jefferson	Design programmed in TIP
1583	05 056 E9999 1.00		Watterson Trail Phase II	Widen Watterson Trail from 2 to 3 lanes from Ruckriegel Parkway to Maple Road.	\$593,000	Jefferson	D,R,U,C programmed in TIP
1584	05 056 E9999 1.00		Watterson Trail Phase III	Widen Watterson Trail from 2 to 3 lanes from Old Taylorsville Road to Grand Avenue.	\$627,000	Jefferson	D,R,U,C programmed in TIP
223	05 056 E9999 69.30	05-404.00	Cooper Chapel Road Phase III	Extend and construct 2 lane roadway with a continuous center-turn lane from KY 864 (Beulah Church Road) to US 31E (Bardstown Road) at Bardstown Falls Road. Project will incorporate sidewalks and 10' paved shoulders.	\$30,699,792	Jefferson	ROW programmed in TIP
1326			Bridge Improvements	Projects include the reconstruction of over 70 small bridges and/or culverts that are currently rated in either poor or very poor condition.	\$9,127,698	Jefferson	-
1300	05 093 D0053 1.00		KY 53	Signal Warrant and evaluation of intersection approaches at KY 53 and KY 146	\$1,052,745	Oldham	-



467	05 056 D1931 46.00		KY 1931	Widen KY 1931 (Saint Andrews Church Road) from 2 to 4 lanes from US 31W (Dixie Highway) to KY 1142 (Palatka Road).	\$32,020,644	Jefferson	-
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TIER PROJECT PRIORITY FOR THE 2010 UPL SUBMISSION

Tier 1: < \$2,000,000	1300	05 093 D0053 1.00		KY 53	Signal Warrant and evaluation of intersection approaches at KY 53 and KY 146	\$1,052,745	Oldham	-
	1583	05 056 E9999 1.00		Watterson Trail Phase II	Widen Watterson Trail from 2 to 3 lanes from Ruckriegel Parkway to Maple Road.	\$593,000	Jefferson	D,R,U,C programmed in TIP
	1584	05 056 E9999 1.00		Watterson Trail Phase III	Widen Watterson Trail from 2 to 3 lanes from Old Taylorsville Road to Grand Avenue.	\$627,000	Jefferson	D,R,U,C programmed in TIP
	430	05 015 D0245 1.00		KY 245	Add eastbound left turn lane on KY 245 at KY 3219 (Chapeze Lane).	\$292,465	Bullitt	-
	391	05 056 A0065 31.00		I- 65 / 1st Street / Liberty Street	I-65/1st Street/Liberty Street Transportation System Management/Transportation Demand Management operational improvements southbound on ramp and intersection.	\$540,800	Jefferson	-
	1863	05 056 E9999 3.00		Kentucky Street	Realign Kentucky Street to connect to Garland Avenue to avoid crossing the P&L railroad.	\$624,000	Jefferson	-
	1864			Park Hill Streetscape Improvements	Create pedestrian-friendly streetscapes in the Park Hill Corridor, namely 9th and 7th Streets and Kentucky Street.	\$1,000,000	Jefferson	-
	258	05 056 E9999 85.10		Blowing Tree Boulevard	Extend and widen Blowing Tree Boulevard from 2 to 3 lanes (3rd lane will be a center turn lane) from KY 155 (Taylorsville Road) to Bunsen Parkway.	\$1,169,859	Jefferson	-
	1875			Kinnaid Lane	Install 5' wide sidewalk on one side of Kinnaid Lane from Finchley Road to Burnley Road.	\$322,413	Jefferson	-
	277	05 056 E9999 120.00		English Station Road	Reconstruct English Station Road as a 2 lane (no additional lanes) road from Poplar Lane to Christian Academy.	\$1,973,898	Jefferson	-



Tier 2: \$2,000,000 to \$10,000,000	321	05 093 C0000 1.00	05-434.00	LaGrange Underpass West of LaGrange	Construct a 4 lane uninterrupted rail underpass west of LaGrange.	\$8,259,000	Oldham	D,R,U programmed in TIP
	516	05 056 A0264 1.00	05-8405.00	I-264/Manslick Road Interchange	Construct new I-264 (Henry Watterson Expressway) interchange at KY 1931 (Manslick Road).	\$9,000,000	Jefferson	D,R,U programmed in 6 YR Plan
	1326			Bridge Improvements	Projects include the reconstruction of over 70 small bridges and/or culverts that are currently rated in either poor or very poor condition.	\$9,127,698	Jefferson	-
	271	05 056 E9999 69.20		Cooper Chapel Road Phase II	Reconstruct Cooper Chapel Road as a 2 lane road with left turn lanes at major intersections (Smyrna Parkway, Pennsylvania Run Road, KY 864, Beulah Church Road) from Smyrna Parkway to KY 864.	\$8,005,161	Jefferson	-
	384	05 056 E9999 84.00		Hubbards Lane	Widen Hubbards Lane from 2 to 3 lanes (3rd lane will be a center turn lane) from US 60 (Shelbyville Road) to KY 1447 (Westport Road). Add bike lanes to Hubbards Lane from Kresge Way to KY 1447. Project length is 0.6 mi.	\$2,050,000	Jefferson	Design programmed in TIP
	1506	05 093 B0042 115.00		Hayfield Way	Improve intersection at US 42 and Hayfield Way.	\$2,288,000	Oldham	-
	274	05 056 E9999 117.00		East Pages Lane	Reconstruct East Pages Lane as a 2 lane (no additional lanes) road with several improvements to intersections from US 31W (Dixie Highway) to KY 907 (3rd Street Road).	\$7,895,591	Jefferson	-
	458	05 056 E9999 76.20		Plantside Drive	Extend Plantside Drive as a 3 lane collector road (3rd lane will be a center turn lane) from Tucker Station Road to Rehl Road.	\$7,571,200	Jefferson	-
	1335			Louisville Metro Urban Greenway	Plan, design and construct a 13.7 mile connection from the Oldham County Greenway to the Ohio River through Anchorage, Tom Sawyer Park, KY 1747 (Hurstbourne Parkway) and Wolf Pen Branch Road.	\$3,785,600	Jefferson	-



	281	05 056 E9999 122.00		Fairground Road	Reconstruct Fairground Road as a 2 lane road (no additional lanes) from US 31E (Bardstown Road) to KY 1819 (Billtown Road), including left-turn lanes at US 31E, Billtown Road and possibly other intersections and consideration of radius improvements at three 90-degree curves.	\$9,606,193	Jefferson	-
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Tier 3: > \$10,000,000	1514	05 056 A0265 37.00		I-265/Rehl Road Interchange	Construct a new interchange on I-265 at Rehl Road.	\$31,586,181	Jefferson	-
	467	05 056 D1931 46.00		KY 1931	Widen KY 1931 (Saint Andrews Church Road) from 2 to 4 lanes from US 31W (Dixie Highway) to KY 1142 (Palatka Road).	\$32,020,644	Jefferson	-
	446	05 056 D1931 47.00		KY 1931	Widen KY 1931 (Manslick Road) from 2 to 4 lanes from KY 1931 (Saint Andrews Church Road) to I-264 (Henry Watterson Expressway).	\$32,020,644	Jefferson	Design programmed in TIP
	223	05 056 E9999 69.30	05-404.01	Cooper Chapel Road Phase III	Extend and construct 2 lane roadway with a continuous center-turn lane from KY 864 (Beulah Church Road) to US 31E (Bardstown Road) at Bardstown Falls Road. Project will incorporate sidewalks and 10' paved shoulders.	\$30,699,792	Jefferson	ROW programmed in TIP
	427	05 093 D0146 131.00		KY 146	Reconstruct KY 146 (LaGrange Road) as a 2 lane road (no additional lanes) from Jefferson County line to Pryor Avenue with consideration for turn lanes at Ash Avenue, Houston Avenue, Maple Avenue and Central Avenue per Oldham County Major Thoroughfare Plan.	\$10,816,000	Oldham	-
	417	05 015 D0044 5.00	05-150.00	KY 44	Widen KY 44 from 2 to 3 lanes (3rd lane will be a center turn lane) from I-65 to Floyds Fork Bridge.	\$11,698,586	Bullitt	-
	198		05-367.00	Old Henry Road (Crestwood Bypass)	Construct new 4 lane route from Old Henry Road interchange at I-265 (Gene Snyder Freeway) to KY 22 in the vicinity of KY 329B (Crestwood Bypass).	\$45,551,485	Oldham	-



1856		05-393.00	Louisville Loop	Design and construction of a shared-use path connecting Miles Park on Shelbyville Road to River Road. Approximately 18 miles.	\$18,979,785	Jefferson	-
181	05 056 A0064 1.00	05-52.00	I- 64 / KY 1747 Interchange	Reconstruct existing interchange including construct ramp 7 "flyover" from northbound KY 1747 (Hurstbourne Parkway) to westbound I-64 and re-time signals along KY 1747 (Hurstbourne Parkway).	\$60,299,200	Jefferson	-
200	05 015 D0061 19.00	05-117.00	KY 61	Widen KY 61 from 2 to 4 lanes from Shepherds Way (existing 4 lane section) to Shepherdsville. KY 61 Shared Lane-Add 2 feet to curb lanes for bicyclists from the existing 4 lane road to Shepherdsville.	\$54,296,320	Bullitt	Const. programmed in 6 YR Plan as 117.10, 117.20, 117.31

Projects added by KIPDA staff after 2010 UPL Submission

1965			12th Street Extension	Extend 12th Street from Hill Street to Industry Road.	\$6,900,000	Jefferson	-
1808			Buckner Connector	Construct new connection from Old LaGrange Road to KY 393 Project length is 0.8 miles.	\$1,439,000	Oldham	D,R,C programmed in TIP
1945			Cardinal Boulevard Extension	Extend Cardinal Boulevard to the west of 4th Street, across the railroad tracks at-grade to connect to Davies Avenue and 7th Street.	\$3,000,000	Jefferson	-
1915			Dutchmans Lane @ Breckenridge Lane Intersection Improvements	Lane additions to Breckenridge Lane south of Dutchmans Lane; Dutchmans Parkway west of Breckenridge Lane; Dutchmans Lane east of Breckenridge Lane; and I-264 ramp widening from southbound Breckenridge Lane to I-264 W. Entrance modifications to east side of Breckenridge Lane north of Dutchmans Lane; and north side of Dutchmans Lane east of Breckenridge Lane.	\$2,500,000	Jefferson	-



188		05-353.00	English Station Road	Widen English Station Road from 2 to 3 lanes (3rd lane will be a center turn lane) from Aiken Road to Avoca Road. Project length is 0.85 miles.	\$6,100,000	Jefferson	R,U,C programmed in TIP
390		5-8200.00	I- 64	New interchange and connector road from KY 148 to US 60 (Shelbyville Road) with interchange on I-64. Corridor would be in vicinity of Gilliland Road.	\$32,899,000	Jefferson	-
224		05-378.10	I- 65	Extend and reconstruct I-65 southbound ramp to Brook Street and Floyd Street. The project will include the consideration of bicycle and pedestrian facilities.	\$5,040,000	Jefferson	D,U,C, programmed in TIP
952			I- 71	New interchange and connector road from KY 1447 to US 42 with interchange on I-71 near Jefferson/Oldham County border.	\$22,022,000	Jefferson/Oldham	-
1922		05-804.00	I-264/US 42	Reconstruct the Watterson Expressway Interchange at US-42 including slip ramp to KY 22. Ultimate Project to Rebuild Interchange.	\$46,000,000	Jefferson	D,R,U programmed in TIP
179		05-21.00	I-265	Reconstruct I-265 (Gene Snyder Freeway) interchange at I-64, including: NB to WB 2 lane flyover, SB to WB 2 lane ramp, and auxiliary lane to tie into KIPDA #197; also includes WB auxiliary lane on I-64 from I-265 to Blankenbaker Pkwy.	\$30,320,000	Jefferson	Const. programmed in TIP
1925		05-347.51	KY 44	Reconstruct and widen KY-44 Section 1 from 2 to 5 lanes (5th lane will be a center turn lane) from US-31E eastward to Parkland Tr./Winning Colors Drive.	\$9,946,000	Bullitt	-
1926		05-347.56	KY 44	Reconstruct and widen KY-44 Section 2 from 2 to 3 lanes (3rd lane will be a center turn lane) from Parkland Tr. /Winning Colors Drive eastward to Kings Church Rd. (KY 1319).	\$8,760,000	Bullitt	-



185		05-700.00	Ohio River Bridges Project	Construction of 2 new Ohio River bridges, 1 in downtown (I-65) corridor and 1 in the far east (I-265) corridor and reconstruction of the Kennedy interchange. Also included are enhanced bus service improvements.	\$2,044,547,000 (KY portion only)	Jefferson	Const. programmed in TIP
1937			Ring Road	Construction of a new 4 lane connector between the new I-71 overpass and Highway 53.	\$12,100,000	Oldham	-
1271		05-441.00	US 42	Reconstruct US 42 and widen from 2 lanes to 3 lanes (3rd lane will be a center turn lane) from Jefferson/Oldham County line to Ridgemoor Drive. Project will include the consideration of improvements to the Hayfield Way intersection.	\$8,437,000	Oldham	R,U,C programmed in TIP

D = Design

R= Right-of-Way acquisition

U= Utilities relocation

C = Construction

TIP = FY 2011 - FY 2015 Transportation Improvement Program

***ADD
TOP 9 PROJECTS FOR THE KIPDA ADD REGION***

KIPDA ID	Six Year Plan	State ID No	Project Name	Description	Project Cost	County	Committed funding
	05-476.00	05-108 D0055	Improve and reconstruct the intersection of KY 55 and KY 1169 Elk Creek		\$2,025,000	Spencer	Six Year Hwy Plan/FY12-FY18
	05-8712.00	05-112 B0421	Add a turn lane and improve access at the Trimble County High School on US 421		\$320,000	Trimble	Six Year Hwy Plan/FY12-FY18
		05-106 B0060	Address safety issues and upgrade the intersection of US 60 from (M.P. 3.5) to KY 1848 (M.P. 3.6) in Simpsonville		\$8,520,000	Shelby	



		05-108 D1169	Widen Bridge over Elk Creek on KY 1169		\$720,000	Spencer	
	05-905.00	05-112 B0421	Address Safety issues and access at the intersection of US 421/KY 1226		\$1,470,000	Trimble	Six Year Hwy Plan/FY12-FY18
	05-8713.00	05-106 B0060	US 60 add additional third lane between the existing 3 lane section near the Masonic Home and the signalized of Rocket Lane		\$3,460,000	Shelby	Six Year Hwy Plan/FY12-FY18
		05-108 D0055	KY 55 Reconstruction/Relocation from KY 44 in Taylorsville to KY 2239		\$16,400,000	Spencer	
		05-106 A0064	Improve level of service and safety on I-64 from KY 53 in Shelbyville to KY 1790 Underpass		\$33,830,000	Shelby	
		05-106 D0395	Address safety issues, substandard curves and sight distance along the roadway of KY 395 from I-64 (8.4) to US 60		\$11,990,000	Shelby	

TIER PROJECT PRIORITY FOR THE 2010 UPL SUBMISSION

Tier 1: < \$2,000,000		05 108 D1169 10.00	Widen Bridge over Elk Creek		620,000	Spencer	
		05 112 B0421 147.20	Add a turn lane and improve access at the Trimble County High School		320,000	Trimble	05-8712.00
		05 112 B0421 147.10	Construct left turn lanes at KY 1226		1,470,000	Trimble	05-905.00

Tier 2: \$2,000,000 to \$10,000,000	05-476.00	05-108 D0055 144.50	Improve and reconstruct the intersection of KY 55 and KY 1169 Elk Creek		\$2,025,000	Spencer	Six Year Hwy Plan/FY12-FY18
		05-106 B0060	Address safety issues and upgrade the intersection of US 60 from (M.P. 3.5) to KY 1848 (M.P. 3.6) in Simpsonville		\$8,520,000	Shelby	



		05-8713.00	05-106 B0060	US 60 add additional third lane between the existing 3 lane section near the Masonic Home and the signalized of Rocket Lane		\$3,460,000	Shelby	Six Year Hwy Plan/FY12-FY18
Tier 3: > \$10,000,000			05-106 D0395	Address safety issues, substandard curves and sight distance along the roadway of KY 395 from I-64 (8.4) to US 60		\$11,990,000	Shelby	
			05-108 D0055	KY 55 Reconstruction/Relocation from KY 44 in Taylorsville to KY 2239		\$16,400,000	Spencer	
			05-106 A0064	Improve level of service and safety on I-64 from KY 53 in Shelbyville to KY 1790 Underpass		\$33,830,000	Shelby	

Source: KIPDA, CEDS Strategy Committee, 2012

[1] - Estimated costs reflect 'best guess' values for implementation. Actual costs may vary



3 *PUBLIC/PRIVATE PARTNERSHIPS*

A. ORGANIZATION AND MANAGEMENT

The Kentuckiana Regional Planning and Development Agency provides regional planning, review and technical services in the areas of public administration, social services and transportation as well as community ridesharing programs for a 9-County Area Development District (ADD) region centered around Louisville/Jefferson County (Map 3-1). KIPDA also coordinates various services for persons 60 years of age and over. The agency is designated by the Kentucky State Clearinghouse as the regional review agency for virtually all applications for federal and/or state funds made by organizations or governments within the Commonwealth of Kentucky.

KIPDA maintains a Public Administration Division that provides technical assistance to governmental members of the seven Kentucky Counties. The Division is funded through State Joint Funding Administration Funds (JFA). The major goal of the JFA is to bring miscellaneous federal and state grants benefiting the region under a common administrative and planning umbrella. Below are the several programs and services provided by the Public Administration Division:

- Community Development Block Grants (CDBG)
- Recreational Trails Grants
- Land and Water Conservation Grants
- Area Development Fund Grants
- Comprehensive Land Use Plan Assistance
- KIPDA Regional Water Management Long-Range Planning
- Regional GIS Databases
- Water Resource Development Commission (WRDC) Updating
- General Administration Assistance

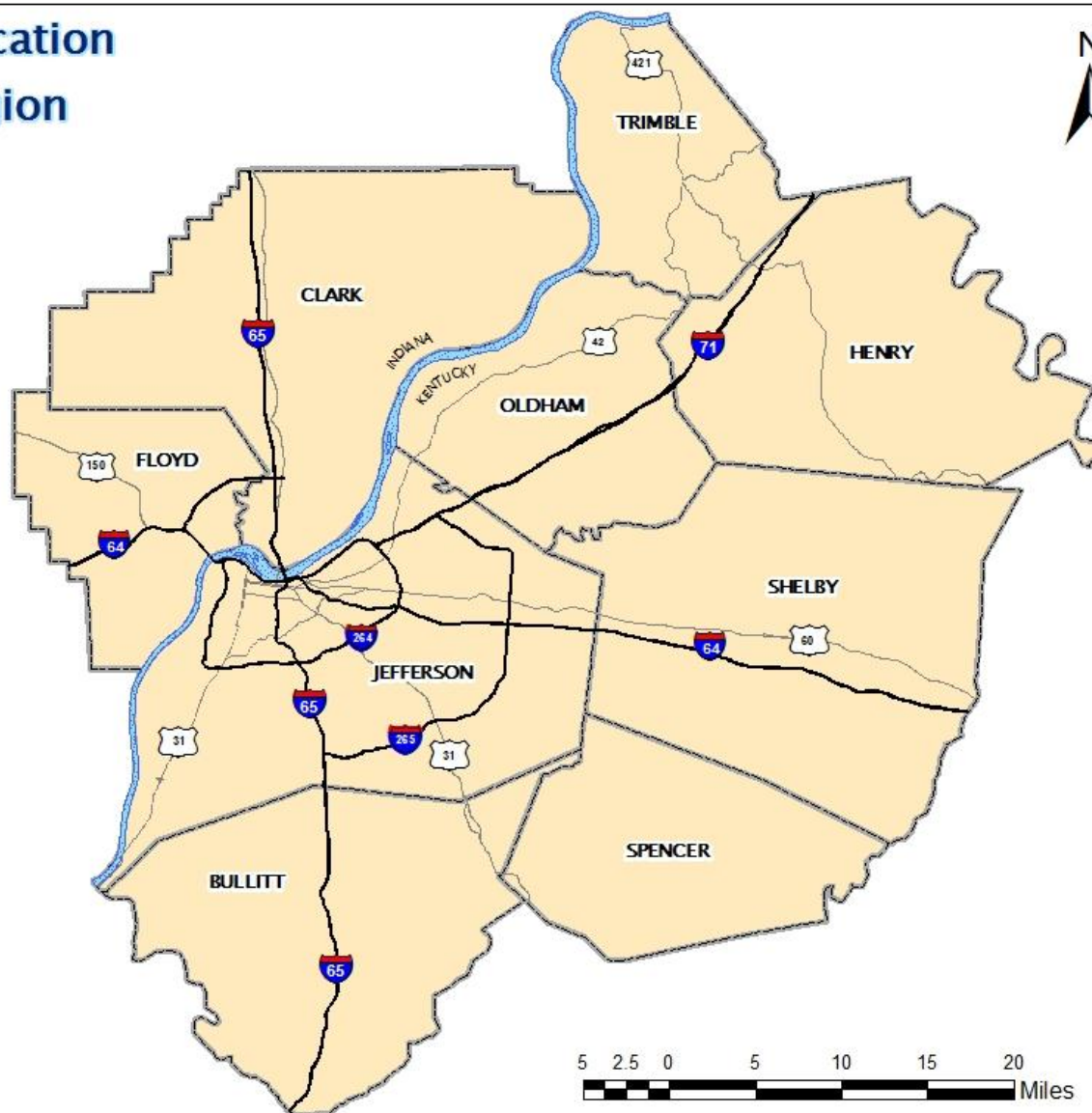
The KIPDA Transportation Division serves two purposes; [1] as the Metropolitan Planning Organization (MPO), designated by the Governors of Kentucky and Indiana; and [2] as the transportation planning component of the Area Development District (ADD). The MPO is responsible for implementing the Transportation Equity Act for the 21st Century (TEA-21) for the metropolitan area. The KIPDA Transportation Division provides planning and technical assistance to help meet the transportation needs of all counties within the MPO area and the KIPDA region giving emphasis to bicycle, highway, paratransit, pedestrian and public transit modes of transportation. As KIPDA is not limited to planning within particular county boundaries, it provides the opportunity to plan regionally. The agency works to assure that transportation plans are coordinated with comprehensive land use planning and air quality planning carried out by other public agencies.



County Identification KIPDA ADD Region

Legend

- Interstate
- US Highway
- Kipda Region Counties
- Ohio River





KIPDA is governed by a 26-person Board of Directors that includes representation from each of the 9-counties that make up the region. Board of Directors is exclusively public-sector representatives from the various County, City and Town governments within the ADD.

The KIPDA staff managed the day to day operations necessary to complete the 2012 CEDS as per the Economic Development Administration (EDA) guidelines. KIPDA convened a Strategy Committee (detailed below) and held a series of progress report meetings to guide the action plan and project prioritization shown in chapters 6 and 7.

B. CEDS STRATEGY COMMITTEE

As mentioned, the KIPDA staff assembled a Strategy Committee to guide the development of the action plan and to prioritize projects based on that plan. The Committee includes representatives from the public and private sector. The Table below shows the members of the Strategy Committee.

Table 3-1
2012 CEDS Strategy Committee
By County and Affiliation

Name	Position	Organization
Bullitt County		
Melanie Roberts	Judge-Executive	Bullitt County
Debby Carter		Truck America Training, LLC
Tonya Taylor		Bullitt County resident
Scott Wantland	Attorney	Wantland Law
Henry County		
Jefferson County		
Patti Clare	Deputy Director	Louisville Metro Economic Growth and Innovation
Christina Shadle	Director	Greater Louisville Inc.
Charlie Spalding	Resident	Jefferson County
Chester Massie	Owner	IgLou Internet Services
Oldham County		
Deana Epperly-Karem	Executive Director	Oldham County Chamber and Economic Development
John Black	Deputy Judge	Oldham County
Shelby County		
Rob Rothenburger	Judge-Executive	Shelby County
Libby Adams	Executive Director	Shelby County industrial Foundation
Spencer County		
Trimble County		

The Strategy Committee met three times during the course of the 3-month process, providing guidance to the KIPDA staff. The committee was briefed on the progress of the strategy at each meeting and was provided time to react to the information and guide the next steps.



4 DEMOGRAPHIC ANALYSIS

A. POPULATION TRENDS

- Louisville/Jefferson County is home to most KIPDA region residents. Louisville/Jefferson County accounted for nearly 77% of the KIPDA regions 959,091 residents in 2010 (Table 4-1). The remaining six KIPDA counties totaled approximately 217,995 persons at that time. Bullitt County had the second greatest share of the 2010 population, with almost 7.7% of the region's total.

Table 4-1
Population Trends, By County
1970-2011

County	1970	1980	1990	2000	2010	2011 (Est)
POPULATION						
Bullitt	26,090	43,346	47,567	61,236	74,319	75,109
Henry	10,910	12,740	12,823	15,060	15,416	15,443
Jefferson	695,055	684,638	664,933	693,604	741,096	746,906
Oldham	14,687	27,795	33,263	46,178	60,316	60,642
Shelby	18,999	23,328	24,824	33,337	42,074	43,068
Spencer	5,488	5,929	6,801	11,766	17,061	17,378
Trimble	5,349	6,253	6,090	8,125	8,809	8,725
KIPDA Region	776,578	804,029	796,301	869,306	959,091	967,271
Kentucky	3,218,706	3,660,777	3,685,292	4,041,769	4,339,367	4,369,356
CHANGE IN POPULATION						
Bullitt	n/a	17,256	4,221	13,669	13,083	790
Henry	n/a	1,830	83	2,237	356	27
Jefferson	n/a	(10,417)	(19,705)	28,671	47,492	5,810
Oldham	n/a	13,108	5,468	12,915	14,138	326
Shelby	n/a	4,329	1,496	8,513	8,737	994
Spencer	n/a	441	872	4,965	5,295	317
Trimble	n/a	904	(163)	2,035	684	(84)
KIPDA Region	n/a	27,451	(7,728)	73,005	89,785	8,180
Kentucky	n/a	442,071	24,515	356,477	297,598	15,570
ANNUAL PERCENTAGE CHANGE						
Bullitt	n/a	6.6	1.0	2.9	2.1	0.1
Henry	n/a	1.7	0.1	1.7	0.2	0.0
Jefferson	n/a	-0.1	-0.3	0.4	0.7	0.1
Oldham	n/a	8.9	2.0	3.9	3.1	0.1
Shelby	n/a	2.3	0.6	3.4	2.6	0.2
Spencer	n/a	0.8	1.5	7.3	4.5	0.2
Trimble	n/a	1.7	-0.3	3.3	0.8	-0.1
KIPDA Region	n/a	0.4	-0.1	0.9	1.0	0.1
Kentucky	n/a	1.4	0.1	1.0	0.7	0.1

Source: U.S. Census, 2012

- The KIPDA region has experienced a steady increase in population since 2000, growing about 98,000 persons (10.0%) through 2011. Approximately 30% of this growth occurred outside Jefferson County, predominantly in Oldham (14,464) and Bullitt (13,873) counties.

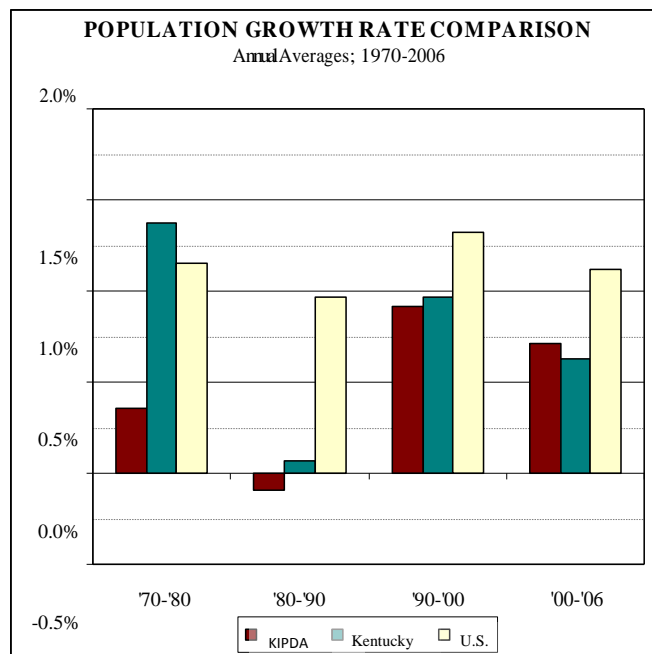


- Historically, the KIPDA region has not compared favorably against the Commonwealth as a whole and the U.S., in terms of population growth. Figure 4-1 reveals that the Commonwealth has grown at a faster rate from 1970 to 2000. KIPDA

outpaced the Commonwealth since then. The growth rate for the U.S. has been greater than the KIPDA region each study period.

- Efforts by local and regional part, the resurgence in population growth for the KIPDA region. Targeted recruitment campaigns, including the Louisville Reunion campaign run by Greater Louisville, Inc., which has traveled to cities such as Atlanta, GA and Dallas, TX, have educated former KIPDA regions residents and graduates of KIPDA regions colleges about the opportunities and quality of life in the greater Louisville area.

Figure 4-1





B. POPULATION PROJECTIONS

- Population projections through 2050 from the Kentucky State Data Center indicate future growth patterns are a continuation of recent growth patterns. Louisville/ Jefferson County is projected to experience the largest net population gain (Table 4-2).
- In comparison, the remaining six counties are projected to grow faster, indicating continued suburbanization around the city due to a combination of personal preference for suburban living and the greater development potential in these predominantly rural areas. By 2030, Louisville/Jefferson County is projected to account for approximately 70% of the region's population, down from the nearly 77% from 2010. Henry County is projected to decrease in population starting in 2035.

Table 4-2
Population Projections, By County
2010-2050

County	2010	2015	2020	2025	2030	2035	2040	2045	2050
POPULATION									
Bullitt	74,319	81,358	88,508	95,623	102,461	108,891	114,952	120,801	126,708
Henry	15,416	15,706	15,915	16,037	16,110	16,062	15,946	15,802	15,693
Jefferson	741,096	768,000	793,817	817,427	838,053	855,909	872,231	888,125	904,790
Oldham	60,316	67,412	74,990	82,306	89,639	96,668	103,223	109,294	115,096
Shelby	42,074	46,838	51,944	56,950	61,939	66,835	71,703	76,646	81,762
Spencer	17,061	20,157	23,655	27,189	30,861	34,587	38,301	41,988	45,725
Trimble	8,809	9,172	9,514	9,807	10,022	10,171	10,272	10,352	10,428
KIPDA Region	959,091	1,008,643	1,058,343	1,105,339	1,149,085	1,189,123	1,226,628	1,263,008	1,300,202
Kentucky	4,339,367	4,509,429	4,672,754	4,820,390	4,951,178	5,063,331	5,162,292	5,254,876	5,349,720
CHANGE IN POPULATION									
Bullitt		7,039	7,150	7,115	6,838	6,430	6,061	5,849	5,907
Henry		290	209	122	73	-48	-116	-144	-109
Jefferson		26,904	25,817	23,610	20,626	17,856	16,322	15,894	16,665
Oldham		7,096	7,578	7,316	7,333	7,029	6,555	6,071	5,802
Shelby		4,764	5,106	5,006	4,989	4,896	4,868	4,943	5,116
Spencer		3,096	3,498	3,534	3,672	3,726	3,714	3,687	3,737
Trimble		363	342	293	215	149	101	80	76
KIPDA Region		49,552	49,700	46,996	43,746	40,038	37,505	36,380	37,194
Kentucky		170,062	163,325	147,636	130,788	112,153	98,961	92,584	94,844

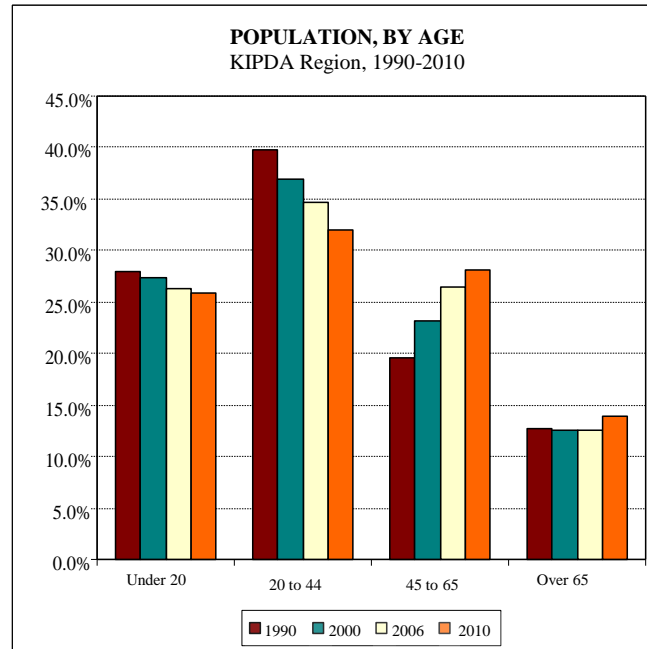
C. POPULATION, BY AGE

- The population in the KIPDA region is getting older (Figure 4-2). Demographic trend data suggest that persons under the age of 45 account for a smaller share of the region's population in 2010 than they did in 1990. In contrast, the share of KIPDA population aged between 45 and 64 has increased each of the study years, from 19.6% in 1990 to over 25% in 2010. The senior population has also grown steadily, maintaining a stable share of the region's population.



- Population growth projections indicate similar patterns, with persons over 45 accounting for a larger share of the KIPDA population. Growth forecasts show an increase in persons over 65. This is consistent with local and national averages, where the baby “boomer” generation, which accounts for a large for a large share of the population, continues to age.

Figure 4-2



D. HOUSEHOLD FORMATIONS

- According to the 2010 Census there are approximately 387,000 households in the KIPDA region. Of these, 80% of all households, 307,175, are located in Louisville/Jefferson County (Table 4-3). Bullitt County has the second highest number of households, at 27,673 (7.0%).

E. AVERAGE HOUSEHOLD SIZE

- The KIPDA region had an average household size of 2.42 persons per household in 2010, while the Kentucky average size was 2.45. Louisville/Jefferson County was the only one below this average at 2.35 persons per household. The remaining six counties ranged from 2.56 to 2.87 persons per household (Table 4-4). This finding is consistent with other metropolitan areas. Where the urban core attract smaller, non-traditional households. Future projections indicate that Louisville/Jefferson County will continue to attract smaller households. Meanwhile the average household size in all 9 of the counties is expected to decrease, perhaps as a result of the aging population and the decrease in the younger population.



Table 4-3
Household Trends and Projections
1990-2015

County	1990	2000	2010	2015(Proj)
HOUSEHOLDS				
Bullitt	15,965	22,171	27,673	31,302
Henry	4,896	5,844	5,963	6,202
Jefferson	264,137	287,012	309,175	323,189
Oldham	10,673	14,856	19,431	22,796
Shelby	9,048	12,104	15,321	17,404
Spencer	2,451	4,251	6,165	7,486
Trimble	2,246	3,137	3,420	3,647
KIPDA Region	309,416	349,375	387,148	412,026
Kentucky	1,379,768	1,590,647	1,719,965	1,816,858
CHANGE IN HOUSEHOLD COUNT				
Bullitt	-	6,206	5,502	3,629
Henry	-	948	119	239
Jefferson	-	22,875	22,163	14,014
Oldham	-	4,183	4,575	3,365
Shelby	-	3,056	3,217	2,083
Spencer	-	1,800	1,914	1,321
Trimble	-	891	283	227
KIPDA Region	-	39,959	37,773	24,878
Kentucky	-	210,879	129,318	96,893
ANNUAL PERCENTAGE RATE				
Bullitt	-	3.9%	2.5%	1.3%
Henry	-	1.9%	0.2%	0.4%
Jefferson	-	0.9%	0.8%	0.5%
Oldham	-	3.9%	3.1%	1.7%
Shelby	-	3.4%	2.7%	1.4%
Spencer	-	7.3%	4.5%	2.1%
Trimble	-	4.0%	0.9%	0.7%
KIPDA Region	-	1.3%	1.1%	0.6%
Kentucky	-	1.5%	0.8%	0.6%

Source: Kentucky State Data Center, 2012

Table 4-4
Average Household Size Trends and Projections
1990-2015

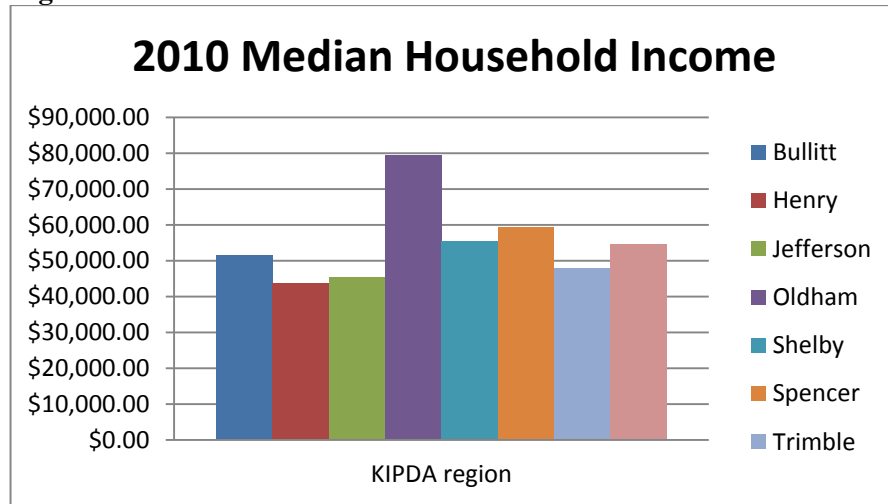
County	1990	2000	2010	2015(Proj)
HOUSEHOLDS				
Bullitt	2.97	2.75	2.67	2.59
Henry	2.61	2.57	2.57	2.52
Jefferson	2.48	2.37	2.35	2.33
Oldham	2.93	2.85	2.87	2.75
Shelby	2.65	2.63	2.64	2.59
Spencer	2.75	2.74	2.75	2.67
Trimble	2.68	2.57	2.56	2.50
KIPDA Region	2.53	2.43	2.42	2.40
Kentucky	2.60	2.47	2.45	2.41
CHANGE IN HOUSEHOLD COUNT				
Bullitt		0.22	0.08	0.08
Henry		0.04	0.00	0.05
Jefferson		0.11	0.02	0.02
Oldham		0.08	0.02	0.12
Shelby		0.02	0.01	0.05
Spencer		0.01	0.01	0.08
Trimble		0.11	0.01	0.06
KIPDA Region		0.10	0.01	0.02
Kentucky		0.13	0.02	0.04
ANNUAL PERCENTAGE CHANGE				
Bullitt		0.7	0.3	0.3
Henry		0.2	0.0	0.2
Jefferson		0.4	0.1	0.1
Oldham		0.3	0.1	0.4
Shelby		0.1	0.0	0.2
Spencer		0.0	0.0	0.3
Trimble		0.4	0.0	0.2
KIPDA Region		0.4	0.0	0.1
Kentucky		0.5	0.1	0.2

F. INCOME LEVELS

- Income levels are generally higher in the more suburban counties surrounding Louisville/Jefferson County. The 2010 median household income for the KIPDA region as a whole was \$54,618. Only three of the six suburban counties, Henry (\$43,612) Jefferson (43,352) and Trimble (\$47,798), had median household incomes below the region average (Figure 4-3). Oldham (\$79,417) had the highest median household income, at \$79,417.
- Income growth in the KIPDA region was very strong during the 1990s, averaging a 4.9% annual growth rate in median household income during this time period. As a result, the number of households earning over \$100,000 increased substantially, growing to almost 11% of all households in 2000 from 3.2% in 1990. However, median household income growth has slowed in recent years, with the region averaging a 2.1% annual growth rate.



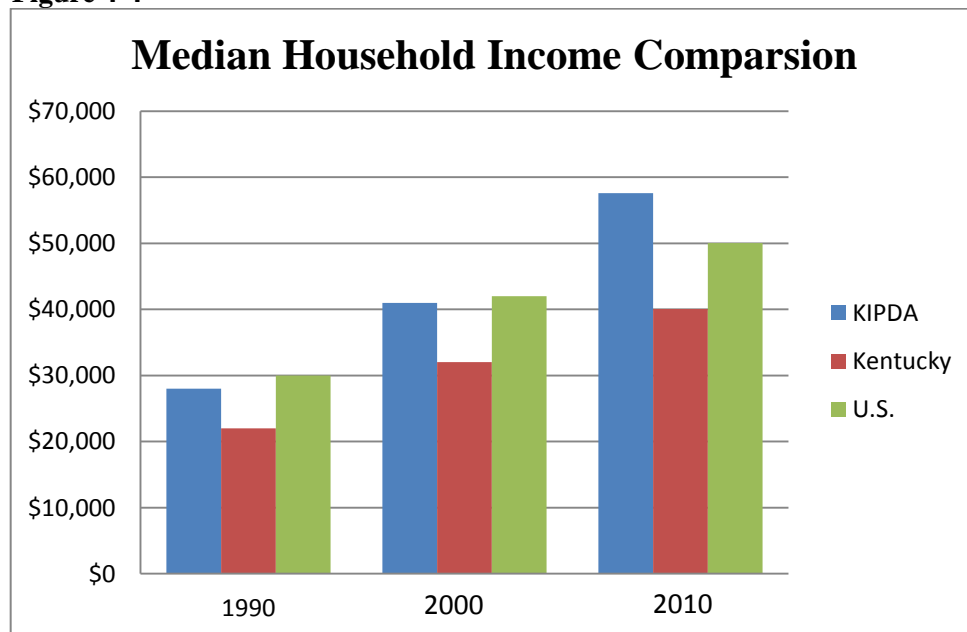
Figure 4-3



Source: Kentucky State Data Center, 2010 ACS 5-Year Estimates For All Kentucky Counties

- Incomes in the KIPDA region have been higher than the rest of Kentucky. Figure 4-4 reveals that the median household income within the KIPDA region historically has been higher than the Commonwealth as a whole. In 2010, the KIPDA median household income was \$57,614, which is \$17,552 more than Kentucky's median household income. The KIPDA was historically behind the national average but in 2010, the KIPDA region surpassed the U.S. median household income by approximately \$7,000.
- Census tracts in the central business district (CBD) of Louisville have the lowest median income levels in the region. As seen in Map 4-1, the median household income level for many of the CBD census tracts in Louisville are below \$20,000. In contrast, the areas north and east of the CBD in Jefferson County and Oldham County have the highest median incomes, often reaching over \$80,000.

Figure 4-4



Source: Kentucky State Data Center, 2012



G. EDUCATION LEVELS

- Education attainment of persons over 25-years old varies between the counties. Approximately 34.2% of KIPDA adults have completed an associate's degree, a bachelor's degree or a post-graduate degree. However, individual county attainment levels for a college degree range from 44.5% in Oldham County to approximately 19% in Trimble, Henry and Bullitt (Table 4-5). A similar situation exists for persons who have received a high school diploma. Kentucky's average is 34.4%, within the KIPDA region there is a range of 45.4% in Henry and only 23.9% in Oldham.

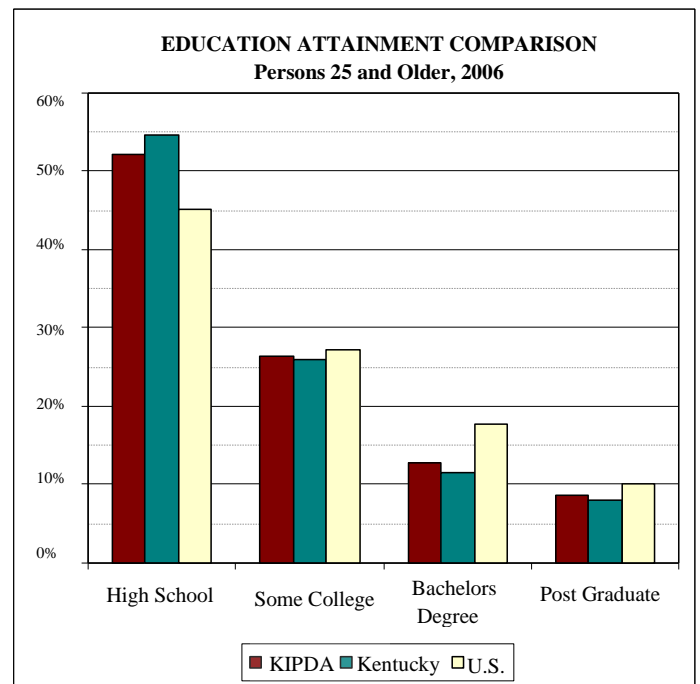
Table 4-5
Education Attainment Levels
2010

Attainment Level	Bullitt	Henry	Jefferson	Oldham	Shelby	Spencer	Trimble	Kentucky
Age 25+ Population	48,084	10,491	493,092	38,733	27,262	11,090	5,980	2,856,001
High school graduate (includes equivalency)	41.6%	45.4%	29.3%	23.9%	33.7%	35.4%	41.8%	34.4%
Some college, no degree	21.8%	15.3%	22.5%	21.2%	20.9%	24.7%	17.4%	19.6%
Associate's degree	8.6%	5.3%	6.6%	7.4%	5.3%	7.0%	6.7%	6.6%
Bachelor's degree	7.2%	8.1%	17.2%	22.7%	14.0%	10.6%	8.2%	12.1%
Graduate or professional degree	3.9%	6.0%	11.3%	14.4%	9.2%	6.1%	4.9%	8.2%

Source: U.S. Census Bureau, 2006-2010 American Community Survey; S1501

Figure 4-4

- On average, KIPDA region adults are slightly better educated than the Commonwealth as a whole. The KIPDA region has a lower concentration of persons earning a high school diploma or less and a higher concentration of persons earning a bachelor's or post graduate degree (Figure 4-5). In comparison, the U.S. as a whole is better educated than adults in the KIPDA region and the Commonwealth. This finding is consistent with the income data presented earlier, as education and income have a strong correlation.



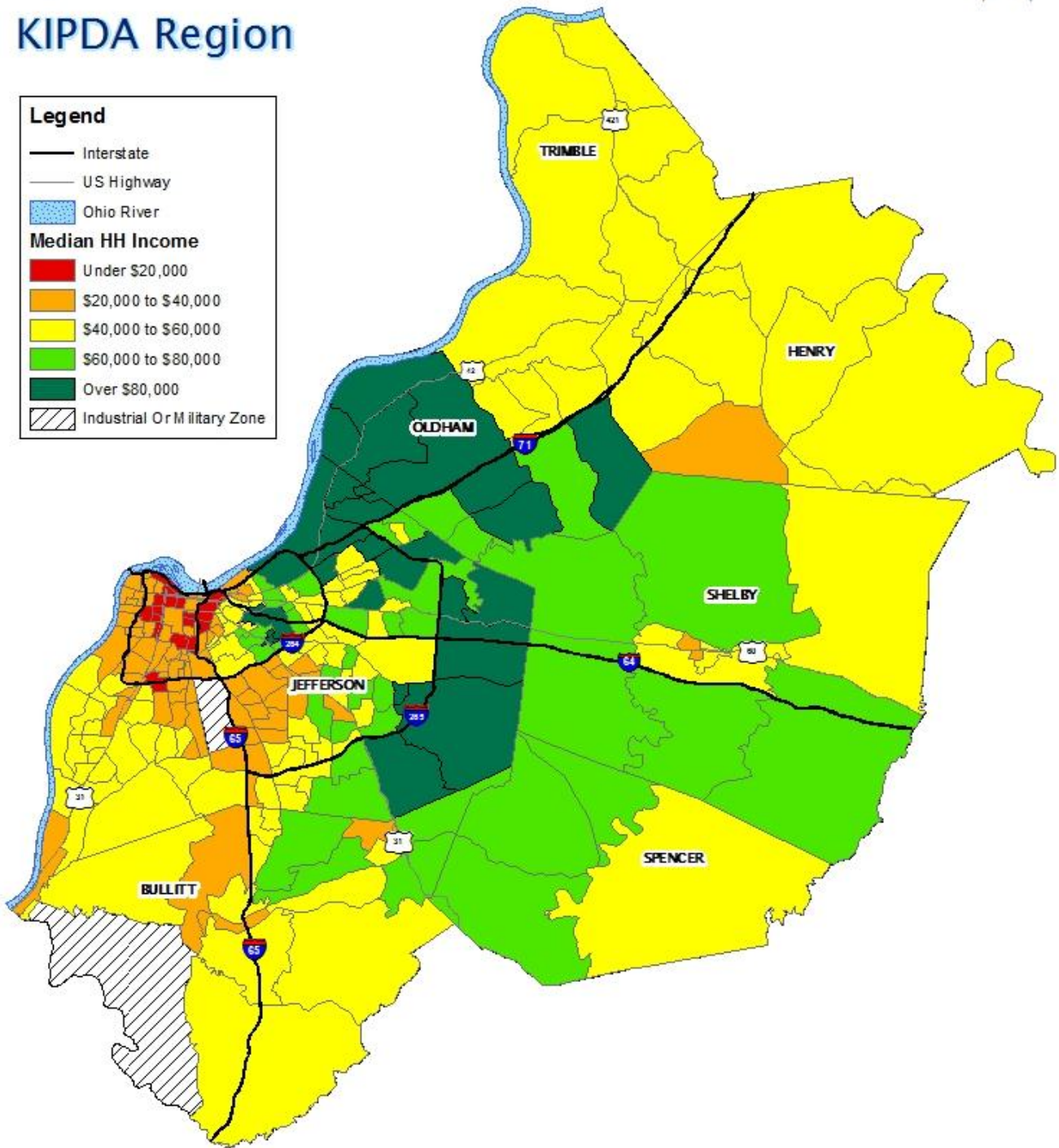


Median HH Income By Census Tract KIPDA Region



Legend

- Interstate
- US Highway
- Ohio River
- Median HH Income**
 - Under \$20,000
 - \$20,000 to \$40,000
 - \$40,000 to \$60,000
 - \$60,000 to \$80,000
 - Over \$80,000
- Industrial Or Military Zone





5 ECONOMIC BASE ANALYSIS

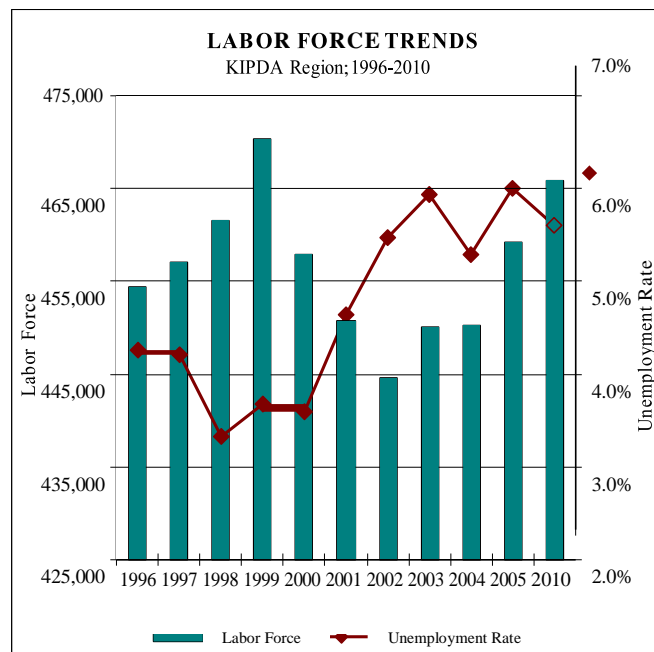
A. LABOR FORCE

- Labor force participation has adjusted based on shifts in the

economy. The KIPDA regions

labor force experienced a steady growth during the late 1990s, reaching a highest point in 1999 with more than 470,000 active laborers (Figure 5-1). The total declined sharply in 2000 and 2001 with the onset of the economic downturn. The region reached a low participation level in 2002 at slightly less than 445,000 workers. The labor force size reached nearly 471,000 in 2010 but was still a low participation level due to the economic downturn.

Figure 5-1



- The KIPDA region has a net gain of 5,289 workers in the labor force from 2006 to 2011. However, the growth in participation has not been uniform for each of the seven counties. Louisville/Jefferson County experiences a net gain in labor force of more than 2,454 workers during this time period (Table 5-1). In contrast Henry and Trimble counties experienced a net loss of approximately 1000 workers.

Table 5-1
Labor Force Trends
2006-2011

	2006	2011	Change	% Change
Bullitt	36,964	38,360	1,396	3.78%
Henry	8,113	7,450	(663)	-8.17%
Jefferson	360,170	362,624	2,454	0.68%
Oldham	26,990	28,346	1,356	5.02%
Shelby	20,618	21,388	770	3.73%
Spencer	8,478	8,783	305	3.60%
Trimble	4,490	4,156	(334)	-7.44%
KIPDA	467,829	473,118	5,284	1.20%

Source: Bureau of Labor Statistic, 2012



B. COMMUTING PATTERNS

- Louisville/Jefferson County is the employment center for the region. In 2000, Louisville/Jefferson County was the only net importer of workers for the KIPDA region. More than 98,250 workers commuted into Louisville/Jefferson County each day for work, compared with 24,250 leaving the county for work (Table 5-2). In contrast, approximately 50,500 workers, or 65% of all employed residents, living in the remaining six counties commuted out of their respective counties for work. These six counties only attracted 16,865 commuters. More residents of the six suburban counties work in Louisville/Jefferson County (41,605) than work in their own counties (35,552).

Table 5-2
2000 Commuting Patterns for KIPDA County Residents
KIPDA Region

	Residents Working in the County	Residents Working Outside the County	Percentage of Workers Leaving the County	Commuters Entering the County	Net Import (Export) of Workers
Bullitt County	8,415	21,929	72.3%	4,070	(17,859)
Henry County	2,840	4,100	59.1%	1,070	(3,030)
Jefferson County	303,620	24,259	7.4%	98,254	73,995
Oldham County	7,195	14,168	66.3%	5,877	(8,291)
Shelby County	9,300	7,256	43.8%	5,181	(2,075)
Spencer County	1,300	4,460	77.4%	392	(4,068)
Trimble County	845	2,725	76.3%	275	(2,450)

Source: Bureau of Economic Analysis, 2007

- The exporting of employment from the six suburban counties is not limited to Louisville/Jefferson County. The six suburban counties are net exporters of labor to Clark and Floyd Counties in Indiana as well as to the rest of Kentucky. This finding suggests that economic growth in the KIPDA region historically has concentrated in Louisville/Jefferson County. Recent development trends suggest this trend is shifting (detailed later in this chapter). However, the data indicate the six remaining counties in the KIPDA region still lag well behind other local employment centers.

Table 5-3
2000 Regional Commuting Patterns
KIPDA Region

	Location of Job						
	Jefferson	Rest of KIPDA	Clark, IN	Floyd, IN	Rest of Kentucky	Rest of Indiana	Rest of Nation
Jefferson	303,620	7,063	7,050	2,774	4,684	1,339	1,349
Rest of KIPDA	41,605	35,552	1,004	333	5,150	819	70
Clark, IN	16,280	362	-	-	-	-	-
Floyd, IN	11,805	193	-	-	-	-	-
Rest of Kentucky	18,889	3,420	-	-	-	-	-
Rest of Indiana	7,928	170	-	-	-	-	-
Rest of Nation	1,747	0	-	-	-	-	-

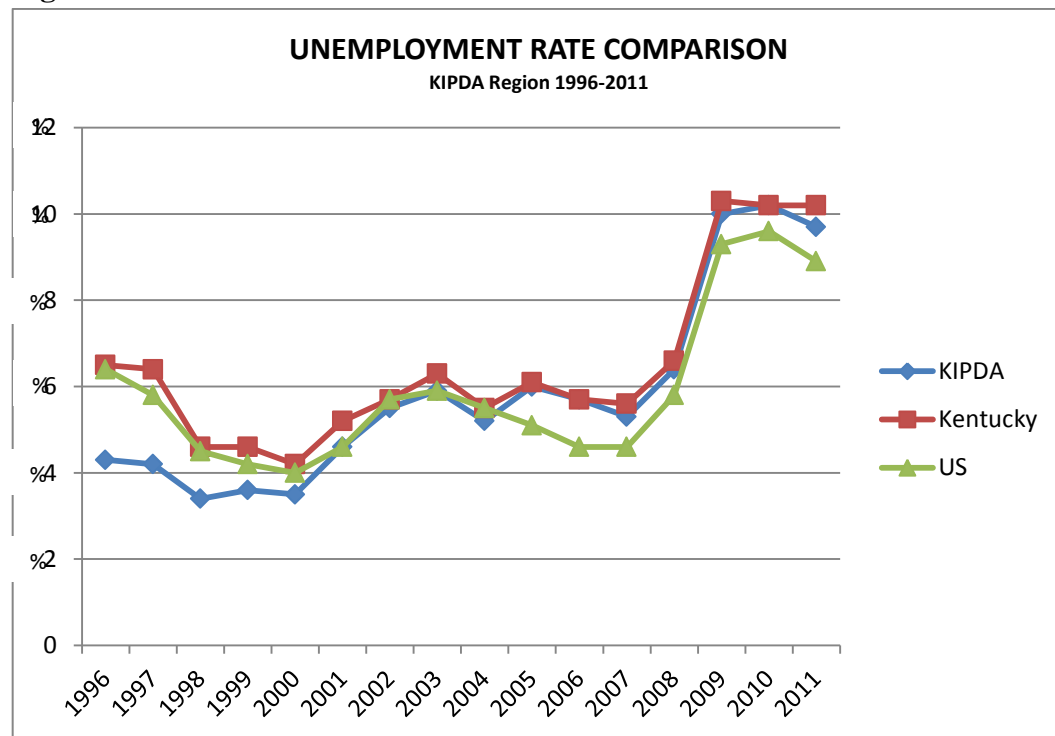
Source: Bureau of Economic, 2007



C. UNEMPLOYMENT RATE

- The recent economic downturn has increased the unemployment rate throughout the entire KIPDA region. As seen in Figure 5-2, the region-wide unemployment rate was at or below 6% prior to 2007. Since then, unemployment has increased considerably. In 2010, the KIPDA region reached an unemployment rate of 10.2%.
- The unemployment rates for Kentucky as a whole and the U.S. substantially increased after 2008 (Figure 5-2) consistent with the KIPDA region.

Figure 5-2

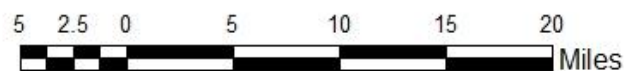
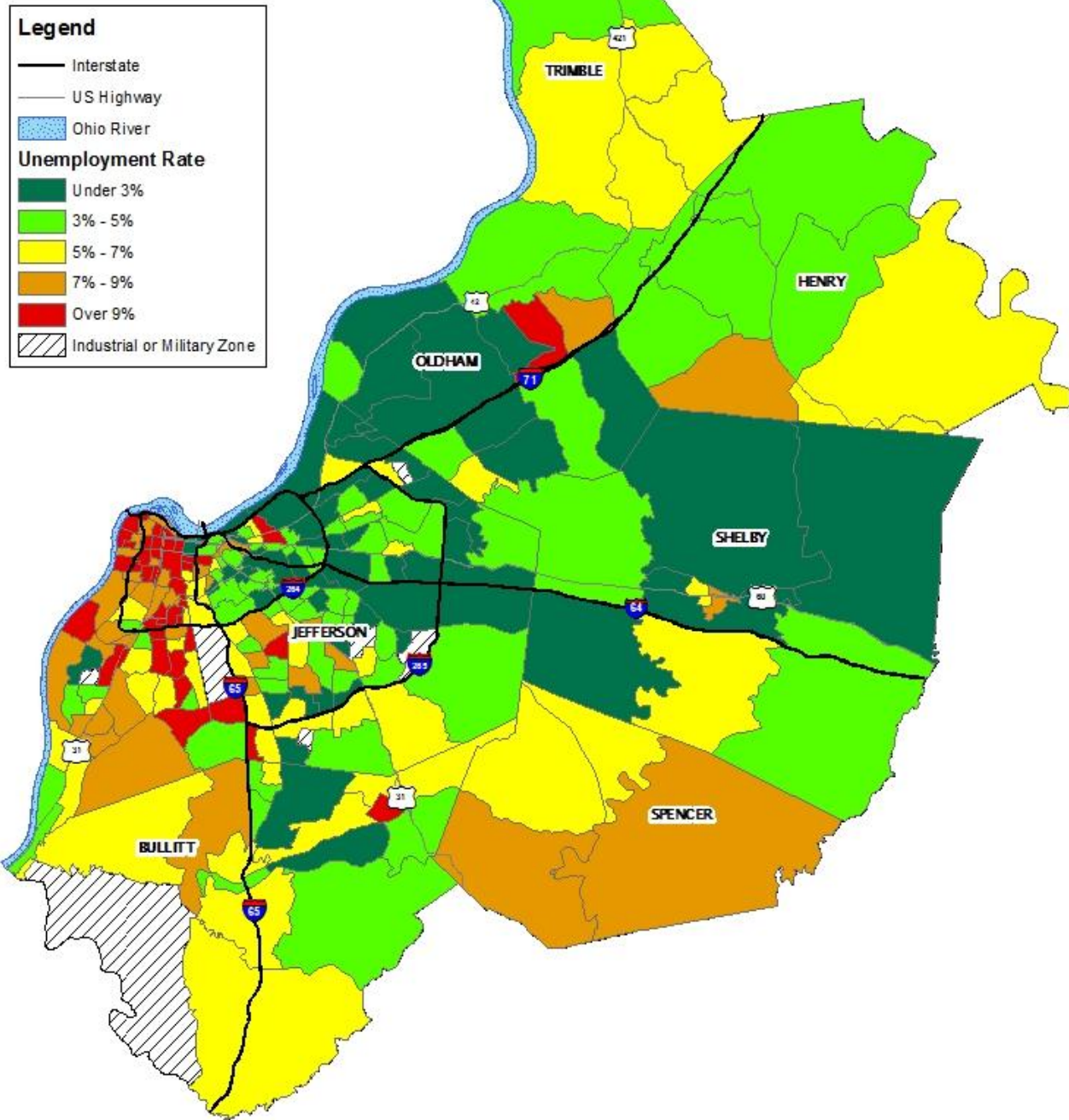


Source: U.S. Bureau of Labor Statistics, 2012

- Unemployment is highest in and around the central business district (CBD) of Louisville (Map 5-1). Data indicates that unemployment rates in this area reach more than 30%. In contrast, the areas north and east of the CBD have very low unemployment rates, often below 3%. This finding is consistent with income levels, where the CBD has a low median household income. A high concentration of unemployed persons adversely affects standardized income levels.



Unemployment Rate By Census Tract KIPDA Region





D. EMPLOYMENT TRENDS

- It is important to note that the employment and establishment analysis was completed using the entire nine county KIPDA region, which includes Clark and Floyd counties in Indiana. This was done because employment and establishment trends in these areas are relevant to industry recruitment for the entire region. As such, leaving these communities out of this analysis would provide an incomplete analysis of which industries are thriving within the region.
- The KIPDA region has been undergoing a transition from labor-intensive employment to service-related market sectors. The U.S. Department of commerce has estimated that the 9-county KIPDA region has experienced a net loss of 86,464 jobs, or 17.1% decrease between 2004 and 2010 (Table 5-4). However, the growth in jobs has concentrated in service-related market sectors such as professional, scientific & technical services (1,636 jobs) while the labor-intensive market sectors have lost employment. Most notably, the manufacturing sector has lost 42% of its jobs during the study period, totaling 29,735 jobs.
- During the second quarter of 2011, the LED Quarterly Workforce Indicators from the Census Bureau, points toward a slight recovery of the employment sector. The total number of employees is 473,732 which is a 12.7% increase in employment from 2010 (420,023). There were 33,235 new jobs that were created between May and August of 2011 (Table 5-5).

Title 5-4
KIPDA Region Employment Trends
2004 to 2010

Market Sector	Employment			
	2004	2010	Change	% Change
All Employment	506,487	420,023	(86,464)	-17.1%
Agriculture, Forestry, Fishing, Hunting	178	124	(54)	-30.3%
Mining	661	0	(661)	-100.0%
Utilities	2,526	133	(2,393)	-94.7%
Construction	29,683	18,791	(10,892)	-36.7%
Manufacturing	71,494	41,759	(29,735)	-41.6%
Wholesale Trade	25,764	20,259	(5,505)	-21.4%
Retail Trade	64,204	46,019	(18,185)	-28.3%
Transportation and Warehousing	33,326	1,755	(31,571)	-94.7%
Information	10,793	10,162	(631)	-5.8%
Finance and insurance	31,381	30,260	(1,121)	-3.6%
Real Estate and Rental and Leasing	8,266	6,487	(1,779)	-21.5%
Professional, Scientific, and Technical Services	22,649	24,285	1,636	7.2%
Management of companies and enterprises	15,920	13,975	(1,945)	-12.2%
Administrative and Support and Waste Management and Remediation Services	29,690	28,010	(1,680)	-5.7%
Educational Services	10,198	8,598	(1,600)	-15.7%
Health Care and Social Assistance	71,334	65,733	(5,601)	-7.9%
Arts, entertainment, and recreation	6,785	6,242	(543)	-8.0%
Accommodation and food services	45,124	41,238	(3,886)	-8.6%
Other services (except public administration)	26,326	22,730	(3,596)	-13.7%
Industries not classified	185	0	(185)	-100.0%

Source: U.S. Department of Commerce, County Business Patterns, 2012



Table 5-5
2011 Q2 Quarterly Workforce Indicators
KIPDA Region, 2012

	Total Employment	Job Creation	New Hires
Bullitt	17,930	1,799	4,060
Henry	2,753	111	310
Jefferson	424,652	29,513	70,816
Oldham	13,596	882	1,848
Shelby	12,063	664	1,651
Spencer	1,498	163	287
Trimble	1,240	103	197
TOTAL	473,732	33,235	79,169

Source: U.S. Census Bureau, 2012

E. ESTABLISHMENT TRENDS

- The KIPDA region experienced a net loss of 4,504 establishments, or -16.2%, between 2004 and 2010. Similar to employment trends, the service-related market sectors experienced the greatest increase in establishments while labor-intensive market sectors experienced a net decline. Management of companies and enterprises is the only sector that had a gain in establishments (3.2%). The highest loss of establishments was mining (-53.6%) and construction (-32.7%) (Table 5-6).

Table 5-6
KIPDA Region Establishment Trends

Market Sector	Establishments			
	2004	2010	Change	% Change
All Employment	27,834	23,330	(4,504)	-16.2%
Agriculture, Forestry, Fishing, Hunting, and hunting	37	31	(6)	-16.2%
Mining	28	13	(15)	-53.6%
Utilities	58	43	(15)	-25.9%
Construction	3,001	2,020	(981)	-32.7%
Manufacturing	1,270	879	(391)	-30.8%
Wholesale Trade	1,686	1,401	(285)	-16.9%
Retail Trade	3,992	3,178	(814)	-20.4%
Transportation and Warehousing	785	636	(149)	-19.0%
Information	479	403	(76)	-15.9%
Finance and insurance	2,055	1,762	(293)	-14.3%
Real Estate and Rental and Leasing	1,221	1,055	(166)	-13.6%
Professional, Scientific, and Technical Services	2,908	2,626	(282)	-9.7%
Management of companies and enterprises	247	255	8	3.2%
Administrative and Support and Waste Management and Remediation Services	1,442	1,363	(79)	-5.5%
Educational Services	298	263	(35)	-11.7%
Health Care and Social Assistance	2,829	2,699	(130)	-4.6%
Arts, entertainment, and recreation	446	361	(85)	-19.1%
Accommodation and food services	2,016	1,865	(151)	-7.5%
Other services (except public administration)	2,934	2,265	(669)	-22.8%
Industries not classified	102	212	110	107.8%

Source: U.S. Department of Commerce, 2012



F. OCCUPATION OUTLOOK

- According to the KIPDA Area Occupational Outlook to 2018, by The Education and Workforce Development Cabinet employment is projected to grow from 527,608 to 570,576, a gain of 8.1percent. The total annual job openings are expected to be about 16,900. The growth in employment will create about 5,056 job openings annually.
- Approximately 11,844 annual job openings will result from separations from the labor force due to retirement or those who transfer to other jobs. 30% of job openings will result from growth; the remaining 70% will result from separations from the labor force.
- The fastest growing occupations will be Network Systems & Data Communications Analysts at 52.8% increase and Farm and Home Management Advisors 48.6%, and Home Health Aides 43.9% (Table 5-7).

Table 5-7
Fastest Growing KIPDA Area Occupations
KIPDA Region 2008-2018

Rank	Occupational Title	Employment		Change		Avg Annual Openings
		2008	2018	Number	Percent	
1	Network Systems & Data Communications Analysts	1,200	1,834	634	52.8%	87
2	Farm and Home Management Advisors	35	52	17	48.6%	3
3	Home Health Aides	618	889	271	43.9%	33
4	Computer Software Engineers, Applications	2261	3,221	960	42.5%	129
5	Personal and Home Care Aides	1212	1,719	507	41.8%	72
6	Manicurists and Pedicurists	211	299	88	41.7%	11
7	Mental Health Counselors	417	589	172	41.2%	25
8	Medical Assistants	2146	2,911	765	35.6%	104
9	Veterinary Technologists and Technicians	308	415	107	34.7%	20
10	Forensic Science Technicians	33	44	11	33.3%	2
11	Pharmacy Technicians	1577	2,100	523	33.2%	100
12	Residential Advisors	573	761	188	32.8%	35
13	Physical Therapist Assistants	190	252	62	32.6%	8
14	Environmental Engineering Technicians	34	45	11	32.4%	2
15	Clergy	145	191	46	31.7%	7
16	Environmental Engineers	193	254	61	31.6%	12
17	Substance Abuse & Behavioral Disorder Couns	34	343	82	31.4%	13
18	Veterinarians	145	293	70	31.4%	11
19	Environmental Sci. & Protection Techs., Incl. Health	193	135	32	31.1%	7
20	Medical Appliance Technicians	261	110	26	31.0%	5

Source: Workforce Kentucky, 2012



G. WAGE DATA

- The median wage rate for the KIPDA region in 2011 was approximately \$16.12 per hour, more than \$1.30 greater than the Commonwealth median of \$14.78 (Table 5-18). Wages amongst the different occupation vary greatly, ranging from \$10.47 per hour for Retail Trade to \$33.24 for the Utility Industry. Wages for individual industries generally are greater than commonwealth levels. Kentucky median wage rates are only greater than KIPDA region levels in two of the 22 occupation groups.
- In comparison, the KIPDA region wage rates are generally lower than national levels. The U.S. median wage rate was \$16.57 which is slightly higher than the KIPDA rate. KIPDA workers in three of the 18 industry groups have a higher median wage than national average. The KIPDA region is better educated than the rest of the Commonwealth, while being slightly less educated than the U.S. as a whole. As mentioned, there is a strong correlation between education and income. As such, the data indicate the KIPDA region has a slight competitive advantage regionally, but not nationally.

Table 5-8
2011 Median Hourly Wages
By Industry

Industry	KIPDA	Kentucky	U.S.
Total, All Industries	\$16.12	\$14.78	\$16.57
Utilities	\$33.24	\$27.91	\$30.10
Management of Companies and Enterprises	\$26.04	\$22.68	\$27.84
Professional and Technical Services	\$22.44	\$19.68	\$27.87
Information	\$20.93	\$17.85	\$24.93
Educational Services	\$20.82	\$19.47	\$21.03
Manufacturing	\$19.78	\$17.07	\$17.78
Finance and Insurance	\$19.55	\$16.72	\$21.35
Construction	\$19.11	\$17.62	\$19.56
Transportation and Warehousing	\$17.92	\$18.41	\$19.31
Wholesale Trade	\$17.66	\$16.37	\$18.61
Health Care and Social Assistance	\$16.55	\$15.11	\$16.73
Mining	\$16.06	\$21.42	\$22.16
Real Estate and Rental and Leasing	\$14.22	\$12.53	\$15.30
Agriculture, Forestry, Fishing & Hunting	\$12.58	\$11.62	\$9.36
Other Services, Ex. Public Admin	\$12.26	\$11.78	\$13.38
Administrative and Waste Services	\$11.61	\$11.31	\$12.80
Arts, Entertainment, and Recreation	\$10.52	\$9.75	\$11.29
Retail Trade	\$10.47	\$9.72	\$10.88

Source: Workforce Kentucky Current Employment Statistics, 2012

- According to Workforce Kentucky, the industries with the largest number of employees in the KIPDA Region are Trade, Transportation and Utilities (132,700), Goods Producing (88,800) and Educational and Health Services (85,200). A large portion of the KIPDA Region is employed in the public sector, Government (80,700), Local Government (51,600), State Government (19,400) and Federal Government (9,800) (Table 5-9).



Table 5-9
Number of Employees per Industry
KIPDA Region; 2011

Industry	Job Count	Industry	Job Count
Service-Providing	510,200		
Private Service Providing	429,500		
Trade, Transportation, and Utilities	132,700	Local Government Educational Services	29,300
Goods Producing	88,800	Professional, Scientific, and Technical	28,100
Educational and Health Services	85,200	Wholesale Trade	28,000
Government	80,700	Ambulatory Health Care Services	27,000
Professional and Business Services	75,200	Other Services	25,500
Manufacturing	63,600	Mining, Logging and Construction	25,200
Retail Trade	61,500	Non-Durable Goods	25,000
Leisure and Hospitality	61,000	State Government	19,400
Accommodation and Food Services	52,800	Specialty Trade Contractors	16,900
Local Government	51,600	General Merchandise Stores	13,700
Food Services and Drinking Places	48,100	Food and Beverage Stores	10,500
Transportation Warehousing and Utilities	43,200	Transportation Equipment Manufacturing	10,100
Finance	40,600	Federal Government	9,800
Administrative and Support and Waste Man	40,000	Information	9,300
Durable Goods	38,600	Arts, Entertainment, and Recreation	8,100
Finance and Insurance	33,400	Management of Companies and Enterprises	7,100

Source: Workforce Kentucky Current Employment Statistics, 2012

H. LARGEST EMPLOYERS

- The KIPDA region is home to 32 of the Commonwealth's top 100 employment centers, including five of the top ten employment centers (Table 5-10). According to the Kentucky Cabinet for Economic Development, these 32 facilities employed more than 43,000 people in 2011. Ford Motor Company, Humana, UPS and YUM Brands! appear several times on the list, as they operate separate facilities within the region that employ large numbers of people. A map of these businesses is located on the next page (Map 5-2).
- The KIPDA region is home to several Fortune 500 companies. The Fortune 500 companies in the top 10 of largest employers in Kentucky are GE Consumer & Industrial (2), UPS Worldport II (3), Ford Motor Co. (4) and Humana Inc. (6). Humana Inc. employs the largest number of people in the region, with over 8,500 people, at their four facilities; headquarters/administrative/call center. UPS employees over 8,400 employees in their 4 operation facilities. Ford Motor Co. employees approximately 5,300 employees at two locations (KY Truck Plant and Louisville Assembly Plant).



Table 5-10
Largest Employers in the
KIPDA Region

State Rank	Facility Name	Employment	City	County	Product(s)
2	GE Consumer & Industrial	4,700	Louisville	Jefferson	Major Household appliances; dryers, washers, refrigerators, etc.
3	UPS Worldport II	4,467	Louisville	Jefferson	Automated sorting facility, worldwide air hub, airline operations center, flight simulator training
4	Ford Motor Co	3,978	Louisville	Jefferson	Production of super duty pick-up trucks (F-250 through F-550), Ford Expedition, Lincoln Navigator
6	Humana Inc	3,900	Louisville	Jefferson	Back office service calls, claims, enrollment, and IT roles.
9	UPS Supply Chain Solutions	2,482	Louisville	Jefferson	Warehouse/distribution for third party logistics services to the health care industry
11	Humana Inc	1,912	Louisville	Jefferson	Back office, sales, sales support, and IT roles; headquarters.
12	Humana Inc	1,848	Louisville	Jefferson	Administrative office
13	Zappos Fulfillment Centers Inc	1,735	Shepherdsville	Bullitt	Fulfillment center; footwear, handbags, apparel and accessories
16	Ford Motor Co	1,400	Louisville	Jefferson	Ford Explorer, Sport Trac & Mercury Mountaineer
19	JBS	1,350	Louisville	Jefferson	Pork processing
28	SHPS Inc	1,196	Louisville	Jefferson	Corporate office: health improvement and health benefits administration
32	Geek Squad City	1,089	Brooks	Bullitt	Computer products repair center
33	Bank of America	1,058	Louisville	Jefferson	Processor of credit and debit-card transactions; headquarters
34	LG&E and KU Energy LLC	1,027	Louisville	Jefferson	Headquarters for electric and gas generation and distribution
37	Humana Inc	1,000	Louisville	Jefferson	Administrative, back office
41	Charter Communications Kindred Healthcare	924	Louisville	Jefferson	Regional operations center
43	Operating Inc	900	Louisville	Jefferson	National corporate headquarters; computer service center and help desk
44	Brown-Forman Corp	900	Louisville	Jefferson	Distilled spirits, wooden barrels, headquarters
51	UPS	793	Louisville	Jefferson	Airline offices
58	Publishers Printing Co LLC	737	Junction	Bullitt	Printing publications or magazines
62	UPS	705	Louisville	Jefferson	Small package distribution
66	Rawlings Group	700	La Grange	Oldham	Corporate Headquarters; Healthcare Recovery
69	YUM! Brands Inc	697	Louisville	Jefferson	Corporate Headquarters
75	Papa John's International	665	Louisville	Jefferson	Corporate office and commissary
78	Yum Restaurant Services				
78	Group Inc	650	Louisville	Jefferson	Back office operations, payroll processing, support services
86	Courier-Journal	630	Louisville	Jefferson	Daily newspaper publishing offset printing and mass distribution.
88	Publishers Printing Co LLC	625	Shepherdsville	Bullitt	Printing publications or magazines
100	Reynolds Manufacturing Inc	600	Louisville	Jefferson	Aluminum foil, household foil manufacturing and distribution
100	Zenith Logistics Inc	600	Louisville	Jefferson	Distribution center for The Kroger Co.

Source: Kentucky Cabinet for Economic Development, Updated April 3, 2007, RKG Associates 2007

I. INDUSTRY EXPANSION AND RELOCATION

- During the study period, there were eight (8) new manufacturing firms in the KIPDA region with an investment of approximately \$31 million and has created 207 new jobs. Six of the new firms were located within Louisville Metro (Jefferson County). This included Piston Automotive LLC which invested \$5.5 million and created 51 new jobs. There were fifty-four (54) expanding manufacturing firms with a total investment of \$1,383,410,631 and created 2,815 jobs. The largest expansion was completed at the end of 2011; Ford Motor Co. invested \$600 million to transform Louisville Assembly Plant into a state-of-the-art facility becoming Ford's most-flexible high volume plant in the world. The Ford expansion has created nearly 1,300 jobs in the KIPDA region. GE Consumer & Industrial has added over 300 jobs and invested over \$600 million dollars in manufacturing major household appliances at their Louisville facility in 2012 (Table 5-11).



- From January 2011 till July 2012 there were sixteen (16) new Supportive/Service Firms that located within the KIPDA Region. The new businesses invested over \$136 million and created 404 new jobs. Fourteen (14) of the Supportive/Service Firms located within Louisville Metro creating 383 new jobs in Jefferson County. The remaining two (2) new Supportive/Service Firms were located in Shelby County. There was more expansion of Supportive/Service Firms already located within the KIPDA region. A total of 42 existing businesses expanded investing over \$87 million and creating 3,387 new jobs. Zappos Fulfillment Center hired 1,300 new employees at their facility located in Bullitt County in 2011. Café Press relocated their headquarters to Louisville in 2012 investing over \$16 million and bringing 592 jobs with a total payroll of \$22.4 million by the second quarter of 2015.
- Zappos announced that it planned to add up to 5,000 more full-time jobs in Bullitt County over the next three years. Zappos will officially change its name to Amazon, their parent company starting September 1, 2012 and is Bullitt County's largest employer. GE announced that it will add to the work force at the Louisville plant by adding 380 employees to make the company's new bottom freezer refrigerators and 100 salaried positions to support the product. Heaven Hills Distilleries Inc. announced that it would renovate a building in Louisville to use a working distillery to manufacture Evan Williams Bourbon and other products. The full restoration of the building will be an integral addition to the "Bourbon Row" district of distilleries in Louisville. The project will cost an estimated \$9.5 million and bring 14 new jobs with a total payroll of \$655,200 by 2014.
- Louisville Metro/Jefferson County accounted for 99 of the 120 reported new and expanded Manufacturing and Support/Service Firms and since 2004 (Table 5-13). Of this total, only 20 were new projects, the remaining were expansions of existing operations. In comparison, the remaining six KIPDA counties had only 4 new projects of the 24 total reports and 17 of the 96 expansion of existing facilities, 8 of these were located in Shelby County.

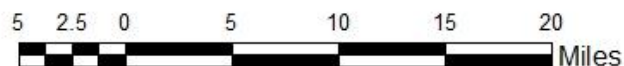
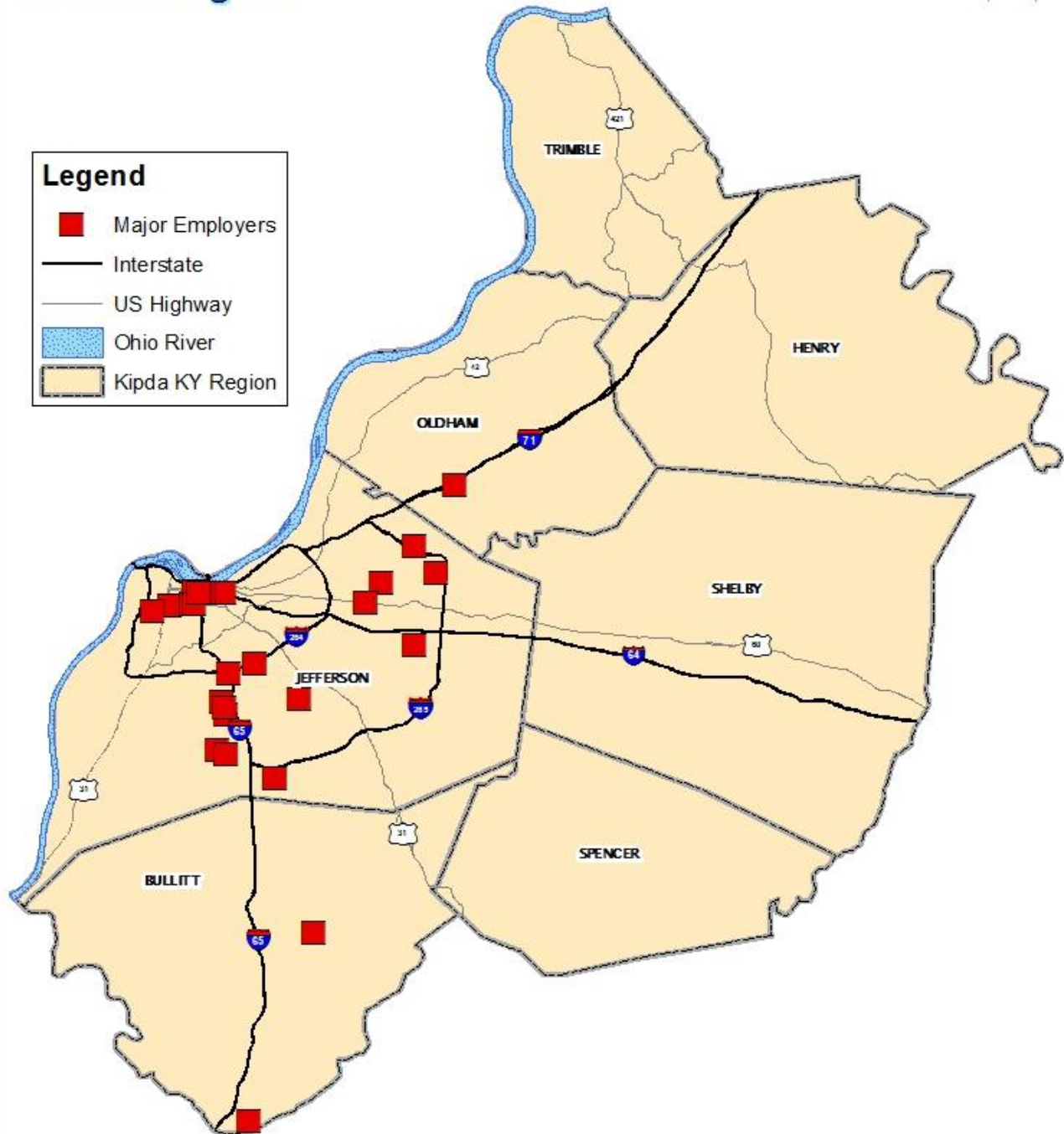
Table 5-11
Reported Industry Openings and Expansions
KIPDA Region 2011-Present

	Count	Investment	New Jobs	
			Start	Full
2011				
New Manufacturing Firms	5	\$21,954,940	123	123
Expanded Manufacturing Firms	45	\$669,814,228	2,153	2,225
New Support/Service Firms	10	\$124,736,991	248	276
Expanded Support/Service Firms	30	\$86,035,872	2,357	2,434
SUBTOTAL	90	\$902,542,031	4,881	5,058
2012 (1/2012 - 7/2012)				
New Manufacturing Firms	3	\$9,824,445	74	101
Expanded Manufacturing Firms	9	\$713,596,403	575	590
New Support/Service Firms	6	\$11,807,332	79	128
Expanded Support/Service Firms	12	\$1,170,000	374	953
SUBTOTAL	30	\$736,398,180	1,102	1,772
TOTAL	120	\$1,638,940,211	5,983	6,830

Source: KY Cabinet for Economic Development, 2012



Major Employers KIPDA Region





J. INDUSTRIAL SITES AND BUILDINGS

- The Kentucky Cabinet for Economic Development (KCED) provides a clearinghouse for available industrial sites and buildings. The available sites and buildings reported to KCED are actively marketed to potential leads interested in space within the KIPDA region. Currently, KCED has 44 buildings and 21 development sites available for lease and/or purchase. A map depicting the location of these listings is shown on the next page (Map 5-3). County-specific reporting is included in the Appendix section of this report.
- The 21 available development sites total nearly 1,840 acres of land, with a maximum parcel size of 369 acres (Shelbyville). Of this total, only three sites are located in Metro Louisville/Jefferson County, totaling 497 acres. The largest continuous parcel is 236 acres (Table 5-12). Shelby and Bullitt County has the most available land listed. Shelby County has 747 total acres and Bullitt County offers 614 acres, approximately 58% of the region's total.
- Most of the available buildings are located in Metro Louisville/Jefferson County. Metro Louisville/Jefferson County accounts for 32 of the 44 listings with KCED and total 5.9 million square feet of the region's 7.9 million square feet. The Louisville Underground Business Center is the largest listing, at nearly 3 million square feet (Table 5-13). Lease rates range from \$3.00/square foot to \$5.00/square foot.

Table 5-12
Available Industrial Sites
KIPDA Region

County	City	Site Name	Total Acres	Largest Possible Tract	Distance To:			Ownership	Price Per Acre
					Rail	Interstate	Airport		
	Lebanon								
Bullitt	Junction	Lebanon Junction	143	143	Yes	0.1	26	Private	\$80,000
Bullitt	Shepherdsville	Shepherdsville -- Cedar Grove Business	176.8	99	No	1.75	14	Private	\$145,000
									\$70,000-
Bullitt	Shepherdsville	Shepherdsville Business Center	143	89	No	0.2	14	Private	\$100,000
	Mt.								
Bullitt	Washington	Mt. Washington Business Centre	98.6	75.6	No	6.5	19	Public	\$70,000
Bullitt	Shepherdsville	Shepherdsville -- Settlers Point	20.7	20.7	Yes	0.09	14	Private	\$165,000
Bullitt	Shepherdsville	Cedar Grove Business Center	31.5	18	Yes	0.75	16	Private	\$105,000
Henry	Campbellsburg	Henry County Commerce Park	45.5	45.5	Yes	2.7	43	Public	\$10,000-\$50,000
									\$198,000-
Henry	Campbellsburg	Henry County Industrial Park	48.1	37.1	No	0.2	40	Both	\$285,000
									\$150,000-
Jefferson	Louisville	Blankenbaker Station Business Park	235.7	140.2	No	1	14	Private	\$250,000
Jefferson	Louisville	Louisville -- Lees Lane Site	96	96	Yes	5.5	8	Private	\$55,000
Jefferson	Louisville	Jefferson Riverport International	165.1	30	Yes	2.5	12	Public	\$75,000-\$90,000
Oldham	LaGrange	Oldham Reserve Campus at La Grange	218.2	210.4	No	0.5	29	Public	\$40,000-\$75,000
Oldham	LaGrange	Oldham County Commerce Park	148.1	103	No	0.25	26	Private	\$40,000-\$65,000
Oldham	Buckner	Westbrook Site II	18.4	18.4	No	0.25	25	Private	\$50,000
Shelby	Shelbyville	Norfolk Southern Site	369	369	Yes	0	37	Public	\$50,000-\$70,000
Shelby	Shelbyville	Shelbyville --Gordon Lane	130	130	No	0.3	28	Private	\$29,500
Shelby	Shelbyville	Windhurst Commerce Park	80	80	No	0.2	28	Private	\$65,000-\$95,000
Shelby	Simpsonville	Kingbrook Commerce Park	65.2	43.3	Yes	0.34	28	Private	\$79,950
Shelby	Shelbyville	Hi - Point Industrial Park	54.3	34.8	No	2.8	34	Public	\$50,000
Shelby	Shelbyville	Midland Trail Industrial Park	48.1	29.1	Yes	2.2	30	Private	\$55,000-\$65,000
Spencer	Taylorsville	Taylorsville -- Preliminary Site 215-007	28.1	28.1	No	12.9	35	Private	\$50,000
TOTAL ACREAGE			2,363	1,840.2					

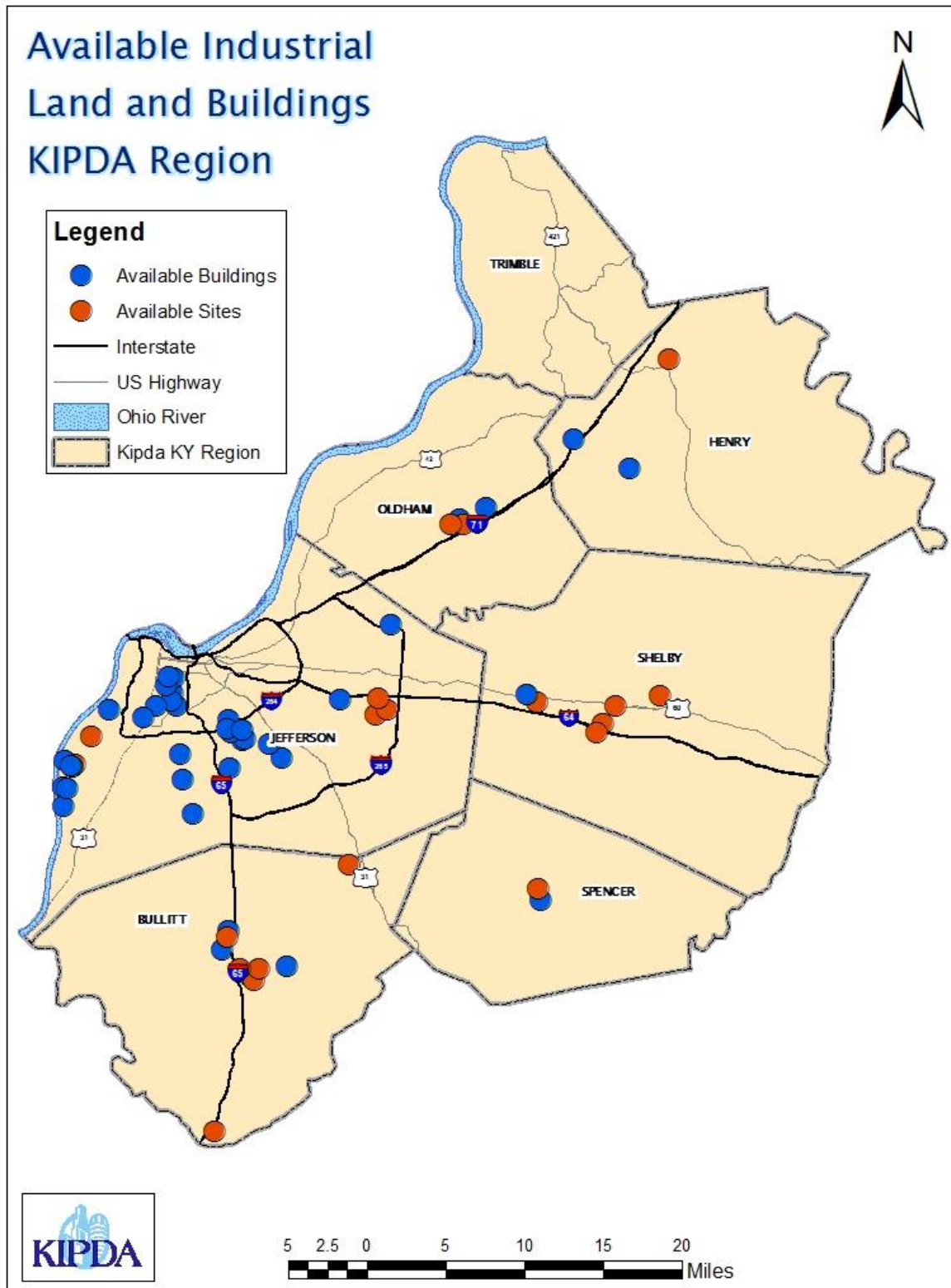
Source: Kentucky Cabinet for Economic Development, 2012



Table 5-13
Available Industrial Buildings 2012
KIPDA Region

County	City	Building Name	SF	Ac.	Ceiling Height	Rail	Distance to Airport	Distance to Highway	Lease Rate	Sale Price	Ownership
Bullitt	Shepherdsville	100 W. Thomas P. Echols Lane	624,000	52	32.0'	No	15	0.05	\$3.35		Private
Bullitt	Shepherdsville	Cedar Grove Distribution Ctr Bldg I	527,250	47.1	36.0'	No	15	1	\$3.35		Private
Bullitt	Shepherdsville	Crossdock-Cedar Grove	257,998	52	36.0'	No	15	1	\$3.25		Private
Bullitt	Shepherdsville	Former Integrity Manufacturing	103,000	10.6	17.5'	No	16.9	0.3		\$2,750,000	Private
Bullitt	Shepherdsville	Medline Industries	100,000	33	35.0'	No	10	1	\$3.25		Private
Henry	New Castle	G & B Leasing Building+	46,590	61.2	24.0'	No	40	7		\$800,000	Private
Henry	Pendleton	I-71 Truck Lube and Tire Facility	10,500	2.9	25.0'	No	65	1		\$1,500,000	Private
Jefferson	Louisville	Louisville Underground Business Center	2,969,000	100	20.0'	No	2	0.5	\$3.00-\$5.00		Private
Jefferson	Louisville	Winn-Dixie Distribution Center	317,604	13	17.5'	Yes	2	1		\$7,000,000	Private
Jefferson	Louisville	990 South Ninth Street	265,422	15	12.0'	No	5	1.5	\$4.50		Private
Jefferson	Louisville	Former Circuit City II	210,250	16.1	28.0'	No	11	4.1	\$2.60		Private
Jefferson	Louisville	GlobalPort Building #2	200,489	29	32.0'	No	5.2	4.5	\$3.85		Private
Jefferson	Louisville	KTR Capital Partners I	177,750	10.5	32.0'	No	8	1	\$3.25		Private
Jefferson	Louisville	Porter Paint Louisville Center	164,528	8.6	26.0'	No	6	1.6		\$4,000,000	Private
Jefferson	Louisville	Airport Industrial Center - Building G+	112,874	142	36.0'	No	1	2.5	\$2.95		Private
Jefferson	Louisville	7th And Hill Properties	112,851	5.2	15.0'	Yes	5	2	\$2.25		Private
Jefferson	Louisville	Airport Industrial Center - Bldg V	109,313	100	35.0'	No	1	2.5	\$1.95		Private
Jefferson	Louisville	7101 Intermodal	100,000	18.7	24.0'	No	11	4.8			
Jefferson	Louisville	Porcelain Metals Corp	97,728	4.1	8.0'	Yes	10	3	\$1.50		Private
Jefferson	Louisville	4915 Heller	95,160	7.6	22.0'	No	5	3.4	\$2.95		Private
Jefferson	Louisville	Airspace II	90,000	17.3	30.0'	Yes	5	5	\$3.50		Private
Jefferson	Louisville	Airspace III	87,500	22	28.0'	No	3.7	0.1	\$3.25		Private
Jefferson	Louisville	Chamberlain Crossings I	77,562	16	28.0'	Yes	20	0.5	\$4.25		Private
Jefferson	Louisville	Tradepointe I	74,250	13.9	28.0'	No	12	2.8	\$2.95		Private
Jefferson	Louisville	New Millenium Drive	64,726	5.6	22.0'	No	5	3	\$3.75		Private
Jefferson	Louisville	4509 Illinois Avenue	63,100	1.9	23.0'	No	5	1.2		\$2,400,000	Private
Jefferson	Louisville	Airport Industrial Center- Bldg F+	60,742	142	36.0'	No	1	2.5	\$2.95		Private
Jefferson	Jeffersontown	Trane Building	52,600	2.9	24.0'	No	25	0.8	\$4.90		Private
Jefferson	Louisville	Riverport Commerce Center	50,500	13.4	24.0'	No	11	5	\$1.00-\$2.00		Private
Jefferson	Louisville	RL Carriers Terminal+	46,235	16	10.0'	No	7	0.5	\$4.80		Private
Jefferson	Louisville	College Industrial Park	41,705	15.3	28.0'	Yes	3.6	1	\$3.50		Private
Jefferson	Louisville	Premium Foil Products Company+	40,558	2.4	12.0'	No	2	1		\$995,000	Private
Jefferson	Louisville	GK-L Acquisitions	40,000	11	25.0'	Yes	15	4	\$2.90-\$2.95		Private
Jefferson	Louisville	3939 Produce Road	37,200	6.1	28.0'	No	2	1	\$2.95		Private
Jefferson	Louisville	4530 Poplar Level Road	35,700	9.8	13.4'	No	3.13	0.8		\$2,400,000	Private
Jefferson	Louisville	4015 Produce Road+	35,400	3	10.2'	No	4	2	\$4.60		Private
Jefferson	Louisville	Burnett	16,600	0.7	22.0'	No	3	1	\$4.73		Private
Jefferson	Shively	Univar USA	14,013	5.2	12.0'	Yes	5	2	\$4.71		Private
Jefferson	Jeffersontown	Trane Building	52,600	2.9	24.0'	No	25	0.8	\$4.90		Private
Oldham	Buckner	Clayton & Lambert Mfg. Building+	54,900	57	14.0'	No	30	1	\$2.25		Private
Oldham	LaGrange	Lannert Warehouse 6	16,000	4.2	25.0'	No	30	2	\$5.00		Private
Shelby	Simpsonville	Leggett & Platt	218,100	19.7	11.0'	Yes	20	2		\$1,850,000	Private
Shelby	Shelbyville	Hi Point Industrial Park Lot 5 Bldg. A	14,000	N/A	24.0'	No	35	3	\$5.25-\$6.00		Private
Spencer	Taylorsville	Shewmaker Enviromental Building	42,000	N/A	14.0'	No	35	12	\$4.00		Public
TOTAL BUILDING SPACE			7,928,298	1116.9							

Source: Kentucky Cabinet for Economic Development, 2012





K. HIGHER EDUCATION

- There are 35 public and private, 2- and 4-year colleges and universities within 60 miles of Louisville (Table 5-14). 22 of the 35 are located within Metro Louisville. The largest is the University of Louisville, a public, 4-year College with a 2010 enrollment of 22,290. The three campuses of Jefferson Community and Technical College account for the second largest, with a total of 15,259 students.
- The KIPDA region has three secondary technical/vocational schools located in Bullitt, Oldham and Shelby Counties (Table 5-15). In total, there are 11 such technical/vocational schools within 60 miles of Louisville. The Area Technology Centers (ATC) is run by the Kentucky Cabinet for Economic Development. Other secondary schools are run by local Boards of Education.

Table 5-14
Colleges and Universities Within 60 Miles of Louisville

Distance	Name	City	2010 Enrollment
-	Bellarmino University	Louisville	3,344
-	Boyce College	Louisville	N/A
-	Brown Mackie College – Louisville	Louisville	N/A
-	Campbellsville University, Louisville Campus	Louisville	N/A
-	Daymar College - Louisville Campus	Louisville	N/A
-	Galen College of Nursing, Main Campus	Louisville	N/A
-	Indiana Wesleyan University - Louisville Education Center	Louisville	N/A
-	ITT Technical Institute - Louisville Area Campus	Louisville	N/A
-	Jefferson Community & Technical College (All Campuses)	Louisville	15,259
-	Louisville Bible College	Louisville	N/A
-	Louisville Presbyterian Theological Seminary	Louisville	N/A
-	Louisville Technical Institute	Louisville	N/A
-	McKendree College (All Campuses)	Louisville	N/A
-	National College of Business & Technology - Louisville Branch	Louisville	N/A
-	Northwood University, Louisville Program Center	Louisville	N/A
-	Southern Baptist Theological Seminary	Louisville	N/A
-	Spalding University	Louisville	2,346
-	Spencerian College - Main Campus	Louisville	N/A
-	Strayer University, Louisville Campus	Louisville	N/A
-	Sullivan University - Center For Hospitality Studies	Louisville	N/A
-	Sullivan University - Main Campus	Louisville	N/A
-	University of Louisville	Louisville	22,290
-	Webster University, Louisville Metropolitan Campus	Louisville	N/A
7	Indiana University Southeast	New Albany, IN	N/A
7	Purdue University, College of Technology at New Albany	New Albany, IN	N/A
28	Jefferson Community & Technical College, Shelby Co. Campus	Shelbyville	N/A
30	McKendree College, Radcliff Campus	Radcliff	N/A
37	Elizabethtown Community & Technical College	Elizabethtown	N/A
37	Hanover College	Hanover, IN	N/A
37	WKU - Elizabethtown Center	Elizabethtown	N/A
44	Jefferson Community & Technical College, Carrollton Campus	Carrollton	N/A
44	Saint Catharine College	St. Catherine	874
48	Bluegrass Community & Technical College - Lawrenceburg Campus	Lawrenceburg	N/A
48	Kentucky State University	Frankfort	2,851
58	Midway College	Midway	1,597

Source: Kentucky Cabinet for Economic Development, 2012



Table 5-15
Kentucky Technical Schools Within 60 Miles of Louisville

Distance	Name	City	2008-2009		Total
			Sec	P/S	
16	Bullitt County ATC	Shepherdsville	210	N/A	210
20	Oldham County CTC	Buckner	N/A	N/A	N/A
28	Shelby County ATC	Shelbyville	890	N/A	890
29	Meade County ATC	Brandenburg	387	N/A	387
32	Nelson County ATC	Bardstown	387	N/A	387
44	Carroll County ATC	Carrollton	411	N/A	411
48	Franklin County Career and Technical Center	Frankfort	N/A	N/A	N/A
49	Breckinridge County ATC	Harned	648	N/A	648
53	Marion County ATC	Lebanon	705	N/A	705
58	Hughes Jones Harrodsburg ATC	Harrodsburg	278	N/A	278
60	Grayson County Area Vocational Education Center	Leitchfield	582	N/A	582

Source: Kentucky Cabinet for Economic Development, 2012

L. WORKFORCE DEVELOPMENT

- The Bluegrass State Skills Corporation (BSSC) was established in 1984 by the General Assembly of the Commonwealth of Kentucky as an independent; de jure corporation to stimulate economic development through customized business and industry specific skills training programs. The BSSC works with business and industry and Kentucky's educational institutions to establish programs of skills training. The BSSC is attached to the Kentucky Cabinet for Economic Development for administrative purposes, in recognition of the relationship between economic development and skills training efforts. The BSSC is comprised of two economic development tools, matching grants and recently authorized Skills Training Investment Tax Credit.
- The grant program is available to new, expanding and existing business and industry. Eligible training activities include pre-employment skills training and assessment; entry-level skills upgrade and occupational upgrade training; train-the-trainer travel; and capacity building. The Skills Training Investment Credit Act provides credits to existing businesses for skills upgrade training.
- The BSSC has built a strong reputation for meeting and exceeding industry needs for customized, flexible and industry-driven skills training. It achieves this by partnering with other employment and training organizations to tailor a comprehensive program of skills training services for new, expanding and existing companies. The BSSC's four main functions are:
 - To facilitate and administer Kentucky's industry specific training programs through grants-in-aid and skills training investment credits approved by the BSSC Board of Directors;
 - To act as a broker, by coordinating the resources of providers of skills training and employers;
 - To facilitate the creation of public/private partnerships through education and training programs designed to meet unfilled training needs of individual and multiple (training consortia) company training projects; and
 - To administer any special state appropriation for industry specific training.



M. TRANSPORTATION

- The KIPDA region is served by air, rail, water and highway transportation systems. Located on the Kentucky/Indiana border along the Ohio River, Louisville is centrally located within the U.S. The KIPDA region is located within 600 miles of 50% of the nation's population and approximately 56% of the manufacturing employment.
- Louisville Standiford International Airport (SDF) provides commuter and commercial air service for the KIPDA region, served by eight airlines. The airport had 152,998 operations in calendar year 2011. An operation is one take off and one landing. This total counts all aircraft operations at the airport during the year. Louisville International Airport currently offers service to 26 nonstop destinations and same-plane direct service to an additional 42 destinations. The airport also offers daily nonstop service to 8 of the 10 largest airports in the U.S., daily nonstop service to 7 of the top 10 international gateways in the U.S., daily nonstop service of the regions' top 15 most frequent travel destinations and service of the nation's largest network airlines that together carry over 75% of all air travelers in the U.S. The airport is also home to Worldport, the worldwide hub of UPS and the Kentucky Air National Guard's 123d Airlift Wing which operates C-130 transport aircraft from the Louisville Air National Guard Base located at the Louisville International Airport.
- The KIPDA region is served by national rail transport. Both CSX and Norfolk Southern serve the KIPDA region. Local carriers have tie-ins to the national shipping companies. Several of the commercial and industrial parks have rail access to national rail shipping and the Port of Clark Maritime.
- The Port of Clark Maritime is located in Clarksville, Indiana. The port is a multi-modal facility, tying rail, water and highway transportation services. The port is the fastest growing port on Inland Waterway System adding more than 20 companies since 1993. The port has the capacity to serve 7 barges simultaneously, with plans to add an eighth dock in the near future. Clark Maritime is inside Louisville, Ky., market, only a one-day's drive to more than two-thirds of the U.S. population and adjacent to "Automotive and Appliance Alley." The Port of New Orleans is an 8-day sail from the Port of Clark Maritime.
- The KIPDA region is served by three major interstates; I-64, I-65 and I-71. The Interstate system connects the KIPDA region to the major metropolitan markets in the Midwest (Cincinnati, Saint Louis, and Chicago) as well as the East Coast (Atlanta, Washington DC, New York City). The KIPDA region is also served by two interstate loops, I-264 and I-265, that form concentric rings around downtown Louisville within Louisville/Jefferson County.
- One of the major regional undertakings is the \$2.0 billion investment in the Ohio River Bridges project that plans to build two new spans across the Ohio River to connect Indiana and Kentucky and a redesign of the Kennedy Interchange, where I-64, I-65 and I-71 converge. One of the new bridges will connect Gene Snyder Freeway and the Lee Hamilton Highway in the northeast corner of Louisville/Jefferson County. The second span will augment the existing downtown bridge, adding six lanes for northbound traffic while southbound traffic will be served by the existing bridge.
- In its seventh annual *Logistics Quotient, Expansion Management Magazine* designated Louisville as 5 Star metros, indicating Louisville scored in the top twenty percent of the nation's 362



metropolitan areas. Louisville Metro area was ranked 10th in the nation for “Best Air Cargo capacity” according to the U.S. Department of Commerce. (*Expansion Management*)

N. INFRASTRUCTURE

- The availability of water and wastewater is a major issue within the KIPDA region. Most notably, sewer lines are located almost exclusively in the incorporated areas of each County (Map 5-4). As such, commercial and industrial development is limited to areas within close proximity of these incorporated locations. In addition, several regional wastewater treatment plants are operating at or near capacity. This limits the amount of development that can occur until the capital expenditures are made to increase capacity at existing plants or new plants are built.
- Water lines run through most of the KIPDA region. Of those facilities that have reported capacity and use, all of them have remaining capacity left for additional development (Table 5-16). The Louisville Water Company, which serves all of Louisville/Jefferson County and parts of Oldham and Bullitt counties, has nearly 157 million gallons per day (GPD) capacity available. These areas currently only use 143 million GPD.
- Unlike the water system, the wastewater system is only available in certain areas of the KIPDA region, predominantly in the incorporated areas. As such, the area’s most conducive to commercial and industrial development (along interstates/main highways) are not always served in certain areas. In addition, the wastewater treatment system has much less excess capacity, compared to the water system (Table 5-17). Ten of the reporting facilities operate beyond their prescribed capacity, stopping any new connections to the system.

Table 5-16
Water Treatment Capacity
KIPDA Region, 2012

System Information (gallons per day)	Capacity	Avg. Use	Excess
BULLITT			
Lebanon Junction Water Works	NA	NA	NA
Mt. Washington Water and Sewer Company	NA	NA	NA
Shepherdsville Water Company	N/A	N/A	N/A
HENRY			
Campbellsburg Water Works	NA	NA	NA
Eminence Water Works	NA	NA	NA
Henry County Water District #2 (Parts of Oldham, Shelby & Trimble)	4,000,000	1,841,502	2,158,498
New Castle Water Company	NA	NA	NA
West Carroll Water District	NA	NA	NA
JEFFERSON			
Louisville Water Company (Parts of Bullitt & Oldham)	300,000,000	143,458,000	156,542,000
OLDHAM			
La Grange Utilities Commission	NA	NA	NA
Oldham County Water District	5,000,000	4,180,000	820,000
SHELBY			
Shelbyville Municipal Water and Sewer Commission	6,000,000	2,912,465	3,087,535
West Shelby Water District	NA	NA	NA
SPENCER			
Taylorsville Water Works	N/A	N/A	N/A
TRIMBLE			
Milton Water	576,000	318,000	258,000
Trimble County Water District #1	1,200,000	264,950	935,050

Source: Kentucky Cabinet for Economic Development, 2012



Table 5-17
Wastewater Treatment Capacity
KIPDA Region, 2012

Treatment Information (gallons per day)	Capacity	Avg. Flow	Excess
BULLITT			
Mt. Washington STP	900,000	2,360,000	-1,460,000
Shepherdsville STP	2,200,000	2,900,000	-700,000
HENRY			
Campbellsburg STP	75,000	90,000	-15,000
Eminence STP	500,000	550,000	-50,000
New Castle STP	295,000	270,000	25,000
KIMOP Permit - City of Pleasureville	N/A	N/A	N/A
JEFFERSON			
Hite Creek Wastewater Treatment Plant	6,000,000	4,280,000	1,720,000
Jeffersontown Wastewater Treatment Plant	4,000,000	4,890,000	-890,000
Morris Forman Wastewater Treatment Plant	105,000,000	114,250,000	-9,250,000
West County Wastewater Treatment Plant	19,500,000	22,273,333	-2,773,333
OLDHAM			
La Grange STP	775,000	1,150,000	-375,000
Oldham County Sanitation District	135,000	260,000	-125,000
SHELBY			
Simpsonville STP	750,000	400,000	350,000
Shelbyville STP	2,700,000	2,300,000	400,000
SPENCER			
Taylorsville STP	200,000	450,000	-250,000
TRIMBLE			
Bedford STP	130,000	70,000	60,000
Milton STP	164,000	90,000	74,000

Source: Kentucky Cabinet for Economic Development, 2012

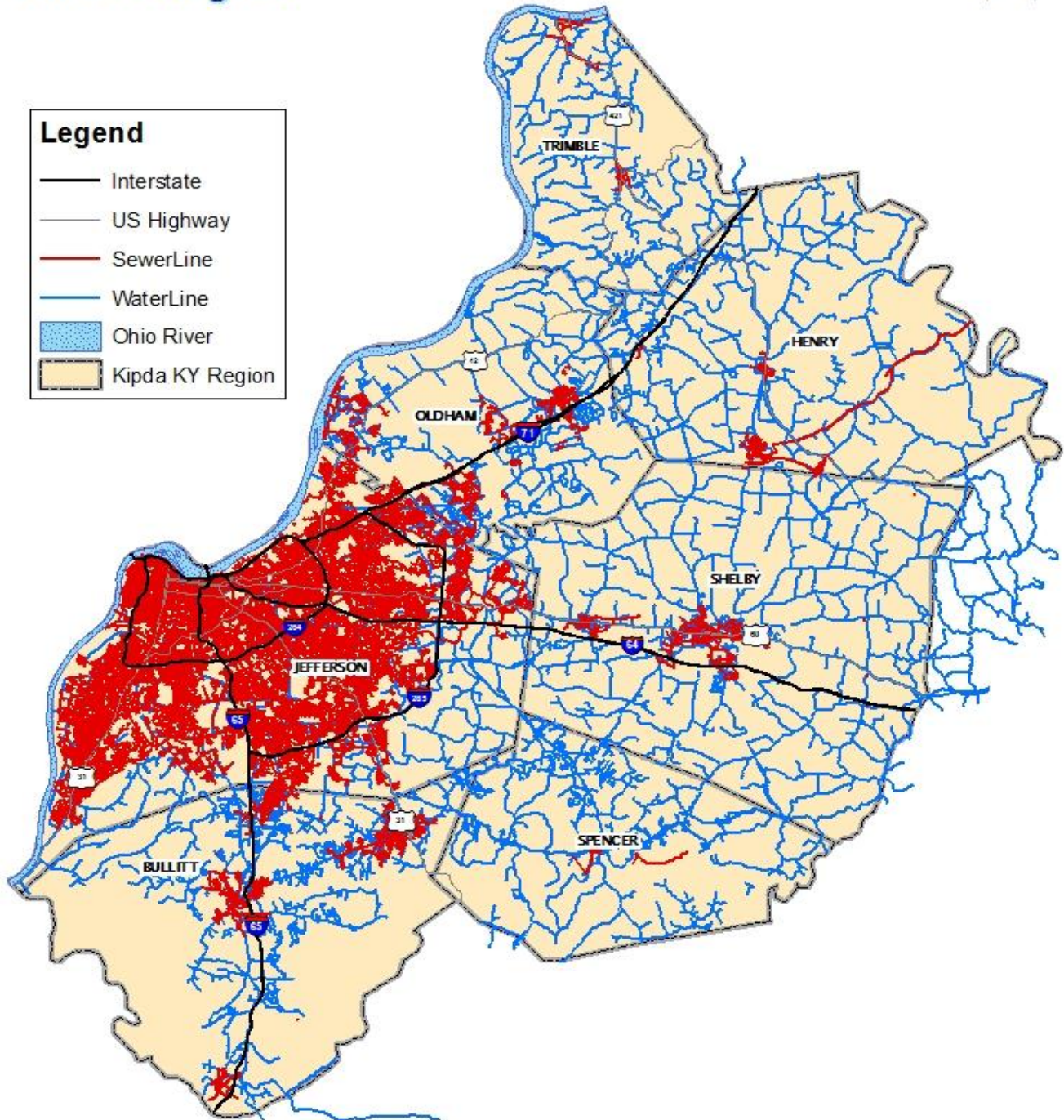


Existing Water and Sewer Lines KIPDA Region



Legend

- Interstate
- US Highway
- SewerLine
- WaterLine
- Ohio River
- Kipda KY Region





O. TECHNOLOGY

Kentucky Cabinet for Economic Development Office of Innovation and Commercialization (OCI) is charged with leading the Commonwealth's efforts to encourage business innovation and build and promote technology-driven and research-intensive industries, while creating clusters of innovation throughout the state.

OCI's overall mission includes recruiting, creating, and retaining high-tech companies and jobs, producing new products and services, and developing new and improved processes.

Specifically, OCI:

1. Manages the Kentucky Innovation and Commercialization Center Program: now 6 regional Innovation & Commercialization Centers (ICCs) and 7 local Innovation Centers (ICs)
2. Monitors the return on investments and effectiveness of the Kentucky Innovation Act
3. Builds infrastructure for the New Economy to promote networks of technology-driven clusters and research-intensive industries
4. Supports the growth and creation of R&D and high-tech companies in five technology focus areas:
 - Human Health and Development
 - Information Technology and Communications
 - Biosciences
 - Energy and Environmental Technologies
 - Materials Science and Advanced Manufacturing

These are the research areas that will afford Kentucky the best opportunity to build centers of research excellence around which competitive technology-based clusters can grow and thrive. These centers and associated business clusters will have the greatest influence on the creation of the New Economy in Kentucky.

- Human Health and Development – Kentucky researchers are making significant contributions in basic translational and clinical research in human health and disease. The Cabinet is committing funds to this area to improve the health of Kentuckians while growing Kentucky's economy through the development of new drugs, therapies, and medical devices.
- Information Technology and Communications – Information technology and communication services have helped transform the U.S. economy. Fueling this change has been the development of new technologies for managing and communicating information and goods. Moreover, since managing information is a fundamental tool in all areas of research, information technology is classified as an essential or enabling technology. Businesses that win in the New Economy are those that are able to innovate, change, communicate, and manage information and goods in real time. Such corporate innovation requires a well-developed research capacity and a well-prepared, highly-skilled workforce. Kentucky's postsecondary education institutions can provide both if information technology and communications research and teaching capacity are properly developed and funded.
- Biosciences – The biosciences integrate the basic principles of biology and biochemistry with other disciplines such as engineering, information technology and mathematics. The new,



emerging fields of biotechnology, bioengineering, bioinformatics, and computational biology represent some of the fastest-growing industries in the world. The economic potential for the Commonwealth in the biosciences is significant, and Kentucky is uniquely positioned to make major scientific advancements in the following bioscience areas:

- Pharmaceutical and medical diagnostics
 - Crop enhancement, fertilization, and insect control
 - Plant natural product discovery and isolation
 - Veterinary diagnostics, animal breeding, and animal feed formulation
 - Scientific instrumentation and medical devices
 - Alternative fuels
 - Biomaterials production, biological industrial catalysts, and environmental bioremediation
- Energy and Environmental Technologies – The importance of energy production to Kentucky cannot be overstated. However, energy extraction and production are inextricably linked to the environment. If Kentucky is to continue to benefit from its natural resources, it must develop technologies that will reduce the environmental impact without increasing the cost of energy extraction, production, and usage. The Commonwealth should also develop new industries to take advantage of the potential opportunities associated with uranium conversion.
- Materials Science and Advanced Manufacturing – Manufacturing remains an important industry to the state and Kentucky is an international leader in advanced manufacturing practices and processes. Manufacturing in the new economy is characterized by computer visualization, computer-aided design and rapid prototyping, robotics and automation, and lean and "green" manufacturing and processing technologies.

The high-tech economy uses new advanced materials with enhanced properties to make better products and decrease production costs. Newly developed, advanced materials are used in electronic and photonic applications, fuel cell power, synthetic fuels, biomedical devices and diagnostic applications, chemical processing, and as industrial catalysts. In order to maintain manufacturing as a strong segment of Kentucky's economy, it is important to invest in the research and development of materials science and advanced manufacturing technologies. Supporting this research is critical to fostering new economic development within the Commonwealth of Kentucky and is necessary to support the needs of the current manufacturing base.

OCI also actively promotes and seeks out a wide range of partnerships and alliances between government, academic institutions, economic development organizations, and industry. These collaborative efforts can provide synergy and access to resources that exceed those of individual members.

P. DISASTER MITIGATION

The KIPDA Regional Hazard Mitigation Plan is the result of a local planning process designed to guide the counties and cities of the KIPDA region in Hazard Mitigation. "*Hazard Mitigation*" is simply a technical term for reducing risks to people and property from natural hazards. It includes both structural measures, such as protecting buildings and infrastructure from the forces of wind and water, and non-structural measures, such as natural resource protection and wise floodplain management. These activities can target existing development or seek to protect future development by avoiding any



new hazardous construction. It is widely accepted that the most effective mitigation measures are implemented at the local level, where decisions on the regulation and control of development are ultimately made.

Each hazard requires a specific type of mitigation. In some cases, we can use engineering solutions (such as an earthquake-resistant building) to at least temporarily reduce the impact of a natural hazard. In other cases, the only form of mitigation that is guaranteed to be successful is to limit or not allow human activities where the hazard occurs (as in floodplains). The mitigation planning process will enable this region to make sound planning and development decisions for the future. It also provides a mechanism for coordinating the efforts of individuals, organizations, local governments, and private industry concerned with Hazard Mitigation activities.

- **Dam Failure**
 - The KIPDA region has 89 dams, with 13 dams being identified by FEMA as High Hazard - or Class C - dams. According to the National Performance of Dams Program's database, one (1) dam malfunction was reported in the KIPDA region since 1973.
 - Dam malfunctions and failures can occur at any time during the year, day or night and certain types of damages can be prevented with regular inspection and maintenance.
- **Drought**
 - Drought conditions can occur anytime, anywhere. For this reason, past drought occurrences are not a good indicator of future occurrences or damage. Historically the Western and Southeastern United States have been prone to drought events.
- **Earthquake**
 - Kentucky has a variety of fault systems across the State. The two that affect Kentucky the most are in adjacent states: the New Madrid in Missouri and the Wabash in Indiana.
- **Flooding**
 - Floods are among the most frequent and costly natural disasters in terms of human hardship and economic loss. As much as 90 percent of the damage related to all natural disasters (excluding droughts) is caused by floods and associated debris flows. Most communities in the United States can experience some kind of flooding.
 - Kentucky's topography contains 13 major drainage basins to accommodate 40-50 inches of average rainfall (maximum during winter and spring, minimum during late summer and fall), The state contains 89,431 miles of rivers and streams, 637,000 acres of wetlands, 18 reservoirs over 1,000 acres in size, and 228,382 acres of publicly-owned lakes and reservoirs.
- **Hail**
 - Throughout the reporting period Kentucky was among the top half of states in hail loss claims annually, including having the fifth most in 2007 and the eleventh most over the time period.



- While the entire state of Kentucky is vulnerable to the effects of hail, the amount of large hail events (hail with a diameter of 0.75” or greater) varies greatly by county across the state.
- Karst/Sinkhole
 - Focusing on the KIPDA region, karst is present in all six counties covered by the KIPDA Regional Hazard mitigation plan. Nearly all of Oldham County is underlain by bedrock with potential for karst development, some areas with high potential. There is also a significant portion of eastern Bullitt County with High potential for karst development. The map shows the outcrop of limestone and dolostone and closely represents the karst areas.
- Landslides
 - Landslides in Kentucky occur in all regions of the state, but mostly in the Ohio River Valley, the Knobs, the Outer Bluegrass, and the majority occurring in the Eastern Kentucky Coal Field. Of the approximately 3,000 landslides reported to the Kentucky Transportation Cabinet, 20 occurred in the KIPDA region and there were 2 additional landslides in the region that were reported by the Kentucky Geological Survey
- Severe Storm
 - Of the approximately 3,000 landslides reported to the Kentucky Transportation Cabinet, 20 occurred in the KIPDA region and there were 2 additional landslides in the region that were reported by the Kentucky Geological Survey. Severe storms present the greatest threat of all hazards to the KIPDA region in terms of frequency.
- Severe Winter Storm
 - Kentucky's location makes it vulnerable to heavy snowfall. Its proximity to the Gulf of Mexico provides a necessary moisture source for precipitation all year. Kentucky is also north enough to be influenced by polar air masses. Depending on atmospheric conditions during the winter, Kentucky can have cool, wet winter or suffer the ill effects of heavy snow fall and ice accumulation. Winter storms affect a large area and for this reason affect the entire KIPDA region equally.
- Tornado
 - The Federal Emergency Management Agency (FEMA) has classified nearly the entire state of Kentucky, and all of the KIPDA Region, in the wind zone IV. This is the highest classification of wind zones and signifies the greatest threat. Wind zone IV translates to a threat of winds up to 250 miles per hour during a severe storm.
- Wildfire
 - Oak-hickory is the dominant forest cover and covers 8.4 million acres, or 72 percent of the state's forested land. Oak-pine forests make up 9 percent, maple-beech-birch and aspen-birch make up 7 percent, oak-gum-cypress and elm-ash-cottonwood make up 6 percent, softwood makes up 5 percent and non-stocked, 1 percent.

The Emergency Management Accreditation Program (EMAP) standard for a Hazard Identification Risk and Assessment (HIRA) requires the state program to include a consequence and analysis for hazards



identified in state HIRA's. The consequence analysis should consider the impact on the public; responders; continuity of operations including delivery of services; property, facilities and infrastructure; the environment; the economic condition of the state, and the public confidence in the state's governance.

For the update of the KIPDA Regional Hazard Mitigation Plan, a consequence analysis has been performed for all identified hazards included in the plan. The analysis is shown in the Table 5-18.

KIPDA staff and local subcommittees evaluated existing authorities, policies, programs, and resources of each jurisdiction. The following table is a summary of each jurisdiction and the current status of these items (Table 5-19).

Summary of Findings

Expansion and improvement of existing authorities, policies, programs, and resources to reduce potential losses are depends upon the local jurisdictions staff and financial resources.

After reviewing the above summary tables, the local committees recognize that the county governments supply the majority services and professional departments that are responsible for implementing, maintaining and enforcing mitigation activities. Each county in the KIPDA region are equal in their ability to enforce and implement mitigation strategies. Mitigation planning committees are organized at the county level to include all jurisdictions in the county for this reason. Cities in the KIPDA region, except for Louisville and the city of Shepherdsville, depend largely upon the county government to support and combine resources to perform projects that improve the quality of life for residents. These projects include mitigation projects and activities. As a result, the mitigation committees have concluded from the capability assessment a key aspect of this plan that will greatly affect the prioritization and implementation of mitigation actions. All city jurisdictions depend on the County jurisdictions to assist with policies, authorities, and funding issues to implement projects.

Counties have the greatest resources to implement mitigation goals and objectives and insure success in the implementation of actions. Therefore, the mitigation committees have agreed through this planning process that the goals, objectives and actions need to be prioritized and implemented at the county level. Counties have a vested interest in the success of the cities in their jurisdictions, and have the ability to provide resources that otherwise would not be available. City jurisdictions will have the opportunity at any time to implement mitigation actions on their own in the future if their capabilities expand or the opportunity exists.



Table 5-18
KIPDA Regional Hazard Mitigation Plan
Consequence and Analysis

	Impact to the Public	Impact to the Responders	Continuity of Operations	Impact to Property, Facilities, and Infrastructure	Impact to the Environment	Impact to the Jurisdiction Economic Condition	Impact to Reputation or Confidence in Jurisdiction
Dam Failure	Yes	Yes	No	Yes	Yes	Yes	No
Drought	Yes	No	No	No	Yes	Yes	Yes
Earthquake	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Flooding	Yes	No	No	Yes	Yes	Yes	No
Hail	Yes	Yes	No	Yes	Yes	Yes	Yes
Karst/Sinkhole	Yes	No	No	Yes	Yes	Yes	No
Landslide	Yes	No	No	Yes	Yes	Yes	Yes
Severe Storm	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Severe Winter Storm	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Tornado	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Wildfire	Yes	Yes	No	No	Yes	Yes	No
1) In the Impact to Property, Facilities, and Infrastructure, it looks at the impact to all property, facilities, and infrastructure existing in the jurisdiction, not just to that owned by the jurisdiction							
2) The consideration for each of these hazards as to whether an individual hazard's consequences exist, or not, are based on a possible worst case scenario. It must also be understood that a [Yes] means that there is a good possibility that the consequence it refers to could happen as a result of the hazard, not that it will. Conversely a [No] means that it is highly unlikely that the consequence will have a major impact, not that there will be no impact at all.							



Table 5-19
KIPDA Regional Hazard Mitigation Plan

	Floodplain Mgmt. Ordinance(s)	CRS Eligible Community	Zoning Regulations	Subdivision Regulations	Land Development Plans	Fire Prevention Codes	Stormwater Management Plan	CERT Teams	NWS Storm Ready Program	Local Economic Development Council	Regional Development Agency
Bullitt County Fiscal Court	Yes	No	Yes	Yes	No	Yes	Yes	No	No	Yes	Yes
Fox Chase, City of	Yes	No	Yes	Yes	No	Yes	No	No	No	No	Yes
Hillview, City of	Yes	No	Yes	Yes	No	Yes	No	No	No	No	Yes
Hebron Estates, City of	Yes	No	Yes	Yes	No	Yes	No	No	No	No	Yes
Hunters Hollow, City of	Yes	No	Yes	Yes	No	Yes	No	No	No	No	Yes
Lebanon Junction, City of	Yes	No	Yes	Yes	No	Yes	No	No	No	No	Yes
Mt. Washington, City of	Yes	No	Yes	Yes	No	Yes	No	No	No	Yes	Yes
Pioneer Village, City of	Yes	No	Yes	Yes	No	Yes	No	No	No	No	Yes
Shepherdsville, City of	Yes	No	Yes	Yes	No	Yes	No	No	No	Yes	Yes
Henry County Fiscal Court	Yes	No	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Campbellsburg, City of	No	No	No	No	No	Yes	No	No	Yes	No	Yes
Eminence, City of	No	No	No	No	No	Yes	No	No	Yes	No	Yes
New Castle, City of	No	No	No	No	No	Yes	No	No	Yes	No	Yes
Pleasureville, City of	No	No	No	No	No	Yes	No	No	Yes	No	Yes
Smithfield, City of	No	No	No	No	No	Yes	No	No	Yes	No	Yes
Oldham County Fiscal Court	Yes	No	Yes	Yes	No	Yes	Yes	No	No	Yes	Yes
Crestwood, City of	Yes	No	Yes	Yes	No	Yes	Yes	No	No	Yes	Yes
Goshen, City of	Yes	No	Yes	Yes	No	Yes	Yes	No	No	No	Yes
Lagrange, City of	Yes	No	Yes	Yes	No	Yes	Yes	No	No	Yes	Yes
Orchard Grass Hills, City of	Yes	No	Yes	Yes	No	Yes	Yes	No	No	No	Yes
Pewee Valley, City of	Yes	No	Yes	Yes	No	Yes	Yes	No	No	Yes	Yes
River Bluff, City of	Yes	No	Yes	Yes	No	Yes	Yes	No	No	No	Yes
Shelby County Fiscal Court	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Shelbyville, City of	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Simpsonville, City of	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Spencer County Fiscal Court	Yes	No	Yes	Yes	No	Yes	No	Yes	No	Yes	Yes
Taylorsville, City of	Yes	No	Yes	Yes	No	Yes	No	Yes	No	No	Yes
Trimble County Fiscal Court	Yes	No	No	No	No	Yes	No	Yes	No	Yes	Yes
Bedford, City of	Yes	No	No	No	No	Yes	No	No	No	Yes	Yes
Milton, City of	Yes	No	No	No	No	Yes	No	No	No	Yes	Yes



6 *TARGET INDUSTRY ANALYSES*

A. INTRODUCTION

An important element in a Comprehensive Economic Development Strategy involves the identification of industrial sectors that are potential candidates for recruitment to the KIPDA region. In order to identify the target industries, the Strategy Committee identified the strengths and weaknesses of the KIPDA region as well as the Commonwealth of Kentucky.

For the purposes of this analysis, the KIPDA region includes all seven Kentucky counties as well as Clark and Floyd counties in Indiana. This was done to ensure the target industry list is comprehensive and representative of the regional economy. Excluding the employment trends from the Indiana portion of the KIPDA region would preclude several industries from even being considered.

This chapter includes: (1) a review of the KIPDA region business climate (2) quality of life factors; (3) top site selection factors; (4) a summary of the region's competitive assets and constraints; (3) and a description of the industry groups selected.

B. BUSINESS CLIMATE FACTORS

During the first decade of the 21st Century Louisville not only held its own in comparison to its regional peers but also logged some notable gains, despite the harsh setbacks of the Great Recession. Many challenges have grown as a result of the Great Recession. In particular, recovery from the severe job losses remains slow and exceptional levels of abandoned and vacant properties are deteriorating neighborhoods health and stability across the community.

The Greater Louisville Project commissioned The Brookings Institution to take its measure of the city with the seminal report "Beyond Merger: A Competitive Vision for the Regional City of Louisville," after the merger of city and county in 2002. The Competitive City Agenda included Fix the Basics; Education, Build on Assets, Create Quality Neighborhoods, Invest in Working Families and Balance Regional Growth. Now, with a decade of data for comparison, certain trend lines are moving in the right direction and gathering momentum but not yet enough to change the community's profile and competitive position.



1. Low Business Costs

Kentucky has consistently had one of the lowest overall costs of doing business in the eastern United States. In a CNBC Special Report, *American's Top States for Business-2011*, Kentucky ranked 4th overall in cost of doing business.

Kentucky has the lowest cost of electricity in the industrial sector among states east of the Mississippi River, averaging more than 25 percent less than the national average.

Kentucky's competitive tax climate has also been recognized. According to a 2011 Tax Foundation State Business Tax Climate Index, Kentucky's tax climate had one of the highest improvements in the country, jumping 12 spots since 2009. The index, which is a tool for gauging how each state's tax system compares with competing states, looks at corporate taxes, individual income taxes, sales taxes, unemployment insurance taxes, and taxes on property, including residential and commercial.

2. Location

Kentucky is located at the center of a 34-state distribution area in the eastern United States. This provides Kentucky with a location advantage that facilitates the distribution of goods and materials to a massive industrial and consumer market. Kentucky's borders are within 600 miles of over 60 percent of the nation's population, personal income and manufacturing business establishments.

Two international airports and two top air cargo hubs (UPS and DHL) also give Kentucky a logistics boost, ranking the state third in the nation in total air cargo shipments in 2010. Add that to Kentucky's extensive highway, air, rail and waterway transportation systems, and you can see how Kentucky businesses are able to aggressively compete in the global marketplace.

3. Skilled Work Force

Kentucky understands the importance of providing companies with a skilled and available workforce. That's why the Commonwealth has built such a strong reputation for meeting and exceeding industry needs, providing customized, flexible and industry-driven skills training. It achieves this by bringing together employment and training organizations across the state to tailor a comprehensive program of skills training services for new, expanding and existing companies. As the demands of a global economy shifts, Kentucky's workforce has continued to prove it is ready.

C. QUALITY OF LIFE FACTORS

Kentucky's business climate is greatly enhanced by its quality of life. Louisville ranks 10th among major U.S. metros for its Economic Growth Potential and 8th as an Alternative Energy Industrial leader. Source: *Business Facilities*, July/August 2010. Kentucky boasts some of the finest communities anywhere. Diverse with its metropolitan and micropolitan areas, the Bluegrass State also has a significant amount of beautiful suburban and rural areas making it one of the nation's top 10 states for number of farms.

RelocateAmerica's Top 100 Places to live in 2010 includes Lexington and Louisville. These two metros have been described as "poised for recovery and future growth." The editorial team at *RelocateAmerica* "...discovered communities with strong local leadership, employment opportunities, thriving community commitment, improving real estate markets, growing green initiatives, plentiful recreational options and an overall high quality of life. These are all communities moving in the right direction." 2010.

The following information was provided by the Kentucky Cabinet for Economic Development, *Quality of Life*. 2010



Cost of Living

Each of the Kentucky cities surveyed by C2ER in its ACCRA *Cost of Living Index* has a composite index of less than the national average of 100% (Table 6-1). The index includes grocery items, housing, utilities, transportation, health care, and miscellaneous goods and services.

Table 6-1

ACCRA Cost of Living Index	
City	100% Composite Index
Bowling Green	91.0
Covington	88.6
Lexington	95.4
Louisville	87.6
Paducah	86.4
U.S.	100.0

Source: C2ED, ACCRA Cost of Living Index, Second Quarter 2010.

Low Crime Rate

Kentucky's violent crime rate is far below the national rate of 429.4 crimes per 100,000 inhabitants according to *Crime in the United States*, 2009, a Federal Bureau of Investigation publication. The state's violent crime rate of 258.7 per 100,000 inhabitants is also quite low when compared to its peer states. Source: Crime in the United States, 2009. U.S. Department of Justice. Federal Bureau of Investigation.

Residential Utility Costs

Kentucky's residential electricity prices were the fifth lowest in the nation at 7.94 cents per Kwh. Kentucky's national gas costs, in the industrial, residential and commercial sectors, are competitive, particularly with in the Midwest and southwest regions of the nation.

Homeownership and Housing Costs

Housing affordability is one of the many advantages of living in Kentucky. Kentucky ranked 16th in home ownership rate for 2008: 72.8%. The national average homeownership rate was 67.8%.

Source: *Morgan Quitno State Rankings 2010*, from U.S. Census Bureau, "Housing Vacancies and Homeownership, Annual Statistics: 2008."

Residents of Kentucky's major metropolitan areas of Louisville, Lexington, and Cincinnati/Northern Kentucky benefit from housing costs significantly below the national average. In 2009 nationally, a median-priced existing single family home cost \$172,100 compared to \$131,100 in Louisville.

Quality Health Care

Many hospitals within the region have been recipients of awards supporting the quality health care that is provided in the region. Baptist Hospital East made the "2010 Best Places to Work", Top Cardiovascular Hospitals by *Thomas Reuters*, Healthgrades America's 50 Best Hospitals in 2010 for their "consistent clinical excellence and represent the highest scoring of the nation's full-service hospitals for the most consecutive years.

Educational Opportunities

Six Kentucky schools have been designated as 2010 National Blue Ribbon Schools by the U.S. Department of Education. From 2003 through 2009, 45 Kentucky schools were named Blue Ribbon Schools. More than 2,000 Kentucky teachers have earned National Board certification, and Kentucky now ranks in the top 10 nationwide in the total number of National Board Certified Teachers. According to the National Center for Education Statistics, as of 2008, 57.5% of Kentucky's public



school teachers held master's degrees. Kentucky has the seventh-highest percentage of teachers with master's degrees in the U.S. Source: Kentucky Department of Education.

The Jefferson County Public School District is one of only 49 school districts in the nation to be awarded a federal matching grant of nearly \$26 million from the U.S. Department of Education for Investing in Innovation to support a cohesive approach to transforming the high school experience for students attending six of Louisville's 16 high schools. Additionally, the District was one of 28 recipients of a Smaller Learning Communities grant from the Department of Education. Jefferson Community and Technical College has pledged as much as \$600,000 in tuition remission to help Western High School's Early College students earn college credits.

Postsecondary Opportunities

Kentucky's system of higher education is focused on building an economically competitive workforce and a higher quality of life for citizens through educational attainment. The college and university system includes eight four-year public universities, 20 independent institutions and 16 community and technical colleges, accounting for more than 30,000 faculty and staff and 255,000 college and university students. Source: Kentucky Council on Postsecondary Education.

Project Graduate is Kentucky's collaborative effort to reach out to the 11,000 Kentuckians who have earned 90 or more credit hours and encourage them to return and complete their bachelor's degree. The program was launched in November 2007, and the public universities began their outreach efforts in the spring 2008 term. Since that time, 10 independent institutions have adopted the program. Through spring 2010, a total of 374 students had earned bachelor's degrees from Kentucky's public universities.

According to the *Brain Gain, Retaining Kentucky Graduates* report, the vast majority of people who earn degrees at Kentucky's public colleges and universities stay in Kentucky after graduation. Source: Kentucky Council on Postsecondary Education.

University Partnerships and Initiatives

Development of a 30-block health sciences area in downtown Louisville received a huge boost with the recent announcement of a \$2.5 billion capital investment in expansion, renovation and infrastructure over the next two decades in an area that includes the University of Louisville Health Sciences Center. The investment will support construction of research labs and other buildings; hiring of new faculty, and researchers and support staff at the University of Louisville; growth of new businesses to generate economic activity across Kentucky; and infrastructure for researchers and entrepreneurs to take health science technology to the marketplace.

In the fall of 2010, the University of Louisville celebrated its opening of the KFC Yum! Center. It is the fifth largest college basketball arena in the nation. Although primarily the home of the UofL women's and men's basketball teams, the arena is multi-purpose and will be used for concerts, conventions and collegiate sporting championships.

Telecommunications

Kentucky is served by one of the most extensive telecommunications networks in the country, providing an important link to information-intensive businesses around the world. Fiber optic, wireless radio, digital microwave, and satellite technologies are integrated into a sophisticated infrastructure capable of handling the most demanding needs. Full statewide deployment of ATM and Frame Relay networks has been completed. This technology provides the flexible bandwidth required for high-speed transport of voice, data, image, and video simultaneously.

Working to expand the state's telecommunications network is ConnectKentucky. ConnectKentucky's primary initiative is the *Prescription for Innovation* – Kentucky's comprehensive plan to accelerate



technology growth, particularly in the areas of broadband service and technology use. Currently, more than 95% of Kentucky homes can access broadband.

Transportation

Kentucky has three major airports in addition to smaller airports located throughout the state. Cincinnati/Northern Kentucky International Airport (CVG) is a Delta hub with flights to over 70 cities nonstop. Louisville International Airport (SDF) offers service to more than 20 destinations and convenient connections to cities worldwide. Louisville International ranks third in North America—and seventh in the world—in the total amount of cargo handled as home of UPS's international air-sorting hub. Lexington Blue Grass Airport (LEX) is serviced by seven major airlines providing 14 non-stop destinations and over 86 flights daily.

Amtrak currently operates two Midwest train routes with stops at one or more of Kentucky's five stations: Ashland, Fulton, Louisville, Maysville and South Shore.

Five major interstates crisscross the Bluegrass State: I-64 (east-west from Ashland to Louisville); I-75 (north-south from Covington through Williamsburg); I-71 (north-south from south of Covington to Louisville); I-65 (north-south from Louisville past Franklin); and I-24 (east-west from south of Hopkinsville past Paducah).

Climate

Annual mean temperatures vary from approximately 58°F in the southwest to approximately 52°F in the northeast. January is the coldest month with mean temperatures ranging from approximately 35°F in the south to approximately 29°F in the north. July is the warmest month with mean temperatures from 79°F to 74°F across the Commonwealth.

Recreation and Sports

From the mountains of eastern Kentucky to the massive lakes of western Kentucky, the state's natural beauty lends itself to an abundance of outdoor activities. Boating, golf, fishing, hiking, white-water rafting and water skiing are among the many recreational opportunities Kentuckians enjoy. In addition, Kentucky has the largest elk herd east of the Rockies.

The Kentucky State Parks system, with 51 resort, recreational and historic parks display the great diversity of Kentucky's landscape and offer a full range of recreational activities.

Mammoth Cave National Park, the world's longest known cave system with more than 365 miles explored, is in south-central Kentucky. A visit to the park may include cave tours, surface hikes, canoeing on the Green River, a cruise on Miss Green River II, picnicking, horseback riding, bicycling, camping and more.

Kentucky has long been known as the heart of the thoroughbred horse industry. The most famous of Kentucky's racetracks are Keeneland in Lexington and Churchill Downs in Louisville. In fact, the premier thoroughbred racing event in the world is the Kentucky Derby, held annually the first Saturday in May at Churchill Downs.

Cultural and Historical Amenities

Louisville supports a broad range of high-quality performing arts groups. Actors Theatre of Louisville is host to the Humana Festival of New American Plays dubbed "the hottest ticket of the national art scene." Horse Cave Theatre has received national critical acclaim for its productions. The Lexington Children's Theatre, established in 1938, is one of the oldest continuously operating theatres for young people in America.



D. TOP SITE SELECTION FACTORS

The KIPDA region is well positioned for some of the most important site selection criteria. The KIPDA region is also ranked for highway accessibility, with the network of interstates that converge in Louisville. The Ohio River Bridge project will further improve highway accessibility, as the convergence of I-64, I-65 and I-71 is improved as well as a new connection across the river to Indiana is opened. The region has a competitive advantage over labor costs compared to national wage data. Kentucky continually is improving as a place to do business, providing Commonwealth and local assistance to businesses expanding in or relocating to the Commonwealth. These efforts address several of the top site selection criteria including state & local incentives, corporate tax rate and tax exemptions.

The KIPDA region is also well positioned in several of the quality of life issues. Most notably, the region has low crime rates and high ratings for public schools. In addition the KIPDA region also has a comprehensive health care industry sector and competitive housing costs in the nation.

E. COMPETITIVE ASSETS AND CONSTRAINTS

The CEDS Strategy Committee identified the strengths and weaknesses of the KIPDA region within five distinct categories; [1] economy, [2] workforce and education; [3] infrastructure; [4] organization and communication; and [5] housing. The following list of strengths and weaknesses reflects the result of that meeting, with adjustment and additions made based on the market findings reported in the previous chapters.

Economy

Strengths

- The KIPDA region is located within 600 miles of 60% of the nation's population
- There is a strong presence of the automotive, health related and logistics, particularly parts suppliers (auto) and biotechnical companies (pharm)
- The growing distribution industry in logistics, warehousing and wholesaling adds jobs and industry
- The region has world-class health related services
- Home to UPS- Worldport, the UPS global operations center
- Costs for utilities are very competitive
- Local residents have a strong local entrepreneurial spirit, with several home-grown businesses.
- The region is served by good interstate access, particularly the north-south corridor along I-65
- Competitive business incentives for new and existing businesses.
- There is an immediate available educated workforce
- Competitive cost of living and business operations in the region
- There is a large tourism base due to the presence of several tourist attractions
- The region offers a good quality of life through an abundance of natural, cultural, historic and recreational amenities
- Available, affordable land in region

Weaknesses

- Infrastructure (sewer, gas) is underdeveloped in the more rural areas
- Lack of collaboration among counties in regards to economic development and business recruitment efforts
- Residents in rural communities have a negative perception of new development. This often impedes the ability to attract new development into the area.



Workforce and Education

Strengths

- Quality centralized programs for workforce training, education and placement through Kentuckiana works
- Qualified, available workforce
- There are 35 public and private, 2- and 4-year colleges and universities; 11 technical/vocational schools located within or within 60 miles of Louisville
- The education sector provides quality skills training
- The local community colleges and technical schools are expanding curriculums to meet the needs of the business community
- Local wage rates are competitive

Weaknesses

- Disconnect between secondary and postsecondary opportunities
- The availability of public transportation in rural areas not sufficient to get workers to job centers

Infrastructure

Strengths

- The region has a good highway system with three interstates providing national access
- The region has a presence of all modes of transportation including road, air, rail and water
- The airport and water freight industries have the capacity to support additional demand
- Access to the region for tourism is strong
- The region has ample water availability and treatment capacity
- Local utilities are relatively affordable, particularly electricity

Weaknesses

- Do not have an adequate public transportation system outside the metro area
- The lack of river crossings across the Ohio River limits the expansion of business
- Some of the rural areas of the region have poor access to interstate/highway system
- The rural road network not conducive to commercial/industrial development
- There is a lack of affordable, reliable high-speed internet access choices in the region
- The wastewater treatment system is available in a limited number of areas; several of the wastewater systems are at or near capacity
- There is very little availability of natural gas in the region

Organization and Communication

Strengths

- KIPDA's efforts to address regional economic development issues have generated positive results; the capacity and expertise of the staff is an asset for the region
- There is a desire by political leadership to create a "regional voice" for economic development and break down the jurisdictional barriers impeding regional economic development
- There is support to have a long-term strategic plan to guide future growth
- Coordination is improving between the county governments to regionalize economic development and business recruitment efforts

Weaknesses

- The region does not have a shared view of its identity, particularly the divide between the rural and urban areas.



- There is a disparity between how local residents view the region and how other areas of the Commonwealth perceive the region, impacting the ability to generate Commonwealth-wide support for certain economic development efforts
- There is a lack of a defined regional economic development effort
- Inconsistent communication between the Counties on past economic development efforts has created a level of skepticism and diminished the willingness to work together

Housing

Strengths

- The region has an ample amount of affordable housing for low and modest income households
- There is a wide variety of housing types/values to meet the needs of any homebuyer/renter
- There is available land in the region to accommodate future housing development needs
- The relatively low traffic congestion makes rural areas attractive for home development
- The region, particularly the suburban areas, has a good public safety record

Weaknesses

- Several potential growth areas lack suitable infrastructure to accommodate future housing growth
- Blighted housing in certain areas of the region adversely impact the image of the region

F. TARGET INDUSTRY

Greater Louisville Inc.

Like any successful business strategy, successful economic development depends on the ability to fully exploit areas of competitive advantage. In 2011, GLI aligned its economic development efforts around four key sectors where natural strengths in our economy occur — from an existing business base to thought leadership — creating an environment that positions the region for growth. These sectors include: Advanced Manufacturing, Food and Beverage Manufacturing and Innovation, Lifelong Wellness and Aging Care and Logistics and Distribution. Source: Greater Louisville Inc.

Statewide Target Industries

Kentucky's Unbridled Future

The global economy of today is defined by an innovative and entrepreneurial culture, which means it also must include an educated workforce with high-tech skills. It is centered on a global environment and a global awareness. States are no longer solely competing with other states, but are now also competing with other countries. There must be an adaptable and strategic approach to policy and economic development as the world continues to evolve.

The state economic development agency in the global economy of today must have a clear understanding of its strengths, weaknesses and advantages on a global level. It must foster an innovative and entrepreneurial culture. It must also be engaged in product development to assist its communities and ensure the needs of business and industry are met, especially in the areas of education, workforce and high-tech skills training. Lastly, it must adopt an adaptable, strategic, and modern approach to economic development.

The Kentucky Cabinet for Economic Development (CED) has engaged Boyette Strategic Advisors (BSA), an economic development consulting firm, to develop a Statewide Economic Development Strategic Plan, deemed *Kentucky's Unbridled Future*, to provide direction to the CED and guide



prioritization of agency objectives, actions and resources in the 21st Century economy in order to make Kentucky the most competitive it can be from an economic development perspective.

The strategic economic development plan for the Commonwealth of Kentucky, Kentucky's Unbridled Future, is designed to provide direction to the Kentucky Cabinet for Economic Development (KCED) and its partners over the next five years in guiding the state's economic development efforts. KCED engaged Boyette Strategic Advisors (BSA) to work with the Cabinet and stakeholders all across the Commonwealth to complete the plans utilized a four-step process in development of Kentucky's Unbridled Future. The critical components in completing the plan included: conducting a thorough competitive assessment of Kentucky and its assets for economic development; assessing the strategic business/industry sectors currently located in Kentucky, along with an assessment of other growth sectors which Kentucky has the assets to support; development of strategic recommendations to ensure Kentucky's competitiveness in key areas; and development of an implementation/action plan as part of project delivery.

Strategic Business/Industry Targets

Kentucky's Unbridled Future identifies five targeted categories –Advanced Manufacturing, Sustainable Manufacturing, Technology, Transportation and Healthcare – to focus the Commonwealth's economic development efforts over the next five years. Within these five broad categories are 10 strategic business/industry sectors, along with niche sectors within many of the targets. These targets and niches were developed following thorough research into the current business/industry base in the Commonwealth, as well as recent project activity and emerging sectors that are currently demonstrating growth at the national, state and/or local levels (Table 6-2). While it is likely that Kentucky will experience location success in other sectors, as well, these are the sectors that present the greatest opportunities for growth in the Commonwealth, and therefore, should be the focus of KCED resources.

Table 6-2 Target Industries

Advanced Manufacturing		
Automotive	Batteries and Energy Storage Devices	Value-Added Agriculture & Beverages
OEMs	Lithium-ion Batteries	
Suppliers	R&D	
Hybrid & Electric		
R&D		
Sustainable Manufacturing		
Energy-Efficient Lighting	Renewable Energy	Sustainable Packaging
LED Lighting	Bioenergy	Food
	Solar Component	Pharmaceuticals
	Wind Component	
	Clean Coil	
Technology		
Life Sciences	Data Centers	
Biotechnology		
Medical Devices		
Nurtigenomics		
Pharmaceuticals		



Transportation		
Distribution and Logistics		
Healthcare		
Healthcare Services		
Pharmacy Benefit and Management		
Long-Term Care & Homecare		

Source: Kentucky Unbridled Future Strategic Economic Development Plan January 2012

The Kentucky Department of Workforce Investment

The Kentucky Department of Workforce Investment commissioned a report to identify potential target sectors for the Commonwealth. Today's economic environment is fraught with uncertainties about market behavior, government regulation, and intervention. As a result, the economic landscape, especially in the discipline of business growth, job creation, and workforce development has also changed. Large-scale new manufacturing operations are less commonplace as companies seek to minimize costs. However, pockets of industry growth have occurred within sectors and the economic development theme of cluster-based sector strategy approaches and targeted investment has increasingly become the mantra of national, state, and local policymakers.

The list below summarizes the industries that are the target for a growing economy.

- Automobile and Aircraft Manufacturing
- Transportation, Distribution and Logistics
- Business Services and Research and Development
- Health Care/Social Services
- Energy Creation/Transmission

Automobile and Aircraft Manufacturing: Focuses on industries engaged in the development of automobile and aircraft assembly, prototype development, conversion, and overhauling/rebuilding. Industries that manufacture aircraft and automobile components are also categorized in this sector.

Transportation, Distribution and Logistics: Focuses on the movement and storage of goods and support activities related to different modes of transportation. Specific modes of transportation include water, rail, road and air.

Business Services and Research and Development: Consists of industries that specialize in performing professional, and scientific and technical services for businesses and individuals, including research and development.

Health Care/Social Assistance: This sector involves industries that provide health care and social assistance to individuals that are delivered by health or social service practitioners.

Energy Creation/Transmission: Focuses on sectors engaged in the creation of energy (e.g., coal, gas, wind, etc.), transmission of energy (power lines, pipes, etc.), and support the creation and distribution of energy.

The summary table (6-3) presents an overview of the sectors. As can be seen, all sectors have an average wage that exceeds \$30,000 a year in full-time earnings. Additionally, most sectors are projected to grow substantially over the next several years.² Out of the top five sectors, energy creation/transmission; business services and R&D; and health care/social assistance require higher amounts of skilled labor. The automotive and aircraft manufacturing and transportation, distribution and logistics sectors are heavily



concentrated in the Commonwealth, as compared to the Nation.

Table 6-3
Target Sectors

Description	Average Wage	2002 Jobs	2010 Jobs	Change	2010 National LQ	2010–2018 Projected Change	Jobs Mult	Imports(K)	2009 Estab	Shift Share	% Skilled	% of Workforce Compatible
Automotive/Aircraft Manufacturing	\$19.12	54,841	40,683	(14,214)	2.38	(7,024)	3.9	\$2,090,079	1,896	8244	28%	22%
Energy Creation/Transmission	\$21.67	11,654	14,056	2,402	1.02	(945)	3.7	\$1,723,119	625	1,027	43%	17%
Transportation, Distribution, Logistics	\$17.44	71,763	80,824	9,061	1.65	11,120	2.0	\$604,932	2,459	3,739	14%	27%
Business Services and R&D	\$21.95	84,408	111,120	26,712	0.71	32,214	2.0	\$9,368,568	9,397	13,034	48%	22%
Health Care/Social Assistance	\$19.58	209,060	244,941	35,881	0.96	42,907	1.8	\$2,113,895	9,968	(6,755)	47%	22%

Source: Kentucky Education and Workforce Development Cabinet; Kentucky Target Industry's Sector 2011

Tourism

In addition to the “traditional” industry targets, tourism provides an excellent opportunity for regional growth and expansion. Tourism is an industry, but typically not defined by employment or establishment growth. Rather, the growth and success of tourism translates into the growth and prosperity of related and support industries, such as tourist attractions, dining establishments and hotels.

The KIPDA region area already is a tourist draw. Among a myriad of attractions including the Kentucky Opera, the Louisville Ballet and the Louisville Orchestra, Louisville is home to the Louisville Slugger factory and museum, drawing more than 200,000 visitors annually. In addition, Louisville/Jefferson County is home to Churchill Downs, a thoroughbred horseracing venue that is home to the renowned Kentucky Derby and Kentucky Derby museum. The region is also rich with outdoor attractions as well like the Louisville Zoo. However, the entire region would benefit from the successes of bolstering the offerings for potential tourists and drawing on the current tourist base from Louisville/Jefferson County. Amenities outside Louisville/Jefferson County, such as Taylorsville Lake, would benefit from a more concerted cross- marketing effort. A comprehensive marketing campaign can help all tourist destinations in the region by better educating visitors.



7 *ACTION PLAN*

A. OTHER PLANS AND STRATEGIES

The Kentuckiana Regional Planning and Development Agency (KIPDA) maintain several strategic documents that influence the organization's regional economic development goals and objectives. In addition to participating in the creation of local and county-specific documents, such as comprehensive land use plans and regional water management plans, KIPDA also maintains its own region-based plans and strategies. Each of these strategies is guided by input from the various local, county and state agencies that participate in the planning and execution of growth initiatives. Below is a list of the most notable plans and strategies influencing economic development planning decisions.

2011 Comprehensive Economic Development Strategy (CEDS) Update
Horizon 2030 Transportation Plan
FY 2007-2011 Transportation Improvement Plan
FY 2013 Unified Planning Work Program
Coordinated Human Services Transportation Plan for Bullitt, Henry, Oldham, Shelby, Spencer, and Trimble Counties
2011 Regional Hazard Mitigation Plan
KIPDA Aging Area Regional Area Plan FY 2008-2010

B. GOALS, OBJECTIVES AND STRATEGIES

1. COORDINATION AND COLLABORATION; A REGIONAL APPROACH TO ECONOMIC DEVELOPMENT

ISSUE: Economic development efforts for the KIPDA region should be done through collaboration and cooperation of the seven KIPDA counties to maximize the potential of success and maintain the greatest flexibility to meet growth/relocating company's needs.

GOAL #1: To generate a regional economic development strategy that crosses jurisdictional boundaries.

Action #1: Cultivate a sense of trust and cooperation between the various economic development agencies in the region through scheduled Regional Council meetings at the KIPDA offices.

Action #2: Promote the hiring of knowledgeable, professional staff to fill positions relating to planning and economic development.

Action #3: Ensure regular education/training sessions are available and advised for elected officials, department managers and community leaders that address various issues involving economic development within the region.



Action #4: Regional Planning Council to establish ranking system that provides incentives on infrastructure projects for counties that are in full compliance with KRS 100.

Action #5 Provide technical assistance to counties undergoing comprehensive plan updates as to the actions of adjacent counties for border property.

Action #6: Strive to achieve consensus among the KIPDA counties before taking action on public issues.

GOAL #2: Make available a regional data clearinghouse to provide complete, consistent information to recruitment prospects.

Action #1: Continue to work with local, county and state government agencies on collecting and organizing information for each of the seven counties.

Action #2: Provide access to all regional GIS and document files on the KIPDA website.

GOAL #3: To create opportunities for KIPDA counties to partner in economic development deals.

Action #1: Work with each county to create a needs and opportunities list relating to their specific economic development goals and objectives.

Action #2: hosting Economic Development collaboration meetings between bordering counties.

Action #3: Work with local, county and state agencies to develop creative financing, revenue sharing and cost sharing programs that define the roles and responsibilities of each participant.

2. INFRASTRUCTURE: BUILD THE FOUNDATION FOR SUSTAINABLE ECONOMIC GROWTH

ISSUE: Providing adequate infrastructure for the entire KIPDA region facilitates the opportunity to expand and enhance target marketing efforts.

GOAL #1: To provide reliable, efficient and accessible infrastructure and public services to accommodate new development.

Action #1: Encourage city/county capital improvement programs to coordinate public investment in infrastructure with economic development priorities.

Action #2: Encourage water/sewer system regionalization and promote cluster development to minimize infrastructure costs and ensure quality, sustainable growth.

Action #3: Promote the regional Solid Waste Management Plan to accommodate the region's solid waste disposal needs.

Action #4: Support efforts to implement mandatory solid waste collection throughout the region.

GOAL #2: To expand and upgrade water and wastewater facilities into the more rural areas of the region through partnerships with private and public utilities.

Action #1: Increase the availability of affordable water and sewer service throughout the region,



pursuing state and Federal grants and low-interest loans to expedite implementation of existing water/sewer facility plans.

Action #2: Identify potential short-term growth areas within the region to prioritize infrastructure investment.

3. TRANSPORTATION; IMPROVE THE CONNECTIVITY OF THE KIPDA REGION

ISSUE: Continued improvement of all transportation systems, especially public transit, will open opportunities outside and within the urbanized area.

GOAL #1: To develop an efficient and effective mass transit network for the region, including rail, bus and automobile systems.

Action #1: Work with public and private partnerships to explore bus routes that reach into the more rural locations of the region to provide access to the employment centers.

Action #2: Work with state and federal agencies to explore opportunities to develop rail-related transit in the KIPDA region, locating commuting nodes along the interstates.

Action #3: Promote the development of transit-oriented developments at transportation hubs (road and rail) outside the urban core of the region.

GOAL #2: To improve road access within the region, particularly into the more rural areas of the region, opening economic development opportunities outside the urbanized area.

Action #1: Plan and construct airport, rail and water transportation facility improvements in accordance with strategies to facilitate economic growth.

Action #2: Promote road projects that improve access to the interstate system in the more rural areas of the region.

Action #3: Investigate the best locations to create/improve connectivity between the various interstates through the more rural counties.

Action #4: Continue to encourage bridge development across the Ohio River to Indiana, through improvements to existing bridges, new bridges that connect developing areas and the transportation system that provides access to these bridges.

GOAL #3: To improve non-motorized transit systems for residents seeking alternative methods of movement in the more urbanized areas.

Action #1: Identify walking and bike trail systems that connect various attractions in the region.

Action #2: Include non-motorized trails and access in new road and rail building projects, where feasible.



4. WORKFORCE DEVELOPMENT; RELEVANT, ADAPTABLE LABOR FORCE EDUCATION AND SKILLS TRAINING

ISSUE: Strategic planning and partnering with education providers is needed to make basic skills and vocation training more compatible with the needs ever-changing of the market.

GOAL #1: To promote the development and delivery of an educated, quality workforce in the KIPDA region that effectively competes in the work ready community.

Action #1: Hold workforce “summits” with various industry leaders throughout the region to identify the greatest skill needs of existing industry clusters.

Action #2: Develop an outreach program where KIPDA representatives visit local employers to identify individual employment needs, working in tandem with local employment groups to place job seekers.

Action #3: Improve communication between education providers and the business community to align technical and post-secondary education training with private sector skill level requirements.

Action #4: Promote adult workforce development and literacy programs to improve the employability of under-prepared workers.

Action #5: Promote a program in each secondary school district to provide high-school students the opportunity to gain practical business experience.

Action #6: Encourage public and private collaboration to provide child care programs at all stages of the skill training and employment.

5. ECONOMY; PROMOTE ECONOMIC GROWTH AND EXPANSION

ISSUE: Maintaining a strong, healthy industry base will foster internal industry growth while projecting a pro-business image to prospective companies.

GOAL #1: To enhance the region's economic base and general prosperity by encouraging existing businesses to expand their operations and employment.

Action #1: Implement business retention and expansion program, providing technical and administrative assistance in navigating through regulatory issues and utilizing existing incentive programs.

Action #2: Work with local, county and state agencies to develop innovative solutions to growth and expansion needs of local businesses.

Action #3: Encourage community leaders to become better educated in economic development issues by attending economic development seminars sponsored by economic development agencies and organizations.

Action #4: Conduct training and distribute information to area businesses regarding international trade opportunities, coordinating efforts with Greater Louisville, Inc., the Cabinet for Economic Development and the Kentucky World Trade Center.



GOAL #2: To attract economic development that will enhance the growth and economy of the KIPDA region and improve the quality of life for its citizens.

Action #1: Expand and coordinate local industrial recruiting efforts with the Cabinet for Economic Development.

Action #2: Coordinate the development of small- to medium- sized, publicly owned industrial parks in strategic locations throughout the region, encouraging joint cost and revenue sharing between various counties.

Action #3: Assist in infrastructure improvements, when necessary, to facilitate development in targeted growth areas.

Action #4: Promote the revitalization of downtown business districts throughout the region.

GOAL #3: To preserve the aesthetic and visual integrity of the more rural areas while accommodating economic growth.

Action #1: Encourage higher density development to preserve agricultural land.

Action #2: Maximize the utilization of the region's agricultural resources by expanding regional farming operations through research into alternative cash crops and new markets.

Action #3: Expand the region's tourism industry through coordinated, regional marketing efforts highlighting all cultural, historical, and recreational attractions.

Action #4: Pursue downtown revitalization through historic preservation, developing a regional program and funding source to preserve the character of these areas.

6. QUALITY OF LIFE: ENHANCE THE KIPDA'S LIVABILITY THROUGH ECONOMIC DEVELOPMENT

ISSUE: Making the region a great place to live is as important as making it a great place to do business to be successful in business retention and expansion.

GOAL #1: To protect, preserve and enhance the natural resources and physical environment of the region.

Action #1: Identify and promote the protection of sensitive natural areas, working with local, county and state officials to draft regulations to limit the development that can occur in and around these areas.

Action #2: Promote the wisest and best use of the region's agricultural, mineral, forest and water resources, protecting those resources from the negative externalities of development.

Action #3: Provide technical and professional expertise to KIPDA members to ensure compliance with all state and Federal environmental guidelines.

Action #4: Promote the use of recognized best management practices (BMPs) to reduce water pollution from agricultural, industrial and residential development activities.



Action #5: Work together as a region in expanding parks and public space that crosses county lines.

GOAL #2: To ensure that quality, affordable health care services and facilities are accessible to all citizens in the KIPDA region.

Action #1: Recruit medical practitioners to establish practices in underserved rural areas.

Action #2: Encourage area hospitals to construct urgent care centers in areas distant from full-service hospitals.

Action #3: Encourage private development of long-term nursing facilities and assisted living facilities.

Action #4: Assist health districts to locate and obtain funds to expand services.

GOAL #3: To provide a comprehensive, coordinated system of services to enable the elderly to maintain active, independent lives.

Action #1: Encourage private sector development of affordable long-term care facilities for the elderly residents of the region.

Action #2: Expand supportive services for the elderly such as home delivered meals, homemaker, personal care, transportation and other services.

Action #3: Construct additional senior citizen facilities in close proximity to needed services.

Action #4: Promote preventative health care programs and expand home-based health care services.

7: HOUSING; PROVIDE QUALITY, AFFORDABLE HOUSING

ISSUE: Focused efforts to provide quality, affordably priced housing closer to regional employment centers will attract more laborers while improving the image of the entire region.

GOAL #1: To provide all area citizens access to safe affordable housing and eliminate the homeless population in the KIPDA region.

Action #1: Work with developers to provide affordable housing options as part of larger residential developments, using state and Federal programs to provide subsidies.

Action #2: Support the rehabilitation of aging and substandard housing units, providing information to property owners on state and Federal programs that offer financial assistance.

Action #3 Help secure increased funding for civic and charitable organizations which provide housing facilities for the low-income and homeless.

Action #4: Provide homeownership education classes for KIPDA residents that teach the essentials to buying and maintaining a home, potentially tying these classes into



job training programs.

Action #5: Secure funding for a home purchasing program for income-qualified residents, providing technical and financial assistance.

C. PRIORITY PROJECTS

Based on the goals and strategies reported above, KIPDA reviewed the major capital improvement projects throughout the KIPDA region. Projects have been ranked by priority in the KIPDA region by the Kentucky Transportation Cabinet, Regional Transportation Council and Regional Water Management Council using the following criteria:

Regional Impact – Projects were reviewed based on their overall impact to the greater region. Simply put, projects that provided benefit to the greatest number of KIPDA residents and businesses received priority over those that only serve a select few.

Purpose and Need – Projects were also considered based on whether they meet an immediate need or deficiency. The Kentucky Infrastructure Authority (KIA), the Kentucky Transportation Cabinet and KIPDA all provided some form of prioritization based on purpose and need.

Future Growth Potential – The Committee also considered the potential impact for future economic development efforts. In this case, projects that offered the greatest short- and long-term growth potential, in terms of new development received the greatest priority. Those projects that served as a repair to existing facilities or were not perceived to substantially add to the ability of the region to attract expansion/new development were rated lower.

The projects are subdivided into four project types: [1]wastewater management, [2] water provision, [3] transportation improvement and [4] economic development projects (Table 7-1).



Table 2-1

Priority Infrastructure Projects

KIPDA Region

Project ID	Project Title	Est. Cost [1]	County
WASTEWATER MANAGEMENT			
SX21029016	City of Mt Washington Treatment Plant Expansion	\$15,000,000	Bullitt
SX21103001	Wastewater Treatment Plant Expansion	\$1,495,328	Henry
SX21185006	Wastewater Treatment Plant	\$8,287,837	Oldham
SX21215002	Sewer System Expansion Priority	\$1,340,000	Spencer
SX21223008	Pump Station Rehabilitation	\$95,000	Trimble
SX21211014	Fast Action Response and Management (FARM)	\$336,000	Shelby
SX21029009	Shepherdsville Regional Interceptor Sewer Line	\$1,081,200	Bullitt
SX21185032	Kentucky State Reformatory – Rehab Phase 1	\$1,000,000	Oldham
SX21103011	Pleasureville Wastewater Capacity	\$150,000	Henry
SX21211008	Eminence Pike Gravity Sewers	\$750,000	Shelby
SX21223009	Wastewater Treatment Plant Improvements	\$250,000	Trimble
WATER PROVISION			
WX21211068	I-64 Transmission Pipeline	\$51,500,000	Shelby
WX21029240	Bardstown Road Booster Pumping Station and Water Main	\$700,000	Bullitt
WX21103039	Morton Ridge Main Upgrade	\$2,500,000	Henry
WX21111164	Hardin Co/Ft Know Transmission	\$19,492,000	Jefferson
WX21185013	Halls Hill Road Extension	\$300,000	Oldham
WX21215003	Kings Church Rd/Dales Ln	\$525,000	Spencer
WX21223021	Trimble Area Optimization Plan	\$2,000,000	Trimble
WX21185046	System Wide Improvements	\$7,000,000	Oldham
WX21103037	US 42 Tank	\$2,400,000	Henry
WX21029069	Highway 245	\$665,000	Bullitt
WX21111168	North Shelby Regional Storage	\$1,854,000	Jefferson
WX21223004	Tilley Lane Ext	\$95,000	Trimble
WX21211072	Peytona Water Tank	\$1,000,000	Shelby
ECONOMIC DEVELOPMENT PROJECTS			
	Industrial Park 480	N/A	Bullitt
	Settlers Point Industrial Park	N/A	Bullitt
	Shepherdsville Industrial Park	N/A	Bullitt
	Salt River Industrial Park	N/A	Bullitt
	Interstate 65/Preston Highway Industrial Park	N/A	Bullitt
	Connector 245/480	N/A	Bullitt
	West Lebanon Junction Industrial Park	N/A	Bullitt
	East Lebanon Junction Industrial Park		Bullitt
	Campbellsburg Industrial Site	N/A	Henry
	Shawnee Industrial	N/A	Henry
	Louisville and Jefferson County Ohio River Bridges Project	\$2.9 Billion	Jefferson
	East Market Sustainable Streetscape	\$13 Million	Jefferson
	Park Hill Industrial Corridor Implementation Strategy	\$55 Million	Jefferson
	Rubbertown Economic Development Strategy Implementation	N/A	Jefferson



University Corridor Redevelopment Study Implementation	N/A	Jefferson
Nucleus Innovation Research Park Phase II	\$38 Million	Jefferson
Renaissance South Business Park	\$17 Million	Jefferson
Oldham County Commerce Park	N/A	Oldham
Oldham Reserve Campus at LaGrange	N/A	Oldham
Hi Point Industrial Park	N/A	Shelby
Windhurst Industrial Park	N/A	Shelby
Louisville Waterline extension project	N/A	Shelby
Simpsonville Business Park	N/A	Shelby
Taylorsville Business Park	N/A	Spencer



TRANSPORTATION IMPROVEMENT

MPO

TOP 10 PROJECT PRIORITIES FOR THE UPL SUBMISSION

KIPDA ID	UPL ID No.	State ID No	Project Name	Description	Project Cost	County	Committed funding
321	05 093 C0000 1.00	05-434.00	LaGrange Underpass West of LaGrange	Construct a 4 lane uninterrupted rail underpass west of LaGrange.	\$8,259,000	Oldham	D,R,U programmed in TIP
1514	05 056 A0265 37.00		I-265/Rehl Road Interchange	Construct a new interchange on I-265 at Rehl Road.	\$31,586,181	Jefferson	-
516	05 056 A0264 1.00	05-8405.00	I-264/Manslick Road Interchange	Construct new I-264 (Henry Watterson Expressway) interchange at KY 1931 (Manslick Road).	\$9,000,000	Jefferson	D,R,U programmed in 6 YR Plan
446	05 056 D1931 47.00		KY 1931	Widen KY 1931 (Manslick Road) from 2 to 4 lanes from KY 1931 (Saint Andrews Church Road) to I-264 (Henry Watterson Expressway).	\$32,020,644	Jefferson	Design programmed in TIP
1583	05 056 E9999 1.00		Watterson Trail Phase II	Widen Watterson Trail from 2 to 3 lanes from Ruckriegel Parkway to Maple Road.	\$593,000	Jefferson	D,R,U,C programmed in TIP
1584	05 056 E9999 1.00		Watterson Trail Phase III	Widen Watterson Trail from 2 to 3 lanes from Old Taylorsville Road to Grand Avenue.	\$627,000	Jefferson	D,R,U,C programmed in TIP
223	05 056 E9999 69.30	05-404.00	Cooper Chapel Road Phase III	Extend and construct 2 lane roadway with a continuous center-turn lane from KY 864 (Beulah Church Road) to US 31E (Bardstown Road) at Bardstown Falls Road. Project will incorporate sidewalks and 10' paved shoulders.	\$30,699,792	Jefferson	ROW programmed in TIP
1326			Bridge Improvements	Projects include the reconstruction of over 70 small bridges and/or culverts that are currently rated in either poor or very poor condition.	\$9,127,698	Jefferson	-
1300	05 093 D0053 1.00		KY 53	Signal Warrant and evaluation of intersection approaches at KY 53 and KY 146	\$1,052,745	Oldham	-



467	05 056 D1931 46.00		KY 1931	Widen KY 1931 (Saint Andrews Church Road) from 2 to 4 lanes from US 31W (Dixie Highway) to KY 1142 (Palatka Road).	\$32,020,644	Jefferson	-
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TIER PROJECT PRIORITY FOR THE 2010 UPL SUBMISSION

Tier 1: < \$2,000,000	1300	05 093 D0053 1.00		KY 53	Signal Warrant and evaluation of intersection approaches at KY 53 and KY 146	\$1,052,745	Oldham	-
	1583	05 056 E9999 1.00		Watterson Trail Phase II	Widen Watterson Trail from 2 to 3 lanes from Ruckriegel Parkway to Maple Road.	\$593,000	Jefferson	D,R,U,C programmed in TIP
	1584	05 056 E9999 1.00		Watterson Trail Phase III	Widen Watterson Trail from 2 to 3 lanes from Old Taylorsville Road to Grand Avenue.	\$627,000	Jefferson	D,R,U,C programmed in TIP
	430	05 015 D0245 1.00		KY 245	Add eastbound left turn lane on KY 245 at KY 3219 (Chapeze Lane).	\$292,465	Bullitt	-
	391	05 056 A0065 31.00		I- 65 / 1st Street / Liberty Street	I-65/1st Street/Liberty Street Transportation System Management/Transportation Demand Management operational improvements southbound on ramp and intersection.	\$540,800	Jefferson	-
	1863	05 056 E9999 3.00		Kentucky Street	Realign Kentucky Street to connect to Garland Avenue to avoid crossing the P&L railroad.	\$624,000	Jefferson	-
	1864			Park Hill Streetscape Improvements	Create pedestrian-friendly streetscapes in the Park Hill Corridor, namely 9th and 7th Streets and Kentucky Street.	\$1,000,000	Jefferson	-
	258	05 056 E9999 85.10		Blowing Tree Boulevard	Extend and widen Blowing Tree Boulevard from 2 to 3 lanes (3rd lane will be a center turn lane) from KY 155 (Taylorsville Road) to Bunsen Parkway.	\$1,169,859	Jefferson	-
	1875			Kinnaid Lane	Install 5' wide sidewalk on one side of Kinnaid Lane from Finchley Road to Burnley Road.	\$322,413	Jefferson	-
	277	05 056 E9999 120.00		English Station Road	Reconstruct English Station Road as a 2 lane (no additional lanes) road from Poplar Lane to Christian Academy.	\$1,973,898	Jefferson	-



Tier 2: \$2,000,000 to \$10,000,000	321	05 093 C0000 1.00	05-434.00	LaGrange Underpass West of LaGrange	Construct a 4 lane uninterrupted rail underpass west of LaGrange.	\$8,259,000	Oldham	D,R,U programmed in TIP
	516	05 056 A0264 1.00	05-8405.00	I-264/Manslick Road Interchange	Construct new I-264 (Henry Watterson Expressway) interchange at KY 1931 (Manslick Road).	\$9,000,000	Jefferson	D,R,U programmed in 6 YR Plan
	1326			Bridge Improvements	Projects include the reconstruction of over 70 small bridges and/or culverts that are currently rated in either poor or very poor condition.	\$9,127,698	Jefferson	-
	271	05 056 E9999 69.20		Cooper Chapel Road Phase II	Reconstruct Cooper Chapel Road as a 2 lane road with left turn lanes at major intersections (Smyrna Parkway, Pennsylvania Run Road, KY 864, Beulah Church Road) from Smyrna Parkway to KY 864.	\$8,005,161	Jefferson	-
	384	05 056 E9999 84.00		Hubbards Lane	Widen Hubbards Lane from 2 to 3 lanes (3rd lane will be a center turn lane) from US 60 (Shelbyville Road) to KY 1447 (Westport Road). Add bike lanes to Hubbards Lane from Kresge Way to KY 1447. Project length is 0.6 mi.	\$2,050,000	Jefferson	Design programmed in TIP
	1506	05 093 B0042 115.00		Hayfield Way	Improve intersection at US 42 and Hayfield Way.	\$2,288,000	Oldham	-
	274	05 056 E9999 117.00		East Pages Lane	Reconstruct East Pages Lane as a 2 lane (no additional lanes) road with several improvements to intersections from US 31W (Dixie Highway) to KY 907 (3rd Street Road).	\$7,895,591	Jefferson	-
	458	05 056 E9999 76.20		Plantside Drive	Extend Plantside Drive as a 3 lane collector road (3rd lane will be a center turn lane) from Tucker Station Road to Rehl Road.	\$7,571,200	Jefferson	-
	1335			Louisville Metro Urban Greenway	Plan, design and construct a 13.7 mile connection from the Oldham County Greenway to the Ohio River through Anchorage, Tom Sawyer Park, KY 1747 (Hurstbourne Parkway) and Wolf Pen Branch Road.	\$3,785,600	Jefferson	-



	281	05 056 E9999 122.00		Fairground Road	Reconstruct Fairground Road as a 2 lane road (no additional lanes) from US 31E (Bardstown Road) to KY 1819 (Billtown Road), including left-turn lanes at US 31E, Billtown Road and possibly other intersections and consideration of radius improvements at three 90-degree curves.	\$9,606,193	Jefferson	-
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Tier 3: > \$10,000,000	1514	05 056 A0265 37.00		I-265/Rehl Road Interchange	Construct a new interchange on I-265 at Rehl Road.	\$31,586,181	Jefferson	-
	467	05 056 D1931 46.00		KY 1931	Widen KY 1931 (Saint Andrews Church Road) from 2 to 4 lanes from US 31W (Dixie Highway) to KY 1142 (Palatka Road).	\$32,020,644	Jefferson	-
	446	05 056 D1931 47.00		KY 1931	Widen KY 1931 (Manslick Road) from 2 to 4 lanes from KY 1931 (Saint Andrews Church Road) to I-264 (Henry Watterson Expressway).	\$32,020,644	Jefferson	Design programmed in TIP
	223	05 056 E9999 69.30	05-404.01	Cooper Chapel Road Phase III	Extend and construct 2 lane roadway with a continuous center-turn lane from KY 864 (Beulah Church Road) to US 31E (Bardstown Road) at Bardstown Falls Road. Project will incorporate sidewalks and 10' paved shoulders.	\$30,699,792	Jefferson	ROW programmed in TIP
	427	05 093 D0146 131.00		KY 146	Reconstruct KY 146 (LaGrange Road) as a 2 lane road (no additional lanes) from Jefferson County line to Pryor Avenue with consideration for turn lanes at Ash Avenue, Houston Avenue, Maple Avenue and Central Avenue per Oldham County Major Thoroughfare Plan.	\$10,816,000	Oldham	-
	417	05 015 D0044 5.00	05-150.00	KY 44	Widen KY 44 from 2 to 3 lanes (3rd lane will be a center turn lane) from I-65 to Floyds Fork Bridge.	\$11,698,586	Bullitt	-
	198		05-367.00	Old Henry Road (Crestwood Bypass)	Construct new 4 lane route from Old Henry Road interchange at I-265 (Gene Snyder Freeway) to KY 22 in the vicinity of KY 329B (Crestwood Bypass).	\$45,551,485	Oldham	-



1856		05-393.00	Louisville Loop	Design and construction of a shared-use path connecting Miles Park on Shelbyville Road to River Road. Approximately 18 miles.	\$18,979,785	Jefferson	-
181	05 056 A0064 1.00	05-52.00	I- 64 / KY 1747 Interchange	Reconstruct existing interchange including construct ramp 7 "flyover" from northbound KY 1747 (Hurstbourne Parkway) to westbound I-64 and re-time signals along KY 1747 (Hurstbourne Parkway).	\$60,299,200	Jefferson	-
200	05 015 D0061 19.00	05-117.00	KY 61	Widen KY 61 from 2 to 4 lanes from Shepherds Way (existing 4 lane section) to Shepherdsville. KY 61 Shared Lane-Add 2 feet to curb lanes for bicyclists from the existing 4 lane road to Shepherdsville.	\$54,296,320	Bullitt	Const. programmed in 6 YR Plan as 117.10, 117.20, 117.31

Projects added by KIPDA staff after 2010 UPL Submission

1965			12th Street Extension	Extend 12th Street from Hill Street to Industry Road.	\$6,900,000	Jefferson	-
1808			Buckner Connector	Construct new connection from Old LaGrange Road to KY 393 Project length is 0.8 miles.	\$1,439,000	Oldham	D,R,C programmed in TIP
1945			Cardinal Boulevard Extension	Extend Cardinal Boulevard to the west of 4th Street, across the railroad tracks at-grade to connect to Davies Avenue and 7th Street.	\$3,000,000	Jefferson	-
1915			Dutchmans Lane @ Breckenridge Lane Intersection Improvements	Lane additions to Breckenridge Lane south of Dutchmans Lane; Dutchmans Parkway west of Breckenridge Lane; Dutchmans Lane east of Breckenridge Lane; and I-264 ramp widening from southbound Breckenridge Lane to I-264 W. Entrance modifications to east side of Breckenridge Lane north of Dutchmans Lane; and north side of Dutchmans Lane east of Breckenridge Lane.	\$2,500,000	Jefferson	-



188		05-353.00	English Station Road	Widen English Station Road from 2 to 3 lanes (3rd lane will be a center turn lane) from Aiken Road to Avoca Road. Project length is 0.85 miles.	\$6,100,000	Jefferson	R,U,C programmed in TIP
390		5-8200.00	I- 64	New interchange and connector road from KY 148 to US 60 (Shelbyville Road) with interchange on I-64. Corridor would be in vicinity of Gilliland Road.	\$32,899,000	Jefferson	-
224		05-378.10	I- 65	Extend and reconstruct I-65 southbound ramp to Brook Street and Floyd Street. The project will include the consideration of bicycle and pedestrian facilities.	\$5,040,000	Jefferson	D,U,C, programmed in TIP
952			I- 71	New interchange and connector road from KY 1447 to US 42 with interchange on I-71 near Jefferson/Oldham County border.	\$22,022,000	Jefferson/Oldham	-
1922		05-804.00	I-264/US 42	Reconstruct the Watterson Expressway Interchange at US-42 including slip ramp to KY 22. Ultimate Project to Rebuild Interchange.	\$46,000,000	Jefferson	D,R,U programmed in TIP
179		05-21.00	I-265	Reconstruct I-265 (Gene Snyder Freeway) interchange at I-64, including: NB to WB 2 lane flyover, SB to WB 2 lane ramp, and auxiliary lane to tie into KIPDA #197; also includes WB auxiliary lane on I-64 from I-265 to Blankenbaker Pkwy.	\$30,320,000	Jefferson	Const. programmed in TIP
1925		05-347.51	KY 44	Reconstruct and widen KY-44 Section 1 from 2 to 5 lanes (5th lane will be a center turn lane) from US-31E eastward to Parkland Tr. /Winning Colors Drive.	\$9,946,000	Bullitt	-
1926		05-347.56	KY 44	Reconstruct and widen KY-44 Section 2 from 2 to 3 lanes (3rd lane will be a center turn lane) from Parkland Tr. /Winning Colors Drive eastward to Kings Church Rd. (KY 1319).	\$8,760,000	Bullitt	-



185		05-700.00	Ohio River Bridges Project	Construction of 2 new Ohio River bridges, 1 in downtown (I-65) corridor and 1 in the far east (I-265) corridor and reconstruction of the Kennedy interchange. Also included are enhanced bus service improvements.	\$2,044,547,000 (KY portion only)	Jefferson	Const. programmed in TIP
1937			Ring Road	Construction of a new 4 lane connector between the new I-71 overpass and Highway 53.	\$12,100,000	Oldham	-
1271		05-441.00	US 42	Reconstruct US 42 and widen from 2 lanes to 3 lanes (3rd lane will be a center turn lane) from Jefferson/Oldham County line to Ridgemoor Drive. Project will include the consideration of improvements to the Hayfield Way intersection.	\$8,437,000	Oldham	R,U,C programmed in TIP

D = Design

R= Right-of-Way acquisition

U= Utilities relocation

C = Construction

TIP = FY 2011 - FY 2015 Transportation Improvement Program

***ADD
TOP 9 PROJECTS FOR THE KIPDA ADD REGION***

KIPDA ID	Six Year Plan	State ID No	Project Name	Description	Project Cost	County	Committed funding
	05-476.00	05-108 D0055	Improve and reconstruct the intersection of KY 55 and KY 1169 Elk Creek		\$2,025,000	Spencer	Six Year Hwy Plan/FY12-FY18
	05-8712.00	05-112 B0421	Add a turn lane and improve access at the Trimble County High School on US 421		\$320,000	Trimble	Six Year Hwy Plan/FY12-FY18



		05-106 B0060	Address safety issues and upgrade the intersection of US 60 from (M.P. 3.5) to KY 1848 (M.P. 3.6) in Simpsonville		\$8,520,000	Shelby	
		05-108 D1169	Widen Bridge over Elk Creek on KY 1169		\$720,000	Spencer	
	05-905.00	05-112 B0421	Address Safety issues and access at the intersection of US 421/KY 1226		\$1,470,000	Trimble	Six Year Hwy Plan/FY12-FY18
	05-8713.00	05-106 B0060	US 60 add additional third lane between the existing 3 lane section near the Masonic Home and the signalized of Rocket Lane		\$3,460,000	Shelby	Six Year Hwy Plan/FY12-FY18
		05-108 D0055	KY 55 Reconstruction/Relocation from KY 44 in Taylorsville to KY 2239		\$16,400,000	Spencer	
		05-106 A0064	Improve level of service and safety on I-64 from KY 53 in Shelbyville to KY 1790 Underpass		\$33,830,000	Shelby	
		05-106 D0395	Address safety issues, substandard curves and sight distance along the roadway of KY 395 from I-64 (8.4) to US 60		\$11,990,000	Shelby	

TIER PROJECT PRIORITY FOR THE 2010 UPL SUBMISSION

Tier 1: < \$2,000,000		05 108 D1169 10.00	Widen Bridge over Elk Creek		620,000	Spencer	
		05 112 B0421 147.20	Add a turn lane and improve access at the Trimble County High School		320,000	Trimble	05-8712.00
		05 112 B0421 147.10	Construct left turn lanes at KY 1226		1,470,000	Trimble	05-905.00
\$2,000,000 to \$4,000,000	05-476.00	05-108 D0055 144.50	Improve and reconstruct the intersection of KY 55 and KY 1169 Elk Creek		\$2,025,000	Spencer	Six Year Hwy Plan/FY12-FY18



			05-106 B0060	Address safety issues and upgrade the intersection of US 60 from (M.P. 3.5) to KY 1848 (M.P. 3.6) in Simpsonville		\$8,520,000	Shelby	
		05-8713.00	05-106 B0060	US 60 add additional third lane between the existing 3 lane section near the Masonic Home and the signalized of Rocket Lane		\$3,460,000	Shelby	Six Year Hwy Plan/FY12-FY18
Tier 3: > \$10,000,000			05-106 D0395	Address safety issues, substandard curves and sight distance along the roadway of KY 395 from I-64 (8.4) to US 60		\$11,990,000	Shelby	
			05-108 D0055	KY 55 Reconstruction/Relocation from KY 44 in Taylorsville to KY 2239		\$16,400,000	Spencer	
			05-106 A0064	Improve level of service and safety on I-64 from KY 53 in Shelbyville to KY 1790 Underpass		\$33,830,000	Shelby	

Source: KIPDA, CEDS Strategy Committee, 2012

[1] - Estimated costs reflect 'best guess' values for implementation. Actual costs may vary