



Cincinnati Fountain Square

# KMK Consulting Company LLC

## THE CEO RESOURCE

Spring 2008

Volume 7, Issue 1

### Cincinnati's Economic Planning Offers Good Lessons for City, Region

The CEO Resource is a periodic hot sheet of resource information for our colleagues, Chief Executives and Senior Management in business and leadership.

Our focus is to help senior management and company owners accelerate their pathways, first to "success" and then to "making a difference"- a significant difference for their families, their stakeholders and their communities. The CEO Resource is a time sensitive tool directly responsive to this critical focus.

From next generation leadership collaboration to place-based economic development and much more, multiple planning initiatives led by the Cincinnati USA Regional Chamber are high priorities for this market as the region takes acclaim from *Site Selection* for its 2007 successes as the #2 best large city to do business, behind only Chicago.

Cincinnati Mayor Mark Mallory, in his State of City address a few weeks ago, publicly announced the GO Cincinnati Strategic Plan to create Growth and Opportunity within the City limits, focused on new jobs and an increase in the City's tax base. This one-year planning effort was led by a CEO-dominated steering

committee co-chaired by Ellen van der Horst, President & CEO of the Cincinnati USA Regional Chamber, and Chris Bortz, a prominent Cincinnati City Councilmember and a significant local developer. KMK Consulting, the Brookings Institution and RCLCO were the primary consultants for this initiative.

The Plan is notable because of its balanced focus on (1) improving the City's economic development delivery system; and (2) creating new urban walkable and drivable "places" in which to accelerate development.

The first set of the Plan's 14 recommendations announced by the Mayor for implementation are the creation of a new Opportunities Advisory Council comprised of prominent executives and citizens



who are also subject matter experts in development, the creation of a new

business retention and expansion initiative, and most significantly, the establishment of a streetcar system to link downtown to Uptown, the City's two leading job generation areas.

The recommendations relating to the newly recommended "places" of concentrated develop-

Continued on Page 4

### Converging Ideologies of Smart Growth

Sustainable Development Planning is Good Business

by: Greg Otis, AIA  
GBBN Architects

The last several decades have seen the emergence of planning strategies that emphasize similar end goals in community development. Traditional neighborhoods, transit-oriented communities, the conservation movement, smart growth initiatives, and green design all have similar goals.

**Traditional Neighborhoods:** Combine the character of old neighborhoods with new technologies and an emphasis on walkability. It restores the street as a compatible environment for pedestrians, bikes, and vehicles, and re-

gionalizes a vernacular architecture.

**Conservation:** Typically found in rural settings focuses on the protection and restoration of our natural resources.

Housing units are generally gathered in dense clusters to protect large blocks of green space to foster a relationship between people and nature.

**Transit-Oriented Communities:** Design that combats traffic congestion by promoting density, mixed-use developments, and locating them close to public transportation.

**Green Building Practices:** Is simply achieving more with less - stressing efficiency in building materials, design, and

construction. It is a movement characterized by a heightened awareness of reconciling building costs, quality, timeliness with improved human health and productivity.

At the convergence of these ideologies is a trend toward sustainable development called 'Smart Growth' in our communities and as a development strategy for our major institutions of education and health.

Sustainable communities reduce energy consumption. They also make more efficient use of land, provide alternative transportation choices, reduce infrastructure costs, and respect a community's natural beauty,

Continued on Page 3

#### In This Issue...

Cincinnati's Economic Planning Offers Good Lessons for City, Region .....1

Converging Ideologies of Smart Growth: Sustainable Development Planning is Good Business .....1

Major Changes in Project Incentives Underway: But KMKC has you Covered.....2

Leadership and Communications: Keys to Success in Growing Your Regional Economy.....3

Tapping the Strength of Inner City Industry Clusters.....4

Your Energy Management Strategy: Where a Little Work Can Produce Big Results.....5

Economic Development Funding Still Looks Strong in Tough Economy.....5





# Major Changes in Project Incentives Underway

## But KMKC has you Covered

Have you felt the ground rumbling below you lately? There are major fundamental shifts taking place in the arena of site selection and incentives for new business relocations and expansions.

Littering this new landscape are companies that have missed real opportunities to make a better location decision and get financial incentives in the process. Those companies didn't partner with KMK Consulting on their projects.

State and local governments are becoming increasingly more competitive in attracting and retaining companies and at the same time are being increasingly more selective in the types of projects that receive incentives.

Incentive awards to companies for new projects have continued to grow in value as governments seek to boost new private investment and job growth. But the focus has shifted considerably in the past decade from awarding smaller incentives for multiple general projects to awarding larger incentives for fewer "premium" projects that meet targeted economic goals.

To receive targeted incentives, new projects must provide an economic return for the community, and sooner rather than later. Community officials have learned that the speed of today's competitive marketplace translates into a more transient business environment; they are no longer willing to defer new project tax revenues for a decade or more, as was often the case before.

So the new incentives landscape is more complex and commoditized, with ever higher awards and higher standards. How do companies navigate this complicated arena where there are pots of gold to be had but only after crossing a difficult terrain with no map? They call on KMK Consulting.

At KMK Consulting, our skilled advisors work with corporate clients throughout the entire location or expansion process, from site selection and community assessments to incentives procurement to incentives compliance.

We will expertly guide you to select the most favorable business location, secure the optimal incentives available for your project type, and ensure you remain compliant with incentive program require-

ments for the duration of your benefits.

KMKC has worked in more than 80 markets nationally with corporate, governmental, entrepreneurial and non-profit clients. We work to favorably positioning projects for more successful outcome, while protecting the client's public image.

Our clients are able to make fully informed location decisions relating to selec-

tion of communities, sites and incentives because we have decades of frontline experience as practitioners in economic development and real estate from the local to federal level.

For more information, contact Melissa Taylor at [mtaylor@kmkconsulting.com](mailto:mtaylor@kmkconsulting.com).

### KMK CONSULTING CORPORATE SERVICES

#### Site Selection and Incentives Negotiations

Through our national footprint in economic development services, we offer corporate clients a competitive advantage for their relocation projects by leveraging our extensive networks and expertise working with governments at all levels.

We help clients understand and navigate complex community processes and sensitive political issues while fully protecting their corporate image.

We look beyond the immediate value of factors such as real estate/construction costs and incentives to determine whether key adequate community assets are in place or planned to support the company's longer-term location needs. Examples include frequency and size of tax increases, infrastructure improvement plans that may benefit or interfere with company operations.

We also perform valuable project "pre-launch" government affairs work with local, county and state officials to lay the groundwork for more favorable project reception.

Our clients are able to make fully informed location decisions relating to selection of communities, sites and incentives because we have decades of frontline experience as practitioners in economic development and real estate at all levels.

#### Incentives Procurement

Public incentives can substantially reduce project costs for companies with the projects most desired by communities. To secure incentives, however, companies must demonstrate a tangible economic impact on the community.

At KMKC, we assess the qualitative and quantitative value of projects based on the community's individual economic condition and policies; this helps us present a more compelling justification for public in-

vestment while protecting the client's image.

Also, nearly all communities tie incentive awards to a company's performance through legally binding agreements. We work with our clients to procure an optimum level of incentives within a reasonable, attainable framework of performance commitments.

#### Project Management/Issue Resolution

As an essential component to structuring major real estate transactions, we guide clients through complex community planning, zoning and related regulatory reviews and sensitive political issues to assure a more successful project outcome.

#### Utilities/Energy/Green Building

We offer highly specialized utility services to help eligible companies identify and obtain utility incentives in conjunction with relocation projects, and to assess, benchmark and implement programs to reduce their carbon footprint and participate in the Leadership in Energy and Environmental Design (LEEDs) program.

#### Incentives Compliance

Nearly half of public incentives awarded for projects are never collected because companies do not have the resources to meet initial and ongoing compliance requirements. Governments impose significant documentation and reporting requirements before and after the award of incentives.

To assure our clients gain the maximum value of promised incentives, we manage all aspects of application and reporting required to finalize, activate and maintain incentives for the project duration. We assure all documentation is accurately completed, submitted by deadline, and all follow-up inquiries are addressed.



# Leadership & Communications

## Keys to Success in Growing Your Regional Economy

*“Coming together is a beginning, Keeping together is progress, Working together is a success”*

Henry Ford said it, and I’m sure he’d been knocked around a bit before he learned it. Along the way, he changed the world of manufacturing.

Were he alive today, he might add, “And don’t fool yourself, kid, none of this is easy. It won’t happen without hard work. It takes leadership for your team to work together. For that, you need to communicate.”

Growing a regional economy is not much different. There is no “buck stops here boss” at the helm so it can be decidedly more complicated.

Seasoned economic developers know that balancing political agendas and egos, intra-regional competition and corporate impatience is not for the inexperienced. It is, however, critical for any region seeking to grow tax revenue and compete in a global economy.

Whether preparing for your next capital campaign, developing a targeted industry attraction strategy or realigning the region’s E.D. delivery system, coming together, keeping together and working together is the key.

There are five general steps to a process a community can follow in order to do just that. Aggressive communications is required every step of the way.

**Discovery:** This is the “coming together” phase; when the team assembles, partners engage and relationships form. It is as time-consuming as it is foundational.

It is also when consensus begins to emerge and the team begins to form. Participants begin defining, from their own perspectives, what’s wrong or what’s needed. This phase is about learning how the team and its members view success.

**Continued on Page 6**

## Sustainable Development Planning is Good Business

### Continued from Page 1

history and ecosystems. However, despite ever growing proof of their benefits, sustainable communities represent only a small fraction of development in the United States. This is because applying sustainable principals is often more difficult than implementing conventional development practices.

The major impediments to sustainable communities include inflexible local regulations, outdated market perceptions, high development and entitlement costs, financing by formulas, and high-density development without amenities.

Most local zoning, subdivision, and land-use regulations make it easier and faster to build single-use developments. For example, local regulations frequently mandate a separation of housing, shopping, and offices, creating little flexibility in lot size, street width and density ratios. Public officials should modify zoning and subdivision regulations to be more flexible to encourage conservation development, green building practices, mixed uses, pedestrian-friendly streets, and other sustainable planning concepts.

Such reforms are only part of the solution, however. Because sustainable development is such unfamiliar territory to most developers and builders, it is perceived as risky. Outdated assumptions often inform current market and demographic analyses, which prevent developers from building projects for a growing number of consumers with specific needs, tastes, and preferences. An article in *Professional Builder* magazine reported that 90 percent of homebuyers said that they were willing to pay more for green building features. Yet when asked the same question, builders and developers believed that less than half that number would pay more for green features. This disconnection between consumer attitudes and builder perception causes some developers to shy away from sustainable development.

High development impact fees and land assembly costs, which can often increase lot and building expenditures, can also be a deterrent. A shortage of infill sites, for example, can make smart growth more expensive and complicated. To make infill projects financially viable, local and state governments should create more incentives for the reuse of historic structures, brown field redevelopment, downtown revitalization, and transit-oriented development.

A lack of comparables and secondary financing markets, and bank procedures

can make it difficult to secure funds for sustainable development projects. In general, banks analyze projects in a formulaic manner, so that only standard types of developments with predictable outcomes receive financing. In addition, excessive parking requirements, which are often imposed by lenders add to the cost of development and may conflict with the goals of the developer and the community.

Many projects, including infill and green-field developments, can meet with community opposition. The public may perceive a high-density development as an undesirable neighborhood addition, but that may be because many high-density projects are built without compensating features that contribute to the homeowner’s quality of life. Well-designed, high-density projects with green space and community gathering places will sell better. For many people, the character of the community and the quality of a place are more important than the lot or unit size.

Sustainable development is good business. Companies can enhance their reputation by building green, which in turn, can create new development opportunities. A reputation as a sustainable-community developer can generate interest that attracts land, investment partners, and talent to your business.

Sustainable development has changed significantly in recent years. What started out as a fringe environmental movement has evolved into a rapidly growing sector of the U.S. real estate industry. Developers and builders have proven that they can construct high-quality, high-performance building and communities with profitable results. Smart Growth developments are consistent with most community development goals, and the goals of our major institutions for quality buildings, but don’t rely on the same project delivery habits of the past. Further, a growing body of evidence suggests that green buildings command premium prices and lease up faster than conventional developments. The market for green buildings and communities is sure to grow due to concerns about global concerns of energy dependence and rising energy costs.

For more information, contact Greg Otis at [gotis@gbbn.com](mailto:gotis@gbbn.com).



## Tapping the Strength of Inner City Industry Clusters

The industrial heartland of Louisville was developed between the late 1800s and the 1940s, sprawls north-to-south across 1400 acres west of the city's downtown. KMK Consulting is working with city officials to create a new strategy aimed at repositioning this area – the Park Hill Corridor -- to maximize its potential for redevelopment and job creation, geared to Louisville's traditional and emerging business clusters.

From its heyday in the 1950s, this center of employment and business activity that was so vital to the city's economy saw a long, slow decline – a pattern repeated across the nation in core industrial districts of similar vintage. Companies relocated to the suburbs; plants that were deemed obsolete and inefficient were closed in favor of new facilities in other states. Mergers and acquisitions resulted in further consolidation and plant closings. Environmentally contaminated sites were left in the exodus' wake.

Departing corporations didn't even bother putting their vacant real estate up for sale after they relocated, instead oftentimes donating their sites to the City, much like the federal government when it closes military bases. Employment shrank, while abandoned or underutilized industrial buildings and acres of vacant land came to dominate the landscape.

Currently, the district's west side

also forms the boundary for some of Louisville's lowest income neighborhoods. The corridor is still home to one of the city's most dismal public housing projects, legacy of an era when locating the urban poor across the street from a chemical plant was considered an acceptable way deal with poverty.

Still, isolated pockets of business strength remained, each with its own rationale for continuing to operate in a district that much of the community has otherwise forgotten or written off. Munich (Germany) based SudChemie's 600 employees produce specialty catalysts for the refining industry in immaculate and modernized industrial facilities, with its U.S. headquarters located nearby in elegant offices originally built by Brown & Williamson Tobacco. British-owned Courtaulds Coatings maintains modern, block long warehouses and production facilities where its premium-quality Porter Paints are blended and distributed. And beverage giant Brown Forman distillers (maker of Jack Daniels, Korbel Champaigne, Finlandia Vodka and other well-known brands) continues to run its international business from its historic location at the northern edge of the corridor.

But these success stories are few and far between. Louisville economic development officials had spent years debating how to reverse Park Hill's downward spiral. The vision has been to capitalize on the dis-

trict's central location and excellent workforce access to create a business environment that would be competitive in attracting and retaining companies. It was believed that public intervention would result in a stable base of employment opportunities for surrounding neighborhoods and return vacant and underutilized properties to productive use.

Capital investments in the 1980s and 90s in the corridor's western and southern zones improved truck access somewhat, and led a local developer to convert a group of derelict buildings into a modern warehousing district, named College Park, named for its proximity to the University of Louisville. Marketing efforts by the City and Chamber encouraged a few local companies to move into the more desirable sections of the corridor to take advantage of inexpensively priced land and buildings who were considered urban pioneers. But the district as a whole continued to stagnate both in terms of employment and investment.

Two events ultimately put the Park Hill strategy on a new footing in 2005-2006. First, the University and City obtained a 3-year EPA grant designed to foster best practices for involving local residents and stakeholders in planning for

**Continued on Page 6**

## Best Practices in Development from Cincinnati

**Continued from Page 1**

ment are being led by the City Manager. The Cincinnati Business Committee, a private organization of the City's largest 28 corporate executives, is now focusing on the GO Cincinnati recommendation relating to the creation of a Development Authority for the City.

Concurrently, beyond the City focus, a massive leadership group has been busy crafting a common agenda for the four Ohio counties within this 15 county tri-state region. This initiative is called Agenda 360. The effort is modeled to be woven into a very similar effort of the Northern Kentucky counties within the Cincinnati USA Region. That plan is called Vision 2015 and is already into its second five-year phase of implementation.

Agenda 360 is also driven by the Cincinnati USA Regional Chamber leadership with Ellen van der Horst as Co-Chair joining

fellow Co-Chairs Kevin Ghassomian (Greenburg, Doll & McDonald) and Dr. Myrtis Powell (Retired CEO of the Cincinnati Youth Collaborative). This regional planning process is based around five core priorities of Economic Competitiveness, Education Excellence, Effective Governance, Urban Renaissance and Livable Communities. The Competitive Economy section is co-chaired by Jim McGraw of KMK Consulting, Kimm Coyner, Economic Development Director of Warren County, Ohio, and Chip Wood, Vice President for Business and Community Affairs at Duke Energy.

Agenda 360 has been remarkable in its ability to bring together business, community and government leaders at a joint future planning level unforeseen in this region's history. Agenda 360 will be completed and action plans announced with responsible champions to move forward with implemen-

tation, all targeted for November 2008.

The City of Cincinnati and its region have not been known for this type of breadth and depth of regional collaboration and strategic planning. This robust planning spanning government officials, CEOs and young professionals is unprecedented and makes Cincinnati a good choice for leadership visits from other communities across the country.

For more information on GO Cincinnati contact Jim McGraw at [jmcgraw@kmkconsulting.com](mailto:jmcgraw@kmkconsulting.com).

For information on Agenda 360 contact Myrita Craig at [MCraig@gccc.com](mailto:MCraig@gccc.com).

For more information on Vision 2015 contact Mike Hammons at [mhammons@vision2015.org](mailto:mhammons@vision2015.org).



## Your Energy Management Strategy: Where a Little Work Can Produce Big Results

Today, doctors are drastically changing their practices by reducing the number of patients they take on. As explained by the doctors, with the low revenue per patient, they had been forced to take on many patients, resulting in a revolving door practice with quality being compromised. Today, managing fewer clients allows more quality time, longer appointments, and allows them to be more strategic in mapping out a health care plan for their patient, not only focusing on issues today, but doing so with a strategic eye toward the future. Adding to all of the above, they also charge an annual fee to be included in the select few. Obviously, this is not a program for everyone. That is, if you are 28 years old and healthy, or 98 years old, this program is probably not for you. However, if you are what we often refer to as “in your prime”, you should weigh the many significant benefits to the relatively small cost of such a program.

What does personal health care have to do with the financial health of a company? We believe the healthcare example is very analogous to the need for companies to be strategically managing their energy (e.g., electric, water, natural gas) spending. Today, we see many companies taking utility service with somewhat of a “that is they way it is” attitude, either not knowing or not focusing on strategies to make their company more healthy. We encourage companies to look at a variety of strategies that can be implemented, which can result in healthier P&L statements. Simply put, any savings on energy goes directly to the bottom line.

**Strategies for Procurement:** The procurement of energy can be grouped into those sources that are in regulated and those in deregulated markets. Although it is often advantages to procure from a third party in a deregulated market, this is not always the case. As such, we encourage the development of a strategic plan first, before taking on such a task. That is, define the objective of the corporation with respect to managing costs, and build a plan to meet the objectives. Often, companies simply add five or ten percent (5%-10%) to their budget each year, which is their plan for managing costs. Most of the time the increase budgeted is reflective of historical costs, which had no proactive cost control measures behind them. We encourage companies to take a proactive position and gain an understanding of the various components that will affect their energy costs. This can range from understanding the trends in natural gas storage, to the market pricing for electricity and its correlation with natural gas. Customers can then move to “a managed service” strategy

which allows companies to save operating costs and sometimes capital costs, developing better returns, that drive bottom line results.

**Strategies for Site Selection:** While energy costs continue to be a significant factor in the site selection process for commercial facilities, ranking consistently in the top ten location factors by C-level executives and corporate real estate officials, proactively controlling such costs are often ignored. Why? We believe because of the point made earlier, that many believe there is nothing they can do to reduce the cost of service to a site. Indeed, there could be nothing further from the truth. We have experienced a variety of results, including one transaction that compensated the client at 10 years of operating cost differential, and was paid upfront in cash as part of an incentive package. This success was a result of strategies being implemented as part of a planning effort.

**Strategies for Infrastructure Improvements:** Similar to the site selection process, many companies have the same approach to utility infrastructure. That is, the utility provides the company a cost number for expanding service to the company’s site, including a gross up for the contribution in aid of construction (“CIAC”) tax, which ranges anywhere from 20% to as high as 60%. What this means is for every dollar a customer pays the utility, that amount is then grossed up for the appropriate CIAC tax. Therefore, for every dollar that reduces the cost of the infrastructure improvement or adds to the revenue credits (revenue that will be earned by the utility over time), the customer saves \$1.20-\$1.60. Not a bad return. We have participated in line extension projects that have reduced the customer’s line extension cost to zero. In many cases, cases the utility company offers the customer the ability

to enter into some form of guarantee, which if the costs are reduced and revenue credits increase, provides very little risk to the customers. To get these returns, a company must invest in the development of strategies that are very focused.

**Strategies for A Company’s “Greenness:”** With a mandated trading system for CO2 on its way, now is the time for companies to develop the required strategies to meet their goals of being green. That is, developing a benchmark of the company’s carbon footprint, and then mapping out the strategy that can provide the greatest return, or minimize the expense. Today, most companies do not know the magnitude of their what their carbon footprint. They also promote green, as long as it has a reasonable return because it promotes good PR. But very few have a corporate plan for establishing or meeting goals. Developing a strategy to design such a plan provides the ability to have a balance between shareholders, community, and the environment. In other words, the strategy provides the foundation to identify and implement a plan that has adequate returns for shareholders, without alienating other stakeholders.

To summarize, investing money and time to develop strategies for managing your energy costs will pay off, and in many cases will produce a return greater than the net margins experienced by increasing sales volumes, and the savings are often sustainable for the life of the facility.

For more information contact Greg Elam at [ContactUs@kmkconsulting.com](mailto:ContactUs@kmkconsulting.com).

## Economic Development Funding Still Looks Strong in Tough Economy

Several communities and regional economic development corporations have asked us recently how the economy (e.g., many say recession) is impacting economic development funding campaigns. This is particularly important in markets such as Florida where state legislation has cut back revenues to counties which has in turn curtailed payments to their EDCs.

So far, KMKC has seen the private sector stepping up to satisfy larger economic development program priorities and

their associated investment levels.

We currently have \$100 Million in economic development campaigns underway. The increased budgets overall range from a low of 30% increase to a 100% jump. And on a campaign specific investment basis, the responses are ranging from steady renewals to increases of 400%, excluding new investors.

For more information contact Joe Sprengard at [jsprengard@kmkconsulting.com](mailto:jsprengard@kmkconsulting.com).



# Leadership & Communications Lead to Growth

## Continued from Page 3

External communications is critical to establish a positive first impression – to justify why the time, energy and resources committed to the process are worthwhile. Internal communications is needed to bring, and then keep, the team together.

**Assessment:** Now is when data is gathered and analyzed. Often, subcommittees are formed. Good leadership is essential. Timeframes are important. Work product is specific.

This phase can be quiet externally, but internally, aggressive communication further strengthens team relationships. This is vital because, in the next phase, participants begin to realize they may not be getting everything they wanted.

**Design:** Real ideas start to surface on how to grow the regional economy. Tough choices emerge. Some initial ones are made. Opportunities for, and inhibitors to, growth are highlighted. Seats at the table start to get a little uncomfortable for some.

Leadership is critical. The lead dogs, whether from the public, private or non-profit sector, have to use all their skills to move the team from simply “keeping together” to “working together.” Communication, both internal and external, is the key. This is when relationships formed early are tested. Defectors and detractors can become publicly critical.

Nature abhors a vacuum. If you’re not talking about progress, activities and successes, someone else will fill the void with criticism, rumor or innuendo.

**Implementation:** The “working together” part starts for real. But, there’s no guarantee that what’s implemented is what was designed. Strong influences can alter the plan – budgets, special interests, economic conditions, and more. Flexibility is required. Trust is the key. Without it, tough decisions can’t be made or won’t be accepted.

Communicating at such times is as critical as ever. Trust is hard-earned and easily-lost. It cannot be taken for granted.

**Operation:** Once operational, it’s all about “working together.” Economic

development efforts, just like Henry Ford’s manufacturing operations, must be managed, monitored and measured.

Regionally based economic development initiatives are dynamic and challenging. From “Discovery” to “Implementation” can take from several months to more than a year. Operational horizons can be three-to-five years before reassessment. Success is often expected immediately, unless expectations are established early and reinforced throughout.

Strong leadership and aggressive communications are what make, “coming together, keeping together and working together,” work as Henry Ford’s keys to success. Whether rolling out Model T’s or growing a regional economy, the formula is much the same.

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# Transforming Inner City Industry Clusters

## Continued from Page 4

Brownfields redevelopment. Second, a team of experts fielded by the International Economic Development Council (IEDC) recommended that the City should devise a strategy to deal with the district as a whole, not just for individual sites and buildings.

City officials took IEDC’s advice to heart, recognizing that only through a comprehensive, district-wide approach could redevelopment efforts achieve critical mass and succeed. Metro Louisville’s Economic Development Department took the lead in soliciting consultant proposals that would address constraints and opportunities for the full 1400 acre Park Hill Corridor.

For this challenging assignment, the City in late 2007 selected as its lead consultants a team comprised of New York-based Economics Research Associates, EDAW (an urban design and planning firm based in Alexandria, Va.), and KMK Consulting. The depth of experience these companies bring in economic and real estate market analysis, physical master planning, and strategic economic development now is partnered with the City in an integrated team approach. KMKC has carried the lead role in directing stake-

holder engagement and citizen participation – elements designed to provide local perspectives and reality-checks that will give the final recommendations resulting from the planning process a high level of credibility with key constituencies.

This ambitious project is at its half-way point, with City officials still reviewing interim strategies that draw on existing industry strengths and specific site development opportunities within the corridor. Key findings include the identification of both traditional as well as emerging industry clusters. Examples of the former include the printing and packaging industries, which are heavily represented in the corridor and that present career ladder opportunities for the existing workforce seek upward economic mobility. Emerging economic sectors are anticipated to be tied to the presence of the “WorldPort” package sorting hub operated by United Parcel Service, just a short distance to the south at Louisville International Airport. “Just-in-time” printing and equipment repair are growing business sectors, that can take advantage of the Park Hill Corridor’s workforce, and whose facility requirements are more suited to the size of development sites prevalent in an inner-city location. Other

development opportunities, keyed off of engineering and medical device technologies being developed at the University of Louisville, may provide a further platform for growth that helps to advance community goals for creating more high tech jobs in the coming decades.

In an innovative approach designed to give the project recommendations a true dose of reality, the KMKC – ERA – EDAW team also will engage national and local developers directly in the planning process, to vet the financial and technical assumptions that will result in a final Master Plan by the end of 2008. Stay tuned, as Louisville -- with KMKC’s help -- seeks to show how an area that local economic developers say is a “hard sell, with no curb appeal”, can be comprehensively repositioned and given a “sense of place” that can make it competitive with the City’s upscale suburban industrial parks.

For more information, contact Steve Spalding at [ContactUs@kmkconsulting.com](mailto:ContactUs@kmkconsulting.com)