



COMPREHENSIVE
ECONOMIC DEVELOPMENT
STRATEGY
ANNUAL REPORT

September 2011

The Kentuckiana Regional Planning and Development Agency (KIPDA) 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 nine county area centered around Louisville/Jefferson County. 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.

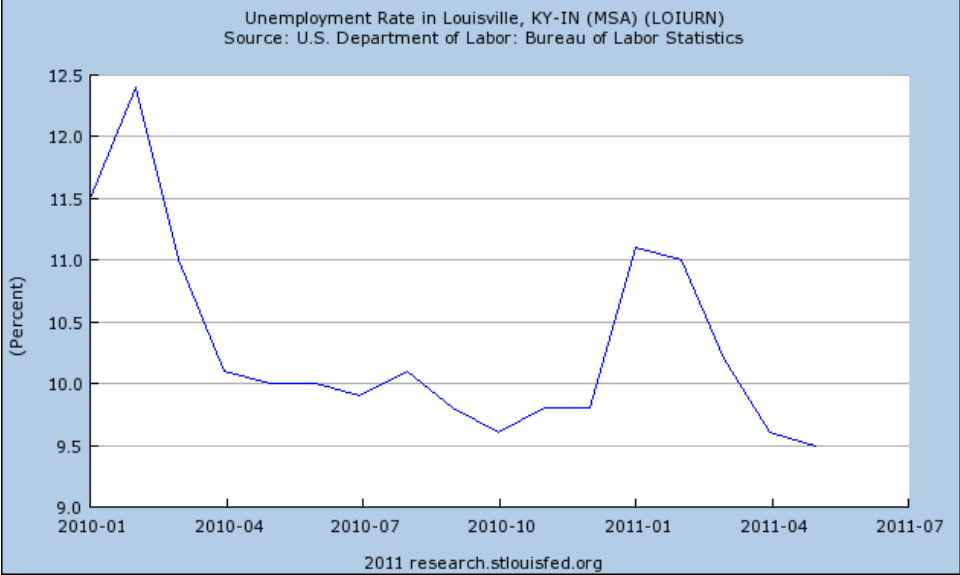
This is an annual status report on KIPDA's Comprehensive Economic Development Strategies (CEDs) that were created in 2007. CEDs are designed to bring together the public and private sectors in the creation of an economic roadmap to diversify and strengthen the regional economy. The area covered in this report is the seven counties that make up the Kentucky portion of KIPDA region: Bullitt, Henry, Jefferson, Oldham, Shelby, Spencer and Trimble Counties. This report will indicate the progress of the KIPDA region in accomplishing the goals and objectives defined in the 2007 plan.

Overview of the KIPDA economy

Our community, along with almost all other communities in this global economy, is continuing to experience a rapidly changing business environment. The President's Council of Economic Advisers issued a report in July 2009 that states the U.S. workforce "...slid into a recession beginning in December 2007 that has proven to be the worst downturn in the United States since the Great Depression." The economy in our region is slowly improving.

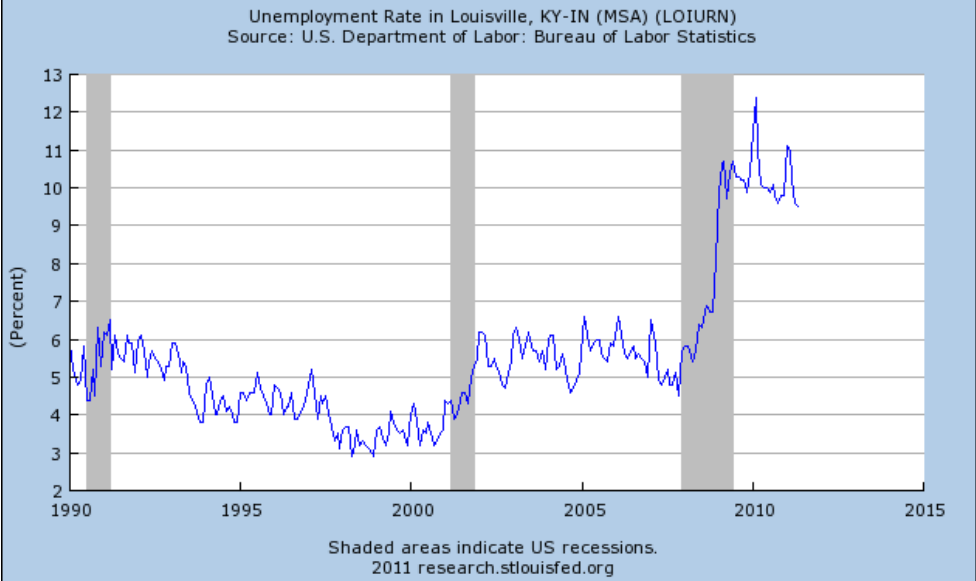
According to data from the U.S. Department of Labor, the unemployment rate was 9.5% in the Louisville, KY-IN MSA as of May 2011(see Figure 1). This compares to 9.9% in May 2010.

Figure 1



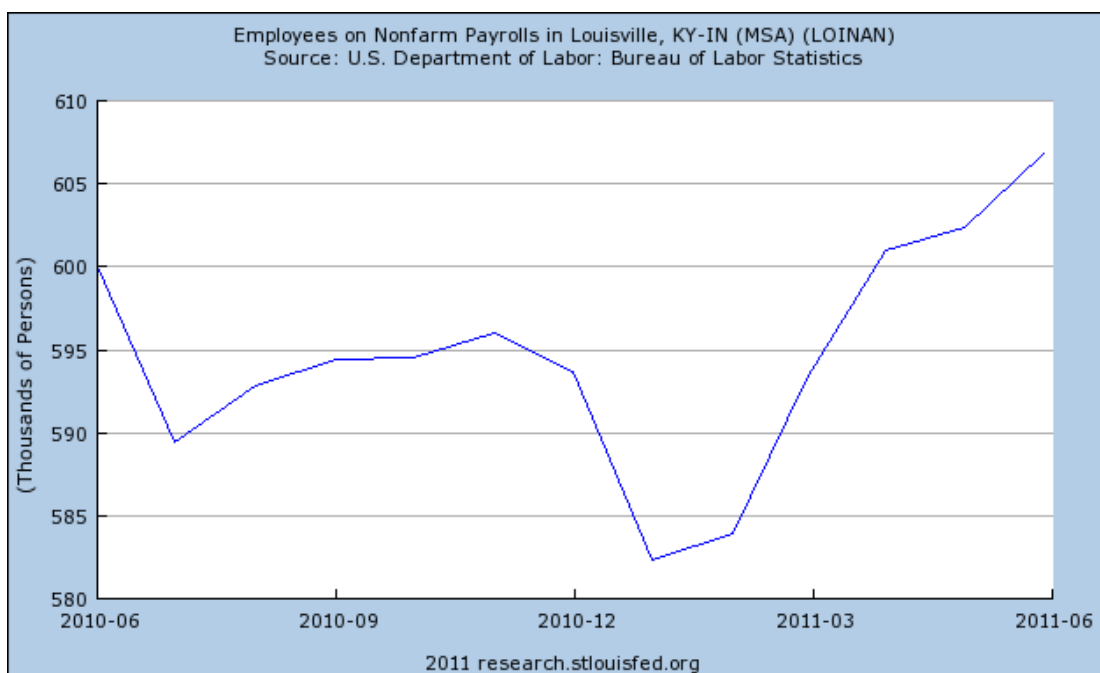
In February of 2010 the rate of unemployment in the Louisville, KY-IN MSA reached its highest at over 12% (see Figure 2).

Figure 2



According to June 2011 reports from the United States Department of Labor Bureau of Labor Statistics, the Louisville-Jefferson County Metropolitan Statistical Area (Clark County, IN; Floyd County, IN; Harrison County, IN; Washington County, IN; Bullitt County, KY; Henry County, KY; Jefferson County, KY; Meade County, KY; Nelson County, KY; Oldham County, KY; Shelby County, KY; Spencer County, KY; Trimble County, KY) employees on nonfarm payrolls did not increase significantly from June 2010. The area increased from 600,300 in June 2010 to 606,800 in June 2011. This is a one tenth of a percent increase from the previous period (see Figure 3).

Figure 3



Employment in the manufacturing sector has declined from the 2001 levels in 49 states, including Kentucky. In April 2011, Kentucky had 207,900 manufacturing jobs, 82,800 less than what the state had in April 2001.

United Parcel Service completed its \$1 billion hub expansion in April 2010 to improve our region's link to the global market. The site turns over 130 aircraft a day. It processes over 1 million packages a day. The expansion increased its capacity by 37 percent. The expansion allows 70 planes, up from 44, to park next to the building. The expansion of the building increased the square footage by 1.2 million square feet, increasing its footprint to the size of 90 football fields. The facility is able to process over 400,000 packages per hour. The Metropolitan College UPS created, continues to play a major role in helping attract and maintain employees at the facility.

United Parcel Service announced that a new facility would be built near the Louisville International Airport as part of its global healthcare distribution network in the fourth quarter of 2011. The 144,000 SF extension to its existing healthcare terminal would add up to 53 jobs.

The Ford Motor company announced in January 2010 that it is investing \$600 million to transform the Louisville Assembly Plant to build the next-generation Escape and providing future manufacturing flexibility. The Louisville Assembly Plant was shut-down in December 2010, with over 1,100 employees being laid-off.

When the transformed Louisville Assembly Plant restarts production in 2011, it will operate on two shifts with approximately 2,900 employees – up from the previous one shift and approximately 1,100 employees. The Kentucky Office of Employment & Training started accepting applications for the 1,800 open positions on July 7, 2011 and received around 17,000 applications. The 1,800 additional jobs are expected to be filled through a combination of transferring employees from other facilities, re-activating workers on indefinite layoff at the time of launch and hiring new workers. When the Louisville Assembly Plant is up and running by late 2011, Ford will have nearly 6,000 employees in Kentucky.

The Ford Motor Company's transformation of the Louisville Assembly Plant has spurred auto-parts suppliers to announce new plants or expand existing plants in the Louisville area. Five factories and about 1,000 new jobs are in the works for the Louisville area as auto parts suppliers get ready to make seats, frames and other pieces for the Escape sport utility vehicles.

The General Electric Co. has announced it is moving production of a new energy-efficient water heater that was previously made in China to the Louisville plant. The change is expected to add over 400 new jobs at the facility. The production of the product is expected to begin by late 2011. GE will be investing over \$69 million at the site.

The General Electric Company also has announced its plans to invest \$432 million to establish four U.S.-based refrigeration design and manufacturing centers of excellence and create 500 new "green" jobs by 2014. At the Louisville-based Appliance Park campus, GE will invest \$194 million and create 300 jobs to establish a center of excellence for bottom-freezer refrigerators, a new product platform for the facility.

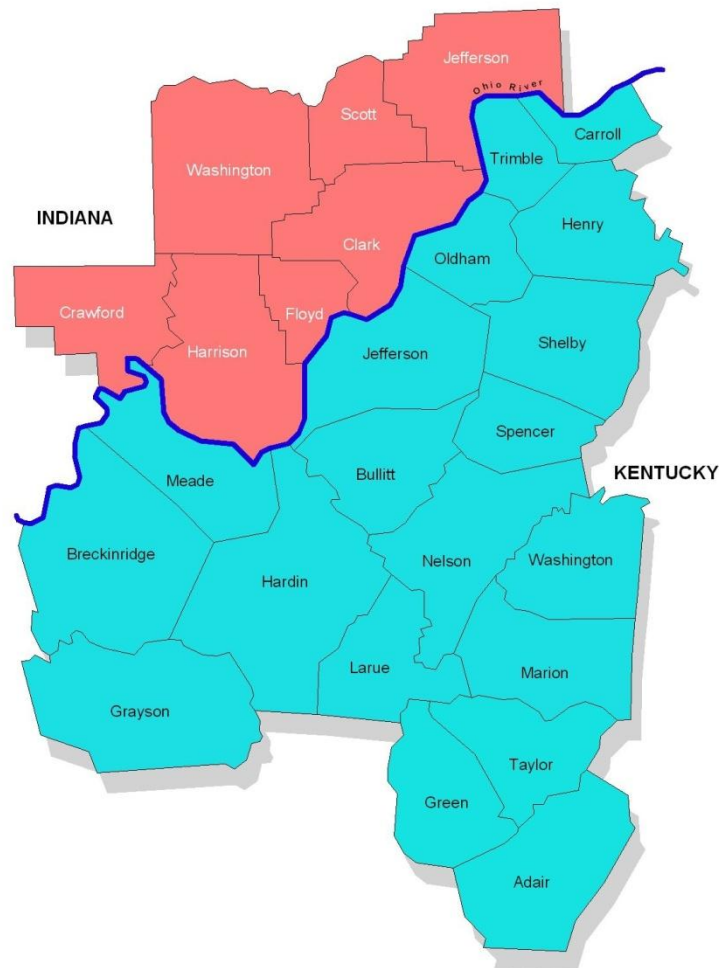
Connexions, a health insurance company has announced the opening of 750 jobs at the Jeffersonville, IN Solution Center location. About 300 of the jobs will be full time and the other 450 will be seasonal to handle Medicare signups from October through December.

WIRED65

The I-65 corridor is a hub of transportation infrastructure with rail, roadways, runways, waterways and fiber optics. Two-thirds of the nation's population is located within 600 miles of the I-65 corridor.

In 2007 the area received a U.S. Department of Labor grant to fund the Workforce Innovations in Regional Economic Development project (WIRED65). WIRED65 is a 26-county area (19 in Kentucky and 7 in Indiana, see Figure 4 below) project along the I-65 corridor in Indiana and Kentucky to focus on building and sustaining a regional approach to workforce development that will support innovation, entrepreneurship and continued strong economic growth. For more information visit their web site at www.wired65.org.

Figure 4 WIRED 65 Region



WIRED65 held the Building Regional Prosperity workshop in April 2010 to discuss the importance of talent, place, innovation and inclusion in the prosperity of the WIRED65 region.

They also published in February 2010 on their web site county data profiles for all 26 counties in the WIRED65 region. A sample of the data types includes relative population change to 2030, age structure for 2005-2030, educational attainment, average annual unemployment rate, average annual job growth, distribution of workforce by type, and projected 10-year job growth. A total of 18 data categories are included for all 26 counties. You can link to data at:

http://www.wired65.org/Documents/Wired65-county_data_profiles.pdf

WIRED65 created kix.com as a web portal as a new opportunity for growing, retaining and attracting talent in the region. The web site www.kix.com offers a comprehensive database of employer needs to forecast necessary workforce skills, occupations where educational curriculum or training programs needs to be developed, occupations that will expand or decline and other data that can guide or redirect talent and funds. The site also enables networking and idea-sharing among site users, generates networking opportunities and provides real time feedback and information sharing.

The Kentucky Education and Workforce Development Cabinet and Wired65 awarded more than \$853,000 in grants to ten organizations for projects that offer new ways to develop, retain and recruit the next generation of talent:

Project: Junior Achievement Career Planning for High School Students

Grantee: Junior Achievement of Kentuckiana

Description: Career planning programs will be delivered to 120 classrooms and 2,400 students in the 26-county area. Students will participate in a locally developed Junior Achievement program, JA Real Jobs, Real World. The program will inform students of career path opportunities, establish links between students and post-secondary education institutions and stress the importance of staying in school.

Project: Fix the Pipeline: Improving High School Transitions

Grantee: Greater Louisville Inc. and Louisville/Jefferson County Metro Government

Description: Three components will be implemented to increase the number of students who graduate high school, submit college applications and enroll in college. The components include a "Close the Deal" campaign to create a strong college-going culture by involving elected officials, holding regional workshops to increase college familiarity and implementing a "KnowHow2Go" marketing campaign to promote the tools needed to enhance education transitions.

Project: Building the Regional Food Economy—Phase I Implementation

Grantee: Louisville/Jefferson County Metro Government, Economic Development Department

Description: This project will fund a Public Interest Broker to serve as a liaison

between regional farmers and Louisville’s food market, such as restaurants, institutions, food distribution companies and emergency feeding organizations. The broker will implement strategies to grow the region’s food economy and educate farmers about marketing and sales opportunities.

Project: School At Work® “Building a Career Ladder in Healthcare”

Grantee: Catalyst Learning Company

Description: Forty adults employed in entry-level jobs at four hospitals in the Wired65 region will participate in School At Work (SAW) from September 2009 to June 2010. SAW has been successfully used by Norton Healthcare and Floyd Memorial since 2005 to advance employees. By refreshing essential skills and completing individual career plans, SAW helps employees prepare for local colleges and move up the career ladder.

Project: Inspiring Student Entrepreneurs to Spark Business Activity in Their Communities

Grantee: Kentucky Council on Economic Education

Description: A new high school entrepreneurship study designed for career and technical classes will be demonstrated to high schools in 15 counties of the Wired65 region. A teacher/leader will be designated to each county. Students will be pre- and post-tested and participate in a virtual entrepreneurship program.

Project: HIRE Education Forum Regional Internship Program

Grantee: The HIRE Education Forum

Description: This region-wide college internship program will employ college students as interns in an effort to fill workforce shortages and create a talented pool of individuals for future workforce needs. HIRE is a collaborative of 31 accredited colleges and universities spanning the 26-county region.

Project: Innovative Technology and Outreach Program

Grantee: Family Scholar House, Inc.

Description: The Family Scholar House is a residential program that provides support to single-parent students working toward a four-year college degree. Innovative technology and outreach support will maximize the Family Scholar House’s new Academic Services Center. Funding will provide the new center with an outreach coordinator and technology for training.

Project: Invention Convention

Grantee: Western Kentucky Research Foundation, WKU

Description: Invention Fair is a regional event that will showcase the creative ideas and inventions of high school students. Winners of county invention fairs will advance to participate in the 26-county “Invention Fair” in the spring of 2010, with potential feed into an existing college competition, “IdeaU.”

Project: One-Stops as Talent Development Portal

Grantee: WorkOne—The Region 10 Workforce Board, Inc.

Description: The project works to refocus the existing perception of One-Stops as an unemployment office and transition its market brand as a “talent development” portal. Funding would be used toward

promoting the new identity to different business and industry sectors and assisting the incumbent workforce in improving their information and computer technology occupations.

Project: Regional Visioning and Leadership Development Campaign

Grantee: Regional Leadership Coalition

Description: This campaign will create a compelling, shared vision of the region's future that will speak to the community and sustain regional cooperation. It will also look toward regional economic aspirations in the global marketplace and each unique community. County chambers, young professionals, leadership organizations and educational institutions will participate in the campaign.

The U.S. Army base at Fort Knox is continuing its expansion under the Base Realignment and Closure Commission actions. It is changing its mission from maintenance of equipment to managing personnel activities for the entire U.S. Army. The base will receive 2,500 additional soldiers and 2,000 civilian workers. Over 7,000 family members are expected to arrive with the workers. This will have an impact on the housing, transportation and other sectors of the economy.

Strategy

The CEDS listed seven strategies and a report on each is listed on the following pages:

1. Coordination and Collaboration; A Regional Approach to Economic Development
2. Transportation; Improve the Connectivity of the KIPDA Region
3. Infrastructure; Build the Foundation for Sustainable Economic Growth
4. Workforce Development; Relevant, Adaptable Labor Force Education and Skills
5. Economy; Promote Economic Growth and Expansion
6. Quality of Life; Enhance the KIPDA's Livability Through Economic Development
7. Housing; Provide Quality, Affordable Housing

Strategy 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 meeting "summits" at the KIPDA offices.

KIPDA hosts quarterly Regional Planning Council meetings to promote trust and cooperation among the agencies. Various topics are covered at each meeting to promote our interdependence. Over the past year comprehensive plan strategies have been shared amongst the counties in order to foster a better relationship and to assist in sharing resources thereby maximizing growth potential.

Two economic development organizations, Greater Louisville, Inc. and One Southern Indiana continue to work together to market, attract and retain business in our area. This is a major step to promote regionalism in this area. Funding efforts will address educational attainment, workforce skills and other regional issues. The two groups combined promote a twenty-five county region that covers part of the two states.

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

All agencies are continued to be encouraged to hire professional staff whenever vacancies may occur.

Action #3: Develop and implement regular education/training sessions for elected officials, department managers and community leaders that address various issues involving economic development.

KIPDA continues to promote the elected officials and local staff attendance at educational/training opportunities such as are offered at the KIPDA Regional Planning Council meetings.

Trainings that have occurred this past year in the KIPDA region include reapportionment regarding the newly released Census Data as well as administrative code procedures and tax rate calculations for cities and counties.

Action #4: Provide technical assistance to counties undergoing comprehensive plan updates as to the actions of adjacent counties for border property.

KIPDA continues to provide assistance to the counties in the region. The updates are submitted to the Regional Planning Council as they are developed. Each county has been working to update their comprehensive plans and present them to the Regional Planning Council, which meets quarterly. Currently Oldham, Spencer, Shelby, Bullitt, and Henry counties are updating their comprehensive plans and will present to the Council in the near future.

Action #5: Strive to achieve consensus among KIPDA counties before taking action on public issues.

KIPDA meetings are held to discuss local issues affecting the KIPDA region. Topics such as transportation, planning and zoning, waste management, and homeland security are discussed at monthly/quarterly meetings with public involvement encouraged.

In regards to water and wastewater projects, KIPDA has an established procedure where input from all the counties is solicited and an action is required. For a new water or wastewater project to be submitted into the water management plan, the project first must be brought before the applicant's County Water Management Council. If the Project receives approval it then is brought before the quarterly KIPDA Regional Water Council attended by representatives from all of the Kentucky counties in the KIPDA region. If approved at the regional meeting, the project is brought before the KIPDA Board of Directors monthly meeting to receive its final approval to be included in the water management plan.

Goal #2: To establish 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.

KIPDA continues to collect data to meet the needs of the cities, counties and state government to assist the units of government in meeting their development goals.

Action #2: Develop regional marketing/informational materials that present information on each county in a consistent, concise manner.

Local governments, regional entities and state government develop and distribute materials relating to tourism, economic development, quality of life subjects, etc. These materials, in addition to other data which can be compiled, are readily available for distribution. New materials have been developed and distributed in the past year.

Action #3: Provide access to all regional GIS and document files on the KIPDA website.

KIPDA has purchased software to assist in this goal and is currently working to resolve network security issues. Until the security issues are resolved, the public can request information by phone or email.

The Louisville/Jefferson County Information Consortium (LOJIC) is a multi-agency effort to build and maintain a comprehensive Geographic Information System (GIS) to serve all of Louisville Metro, Kentucky. GIS data can be found for Jefferson County at www.LOJIC.org.

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.

The WIRED65 project met with economic development stakeholders in each county to refine current needs and opportunities. This information will be used to help create a regional competitiveness strategy.

Action #2: Hold collaboration meetings between bordering counties to explore potential partnering opportunities.

KIPDA holds quarterly Water Council, City Clerks and Regional Planning Council meetings to promote sharing of information. Recent meetings promoted a Sustainability Challenge Grant application and WIRED65/KIX.Com programs.

As an example, in the quarterly Regional Water Council meetings where representatives from the Kentucky counties in the KIPDA Region attend to discuss pertinent issues in water, wastewater, and storm water issues in the area and to discuss proposed water and wastewater projects. The representatives include elected officials, water and wastewater utility employees, and members of State agencies including, but not limited to, the Kentucky Infrastructure Authority, Division of Water, and the Kentucky Association of Counties. In addition to the regional council, KIPDA employees also facilitate county water council meetings a minimum of twice a year to discuss county specific water, wastewater, and storm water issues and new projects within the county.

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.

KIPDA continues to work with all units of government to promote economic development.

The resources of the Kentucky Cabinet for Economic Development are available to the KIPDA region. It is the primary state agency responsible for creating new jobs and new investment in the state. Programs administered by the Cabinet are designed to support and promote economic development within the state, primarily by attracting new industries to the state, assisting in the development of existing industries, and assisting communities in preparing for economic development opportunities.

The staff of the Cabinet works very closely with units of government and development authorities to leverage opportunities. KIPDA assists the Cabinet and local units of government in their recruitment and retention efforts when requested.

Strategy 2-Transportation; Improve the Connectivity of the KIPDA region

ISSUE: Continued improvement of all transportation systems, especially public transit, will open opportunities outside 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 TARC to explore bus routes that reach into the more rural locations of the region to provide access to the employment centers.

KIPDA assisted Bullitt County, TARC, and Louisville Wheels in an effort to enhance public transit service from and to northern Bullitt County. KIPDA continues to partner with TARC in the Guaranteed Ride Home Program and in the operation of the regional rideshare program (Ticket to Ride) which has established vanpooling opportunities throughout the KIPDA region and beyond. KIPDA has also assisted Oldham County in the development of Park and Ride lots and provision of access to them by alternate modes of transportation. Funding for bus stop improvements has also come from Federal funding dedicated to the metropolitan area. KIPDA's Transportation Policy Committee has also recommended Congestion Mitigation/Air Quality and other federal funding for several interstate interchange area park and ride facilities in Clark (IN) and Oldham (KY) counties.

KIPDA staff maintains the Coordinated Human Services Transportation Plan, which serves as a unified, comprehensive strategy for transportation service delivery identifying and meeting the transportation needs of individuals with disabilities, older adults, and individuals with limited incomes in the region outside of the urbanized area.

TARC, as well as other transit service providers, were involved in the development of the plan.

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.

Planning efforts, including identification of possible funding sources, continue both by TARC and KIPDA to address the future of advanced (including rail) transit. A Southwest Jefferson County Mobility Study to be conducted by KIPDA (in conjunction with TARC) will be underway by late Fall of 2011, determining the viability of light rail, commuter rail, or bus rapid transit routes reaching from downtown Louisville to the Fort Knox area. KIPDA is also in communication with developers of a study to provide high-speed rail service between Louisville and Atlanta.

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

TARC continues to expand service throughout the region as demand increases and funding allows. To promote this expansion, KIPDA continually monitors transit requests and assists in acquiring funding for transit projects and programs. Inventories are conducted periodically to assess operation of existing Park and Ride locations, as well as to determine future needs at transportation hubs. KIPDA is currently working with Metro Louisville Planning and Design on possible changes to both the Metro Comprehensive Plan and the Metropolitan Transportation Plan that would foster TOD in 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.

KIPDA provides assistance to local and state entities with development and implementation of plans for intermodal facilities (such as airports, railroad yards, and river ports) and the connector roadways that provide access to such facilities. Efforts are continually underway to update the inventory of existing facilities and to assess the adequacy of highway access to those facilities. KIPDA intends to be involved in the identification of potential intermodal access roadway projects, and will work with local and state agencies to implement the improvements.

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

KIPDA, through its Regional Transportation Council, has identified and/or recommended funding priorities for several projects that improve access to the rural interstate system, including:

- Reconstruction of US 421 (to I-71) in Henry and Trimble County
- Reconstruction/major widening of KY 395 (to I-64) in Shelby County
- Major widening of KY 1848 (to I-64) in Shelby County
- Reconstruction of KY 55 and new interchange at I-71 in Henry County
- Major widening of KY 53 (to I-64) in Shelby County
- Reconstruction of KY 146 (to I-71) in Henry County

The KY 1848 project in Shelby County has been identified for construction in 2012 in the 2010 Highway Plan approved by the General Assembly.

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

KIPDA, through its Regional Transportation Council, has identified and/or recommended funding priorities for several projects that connect the interstate system to through rural areas, including:

- Reconstruction/relocation of KY 55 (to Bluegrass Parkway) in Spencer and Nelson counties
- Construct new KY 555 section from Spencer County to I-64 in Shelby County

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.

The Ohio River Bridges project in Louisville is a critical element in the regional transportation network, and KIPDA remains acutely aware of any developments concerning the project.

KIPDA, through its Regional Transportation Council, has identified and/or recommended funding priorities for several projects that improve access to and across the Ohio River, including:

- Reconstruction of US 421 from Bedford to the Ohio River bridge in Trimble County
- Construct new US 421 (Milton/Madison) bridge over Ohio River in Trimble County

The US 421 bridge in Milton recently received discretionary funding through the American Reinvestment and Recovery Act, and is currently under construction.

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

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

KIPDA partially funded and assisted in the development of the Louisville Metro Bicycle and Pedestrian Master Plan, and has been involved with many aspects of the Ohio River Greenway in Indiana and the 100 mile Louisville Loop.

KIPDA GIS staff routinely collects data to create regional maps of walking and bike trails.

In addition to the funding of the studies mentioned above, KIPDA has identified and/or recommended funding priorities for alternative mode projects in the region, including:

- Projects in Jefferson County to complete the Ohio River Levee Trail (eventually part of the 100 Mile Louisville Loop)
- Construction of the Oldham County Bicycle & Pedestrian Trail, including a pedestrian/bicycle bridge over I-71 along KY 146
- Construction of a multi-use trail through A.B. Sawyer Park connecting Whipps Mill Road to Hurstbourne Lane

All of these projects are identified in the current Transportation Improvement Program (TIP) and are scheduled to begin construction within the next year.

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

Each project considered for the Long Range Transportation Plan (Horizon 2030) or adopted into the Transportation Improvement Program (TIP) is evaluated for potential bicycle and pedestrian accommodation.

KIPDA has identified and/or recommended funding priorities for several projects that supplement roadway construction, including:

- Construction of a pedestrian/bicycle path on KY 53 in Shelby County
- Projects in Jefferson County implementing the Louisville Metro Complete Streets policy

Action #3: Promote livable and walk-able communities that accommodate “aging in place” and healthy living in the KIPDA region.

Livable and walk-able communities are places that support and promote physical activity; have sidewalks, on-street bicycle facilities, multi-use paths and trails, parks, open space and recreational facilities; and promote mixed use development and a connected grid of streets,

allowing homes, work, schools and stores to be close together and accessible by walking and bicycling.

Strategy 3-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 affordable infrastructure and public services to accommodate new development.

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

KIPDA holds Area Development Fund project selection committee meetings. These meetings are comprised of local leaders, County Judge/Executives and the Mayor of Metro Louisville. The purpose of the meeting is for local leaders to select capital improvement projects in order to further develop local infrastructure.

The committee meetings are normally held each August with the allocation of dollars distributed to each county throughout the KIPDA region. The allocation of dollars is based on a mathematical formula which takes into account the number of industrial manufacturing jobs in each region of the state. For Fiscal year 2012, the KIPDA region was allocated over \$80,000 to help local communities upgrade infrastructure.

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

Water/sewer system regionalization is an important issue among the counties and utilities in the KIPDA Region. The county water councils and the quarterly KIPDA Regional Water Council are opportunities for discussion of regionalization of water and sewer systems. Several counties are exploring a regional water treatment plant. The Louisville Water Company in cooperation with five other water utilities will create a 37 mile pipeline from Louisville to Frankfort.

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

KIPDA holds annual meetings with the local solid waste coordinators. The purpose of the meeting is to share ideas on collaborative efforts to make the region more efficient and cost effective with their solid waste disposal needs. This issue will continue to be monitored closely.

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

KIPDA continues to work with and support the county and city governments to efficiently solve solid waste issues as they arise. Presently, solid waste collection is not a problem in any area.

Goal #2: To expand and upgrade water and wastewater facilities into the more rural areas of the region.

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.

The Louisville Water Company plans to build a pipeline along I-64 to the city of Shelbyville.

A top priority by counties in the region is to have public water available to all the citizens in the region. The utilities have been very successful and for many of the areas that are still without water, distribution projects have been submitted into the Regional Water Management plan and are waiting for funding.

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

KIPDA holds quarterly meetings of the Regional Planning Council to promote prioritized infrastructure investments.

Elected officials are aware of the growth areas in the KIPDA region and this is taken into consideration when the Regional Water Council compiles their annual rankings. Water and Wastewater projects are prioritized at both the County and Regional level using the input of elected officials and employees from the utilities and then submitted to the Kentucky Infrastructure Authority.

Action #3: Promote the development of a natural gas system in the region, targeting the most profitable areas for initial investment.

The KIPDA region has a very efficient natural gas system and efforts will continue to expand service into the few remaining un-served areas in the region.

Strategy 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 of the ever-changing market.

Goal # 1: To promote the development and delivery of an educated, quality workforce in the KIPDA region that effectively competes in the global marketplace.

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

Kentucky in 2007 received a U.S. Department of Labor grant to fund the Workforce Innovations in Regional Economic Development project (WIRED65). WIRED65 is a 26-county area (19 in Kentucky and 7 in Indiana) project along the I-65 corridor in Indiana and Kentucky to focus on building and sustaining a regional approach to workforce development that will support innovation, entrepreneurship and continued strong economic growth.

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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.

The WIRED65 project worked with each county to define its needs. WIRED65 hired a consultant that identified emerging industries where the region can be competitive and defined the specific steps needed to attract and develop these opportunities. Declining industries and the skill sets of displaced workers were also defined along with how they can fit into the future.

A Human Capital Analysis study was also completed to define the current nature of the KIPDA region workforce along with the steps needed to attract, train and retain a quality work force.

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

WIRED65 created an action plan to define educational opportunities.

HIRE Education Forum is a collaborative of post-secondary institutions throughout the bi-state, Greater Louisville region which focuses on linking colleges and universities to the business community.

The mission of the Kentucky Community and Technical College System (KCTCS) is to improve the quality of life and employability of the citizens of the Commonwealth by serving as the primary provider of postsecondary education programs, training and services. KCTCS views postsecondary education as a crucial resource to promote economic development and workforce training by forging partnerships between college and businesses to provide Kentucky workers with the skills they need today, and to help industries and individuals develop the capabilities they will need tomorrow.

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

KentuckianaWorks is the workforce investment board for the seven county region surrounding Louisville. The board is composed of leaders from business, education, government and labor who work together with staff to provide strategic leadership for workforce development efforts in our area. The board and staff also provide administrative support for private and public funding sources.

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

The school-to-work program has been established by the school systems and private enterprise to give students hands-on experience within the workplace. This program has been very effective and will continue to be promoted in the region.

Action #6: Tie in day care provision with workforce training and job placement programs to allow parents with dependents to gain work skills training and maintain employment. Consider the caregiver needs of employees (workers) who have responsibility for elderly parents and/or

family members with disabilities. Consideration for Eldercare programs, Adult Day Care, Family Caregiver Support services, must occur.

Funding sources are available from the State of Kentucky's CDBG program for development of day care centers. Communities are made aware of this and encouraged to solicit establishment of day care centers for these purposes. No community operated centers have been created within the last year.

Action #7: Consider the impact of the older adult population on the workforce.

The workforce is aging and data demonstrates that by 2025, 40-45% of the workforce will be older adults (45 and above). During the recent economic downturn, data is indicating that there is a significant number of older adults losing their jobs, and still others who have retired and need to go back to work.

Strategy 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.

The Louisville Metro government continues to offer business retention and expansion programs. Its Business Development & Incentives Division offers green incentives, loan programs, Louisville Business Clinic and, and development incentives to assist with start-up capital, capital improvements to commercial and public properties, and tax incentives.

The loan programs include: micro lending for small businesses, business loans, small and disadvantaged business loans, forgivable retail loans, facade loans, accessibility loans and Brownfield loans.

In order to assist property or business owners in determining the best use of land and structures, or to get their business started, Louisville Metro offers several business incentives. The business incentives are Louisville Metro Brownfield's Loan Program, Manufacturing Tax Moratorium, Property Assessment/Reassessment moratorium and Small Business Loans.

The State of Kentucky understands that the retention and expansion of existing businesses is essential to the growth of Kentucky's economy. Existing businesses are responsible for the majority of new capital investment and new jobs announced each year. The largest department of the Kentucky Cabinet for Economic Development is its Department for Existing Business Development, which offers a variety of programs and services to Kentucky's existing businesses.

Kentucky offers some of the most innovative business development programs in the nation to new and existing businesses. These programs are designed to help existing businesses in the state grow and prosper and encourage new firms to join Kentucky's rank and file.

Low business costs, a wide range of tax and financial incentives, and licensing and marketing assistance programs are just a few of the innovative programs available to encourage business investments and expansion in Kentucky.

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

Louisville Metro offers programs for expansion and job creation including retail projects. See Action #1 above for more information.

The Kentucky Economic Development Finance Authority (KEDFA) encourages economic development business expansion and job creation by providing business loans to supplement other financing. The Direct Loan Program provides loans at below-market interest rates (subject to the availability of state revolving loan funds) for fixed asset financing for agribusiness, tourism, industrial ventures, or the service industry. Retail projects are not eligible.

Action #3: Conduct training and distribute information to area businesses regarding international trade opportunities, coordinating efforts with Greater Louisville, Inc. (GLI), the Cabinet for Economic Development, and the Kentucky World Trade Center.

The region has hosted training sessions and distributed information to businesses in coordination with several entities. Efforts will continue to coordinate efforts with GLI, the Cabinet for Economic Development and the Kentucky World Trade Center.

Action #4: Encourage community leaders to become better educated in economic development issues by attending economic development seminars sponsored by economic development agencies and organizations.

WIRED 65 held the Building Regional Prosperity workshop in April 2010 to discuss a WIRED65 scorecard for the region and the importance of talent, place, innovation and inclusion in the prosperity of the WIRED65 region. A presentation was given on the State of the Region: Assessing Strengths and Opportunities. Case studies were also presented from Wisconsin, central upstate New York, Southport, Bridgeport, New Haven Connecticut, Iowa City, IA., and Pittsburgh, PA.

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.

The KIPDA region County Judge Executives and Mayors continue to work on a daily basis to improve the economy of their county or city. The staff from the Cabinet for Economic

Development continues to work with local units of government to improve the economy of our region. A meeting was held April 2011, with the Cabinet for Economic Development, Judge/Executives, Mayors and representatives from Economic Development Organizations in an effort to bring regional economic development professionals together, share ideas, and learn more about the Cabinet and its many resources and services.

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.

Henry County Fiscal Court was awarded a \$290,000 HUD Economic Development grant in 2008 to make a 60 acre site ready for development. It is expected that this site will create 200 jobs once it is fully developed. Construction has started and is expected to commence in 2013.

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

The Regional Water Council prioritizes water and wastewater projects based on specific criteria including facilitating development in targeted growth areas. These prioritized rankings are submitted to the Kentucky Infrastructure Authority and serve as an aid when the Legislature reviews proposed projects.

Several infrastructure improvement projects were completed last year which will facilitate development of both residential and commercial growth.

Provide adequate infrastructure for basic human service needs that will be attractive to employees and their families of new businesses, corporations, manufacturers, etc.

Action #4: Promote the revitalization of downtown business districts throughout the region, encouraging downtown property owners to rehabilitate dilapidated store fronts and provide residential re-use of vacant upper floors.

The City of Shelbyville in Shelby County was awarded a \$150,000 Renaissance on Main façade grant in 2009. The grant program provides cities with funding to restore and maintain their downtown areas. Plans include work to restore 16 commercial and six residential buildings in the Shelbyville downtown corridor.

In Louisville Metro the Downtown Development Corp. operates a Downtown Housing Revolving Loan Fund. It is a \$6.8 million fund that has leveraged \$128.6 million in investments in downtown Louisville and created 298 new housing units.

Louisville Downtown Development Corp. is currently raising up to \$10 million in private investment for a new Commercial Loan fund. LDDC will invest \$500,000 into the fund. The fund is designed to spur economic development and job growth for Louisville residents.

The projected long term rise in energy cost will also encourage more re-use of existing development.

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

Action #1: Encourage cluster development to preserve agricultural land.

The county planning and zoning regulations within the region promote the preservation of agricultural land and encourage cluster developments. The Regional Planning Council also promotes this goal. The Mesonet project encourages land use conservation and coordination throughout the region, and potential funding from the Livability Sustainability Grant previously mentioned would be applied to this effort. Currently, there are three Mesonet weather towers in the KIPDA region, including the newly constructed Oldham County tower.

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.



Jefferson County Metro Government coordinated the creation of the Louisville Farm to Table Program. This program brings together area farmers and their locally-grown foods with consumers of the KIPDA region. The project was made possible through grants and support from the Kentucky Agricultural Development Board and Wired 65.

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

The Louisville Arena Authority has taken the lead in the region to promote recreational attractions. A new \$249 million multi-use arena has been constructed in downtown Louisville. The 22,000 seat facility opened in 2010. The KFC Yum! Center was named one of the Top 100 Worldwide Arena Venues for Entertainment Ticket Sales by Pollstar in its 2011 Midyear Rankings. The multi-purpose arena ranked No. 24 worldwide and No. 10 in the United States for overall entertainment ticket sales for Jan 1. through June 30, 2011.

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



The city of Shelbyville received \$150,000 Renaissance on Main façade grant from the state of Kentucky in 2007. The program will restore 16 commercial and six residential buildings in the downtown corridor.

The Jefferson County Metro Government Facade Loan program is available to commercial property owners to revitalize neighborhood commercial corridors in Louisville. Facade loans are awarded for exterior property improvements, including window and door replacements, storefronts, masonry repair, siding, painting, carpentry, signage, and landscaping.

Facade loans are offered at a fixed interest rate of 3% over 10 years, making this an attractive program for revitalizing large target areas. Loans are typically secured with a lien on the improved property and the personal guarantee of the borrower. A link for more information is provided below:

<http://www.louisvilleky.gov/economicdevelopment/businessdevelopment/LoanPrograms.htm#Facade1>

Strategy 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 to expand businesses.

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 local county and state officials to draft regulations to limit the development that can occur in and around these areas.

The Planning & Zoning agencies in the KIPDA counties actively promote protection of sensitive areas. KIPDA has recently and successfully completed the pre-application process for a Livability and Sustainability Challenge Grant, and hopes to use these funds to identify sensitive areas through land-use and scenario planning throughout the region. The Grant, which hopes to establish a regional comprehensive plan will help promote regionalism and resource sharing.

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.

The Planning & Zoning agencies in the KIPDA counties actively promote protection of sensitive areas.

The KIPDA Division of Social Services has assisted with the implementation, over the last four years, of a regional drug disposal initiative in coordination with community partners. This addresses the environmental risks involved with drugs entering the fresh water supply which could be harmful to both humans and animals. This initiative is expanding into the rural KIPDA counties during 2010-2011.

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

The KIPDA staff continues to provide assistance to its members when they conduct environmental reviews on projects receiving federal funds.

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

All contractors are encouraged to use best management practices to reduce pollution from development activities. A list of BMP is included in bid packages for construction projects.

Storm water and watershed management have been identified as issues of great importance during discussion of the KIPDA Regional Water Management Council and have become a permanent topic on the agenda. Using KIPDA GIS staff with the assistance of the Division of Water and Kentucky Infrastructure Authority, maps are being produced indentifying the region's watersheds. These will be discussed at upcoming council meetings with focus on where the watersheds cross judicial boundaries so actions can be developed from a regional level in dealing with these issues.

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.

Efforts are underway to develop methods to achieve results for this action.

The KIPDA Division of Social Services works in coordination with the Long Term Care Ombudsman and the Cabinet for Health and Family Services to advocate for residents of long term care facilities to ensure a safe, clean and quality environment, which in turn leads to an improved quality of life.

Outreach and enrollment of Medicare beneficiaries to ensure access to health care, prescription drug benefits continues and enrollment for low-income Medicaid beneficiaries to receive premium payment subsidies.

Supporting the cost of evidence based disease prevention and health promotion projects with proven success that improves overall health of seniors continues.

Participation and involvement in community organizations and foundations that serve persons with special health needs and research continues.

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

In May of 2008 Jewish Hospital Medical Center South located in Bullitt County was converted to an acute-care hospital with 60 beds. The center has created over 150 jobs.

Early in 2008 Governor Steve Beshear signed a regulation that would allow the conversion from an outpatient care center to a hospital. Conversion is now possible in a county with a population of at least 60,000 residents that has no existing acute-care hospital.

In June of 2008, LifePoint Hospitals Inc. announced plans to build a 60 bed acute-care hospital in Bullitt County

The KIPDA Division of Social Services communicates with public officials and advocates related to the need for the availability of health care and opportunities to access health care throughout the region. It is the mission of the Division to reach and serve persons who are isolated or who have little access to care. KIPDA is partnering with several organizations to advocate and educate policy makers and the public regarding the importance of Medicaid for many members of our communities. The impact of care for all is enormous.

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

The Division of Social Services would encourage development with the improvement of care of residents in mind. The Division does not promote increased expansion of LTC facilities, but as the need will always exist, it is the goal of the Division of Social Services to ensure a quality of life for all individuals, whether living in the community or long term care. The Division of Social Services' vision and mission encompasses the concept that long-term care is not a building or facility but a continuum of choices, opportunities, programs, and services that assist people to live a quality life in the environment they choose, whether it is in the community or a facility.

TARC provides a "Travel-Training" program that aims to teach seniors that are giving up driving how to utilize the bus system.

In December 2010, KIPDA implemented a transportation voucher program in Jefferson County. The voucher program assists seniors (age 60 and older) to obtain and pay for transportation to medical appointments, including trips to doctor appointments, medical treatments, lab work, and ongoing treatments such as dialysis. The vouchers can be used to reimburse a transportation provider for trips to non-emergency medical appointments only.

KIPDA also works with the Department for Medicaid Services on the Money Follows the Person program (Kentucky Transitions) which is designed to transition people from the nursing home to the community and more recently becoming involved in the Affordable Care Law of which one component informs residents about their options for living in the community of their choice. KIPDA continues to encourage private enterprise to develop long-term nursing and assisted living facilities. For example, Amber Oaks Assisted Living Community in Shelbyville opened in 2008. It can house 42 residents. Currently, the KIPDA region has 7,846 long term care beds.

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

KIPDA notifies the local health districts of funding opportunities and provides assistance in grant writing and administration.

The KIPDA Division of Social Services has worked closely with local health districts and has awarded funds to implement health promotion and disease prevention services (diabetes education, fall prevention programs) and smoking cessation programs. KIPDA also works closely related to access to Medicare Prescription Drug benefits. KIPDA has funded during the FY 2009 through FY 2010, a Smoking Cessation program in Louisville that served over 100 persons in 2009 and served approximately 100 persons in 2010.

KIPDA Division of Social Services received a Vulnerable Populations Grant from the Center for Disease Control and Prevention to work with older adults, 50 and older, with Type 2 Diabetes to facilitate good improved treatment and health and prevent secondary complications of diabetes. This is a five year grant serving three rural counties with the highest incidence of diabetes, Henry, Bullitt, and Shelby.

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.

Green Meadows Health Care Center located in Bullitt County announced plans in 2008 to expand its facility of 122 skilled-nursing beds by adding 25 licensed personal-care beds. The expansion is reported to cost \$1.5 million.

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

KIPDA will utilize its funds to support care for persons in the community which reduces the medical cost of care in an institution. KIPDA also utilizes its case management system to coordinate with alternate resources to assist in coordinated care and expansion of services for elders.

Expansion of supportive services occurs annually, particularly through securing community contributions: in-home emergency services program, continued expansion of home delivered meals (NSIP funds), transportation through Regional Mobility Council and coordinated transport among community providers, expansion of Medicare benefits counseling through new grants & resources. KIPDA Division of Social Services continuously strategizes for innovative, creative and cost effective ways to provide supportive services to the community with the goal of

improved quality of life such as consumer directed services targeting persons with Alzheimer's, Emergency-in home care and coordination of services. In-Home Services for persons who need immediate care to regain health contingencies through development of partnerships with organizations that provide specialized services and care for citizens. Expansion of services has become more challenging as a result of budget cuts and increasing prices, but is a vital activity to meet the needs of the growing senior population.

KIPDA staff maintains the Coordinated Human Services Transportation Plan, which serves as a unified, comprehensive strategy for transportation service delivery identifying and meeting the transportation needs of individuals with disabilities, older adults, and individuals with limited incomes in the region outside of the urbanized area.

Action #3: Construct additional senior citizen facilities or expand access to them in close proximity to needed service areas.

KIPDA counties have received funding in recent years for two senior centers. A new 3,100 square feet center in Henry County opened in late 2007 and another one in Oldham County was completed in October 2008. The Oldham County center is a 7,000 square feet expansion that now serves twice as many citizens as before the expansion. A new gymnasium has now attracted some of the more active seniors in the county and additional services have been added to promote the center.

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

KIPDA allocated over \$100,000 per year in specialized Health Promotion and Disease Prevention projects during FY10 and will continue to allocate its resources at this level into FY11 and another \$300,000 per year in III-B Support Services including Health Promotion programs.

The type of programming offered to improve the health and well-being of seniors includes: disease management programs, health and fitness, diabetes education, chronic disease self management, fall prevention, smoking cessation and medical management programs.

Strategy 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.

The Kentucky Housing Corporation (KHC) issued tax credits to create 163 affordable housing units for the following projects in the 2010 rounds. This compares to 237 units last year. Listed below are the new projects:

- A. Stoddard Johnson Scholar House, Jefferson County-57 units, \$1,111,500 allocation
- B. Oracle Neighborhood Revitalization, Jefferson County-50 units, \$900,000 allocation
- C. Brookston Senior Apartments, Jefferson County-56 units, \$749,744 allocation.

To assist the community in dealing with the homeless population in the region, KIPDA Division of Social Services received \$192,000 of Kentucky Housing and Emergency Assistance Reaching The Homeless (HEARTH) grant to address the issues of homelessness and address factors that impact a family's ability to remain in stable permanent housing. Louisville Metro government received an entitlement allocation separate from the application submitted by KIPDA to serve the rural KIPDA counties. These services will continue until the funds are depleted in FY11.

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.

Louisville/Jefferson County Metro government and KHC continue to offer programs that support the rehabilitation of substandard homes.

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

The Masonic Homes of Shelbyville opened 21 apartments of assisted living in 2009.

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.

The Housing Partnership in Louisville offers a Homeownership Program. Cost is based upon a sliding scale fee.

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

The Metro Government Home Ownership Assistance Program helps Louisville residents with down payment assistance to purchase a newly constructed or existing home with a forgivable mortgage. Closing costs may also be available.

Action # 6: Provide alternative choices of affordable housing for seniors citizens.

