

**Lincoln Trail
Area Development District
CEDS 2015 UPDATE**



Lincoln Trail Area Development District 2015 Comprehensive Economic Development Strategy Update

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EXECUTIVE SUMMARY



Kentucky's Area Development Districts originated with the establishment of Statewide Area Development Councils in 1961. These Councils became the impetus behind Kentucky's recommendation to place the Area Development authorization in a number of Federal acts such as the Appalachian Regional Development Act and the Public Works and Economic Development Act of 1965. The local-state-federal partnership was formalized in federal acts that recognized and made funds available for the establishment of the fifteen Kentucky Area Development Districts (ADDs) in 1968.

The Lincoln Trail Area Development District was incorporated into this system of ADDs in January, 1968. It was funded as an Economic Development District under 301B of Title III, of the Public Works and Economic Development Act of 1965. The Kentucky General Assembly provided state statutory authorization for the fifteen ADDs with enactment of Kentucky Revised Statutes 147A.050 in 1972.

The Lincoln Trail Area Development District (LTADD) is an eight county region strategically located in central Kentucky. As it's name proclaims, it proudly includes the birthplace of Abraham Lincoln. Consisting of the

eight counties of Breckinridge, Grayson, Hardin, LaRue, Marion, Meade, Nelson, and Washington, the Area Development District has seventeen incorporated cities as well as the Fort Knox Army Installation. The region had a 2010 Census population of 269,117, an increase of 10.7% over the 2000 census population. The most populous city in the region is Elizabethtown with a 2010 figure of 28,531 and the most populous County is Hardin with a 2010 total of 105,543. The most current population estimates are available at:

<http://www.ksdc.louisville.edu>



Characterized by diverse geographic, demographic, social, and economic conditions with many common cultural traits and a strong sense of community, the Lincoln Trial Area continues to seek opportunities for enhanced development. This document is an attempt to address the economic potential and concerns of the region and provide an avenue for development of reasoned approaches that seek improvement to the lives of the region's population.

Moderate to slight population growth has occurred over the last decade with the more urban centers enjoying the greatest increases. Slow or negative growth in many of the smaller cities in the District appears to follow state and national trends.

Organization and Management

The organization and management goal of Lincoln Trail Area Development District is to assist local units of government in provision of optimal services to citizens by enhancing and strengthening their public management and administration capabilities. This vision is encompassed in the fifteen ADD's mission statement: *"To bring those local, civic and governmental leaders together to accomplish those objectives that could not be achieved by the governments acting separately."*



Local government configuration in the LTADD region has remained relatively constant and stable in the recent decade. Budgetary demands continue to be a challenge for many local units of government due to unpredictable revenues and an ever-changing landscape of services that are expected. Most local units of government continue to seek ways for reducing expenditures and for maximizing sources of revenue. Combined with uncertain federal and state budgets, local governments face significant hurdles.

A strategic focus on several key areas, allows the Area Development District to help its local governments come together to seek solutions to complex issues. The ADD works through various Councils, Committees and professionally staffed departments to meet needs. The primary ADD functions are carried out through:

- Metropolitan Planning Organization (MPO)
- Regional Transportation & Highway Safety Committee
- Workforce Investment Board
- Regional Planning Council
- Regional Economic Development Council
- Water Management Planning Council
- Area Agency on Aging

These Councils, as well as several other committees, provide a flexible framework and local representation to deal with many issues. Key functions of the associated Councils are discussed in more detail below.

The Radcliff/Elizabethtown Metropolitan Planning Organization (MPO) is the transportation policy-making agency for the Radcliff/Elizabethtown urbanized area. A Policy Committee that consists of local elected officials from Hardin County, Meade County, Elizabethtown, and Radcliff, and representatives from Fort Knox and the Kentucky Transportation Cabinet

(KYTC) governs the MPO. The MPO also includes a Technical Advisory Committee (TAC), providing technical support and making recommendations. Based on the 2010 Census, the Radcliff/Elizabethtown urbanized area saw a population increase of nearly 9,000 from 64,504 to 73,467, an upsurge of 13.9%.

The MPO sets priorities to ensure that existing and future expenditures for transportation projects and programs are based on a comprehensive, cooperative, and continuing (3-C) planning process. A Metropolitan Transportation Plan (long-range document) and Transportation Improvement Program (TIP) are developed and maintained by the MPO. Currently, the MPO is conducting an Implementation Study for the purpose of providing local elected officials with a decision-making tool for the potential implementation of a fixed-route transit system within the urbanized area.

The Regional Transportation & Highway Safety Committee focuses on the development of an efficient, economical, and safe transportation system for the region as a whole. The ADD's planners strive to find and implement solutions to the problems of congestion, outdated or inadequate facilities, and unsafe transportation conditions. The Committee works with several key groups including the KY Transportation Cabinet to facilitate development of the Statewide Transportation Plan and help determine highway project priorities.

The Lincoln Trail Workforce Investment Board (WIB) is a 45-member advisory board that includes representatives from the eight counties in the Lincoln Trail Area Development District. The WIB aims to enhance workforce and economic development and provide solutions for business and industry as well as the general public. The WIB conducts oversight of all employment and training activities, including adult, dislocated worker and youth programs, operation of the Lincoln Trail Career Centers and any special projects funded by the Workforce Investment Act of 1998. The WIB also selects and approves providers for employee training, develops relationships with economic development groups and the employer community, promotes private sector involvement in the workforce investment system and serves as an advisory body to local education and training providers. Many of these programs / services are delivered through the Lincoln Trail Career Center, <http://www.ltcareercenter.org/>

Eighteen planning and zoning commissions exist in the Lincoln Trail Region with planning and zoning regulations governing approximately 79 percent of the area. Several jurisdictions are currently updating, or have recently updated, their comprehensive plans, zoning ordinances, and subdivision regulations. Several of these efforts are coordinated through the Lincoln Trail Regional Planning Council. Land development in the Lincoln Trail Region has been impacted by recent population growth and the 2005 Base Realignment and Closure (BRAC) activities at Fort Knox. These changes have renewed interest in regulations that address and accommodate growth, adequate infrastructure, and the continued support of Fort Knox.

The Regional Economic Development Council provides a forum for the many economic development agencies and industrial development authorities in member communities. It combines public and private representation to shine a light on the region's economic attributes and needs. With oversight through its Revolving Loan Fund Committee, the ADD's RLF program (an EDA funded business loan program) provides local collaboration with other State and Federal economic development agencies.

Water Management Planning Council members oversee the region's water and wastewater planning initiatives. First among these is the statewide planning effort directed by the 2000 KY Senate Bill 409. In conjunction with the Kentucky Infrastructure Authority and the KY Division of Water, the Council and the associated ADD staff seek to optimize the use and availability of the region's water resources. The Council provides a framework for review and discussion of local utility projects and priorities and through the ADD maintains a dynamic and unique infrastructure planning database with cutting edge GIS technology, <http://wris.ky.gov/portal/SysData.aspx>

Lincoln Trail Area Agency on Aging administers federally and state funded aging programs. Local funds are also received to support some programs. The Lincoln Trail AAA strives to enable citizens to live to their highest quality of life possible. The Older Americans Act (OAA) was passed by Congress in 1965 as a response to policymaker concerns about the lack of services for older adults. The OAA is now viewed as the primary vehicle for the organization and delivery of social and nutrition services to seniors and caregivers. The Act authorizes a wide array of service programs through a network of State Units on Aging, 655 Area Agencies on Aging, 244 Tribal organizations, and 2 Native Hawaiian organizations.

Last, but not least, the Area Development District's Board of Directors, executive leadership and its professional staff work with each of these Committees and Councils and collaborate with **many** others in the public sphere and private sector to carry out their important functions and undertake innumerable other tasks on behalf of the region. (<http://www.ltadd.org/>)

METHODOLOGY / GOVERNING REGULATIONS

On August 11, 2005 the "Economic Development Administration Reauthorization Act of 2004 Implementation, Regulatory Revision" was published as an interim final rule in the Federal Register, Volume 70, No. 154. As part of this published rule, various revisions were made to the development and adoption of the Comprehensive Economic Development Strategy (CEDS). A major change in focus of the CEDS was that the emphasis for the implementation of its action plan was to be results-driven.



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In December 2011, the Economic Development Administration published revised regulations (Final Rule) which included new CEDS requirements. The new Final Rule is to take effect in January 2015. A summary of the Final Rule changes may be found at <http://www.eda.gov/ceds/>

This year's update includes new formatting, including a SWOT Analysis. It is hoped that we will fully incorporate the new requirements during the next update and provide a more useful document for the region and EDA officials.

In addition to the input of the community, staff utilized the work of the following committees of the LTADD Board to provide guidance in the development of the Update:

- Area Agency on Aging Council
- Regional Transportation and Highway Safety Committee
- Workforce Investment Board
- Water Management Planning Council
- Lincoln Trail Economic Development Council
- Lincoln Trail Metropolitan Planning Organization Policy Committee

These standing committees are advisory to the Board and are composed of members who are knowledgeable of the programs and needs of the committee's area of responsibility.

Based upon the data and information, comments of the local officials and public, input from the advisory committees, and examination of other plans; revisions to the regional goals and objectives and development strategies were made by staff in the draft document.

Copies of relevant sections of the CEDS were provided to the advisory committees to review and comment, particularly on goals and objectives. A draft CEDS document was made available for public review and comment on the ADD's website.

The CEDS information was also presented and reviewed at regional meetings of the Workforce Investment Board. The document will also be publicized at regular meetings of the LTADD Board of Directors.

INTEGRATING WITH THE STATE'S ECONOMIC PRIORITIES

The LTADD has reviewed the State of Kentucky's economic priorities, plans and strategies. Recognizing that opportunities and problems vary throughout the Commonwealth, the LTADD will incorporate statewide strategies into the goals, objectives, and initiatives of the Lincoln Trail Comprehensive Economic Development Strategy.

Obviously, there are many overlapping goals and objectives for the Lincoln Trail Area, the ADD's as a whole, and the State. The current and continued cooperation between the ADD's and the Department for Local Government is a vital component in the future success

of Kentucky. Many of the basic missions and programs of the LTADD are focused on fulfilling the strategic themes of the Governor's Office "Putting Kentucky First."

As contained in the new state strategic plan for economic development, "Kentucky's Unbridled Future," from the E.D. Cabinet, there are many overlapping priorities for the state, region, and local levels. The State's plan outlines six key areas of focus:

- Strengthen the Business Climate
- Support Business Development
- Market the Kentucky Brand
- Encourage Sustainability
- Support Innovation & Technology
- Foster Entrepreneurial Culture

The Lincoln Trail ADD's goals and objectives share many of these priorities and visions for the region, as well as the state as a whole.

Other statewide and area agency plans that encompass the region's strategic priorities that assisted in the preparation of this document, include: KY Enacted Six-Year Highway Plan, FY2007-2012, KY Transportation Cabinet; Radcliff-Elizabethtown MPO Long Range Transportation Plan, 2005-2030, Radcliff-Elizabethtown MPO; Lincoln Trail Work Smart Plan 2012-2013, LTADD; LTADD Area Water Management Plan Update 2009, LTADD; Lincoln Trail Area Agency on Aging Area Plan, 2012-2014, LTADD.

2015 UPDATE

SUMMARY ECONOMIC CONDITIONS OF THE REGION

ECONOMIC BACKGROUND

The Regional economy has seen slow but positive growth in the last year. While the impact of the U.S. Defense Department's reductions and consolidations at Ft. Knox is still being felt and calculated as a loss to the regional economy, the region shows signs of improvement. Unemployment continues to trend downward and economic investment in the region continues to climb.

The Kentucky State Data Center at the Univ. of Louisville estimates very slight growth in total population for the district in through 2014. The Lincoln Trail ADD's total population as of July 1, 2014 was estimated to be 274,445 persons. The Cities of Bardstown, Radcliff and Elizabethtown (the ADD's three largest cities) are expected to

continue the trend in the largest growth for the region. County Estimates of Population for 2014 are listed below:

<u>LTADD</u>	<u>274,445</u>		
Breckinridge	19,888	Marion	20,007
Grayson	26,194	Meade	29,139
Hardin	108,266	Nelson	44,812
LaRue	14,180	Washington	11,959

Source: KY State Data Center – Annual Est. of Resident Popl. 2014

The changes at Ft. Knox may continue to slightly impact population growth in the region.

CLUSTER ANALYSIS

Analysis of the cluster sectors of the regional economy shows significant growth in several areas. Automotive related manufacturing has shown high growth.

Announcements for new investments in the region in automotive related manufacturing companies total over \$276 million for 2014-2015. Previously announced investments by the major auto manufacturing facilities in the state in 2013 (Ford in Louisville, Toyota in Georgetown, and GM in Bowling Green) are having significant impacts to local second-tier auto manufacturing companies in the region. For more highlights see: <http://www.thinkkentucky.com/kyedc/pdfs/KYAutoQuickFacts.pdf>

The Food and Beverage industry has also continued to exhibit strong investment growth, primarily within the distilled spirits companies in the region. Heaven Hill, Maker's Mark, and Beam Suntory have all committed to major investments. **Announced expansions in this sector total over \$63 million in new capital.** This sector also has a high positive secondary impact to local agri-business production. For more highlights see: <http://www.thinkkentucky.com/kyedc/pdfs/KYFood&BevQuickFacts.pdf>

The Government / Military Sector has stabilized over the past year but with additional reductions in force projected for the Army, the future of the sector is in flux. The Wood Products / Cabinetry sector had slower growth from the increasing bourbon barrel production and slight improvement in nationwide housing sales. This trend should continue but may be volatile. While this sector continues to be important to the region's economy, its significance, relative to the total is somewhat eroding. Long-term trends indicate continued slow or negative growth. The Commonwealth of Kentucky has also continued to encourage foreign investment and international business development. New products and new markets are needed for longer-term improvements in this sector.

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REGIONAL INVESTMENTS

Following is a list of major new and expanding industry investments announced for the Lincoln Trail region during 2014-2015, as compiled by the KY Economic Development Cabinet.

<u>County</u>	<u>Company</u>	<u>Investment Impact</u>	<u>Job Impact</u>	<u>Product</u>
Grayson	Plastikon Industries	\$10,300,000	65	Plastic injection molding
Hardin	Standard Register Co	\$250,000		Pressure sensitive labels and tags
Hardin	Metalsa Structural Products Inc	\$70,388,980	247	Auto frame stamping
Hardin	Mouser Custom Cabinetry LLC	\$488,562	10	Semi-custom cabinetry produced from select hardwoods
Hardin	Summit Polymers Inc	\$4,160,000	12	Injection molded thermoplastics
Hardin	Quest LLC	\$10,000,000	45	Glass bottle decorator
Hardin	Hendrickson USA LLC	\$19,200,000	21	Auto fabrication supplier
Hardin	Atlas Development Group	\$2,935,000	18	Fire arm products and accessories.
LaRue	Konsei USA Inc	\$5,878,000	45	Auto parts, factory automation syst.
LaRue	Karbec LLC	\$1,040,000	48	Product design, machine modification.
Marion	TG Kentucky LLC	\$2,400,000	45	Rubber & plastic interior auto parts
Marion	US Chita	\$2,240,000	10	Springs & valves for ATV/motorcycles,
Marion	PDCI Automotive LLC	\$3,140,000	55	Die cutting for automotive applications
Marion	Fuel Total Systems Kentucky Corporation	\$48,132,000	63	Plastic fuel tank systems and fuel filler pipe systems
Marion	Curtis-Maruyasu America Inc	\$28,693,000	72	Motor vehicle fuel systems & parts;
Marion	Lebanon Power & Apparatus Co	\$1,351,000	32	Rebuild electric motors & controls
Marion	Hendrickson Truck Commercial Vehicle Syst.	\$11,856,322	60	Heavy truck suspensions
Marion	Angell-Demmel North America Ltd	\$1,445,000	26	Decorative aluminum auto trim
Nelson	Beam Suntory	\$12,975,000	0	Headquarters, Visitor's Center, distilling
Nelson	Heaven Hill Distilleries Inc	\$39,269,967		Whiskey & distilled spirits bottling, headquarters

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Nelson	Mago Construction Co LLC	\$575,398		Asphalt products, crushed stone
Nelson	Tower International Inc	\$3,289,500	20	Metal & automotive stampings
Nelson	Kentucky Bourbon Distillers	\$1,200,000		Bourbon whiskey
Nelson	Mitsuba Bardstown Inc	\$1,523,000	12	Small automotive motors (wipers, etc.)
Nelson	FET Engineering Inc	\$10,136,400	46	Nickel molds for the auto industry
Nelson	Trade Winds Transit Inc	\$3,000,000	6	Trucking, except local
Nelson	NPR of America Inc	\$5,500,000	12	Piston rings for vehicles
Nelson	Johnan America Inc	\$6,912,000	5	Automotive exterior assemblies
Nelson	Itsuwa Kentucky LLC	\$5,167,820	43	Coating and painting facility
Washington	Toyotomi America Corp	\$44,346,000	35	Automotive after-market products
Washington	INOAC Group North America LLC	\$14,117,808	86	Automobile interior components.

*for additional information see: <http://www.thinkkentucky.com/KBIIS/KBIISLocXpnsnSrch.aspx>

The region has not experienced closure of major employers or employment sectors in the past year. US Cavalry in Hardin Co. (direct mail-order military clothing & accessories) announced it was closing, a loss of 75 jobs. As always, a few smaller facility closings have occurred with minimal overall impact. It is important to be aware of these closings, as they can be early signals that the region is not competitive for small business or that local spending is suffering. While the region has not experienced this scenario in any noticeable capacity, improvements in fostering small business development should be a focus of the region's development plans.

With the evolving world economy and increasing connectedness of businesses in the global market, local communities should continue to strengthen and encourage development of foreign investment in the region. As the American economy continues to show improvement, opportunities will continue to emerge for foreign investment in the region.

EDUCATION / WORKFORCE

The Workforce Investment Act re-authorization in 2014 included several changes that are being implemented at the local level. Changes to the composition of the local Workforce Board are being reviewed as well as proposed alterations to coordination and delivery of services to eligible parties. Tremendous challenges have arisen in meeting these changes and it remains to be seen what operational and policy adjustments will be needed

to accommodate the evolving state and federal Workforce policies. The region continues to innovate in meeting the needs of prospective employees and employers with programs like the “When Opportunity Knox”, a new strategy to connect veterans and employers in the region. A new state of the art Career Center facility was opened in Elizabethtown during the year to provide prospective employees and local employers with a “one stop” source for workforce needs.

Workforce trends in the region show improving employment in each county and within the region as a whole. Three counties in the region, Hardin, Marion, Nelson, have been designated as “Work Ready” by the KY Workforce Cabinet. Workforce estimates are provided below from the KY Career Centers. This information and even greater detail on the regional labor market are available at:

https://kylmi.ky.gov/vosnet/dashboards/defaultana.aspx?menuid=MENU_START_PAGE_DASHBOARD_ANA .

Labor Force Estimates for the Region (Annualized 2014):

<u>Area</u>	<u>CLF</u>	<u>Employed</u>	<u>Unemployed</u>	<u>Rate</u>	<u>Rate (Aug. 2015)</u>
LTADD	119,792	111,931	7,861	6.6	4.8
Breckinridge	8,074	7,498	576	7.1	5.3
Grayson	10,822	9,907	915	8.5	6.1
Hardin	45,567	43,658	2,909	6.2	4.6
LaRue	5,714	5,340	374	6.5	4.5
Marion	9,062	8,477	585	6.5	5.0
Meade	12,142	11,287	855	7.0	5.1
Nelson	21,314	20,005	1,309	6.1	4.4
Washington	6,097	5,759	338	5.5	4.2

TRANSPORTATION

Construction of two major bridges across the Ohio River in Louisville has continued at a fast pace. The impact of these strategic infrastructure pieces has yet to be fully determined for the region but they will likely encourage more travel through the area, especially along the I-65 corridor. As the State has dedicated significant resources to their construction, it will continue to impact the availability of funding for other projects in the region. Other important projects are being completed in the Lincoln Trail Region including: continuation of a major widening of Interstate 65 (LaRue Co.), which will eventually allow 6 lanes of traffic through the state; downtown streetscape and road diet improvements in Bardstown; placement of Lincoln Heritage Scenic Byway signs; These projects will enhance major arterial connections and improve traffic patterns in the region.

INFRASTRUCTURE

Few changes to the overall infrastructure capacities of the region have occurred. Local utilities continue to examine needs and cost effective solutions to provision of public water and wastewater treatment. The primary needs of the region appear to be upgrades and replacement of aging facilities. Outside funding opportunities continue to shrink as both state and federal resources are stretched. There have been a few projects of significance within individual communities.

The City of Hodgenville has completed phase 1 of major rehabilitation to its water and sewer systems and is tackling difficult stormwater improvements as well. The City has been able to utilize over \$2 million in loan funds from the State Revolving Loan program (EPA). Springfield completed a major upgrade to their water treatment plant with USDA Rural Development funds. Hardin County Water District No. 2 recently completed acquisition of the City of Elizabethtown's water system. The consolidation will help enable a transition to Chloramine based treatment and a nearly completed connection to Louisville Water. Both Hardin County Water Districts (1 & 2) plan to have major connections to Louisville Water Company in the next year. This will enable Hardin County to have an ample supply of water for long-term growth. Regional utilities will be formalizing their capital project priority listings again in December 2015. A list of past and current prioritized water and wastewater needs can be found at: <http://wris.ky.gov/portal/Reports.aspx> under the AWMPC Project Ranking Menu.

The Area Development Districts and the State continue to review opportunities to improve broadband availability, especially in relationship to job development. Off-site work opportunities for rural residents connecting through a broadband line may be viable in some rural areas. Wireless service coverage is fairly good in the region with isolated areas of poor reception.

NATURAL ENVIRONMENT

Hazard Mitigation / Disaster Planning

No significant changes have occurred in the region's physical environment. While the Lincoln Trail region experiences severe weather (tornados & flooding) from time to time, no major natural disasters have occurred during the past year. However, as we have seen from major disasters around the country, planning and preparedness for potential disasters can be significant factor in the resiliency of communities to come back from devastating emergencies. The Area Development District is undertaking a major re-write and update of the Regional Hazard Mitigation Plan. This document will help to: insure the region and its communities have examined potential hazards, identified mitigation actions to reduce effects, and outlined response policies. FEMA counts on these documents to assist communities before and after disasters.

Agriculture

Agriculture still plays a vital role in the economy of the region, contributing millions of dollars from the production of crops and livestock. While direct employment in the sector is small, secondary linkages produce hundreds of jobs in the region. As part of a statewide initiative to capitalize upon the numerous agricultural linkages and opportunities for economic growth a program called KADIS is being developed. KADIS is a partnership between the KY Dept. of Agriculture, the Governor's Office of Agriculture Policy, the US Economic Development Administration, and the Area Development Districts. It seeks to promote and develop greater linkages among the many farmers, businesses, agencies, institutions, and individuals who collectively play a part in the agri-economy. The project will result in an inclusive geographic database of agricultural resources, information and assets across the Commonwealth of Kentucky.

This web-based GIS driven system will create an emphasis on linkages and integration towards future planning and projects that affect the agriculture economy. It is anticipated that the information will become a collaborative dataset available to a wide range of users to enhance development of locally produced and sold agricultural and related products.

Some of the datasets in KADIS include:

- Sites/buildings suitable for agricultural businesses and industry
- Soils data
- Existing agri-businesses and facilities
- Disaster prone facilities, crop loss data, etc. Agricultural friendly land use regulations
- Kentucky Proud facilities, farmers markets, organic products, etc.
- Bio-energy resources/produce and local food resources
- Distribution/aggregation facilities
- Livestock resources
- Land uses including prime farmland, environmentally sensitive and protected areas, etc.
- Workforce development/technical training resources and programs
- Crop production information
- Transportation resources (rail, ports, etc.)
- Linkages to other resources such as water, sewer, etc.

Additional Agricultural production information for the region can be obtained from the 2012 Census of Agriculture found here:

http://www.agcensus.usda.gov/Publications/2012/Full_Report/Census_by_State/Kentucky/

SWOT ANALYSIS - Strengths, Weaknesses, Opportunities, and Threats of the Region

Strengths:

- ✓ Substantial base of highly integrated manufacturing companies and employers.
- ✓ Important clusters of competitive and export based economic sectors (auto manufacturing, food /beverage production, wood and natural products production).
- ✓ Labor market with keen and sought-after manufacturing skills.
- ✓ Well-developed and essential transportation connections and linkages to state and nation (I-65, Bluegrass Prkwy, Western KY Prkwy, Hwy 31W, US 68, US 60).
- ✓ Business community receptive to foreign investment and new company locations.
- ✓ Wide range of available business and industrial sites, including the only “Mega-site” industrial acreage in Kentucky.
- ✓ Stable base of infrastructure available for residential, commercial, and industrial growth.
- ✓ Very competitive utility costs (electricity, water, sewer).
- ✓ Cooperative local governments, agencies, and political entities.
- ✓ Ft. Knox Human Resource Command and Gold Depository.
- ✓ Abundance of natural areas and landscapes.
- ✓ Good primary and secondary education.
- ✓ Many post-secondary and technical educational institutions in the region or in close proximity.
- ✓ Engaged leadership (private and public) in workforce development.

Weaknesses:

- Need for sustained communication and outreach of strategies and visions for comprehensive growth and development between State and Local leadership and the public.
- Manufacturing base and regional economy needs greater diversity.
- Subject to U.S. Department of Defense decision making regarding role of Ft. Knox.
- Fewer opportunities for workforce to learn or apply high-tech skills in rural areas of the region.
- Lower than national averages in median incomes in rural counties.
- Lack of cohesive or consistent planning & zoning across the region.
- Need for improved transportation connections to major routes for some communities.
- Need for improved communication infrastructure (wide-spread high speed broadband) in rural areas.

Opportunities:

- Continued strong growth and interest in competitive manufacturing clusters, particularly automotive related and food / beverage manufacturing.
- Continued development of Interstate 65 as a primary conduit for people and goods and as a major industrial and commercial investment corridor.
- Ft. Knox to show its strength as valuable and flexible military command center for human resources, cadet training and logistics.
- Renewed interest and investment in development of downtown commercial areas.
- Build upon good regional connections with major economic centers (Louisville / Nashville).
- Develop a more comprehensive and unified regional marketing and branding initiative.

Threats:

- Trend of investment capital and people moving to more urban centers both within and outside of the region (drain of capital).
- Stretched / limited tax resources available for local governments.
- Increasing requirements / burdens for local governments from State and Federal agencies.
- Obstacles for population / labor force to become more educated and skilled (cost, job opportunities, care-giver responsibilities, etc.)
- Enormous cost of re-investment in and upkeep of vital infrastructure (roads, bridges, water, sewer) and dwindling financing available for improvements.
- Increasing competitiveness of locations outside region (global marketplace) for jobs and business development.
- Difficulty in development of local government leadership and staff (particularly in small communities).

PLAN OF ACTION

INTEGRATION WITH OTHER STATE AND LOCAL PLANS

The LTADD has reviewed the State of Kentucky's economic priorities, plans and strategies. Recognizing that opportunities and problems vary throughout the Commonwealth, the LTADD will incorporate statewide strategies into the goals, objectives, and initiatives of the Lincoln Trail Comprehensive Economic Development Strategy.

Obviously, there are many overlapping goals and objectives for the Lincoln Trail Area, the ADD's as a whole, and the State. The current and continued cooperation between the ADD's and the Department for Local Government is a vital component in the future success of Kentucky. Many of the basic missions and programs of the LTADD are focused on fulfilling the strategic themes of the Governor's Office "Putting Kentucky First."

As contained in the new state strategic plan for economic development, “[Kentucky’s Unbridled Future](#),” from the E.D. Cabinet, there are many overlapping priorities for the state, region, and local levels. The State’s plan outlines six key areas of focus:

- Strengthen the Business Climate
- Support Business Development
- Market the Kentucky Brand
- Encourage Sustainability
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- Foster Entrepreneurial Culture

The Lincoln Trail ADD’s goals and objectives share many of these priorities and visions for the region, as well as the state as a whole.

Other statewide and area agency plans that encompass the region’s strategic priorities that assisted in the preparation of this document, include: [KY Enacted Six-Year Highway Plan, FY2013-2019](#), KY Transportation Cabinet; [Radcliff-Elizabethtown MPO Long Range Transportation Plan, 2005-2030](#), Radcliff-Elizabethtown MPO; [Lincoln Trail Work Smart Plan 2014-2015](#), LTADD; [LTADD Area Water Management Plan Update 2009](#), LTADD; [Lincoln Trail Area Agency on Aging Area Plan, 2015-2016](#), LTADD.

GOALS, OBJECTIVES AND DEVELOPMENT STRATEGIES

Development of the Comprehensive Economic Development Strategy helped identify and discuss various strategies listed below. When implemented, it is believed that they can help achieve regional goals and objectives. The list includes major long-term goals that can be accomplished, over time, by using strategic, comprehensive planning. The Action Plan also includes attainable intermediate objectives achievable in more current time frames.

Federal and State budgets are dynamic from one fiscal year to the next. Factors, such as unpredictable funding levels and new programs, impact achievements. Additionally, newly elected administrations may direct resources into a new focus. While goals may not be affected, annual economic factors may necessitate strategy modification in order to achieve goals.

The Lincoln Trail Area Development District (LTADD) will continue to utilize all available resources as a means of prioritizing and accomplishing local and regional strategies. LTADD will continually evaluate and review the goals, objectives, and strategies and pertinent performance measures. Based upon monitoring feedback, any necessary changes will be implemented, especially in cases where critical needs unexpectedly arise.

A. Area Organization and Governance

GOAL: To assist local governments in providing responsible governance and optimum service to citizens, particularly through strengthening public management and administration capabilities.

Objective 1. Provide technical assistance to local units of government in financial administration and related areas.

Strategies

- Provide assistance to local governments with state revenue sharing programs, i.e. Municipal Road Aid, County Road Aid and Local Government Economic Assistance Fund.
- Provide assistance to local governments in best management practices, annual budgeting, tax rate calculations, uniform financial reporting, procurement and purchasing practices.
- Support Local Officials and the Lincoln Trail City Clerks Association with professional management, training opportunities and planning assistance as requested.
- Assist communities with identifying opportunities for leveraging other funding (grants and loans), educate leaders about qualification requirements, and prepare applications where appropriate.

Objective 2. Provide technical assistance to local units of government in the administration and formulation of personnel policies and sound personnel practices.

Strategies

- Assist local governments in the formulation of personnel policies and records for compliance purposes.
- Assist local units of government with interpretation and implementation of state and federal mandates promoting equality and keep them apprised of changes in employment law.

Objective 3. Inform local units of government about innovative ideas and concepts that, when implemented, improve their operating capabilities.

Strategies

- Work with state and federal officials to share innovative concepts from other areas and programs and stress the need for financial mechanisms that must accompany new government mandates.
- Assist local units of government with reviewing funding alternatives for service delivery and

capital improvements.

- Stress the concept of “volunteerism” in local communities to enhance the quality of life in various communities.
- Promote the use of new technologies, including accessibility of spatial data provided by LTADD Geographic Information System (GIS) as a regional asset through technical assistance.
- Promote the regional concept by supporting optimal utilization of resources with inter-local and inter-regional agreements (programs combining city, county, and regional resources.)
- Advise local governments on computer and technology applications, purchasing, and support services beneficial to city and county governments.

Objective 4. Ensure a balanced urban and rural development pattern within the Lincoln Trail District through adoption and use of comprehensive planning.

Strategies

- Offer technical assistance on planning and zoning issues and processes and attend local planning meetings when requested.
- Encourage appropriate implementation of planning and zoning to interested communities.
- Assist in the creation, updating or revision of local comprehensive plans and ordinances dealing with land use planning.
- Promote, coordinate, and provide KY House Bill 55 eligible training sessions on the importance of comprehensive planning with a focus on regional agreements.

Objective 5. Encourage public and private development patterns around Fort Knox and surrounding communities that are compatible and sustainable.

Strategies

- Promote, coordinate, and encourage local governments and agencies to adopt and follow the recommendations generated from the Ft. Knox Joint Land Use Study (JLUS).
- Support coordination and communication between local governments and Ft. Knox to minimize potential conflicts and enhance the long-term viability of the base.

B. Transportation

Goal: Assist and support the development of a safe, efficient and economically viable transportation system throughout the District.

Objective 1. Improve the overall safety of the LTADD regional transportation system.

Strategies

- Encourage and expand strategies to reduce injuries, fatalities, and economic loss in the LTADD region.
- Support the efforts of local, state, and federal transportation safety programs.
- Support the efforts of the LTADD Highway Safety Coordinator.
- Identify and monitor high crash locations within the District.
- Address issues identified in the KY Five Percent Report.

Objective 2. Promote greater connectivity and accessibility of a multi-modal and diverse transportation system.

Strategies

- Pursue projects that will ensure improved access to National Highway System corridors throughout the LTADD region.
- Improve the transportation of people, goods, and services through the development of inter-modal connections between transportation facilities including: highways, airports, riverports, and rail lines.
- Encourage the coordination of land use and transportation planning to ensure that existing and future industrial, commercial, service centers and housing concentrations are adequately connected by the region's transportation system.
- Develop strategies for incorporating greenways, bicycle, pedestrian, and multi-purpose trails into our overall transportation planning.

Objective 3. Preserve, maintain, and enhance the existing transportation system to ensure reliable, efficient and effective mobility.

Strategies:

- Improve the operating efficiency of the existing infrastructure by reducing travel time, delays and traffic hazards.
- Encourage and support major highway projects identified as having a substantial positive regional and/or local impact.
- Develop and cultivate relationships with local officials and the public to better understand local transportation needs.
- Continue to support all projects in the Six-Year Highway Plan and the Regional High Priority projects on the Unscheduled Projects List.

- Educate the public in regard to their role in the transportation planning and decision making process.
- Maintain the existing arterial systems while placing a priority on improving the collector roads that support them.
- Ensure compatibility with the transportation facilities of adjacent counties.

Objective 4. Stimulate sustainable economic growth and development by implementing sound planning techniques.

Strategies:

- Encourage development and expansion of the transportation system to meet the needs of the general public and business community of the LTADD.
- Encourage and support the utilization of rail lines by public / private entities dedicated to tourism and railroad history.
- Expand transportation options that enhance employment and educational opportunities, particularly for economically disadvantaged people.
- Develop projects that will promote economic development and tourism in the LTADD region.
- Improve airport, riverport, railroad, and truck facilities to strengthen the economy of the LTADD region.

C. Natural Resources and Physical Environment

GOAL: Encourage and promote the utilization of area natural resources in an environmentally and fiscally responsible manner, balancing current needs with future needs.

Objective 1. Encourage adoption of sound land use principles and practices to minimize and mitigate negative impacts, both to the physical and fiscal environment.

Strategies

- Support cooperative efforts to reduce surface runoff and contamination of potential water supply.
- Encourage the sound development of recreational facilities within the natural features of the region with an eye towards protection of public resources.

- Increase public awareness of the need for water quality standards in communities and in the agricultural industry.

Objective 2. Encourage establishment of flood control measures for the protection or reclamation of property in flood prone or flood affected areas.

Strategies

- Assist communities that suffer from flooding problems seek financial and programmatic assistance to recover from and mitigate future disasters.
- Assist communities with planning and zoning strategies to prevent or lessen the impact of flooding.

Objective 3. Support programs and projects that ensure conservation of land wildlife resources.

Strategies

- Support existing conservation efforts in the agricultural sector that protects long-term land use including timber management practices to ensure the vitality of the region's wood products industry and woodland resources.
- Support existing conservation and regulatory agencies in their efforts.
- Support land preservation efforts and development of green space, including recreational set-asides in conjunction with land use planning.

Objective 4. Encourage the responsible preservation and restoration of historic structures, districts, sites, and resources within the Lincoln Trail Area Development District.

Strategies

- Work with the Kentucky Heritage Council to support local communities preservation efforts.
- Support programs to retain historic and culturally significant districts and to offer incentive investment options that encourage businesses to locate in downtown.

D. Human Resources

GOAL: Improve the social environment of the Lincoln Trail Area Development District through the enhancement of educational, supportive and health services.

Objective 1. Play a vital role in the continued development and improvement of a community-based system of service for older persons, that contributes to independence

and quality of life.

Strategies

- Provide coordination and staff resources to the Lincoln Trail Aging Advisory Council.
- Develop and expand programs, services, and facilities to meet the needs and interests of the region's aging population.
- Provide administration of regional programs that improve older Americans quality of life and reduce the need for high-cost, end of life institutional care.
- Provide administration of the Family Caregiver Program to provide needed resources to eligible families in the region.

Objective 2. Assist youth and adults in the Lincoln Trail Workforce Investment Area, overcome barriers in reaching self-sufficiency through various programs of education, technical training, support services and job placement.

Strategies

- Support the Lincoln Trail Workforce Investment Board as it implements the programs of the Workforce Investment Act (WIA) in the region.
- Serve as the liaison between education, economic development and employment/ training in addressing workforce issues.
- Seek to monitor and eliminate barriers which inhibit workers from getting needed employment / training services.
- Work to provide distance learning and other telecommunication training technology to increase skill levels while decreasing costs of local government.
- Work with local, state, and federal leaders to create workforce programs that address current and future needs of new and existing employers.
- Give area employers access to reliable and current labor market information about the local workforce and its characteristics;
- Make sure businesses are aware of and have access to quality and affordable workforce training that is flexible (i.e. on-the-job, customized, Incumbent worker, onsite classes, distance learning, etc.) and addresses the various gaps in workers' skills.

Objective 3. Develop a network of technical skills training and financial support in the region to ensure that all individuals have competitive skills and the region has a well-trained workforce prepared for a global economy.

Strategies

- Coordinate local workforce services throughout the region to meet workforce needs of existing and potential industry with the appropriate workforce partners.
- Develop a public / private regional clearinghouse of training information, resources and opportunities to enhance the workforce in the region.

Objective 4. Assist in the coordination, development, and implementation of an emergency disaster plan for all situations affecting citizens of the eight-county district.

Strategies

- Assist local governments and local agencies in the preparation of Homeland Security grants and in efforts to maintain compliance with the National Incident Management System (NIMS).
- Support the Lincoln Trail Citizen Corps Council by providing professional staff guidance.
- Maintain the regional Hazard Mitigation Plan and assist localities in following the plan.

E. Economy

GOAL: Encourage economic vitality and diversity in the region through the support of programs and projects that develop living wage employment in the region.

Objective 1. Maintain, operate, and coordinate a regional program for continued growth, development, expansion, and retention of business and industrial activities.

Strategies

- Provide assistance to the LTADD Economic Development Council to foster and coordinate regional economic activity.
- Work with local governments and industrial foundations in the development of viable business sites and business attraction strategies that take advantage of local strengths.
- Provide continued support of local efforts to market viable speculative and / or vacant buildings in the region.
- Assist local units of government in project and infrastructure development to facilitate adequate water, sewer, natural gas, and telecommunications to support business development.
- Coordinate regional activities with various funding mechanisms such as SBA 504 funds, revolving loan funds, state incentive programs and traditional state and federal loan and loan guarantee programs.

Objective 2. Develop diversified employment opportunities and a more diversified employment base through expanded efforts in business development other than “manufacturing”.

Strategies

- Broaden the scope of the Economic Development Council to investigate and develop all facets of business growth. Encourage a wide array of participation from all segments of the economic picture to broaden economic growth.
- Assist local government and business leaders in developing “homegrown” businesses that take advantage of resources in the immediate area.
- Assist local communities in the re-development and re-use of business and industrial districts, including examination of similar communities with successful practices.
- Continue to leverage the loan capacity of the LTADD Revolving Loan Fund for business and industry to start, grow, add jobs and economic diversity to the region.
- Work with agencies and associations, such as Rural Electric Cooperative Corporations, to enhance rural economic opportunity.

Objective 3. Promote and encourage expansion of the tourism industry within the District to create a more diverse base of economic opportunity.

Strategies

- Encourage and support the creation of tourism commissions or boards in the region, particularly organizations that take advantage of regional outreach and cooperation.
- Support the development of a State Resort Park at Nolin Lake with the Barren River Area Development District.
- Provide assistance to the strategic planning efforts of the Kentucky Tourism Cabinet.
- Encourage continued investment (public and private) in existing facilities at and around Rough River State Resort Park, Nolin State Park, My Old Kentucky Home State Park, Yellowbank Wildlife Management Area, and the Lincoln Homestead State Park.
- Support the growth and viability of tourism related businesses around the Abraham Lincoln Birthplace National Historic Site.
- Support the development of local arts and crafts markets and the promotion of Kentucky made products.

- Encourage uniformity and regulation regarding signage in the region and various communities.
- Promote collaboration with other Area Development Districts to endorse regional tourism.

Objective 4. Support the development, expansion, and compatibility of agriculture businesses and industries in the regions' economy.

Strategies

- Expand and develop local markets for regional agricultural products and the placement of value-added production facilities in the region.
- Encourage and support projects or initiatives that will result in diverse or alternative market uses of regional agricultural products.
- Support a permanent regional farmers market facility that enables local farmers to sell products in with other local vendors.

Objective 5. Ensure the continued viability and presence of the Fort Knox Military Installation.

Strategies

- Coordinate with Fort Knox to encourage usage of area businesses with the Department of Defense procurement activities.
- Coordinate presentations by Fort Knox Public Affairs Office with communities in the region.
- Encourage and coordinate the adoption and implementation of the recommendations of the Fort Knox Joint Land Use Study and the Army Compatible Use Buffer Plan by the affected local governments.

F. Infrastructure

GOAL: Support the development and maintenance of efficient infrastructure systems that effectively serve the existing and projected needs of the Lincoln Trail Region.

Objective 1. Encourage development and maintenance of a clean, high quality water supply system and efficient, environmentally sustainable wastewater system to serve residents and businesses in the region through thoughtful project planning and prioritization in the LTADD Water Management Planning Council

Strategies

- Provide continued coordination and implementation of the Water Resource Information System (WRIS) through the Lincoln Trail Area Water Supply Planning Council; giving water and wastewater supply officials unique tools and assistance to examine short and long range planning needs.
- Provide assistance to local communities in the planning and development of public water and wastewater system projects that meet needs developed in regional supply plans.
- Support efforts to improve the availability of adequate financing for water and sewer improvements on a regional and statewide basis.
- Encourage the development of capital improvement plans by local utilities to ensure cost effective service and adequate growth coverage.

Strategies

- Monitor and inform local utilities regarding changes in water and wastewater planning requirements, including stormwater management.

Objective 2. Aid with the development of efficient solid waste disposal facilities teamed with implementation of programs designed to reduce the solid waste stream in the region.

Strategies

- Assist County Solid Waste Advisory Committees with continued development and implementation of County Solid Waste Plans.
- Support programs that will discourage and educate about the harm of illegal dumping and encourage clean up and elimination of open dumps throughout the region.
- Support efforts to deal with solid waste collection and disposal methods in a regional approach, including support of existing recycling programs and development of new recycling efforts in areas without recycling.

Objective 3. Support the development of telecommunication infrastructure throughout the Lincoln Trail region and foster coordination among the public and private sectors to promote new and required technology.

Strategies

- Monitor the regional business community and local governments to determine the most advantageous application of telecommunications technology for economic development.
- Encourage growth in broadband availability in both rural and urban areas of the region.
- Encourage greater use of broadband technology by individuals and companies to expand

economic opportunity in the region.

PERFORMANCE MEASURES

Outcomes are important in deciding whether strategies have been helpful and successful in achieving stated goals. Judging the effectiveness of many strategies is difficult due to the lack of available, reliable, or quantifiable measurements or data. While the local and regional governments identified in this document have a tremendous impact on the economic vitality of the region, external factors likely play an equal role. With this in mind, the Lincoln Trail Area Development District has identified some measurements that may provide a basis for discerning levels of achievement of the region's primary goals.

Primary Performance Measures

Achievement Goal: Improve employment opportunities and wages

Measurements

- Reduce the regional unemployment average to 100% of the state average and 110% of the national average by 2014. **Current figures (2014 Annual averages):** LTADD 6.6%; KY 6.5%, US 6.2%.
- Increase the regional average Personal Per Capita Income to 95% of the state average and 75% of the national average by 2014. **Figures for 2013 show:** LTADD 99% of state and 80% of national averages (LTADD \$35,987; KY \$36,214; US \$44,765).

Achievement Goal: Develop diversified employment base and expanded investments in business and industry.

Measurements

- Increase private investments through new company locations and existing company expansions by 5% over 2013 figures - \$165,026,429 (as calculated from the KY Economic Development Cabinet's New and Expanded Industries Report). **Current figures:** \$371,910,757. **An increase of 125%.**
- Increase the number of new jobs in the region by 1,500 over 2013 figures – 113,029 employed. **Current figures:** 111,931. **A decrease of 1,098.**

Achievement Goal: Improve the socio-economic environment through enhancement of educational / training services.

Measurements

- Increase the educational attainment of adults over 25 years of age, with at least 75% of adults having a high school degree or greater attainment.
LTADD – 84.4%; KY – 83% (2014 American Community Survey 5-yr Estimate)

Breckinridge	76.6%
Grayson	76.0%;
Hardin	88.1%
LaRue	80.2%
Marion	81.8%
Meade	86.3%
Nelson	86.8%
Washington	80.6%

Important Web Links for Additional CEDS Information, Sources

Lincoln Trail Area Development District

<http://www.ltadd.org>

US Economic Development Administration

<http://www.eda.gov/>

KY Economic Development Cabinet Strategic Plan – Kentucky’s Unbridled Future

<http://boyettestrategicadvisors.com/project/kentuckys-unbridled-future/public/project-documents-3>

KY Transportation Cabinet Highway Plan 2014-2020

<http://transportation.ky.gov/Program-Management/Pages/2014-Final-Highway-Plan.aspx>

Radcliff / Elizabethtown Metropolitan Transportation Plan 2010-2035

<http://www.ltadd.org/pdf/MPO-2035-MetropolitanTransportationPlan.pdf>

Lincoln Trail ADD Regional Transportation Public Involvement Plan

<http://www.ltadd.org/pdf/Transplanning-PIP-FY2012.pdf>

Lincoln Trail ADD Regional Transportation Asset Inventory

<http://www.ltadd.org/pdf/transplanning-rcp-2014.pdf>

Lincoln Trail Regional Hazard Mitigation Plan

<http://www.ltadd.org/pdf/HMP-31-Introduction.pdf>

KY Economic Development Cabinet

<http://www.thinkkentucky.com/>

KY One Stop Business Portal

<http://onestop.ky.gov/Pages/default.aspx>

KY Career Centers

<http://kentuckycareercenter.ky.gov/>

KY Education and Workforce Cabinet

<http://www.educationcabinet.ky.gov/>

KY Office of Employment and Training

<http://oet.ky.gov/>

KY e3 (educ., employment, econ. devel.) website

<https://e3.ky.gov/>

Kentucky Department for Workforce Investment

<http://workforce.ky.gov/>

Kentucky Workforce Investment Board

<http://www.kwib.ky.gov/>

Economic Development Administration

<http://www.eda.gov/>

Stats America

<http://statsamerica.org/pre/distress/distress.html>

Kentucky State Data Center (official Census figures)

<http://www.ksdc.louisville.edu/>

American Fact Finder

<http://factfinder.census.gov/faces/nav/jsf/pages/index.xhtml>

Kentucky Department for Local Government

<http://kydlgweb.ky.gov>

Kentucky Water Resource Information System Portal

<http://kia.ky.gov/wris/portal/>

KY Transportation Cabinet District 4

<http://transportation.ky.gov/district-4/Pages/default.aspx>

KY Department for Aging and Independent Living

<http://chfs.ky.gov/dail/>

One Knox (Ft. Knox welcome and information site)

<http://www.oneknox.com/>

National Association of Development Districts

<http://www.nado.org/>

U.S. Department of Housing & Urban Development (HUD)

<http://www.hud.gov/>

KY Food & Beverage Manufacturing Industry

<http://www.thinkkentucky.com/kyedc/pdfs/FoodandBeverageIndustry.pdf>

KY Automotive Manufacturing Industry

http://www.thinkkentucky.com/kyedc/pdfs/KY_Auto_Industry.pdf

KY Motor Vehicle Plants & Suppliers Map

http://www.thinkkentucky.com/kyedc/kpdf/MVR_Plants_Suppliers.pdf

KY Motor Vehicle Related Manufacturing Facilities

http://www.thinkkentucky.com/kyedc/kpdf/Motor_Vehicle_Related_Facilities.pdf