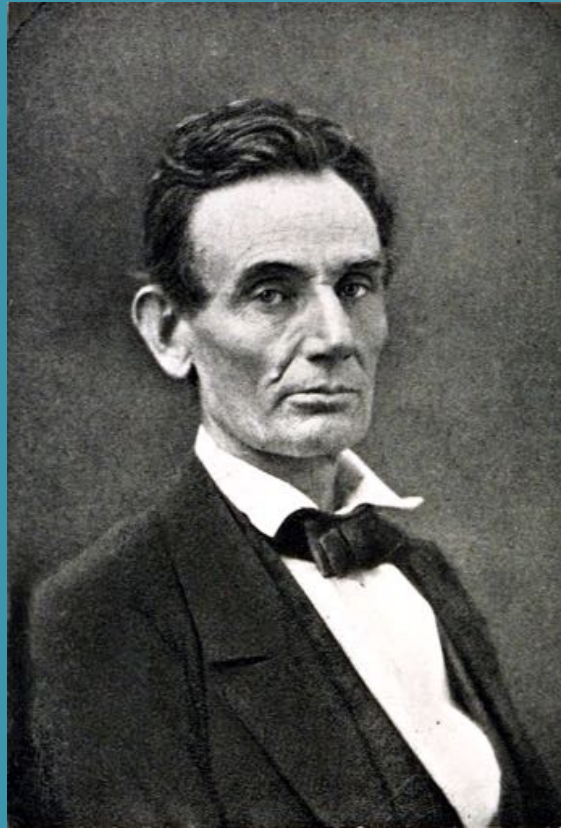
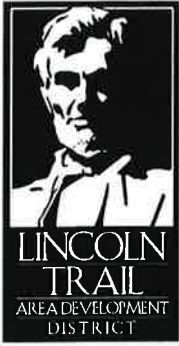


# Lincoln Trail Area Development District CEDS 2018





**2018 Comprehensive Economic Development Strategy  
Lincoln Trail ADD**

**Resolution**

613 College St. Rd.  
P.O. Box 604  
Elizabethtown, Ky 42702  
Phone: 270-769-2393  
Fax: 270-769-2993  
TDD: 800-247-2510  
Equal opportunity  
employer M/F/D

WHEREAS, the Lincoln Trail Area Development District is one of fifteen Area Development Districts within the Commonwealth of Kentucky; and

WHEREAS, the Kentucky Area Development Districts, in coordination with the US Department of Commerce – Economic Development Administration, engaged in a Commonwealth-wide community-based, strategic planning process known as a **Comprehensive Economic Development Strategy (CEDS)**; and

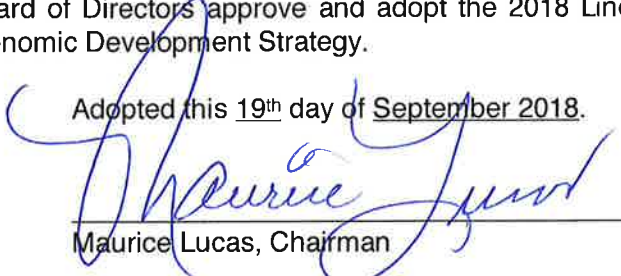
WHEREAS, the Lincoln Trail Area Development District CEDS Committee completed an overall economic analysis of the region (including the development of an action plan and performance evaluation); and


WHEREAS, the CEDS is a process enabling Kentuckians to strategically plan for themselves through consensus management of all resources; and

WHEREAS, the Lincoln Trail Area Development District Board of Directors recognizes the Comprehensive Economic Development Strategy as a vital component necessary for the enhancement of growth and revitalization of the region.

NOW, THEREFORE, BE IT RESOLVED, that the Lincoln Trail Area Development District Board of Directors approve and adopt the 2018 Lincoln Trail Comprehensive Economic Development Strategy.

Adopted this 19<sup>th</sup> day of September 2018.

  
Maurice Lucas, Chairman

  
Michael G. Burress, Executive Director

# Lincoln Trail Area Development District 2018 Comprehensive Economic Development Strategy

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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 Development 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 Development Board (WDB) is a 23-member board responsible for managing local workforce development projects for the eight counties of the Lincoln Trail Workforce Development Area. The board in partnership with the local elected officials, are responsible for being strategic analysts/innovators, investors, brokers, collaborators and conveners in the region and hosting conversations within the region to better align workforce resources and understand the complexities of the regional labor markets. Many of these strategies and 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.



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 CEDS includes new formatting, including a SWOT Analysis. It is hoped that we have incorporated EDA's new guidelines to 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 Development 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 relevant councils. 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 "ThinkKentucky Economic Development Guide (2016)." <http://siteselection.com/cc/kentucky/2016/digital.php>



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: Kentucky’s FY 2016-2022 Highway Plan, and Kentucky Statewide Improvement Plan, KY Transportation Cabinet; Radcliff-Elizabethtown MPO Long Range Transportation Plan, 2005-2030, Radcliff-Elizabethtown MPO; Lincoln Trail WIOA Plan 2017, LTADD; LTADD Area Water Management Plan Update 2009, LTADD; Lincoln Trail Area Agency on Aging Area Plan, 2016-2019, LTADD.

## **SUMMARY ECONOMIC CONDITIONS OF THE REGION**

### **ECONOMIC BACKGROUND**

The Regional economy has seen steady but mild growth in the last year. The formal addition of the US Army Cadet Command and Summer Training Program at Ft. Knox has helped stabilize the military and economic presence in the community. 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 2017 (from the 2010 Census). The Lincoln Trail ADD’s total estimated population as of July 1, 2017 was 274,060 persons, up from the 2010 Census figure of 269,117. The Cities of Elizabethtown, Radcliff, and Bardstown are the ADD’s three largest urban centers. County Estimates of Population for 2017 are listed below:

<u>Kentucky</u>	<u>4,454,189</u>	<u>LTADD</u>	<u>274,060</u>
Breckinridge	20,111	Marion	19,395
Grayson	26,358	Meade	28,154
Hardin	108,071	Nelson	45,640
LaRue	14,205	Washington	12,126

Source: KY State Data Center – Annual Est. of Resident Popl. 2017

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Census figures below show recent estimated changes in populations for the Cities in the ADD. Most communities have experienced slight growth with a few communities showing negative changes. Mirroring national trends, rural areas are tending to lose populations while urban centers are gaining.

Place	Census 2010	Sub-County Population Estimates (as of July 1)						% Change
		2012	2013	2014	2015	2016	2017	
Kentucky	4,339,367	4,383,673	4,399,121	4,410,415	4,422,057	4,436,113	4,454,189	2.6
Bardstown	11,700	12,842	12,879	12,960	13,026	13,135	13,165	12.5
Bloomfield	838	1,037	1,037	1,043	1,048	1,057	1,056	26.0
Bradfordsville	294	294	295	295	296	295	298	1.4
Brandenburg	2,643	2,816	2,860	2,891	2,806	2,831	2,832	7.2
Caneyville	608	607	611	613	612	613	614	1.0
Clarkson	875	873	875	877	881	879	885	1.1
Cloverport	1,152	1,154	1,150	1,138	1,142	1,142	1,146	-0.5
Ekron	135	154	153	151	144	144	144	6.7
Elizabethtown	28,531	29,353	29,853	29,947	29,507	29,674	30,023	5.2
Fairfield	113	116	115	118	117	119	119	5.3
Hardinsburg	2,343	2,338	2,328	2,307	2,312	2,310	2,322	-0.9
Hodgenville	3,206	3,207	3,199	3,216	3,213	3,192	3,225	0.6
Irvington	1,181	1,180	1,182	1,171	1,173	1,166	1,173	-0.7
Lebanon	5,539	5,549	5,548	5,544	5,587	5,575	5,651	2.0
Leitchfield	6,699	6,741	6,785	6,817	6,819	6,821	6,889	2.8
Loretto	713	702	700	698	703	700	707	-0.8
Mackville	222	222	222	222	223	224	224	0.9
Muldraugh	947	1,051	1,043	1,031	976	981	978	3.3
New Haven	855	872	873	878	882	888	891	4.2
Radcliff	21,688	23,037	23,111	22,984	22,366	22,439	22,576	4.1
Raywick	134	134	134	133	134	135	137	2.2
Sonora	513	508	513	513	501	505	509	-0.8
Springfield	2,519	2,888	2,920	2,963	3,015	3,078	3,119	23.8
Upton	683	683	683	685	675	675	681	-0.3
Vine Grove	4,520	5,374	5,510	5,756	5,758	5,876	6,093	34.8
West Point	797	895	894	890	864	865	867	8.8
Willisburg	282	283	283	283	285	286	285	1.1

Source: U.S. Census Bureau, Population Division

Release Date: May 24, 2018

## CLUSTER ANALYSIS

The presence of certain geographic and socio-graphic features has shaped the types and numbers of industrial sectors present in the area. This has resulted in clusters of economic activity. A discussion of these clusters may be important in understanding the dynamics of the local economy and in developing initiatives to optimize the opportunities of the region.

The primary factors affecting the clustering of industries in the area include the presence of a main U.S. north-south transportation corridor (Interstate 65); comparatively low energy (electricity) costs; proximity to markets and raw materials, relatively lower labor costs, and an agrarian work ethic. These factors have influenced a concentration of certain industrial sectors in the region.

### Automotive

Manufacturing production operations are significant in the region, with a particular concentration of automotive related industries. This region of the country has become, in some respects, an “auto alley” as automotive manufacturing has grown away from the Detroit area. Both U.S. and Japanese manufacturers have located several production facilities along the I-65 and I-75 corridors including in KY: Ford Motor Co. truck/suv plant in Louisville, Toyota in Georgetown, and the Corvette Assembly Plant in Bowling Green. As a result, many suppliers and second and third tier automotive companies have located in adjacent areas including the LTADD region.



Analysis of the cluster sectors of the regional economy shows continued 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 \$148 million for 2015-2016.** 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>

### Processed Food and Beverage Production

Food and Beverage production in the region should be mentioned because of its unique properties. There is a concentration of bourbon liquor distillation in Nelson County, in the LTADD region, and in several adjacent counties. Several large distillers have operations here including: Maker’s Mark, Barton Brands, Heaven Hill, and Jim Beam Brands. Bourbon production is important to the region both for its direct economic impact and its indirect impact from tourism and publicity.



Kentucky and the major distillers have taken notice of the tourism popularity surrounding the industry and have capitalized on this through the “Bourbon Trail.” To find out more information on the Kentucky bourbon industry see <http://kybourbontrail.com/> This industry also benefits the area by utilizing local agricultural products in its processing, particularly locally grown corn, wheat, and barley. The area is also home to Bel/Kaukauna USA where

select cheeses are made, including the notable Babybel brand (pictured below), using regional dairy production. Additionally, an industrial park in Marion County has recently been recognized as certified for food processing industries. The food and beverage production industries importance is not only from direct job and regional revenue but they also connect the region to the world market and provide a highly visible presence and a recognizable identity of place for the region. The addition of other supportive food industry companies such as the recent announcement of Flex Films, USA (food product packaging) will likely have a significant impact as well.



In 2017-2018 Food and Beverage industry has also continued to exhibit very 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 as well as several new companies. **Announced expansions in this sector total over \$500 million in new capital. Several new distilling operations have also been announced in Nelson County, with expected investments of over \$500 million.** Overall, 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>

### **Military / Government Services**

The presence of Ft. Knox means that there is a high concentration of military and military related civilian jobs in the area. Many employment figures compiled by the state do not include federal employment. In the case of Ft. Knox, over 3,500 civilian personnel work at the base. Ft. Knox is currently home to the United States Army Human Resources Center for Excellence. The 109,000 acre military base was part of the last Dept. of Defense’s Base Realignment and Closure plan (BRAC). The transition included the loss of the Armor Center and School and training personnel but the addition of a deployable infantry brigade



and other units and the Human Resources Command. The transition has meant a change to more civilian personnel and less directly deployable soldiers from military training personnel.

While the loss of direct military personnel from the base has been substantial, the recent addition of the Army's Cadet Command and Training Center will be significant for the region as it will bring upwards of 5,000 officer candidates into the region during each year for training.

Growth will continue in technology information and human resource administration and management. Additionally, the area has seen steady demand and supply of educators and school system workers. The school systems in many counties continue to be the largest single employer in the community. While this component remains a steady part of the employment base with solid wages and excellent benefits and a critical tool in increasing economic potential, it is highly dependent upon state allocations of resources.

The Wood Products / Cabinetry sector had 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 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.

### **Analysis / Impact**

These concentrations of industry in the LTADD region point to a couple of items that should be considered in planning for future economic development success. The concentrations do indicate strengths in several areas. These strengths include the area's proximity and access to major markets in the East and Midwest. Industries with intrinsic ties to market proximity will continue to regard the area as a potential place for new or expanded locations.

Another item is the availability of resources and raw materials. The area has relatively low cost power, water, and land. Additionally, lumber, steel, and agricultural products are fairly accessible within the area. A relatively low cost, manually adept workforce is also present. This strength is also a point of high concern as well. Outside influences can have a great impact on power and labor costs. These things are not always within the control of the local area and as such can be volatile. As has been seen in many manufacturing sectors, increasing technology has allowed companies to follow less skilled and lower wage labor out of the area. This has negatively impacted the area in the past and will continue to be a trend in several manufacturing sectors.

Goals and objectives for economic development should contain a focus on those things that will enhance area strengths, particularly those things that can be influenced locally, and also seek to minimize and improve area weaknesses.

### **Past, Present, and Future Economic Investment Trends**

The region continues to transition from a rural, agrarian-based economy to a more industrialized economy, and is further evolving to a more service based economy. The area remains heavily tied to its agricultural past. Much of the region's land use is still composed of agricultural, woodland, and open pastureland. Much less is consumed by residential, commercial or industrial usage.

Agriculture still plays a vital role in the economy of the region. While the area has mirrored the state and national trend of labor reduction in the agricultural sector, the dollar value of production has remained strong.

While the importance of manufacturing in the industrial sector in both employment and revenue in the region has seen a steady pace, the area has seen the emergence of a national trend with services as an economic engine, at least in terms of employment. Companies that handle, process, and maintain information are growing rapidly and are on the forefront in utilizing technology and personnel with higher levels of formal education. At the state level, United Parcel Service has grown its presence



as a package handling and logistics service with global reach. Its primary hub is located just north of the Lincoln Trail area in Louisville and its effects are spilling over into the surrounding regions, in terms of employment, workforce training, suppliers, and the availability of new markets and resources. Additionally,

Amazon, the online retailer, has increased its presence tremendously in adjacent counties and in particular in Northern KY / Cincinnati area; driving development at a fast pace. The LTADD region has some unique logistical advantages for this type of industry but has not seen significant investment yet.

**REGIONAL INVESTMENTS**

Following is a list of major new and expanding industrial investments announced for the Lincoln Trail region during 2017-2018, as compiled by the KY Economic Development Cabinet. These announcements include approximately \$1.004 billion in new capital and an additional expected 714 jobs for the region.

<u>County</u>	<u>Company</u>	<u>Investment Impact</u>	<u>Job Impact</u>	<u>Product</u>
Hardin	Altec Industries, Inc. (2018)	\$8,815,000	65	Aerial, telescopic truck units for utility trucks
Hardin	Altec Industries, Inc. (2017)	\$2,475,000	100	Aerial, telescopic truck units for utility trucks
Hardin	Mouser Custom Cabinetry	\$643,914	-	Wood kitchen & bath custom cabinets
Hardin	Alabama Wire Products, Inc	\$1,000,000	20	Drawn wire for shelving
Hardin	Modern Plating Coatings & Finishes, LLC	\$600,000	-	Metal finishing, electroplating, coating
Hardin	Summit Polymers, Inc.	\$3,979,428	16	Injection molded thermoplastics & auto parts
Hardin	Kongsberg	\$4,200,000	10	Defense training
Marion	Fuel Total Systems, KY	\$-	37	Automotive plastic fuel systems
Marion	Maker's Mark Distillery, Inc.	\$595,000,000	36	Bourbon whiskey
Marion	KY Cooperage, Inc.	\$900,000	-	Oak barrels for whiskey industry
Marion	Mainstream Packaging, Inc.	\$240,000	-	Reusable containers for parts industry
Marion	TG Kentucky, LLC	\$13,300,000		Interior automotive parts
Marion	Central KY Grain	\$1,500,000	20	Grain drying & storage
Nelson	Heaven Hill Distilleries, Inc.	\$11,348,000	-	Distilled spirits warehousing
Nelson	NPR of America, Inc.	\$1,400,000	-	Manufacture of automotive piston rings
Nelson	Tower International, Inc.	\$29,422,907	25	Metal stamping (automotive parts)
Nelson	Takigawa Corp. America	\$45,927,000	180	Flexible packaging
Nelson	Beam Suntory	\$63,100,000	20	Bourbon distillation
Nelson	Kentucky Owl, LLC	\$149,750,000	77	Distilling
Nelson	The Bardstown Bourbon Co	\$18,000,000	10	Distilling

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Nelson	ORBIS Corporation	\$30,000,000	55	Plastic container packaging
Washington	Michter's Distillery, LLC	\$17,000,000	2	Distilled spirits warehouse
Washington	Toyotomi America Corp	\$5,712,730	41	Automotive aftermarket products

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

Fortunately the region has seen very few job losses from local employers or local employment sectors in the past year. The effect of 2016's closure of St. Catherine College in Springfield is still being felt in the eastern section of the region. The region saw the loss of approximately 120 jobs as well as the significant loss of the student population in the community. This impact will have negative consequences into the future for Washington County and for the region as a whole. As always, a few smaller layoffs and facility closings have occurred with minimal overall impact. It can be important to be aware of these smaller closings and layoffs, 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 continue to be a focus of the region's development plans.

With the evolving world economy and increasing market globalization, local communities should continue to strengthen and encourage development of investment in the region from outside sources (including nationally and foreign). As the American economy shows improvement, opportunities will continue to emerge for world-wide companies to invest and grow in this region.

**WORKFORCE / EDUCATION**

The new Workforce Innovation and Opportunity Act (WIOA) was signed into law July 22, 2014 replacing the previous Workforce Investment Act (WIA) of 1998. WIOA's focus is on delivering integrated and coordinated services to eligible individuals and businesses. Local workforce partners are challenged to strengthen career pathways, work-based learning, sector strategies, and business engagement. Local workforce areas must also be able to deliver effective services to all individuals, including those with barriers to employment. The law allowed local workforce development boards to realign themselves by having a more manageable membership. The Lincoln Trail Workforce Development Board was able to shift to a 25-member board that is more streamlined and workable in achieving its goals. The region continues to provide innovative funding for skills training for eligible individuals, business and industry training, entrepreneurial projects, partnerships with various groups. One such program is "Where Opportunity Knox" which works closely with transitioning veterans seeking employment in the local and surrounding regions after active military service. The Kentucky Career Center-Lincoln Trail continues to be an integral part of the overall success in providing qualified candidates for jobs in demand in the Lincoln Trail Workforce Area.



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://kcews.ky.gov/KYLM/Index/>

**Labor Force Estimates for the Region (Annualized 2017):**

<u>Area</u>	<u>CLF</u>	<u>Employed</u>	<u>Unemployed</u>	<u>Annual Rate</u>
LTADD	124,183	118,247	5,936	4.8
Breckinridge	8,206	7,725	481	5.9
Grayson	10,990	10,327	663	6.0
Hardin	48,370	46,134	2,236	4.6
LaRue	5,967	5,681	286	4.8
Marion	9,589	9,197	392	4.1
Meade	12,211	11,579	632	5.2
Nelson	22,487	21,500	987	4.4
Washington	6,365	6,105	260	4.1

**TRANSPORTATION**

Construction of two new major bridges across the Ohio River in Louisville (40 miles north of the region) has been completed with the downtown bridge being opened to traffic in December 2015 and the second (East End Bridge) opened in December 2016. The impact of these strategic infrastructure pieces has yet to be fully determined for the region but they will likely increase travel and commerce 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 nearing completion in the Lincoln Trail Region including: continuation of a major widening of Interstate 65 (LaRue Co. and Hardin Co.), which will eventually allow 6 lanes of traffic through the state, which is slated for completion in late 2018; KY Hwy 245 improvements in Bardstown; KY Hwy 144 improvements towards Brandenburg; and placement of Lincoln Heritage Scenic Byway signs. These projects will enhance major arterial connections and improve traffic patterns in the region. Further information regarding proposed improvements can be found at the KY Transportation Cabinet’s STIP 2016-2019: <http://transportation.ky.gov/Program-Management/Pages/2016-STIP-Book.aspx>

## **INFRASTRUCTURE**

Few changes to the overall infrastructure capacities of the region have occurred. Local utilities continue to examine needs and look for 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 Area Development District has been able to assist several communities in packaging financing (grants and loans) to tackle major infrastructure projects. The City of Hodgenville began Phase 2 of major rehabilitation to its water and sewer systems and is tackling difficult stormwater improvements as well. The City is utilizing over \$2.5 million in loan funds from the State Revolving Loan program (EPA). Lebanon Water Works is completing a major connection with Campbellsville Water for wholesale supply (\$3.2 million DWSRF). The Cities of West Point and New Haven both received a combination of CDBG funding and CWSRF monies to complete wastewater rehabilitation projects. Both Hardin County Water Districts (1 & 2) have completed major connections to Louisville Water Company in the coming year. These projects 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 2018. 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 (risk primarily from tornados & flooding) from time to time, no major natural disasters have occurred in the region during the past year. However, as we have seen from major disasters around the country (hurricanes in the gulf and fires in the west), 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 has completed a new Regional Hazard Mitigation Plan to meet FEMA's current requirements for communities to be eligible for disaster assistance. 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. (See [www.ltadd.org](http://www.ltadd.org) under the downloads section for a copy of the Plan Rewrite).

## **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. It can be found at: <http://kadisonline.org>

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/](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, 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, CSX rail).
- ✓ 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 U.S. 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 to 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 mechanisms available for improvements.
- Increasing competitiveness of locations outside the region (global marketplace) for jobs and business development.
- Difficulty in continued development of local government leadership and staff (particularly in small communities).
- Budgetary strains at the State level may mean fewer resources available in the region.

## **PLAN OF ACTION**

### **INTEGRATION WITH OTHER STATE AND LOCAL PLANS**

The LTADD has previously reviewed the State of Kentucky's economic priorities, plans and strategies. With the Governor's administration, taking shape, the ADD will continue to monitor and adapt to new initiatives from the State. 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 ADDs as a whole, and the State. The current and continued cooperation between the ADDs 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. Currently the ADD is awaiting a new guidance document from the KY Economic Development Cabinet and the new Governor's administration, as they re-evaluate missions, goals, and strategies for the state.*

The Lincoln Trail ADD's goals and objectives share many of the priorities and visions for the region with those at 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 WIOA Plan 2017, LTADD; LTADD Area Water Management Plan Update 2009, LTADD; Lincoln Trail Area Agency on Aging Area Plan, 2016-2019, 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**

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**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 Regional Transportation & Highway Safety Committee.
- Identify and monitor high crash locations within the District.

**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**

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**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 programatic assistance to recover from and mitigate future disasters.
- Assist communities with planning and zoning strategies to prevent or lesson the impact of flooding.

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

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**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 Development Board as it implements the programs of the Workforce Innovation and Opportunity Act (WIOA) 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 citizen groups that seek to educate and help others plan for disaster response.
- Maintain the regional Hazard Mitigation Plan and assist localities in following the plan.

**E. Economy**

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**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 including non-manufacturing business development.

**Strategies**

Lincoln Trail Area Development District  
2018 Comprehensive Economic Development Strategy

- 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.
- Encourage and coordinate communications between Ft. Knox and 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**

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**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.
- Assist interested communities in development of asset management plans and capital improvement plans to guide maintenance of critical water and sewer systems.

**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 2018. **Current figures (2017 Annual averages):** LTADD 4.8%; KY 4.9%, US 4.4%.
- Increase the regional average Personal Per Capita Income to 95% of the state average and 75% of the national average by 2016. **Figures for 2016 show:** LTADD 96% of state and 76% of national averages (LTADD \$37,234; KY \$38,926; US \$49,246).

#### **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:** \$244,138,965. An increase of 47%.
- Increase the number of employed persons in the region by 1.4% over previous year figures – 113,116 employed. **Current figures:** 118,247. An increase of 2.2%.

**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 – 85.7%; US – 87.5% (2016 STATS America)

Breckinridge	79.7%
Grayson	79.1%;
Hardin	89.6%
LaRue	84.1%
Marion	80.7%
Meade	86.5%
Nelson	89.0%
Washington	82.2%

## **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 Education and Workforce Cabinet – 2014-2024 Lincoln Trail Occupational Outlook**

<https://kcews.ky.gov/Content/Reports/2014-2024%20Lincoln%20Trail%20Occupational%20Outlook.pdf>

**KY Transportation Cabinet Long Range Transportation Plan 2014-2035**

<https://transportation.ky.gov/Planning/Documents/2014-2035%20LRSTP.pdf>

**LTADD Metropolitan Transportation Plan**

<http://www.ltadd.org/pdf/MPO-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-RTAI-2017.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>

**LTADD Career Center**

<http://ltcareercenter.org>

**Kentucky Workforce Innovation Board**

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

**Economic Development Administration**

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

**Stats America**

<http://statsamerica.org>

**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](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](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](http://www.thinkkentucky.com/kyedc/kpdf/Motor_Vehicle_Related_Facilities.pdf)