### A 21<sup>st</sup> Century Economic Development Strategy for Greensburg Kentucky

Prepared by the Kentucky League of Cities





Community driven: Improve economy AND quality of life





- •Great people
- History
- •Natural Beauty/landscape
- •Committed, responsive government
- •Unique downtown
- •Education system

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- Location
- •Lack of support for local businesses
- •Lack of well-rounded local businesses/services
- •Compare to other cities

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#### Opportunities

- Location
- •Connection to Green River Lake State Park
- •Education
- Downtown
- •Tourism
- Re-locations
- •Changing economic system

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#### Threats

- Lack of good jobs
- •Apathy/lack of connection to the community
- •Long-term supply of good leaders
- •State demographic trends
- •Global economic trends

#### **GUIDING PRINCIPLES FOR ECONOMIC DEVELOPMENT** Greensburg/Green County Industrial Foundation, Incorporated

•Economic development efforts should seek to strengthen the local economy by:

1. Diversifying economic activities (number and types of employing first).

2.Emphasizing full time employment opportunities in professional, technical and skilled crafts. 3.Enhancing local capacity of people, business, organization and local institutions.

4.Building on the existing strengths of the local economy, including the presence of area educational institutions.

•Economic development efforts in Greensburg/Green County should sustain the unique characteristics of the areas including its historical character, "small town" atmosphere, and sense of community.

•Economic development efforts in Greensburg/Green County should:

1.Enhance quality of life.

2.Contribute to the diversification and expansion of the tax base.

3.Occur after careful consideration of the costs and benefits.

•Economic development should foster the ability of those employed or living in Greensburg/Green County to adapt to a changing economic environment by providing opportunities for continuous or lifelong enhancements.

•Economic development efforts in Greensburg/Green County should encourage cooperative efforts and foster improved communications among businesses; agencies; organizations; state, city and local governments; and the general public.

•Economic development efforts should recognize the importance of Greensburg/Green County's place in the regional economy and seek to build regional partnerships.

### How?

### Develop and exploit unique competitive advantages



# Competitive advantage must be created and sustained through a highly localized process

Enduring competitive advantages lie in non-mobile and soft factors that distant rivals cannot acquire or match.





69% of residents believe things are on the right track

The community values hard work, education, neighborliness, sense of place



### In conventional economic development terms..... Greensburg appears disadvantaged

Greensburg





### But it is these supposed disadvantages that – properly exploited – can become your greatest competitive advantages



#### The key to economic development is to exploit these advantages



### What are your local advantages?



Obviously the community should not chase jobs that can be done anywhere

Everyone else is playing that game and it leaves the community vulnerable



#### Kentucky Population Trends: 2000 - 2010



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- Counties with strongly growing populations
- Counties with minimally growing populations
- Counties with **stagnant/declining** populations



Green County: 2000 = 11,518 2010 = 11,258

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#### Kentucky's population "heartland"

# Kentucky



# Kentucky



The top four occupations with the largest number of job openings due to growth in Kentucky between 2012-2022:

- **1. Cashiers**
- 2. Retail salespeople
- **3. Food service workers**
- 4. Waiters and waitresses

US Dept of Labor/acinet.org.

## 18,000 cities in the USA want jobs





What are your local advantages? These place based assets.....



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Authenticity



What are your local advantages? These place based assets.....

Authenticity Nature



What are your local advantages? These place based assets.....

Authenticity Nature Health



What are your local advantages? These place based assets.....

Authenticity Nature Health Education



#### These are where the jobs will be

Authenticity Nature Health Education



### Strategic planning for economic development.....often falls into isolated boxes



### When what's needed is a holistic effort – all are interrelated



### Interrelated planning for each

Authenticity Nature Health Education





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Contractor and a second second



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  - Automobile and Aircraft manufacturing
  - Transportation, Distribution, and Logistics (TDL)
  - Business Services and Research Development
  - Health Care/Social Assistance
  - Energy Creation/Transmission



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- Consider creating a forgivable retail loan program to encourage more retail start-ups





#### Authenticity assets:

Town square Rural heritage Local agriculture Great people

#### Authenticity weaknesses:

Limited local businesses Lack of youth involvement Community development

- Reactivate the town square with restaurants and entertainment venues utilizing local food and people
  - Recruit food and entertainment entrepreneurs
  - Encourage complementary uses and businesses to locate in the Square local products, crafts, etc.
  - Encourage residential development of upper floors as well as infill in the area surrounding downtown including elder care







- Develop an open air market on the Town Square
  - A place to sell and trade goods and food
  - All day Saturday
  - Encourage adjunct business food and music









#### • Aggressively pursue a "Buy Local First" campaign

- Identify and catalogue all locally owned retail and services
- · Educate community on the importance of local business
- Market to community signs, website, facebook, coupons









- Put out a call to entrepreneurs: "here's what businesses our town could support"
  - ID the gaps in local business and services
  - Link local youth to needs
  - Utilize social media to communicate nationally





#### YOUTH – A Great Community Asset and Resource

- At the Green County High School Listening and Design Session, students said:
  - We need a place to be together A Community Center
  - We need things to do recreation, community service, learning-by-doing
  - · We want to be involved in community discussions and decisions
  - We need career opportunities instead of job opportunities if we are to stay in Greensburg



Community development is economic development - Trails



#### Authenticity Short-term Strategies

Convene Local Business Owners, Manufacturers, City/County Leadership, Education Leaders and Industrial Foundation

- Needs Assessment for Businesses
- Job Skills Required for Future
- Align Education Curriculum with Needs
- Conduct Business Inventory
- Identify Niche Markets (Do it again)
- Identify Future Youth Business Leaders and Create a Youth Mentoring Program
- Create Low-Cost, Short-term Youth
  Internships in Business & Government
- Create more Events on the Square
- Start Connecting the Community through Bike Paths and Walking Trails
- Showcase Local Youth Talents and Skills Arts, Trades, Youth Fairs and Performance Venues





#### Authenticity Long-term Strategies

Convene Local Business Owners, Manufacturers, City/County Leadership, Education Leaders and Industrial Foundation

- Make a Business Wish List/Prioritize/Identify/Recruit
- Identify each Element of the "Local Growth" Plan and Decide the Steps Necessary to Succeed
- Implement over Time
- Establish Realistic Measures of Success and Report to the Community Regularly
- Establish a Resource Pool (Money, Incentives) for Start-ups
- Make a Business Wish List/Prioritize/Identify/Recruit
- Create a Local Philanthropy Program to Support Entrepreneurship/Scholarships





Nature assets: Green River

Nature weaknesses: Green River





View looking over valley of the Green River



# The Green River Regional Park could include: • 4,000+ acres of recreational open space



- 4,000+ acres of recreational open space
- 50 miles of trails for hiking, biking and horseback riding







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- Numerous facilities for family picnics and community events















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- Educational resource to encourage hands-on learning for our region's school children

















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Greensburg

















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- Protect and enhance the landscape for countless species of plants and animals



















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- Educational resource to encourage hands-on learning for our region's school children
- Showcase sustainable agriculture reduce chemical use and siltation
- Protect and enhance the landscape for countless species of plants and animals
- Accessible fishing holes, canoe launches









enhance the quality of life and help the community and economy grow in ways that are healthful, sustainable and enjoyable.



Bluff Boom Roy

Ewing Hicks Rd

930



Rd



EMONSON

BintBoomRd

# The Green River Regional Park

#### HOW?

- Purchase
- Donation
- Conservation easement
- Use/access Easement



# The Green River Regional Park

#### **Operated as a:**

- State Park
- Regional Park Authority

#### WHO?

- Greensburg
- Green County
- Campbellsville
- Taylor County
- State
- Federal Government
- Citizens



# **Short-term Strategies**

### Tourism:

- •Develop a Tourism plan for:
  - Attractors and Experiences
    - Develop tours, sites, activities, trails, as well as genealogy and history
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- Wayfinding signs
- Visitor center
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- Marketing and Organization
  - Create a brand identity
  - Ramp up web/social media presence

# **Long-term Strategies**

# **Green River Regional Park**

- Identify Key Partners
- Begin Immediate Strategy
  Discussions
- Prioritize the Elements of the Plan
- Divide the Work into Multiple Mini-Plans with Timelines and Measure of Success
- Implement Create a Funding Plan and Begin Raising Capital
- Celebrate each Step of Success





#### Health assets:

Local facility Citizen values A growing market

#### Health weaknesses:

Facilities Skilled workforce

# **Kentucky**



### Align Healthcare Needs With Provider Development



#### Aging Population

•Elder care

Assisted living

#### Veteran Care

•Explore VA options and associated medical facilities

#### Family Practice

•Become a Medical Education/Training Hub







#### **Short-term Strategies**

- Health Care Services
  - Identify Gaps in Current Services Provided Locally
  - Match Youth Career Interests with Community Needs
  - Create Educational Opportunities with Hire Local First in Mind

#### Education

- Work with Community College and University Partners to Create Education Curriculum to Fill the Local Need
- Create Career Paths in Schools for Health Care Careers
- Explore Monetary Incentives (Scholarships, School-to-Work, Grants, Loans) to Make Healthcare Careers Attractive to Youth



### **Long-term Strategies**

#### Health Care Services & Facilities

- Conduct a Needs Assessment
  - Senior Care
  - Long-term Care
  - Home Health Services
  - Veteran Care
- Create a Development Plan
- Identify Provider and Education Partners
- •

#### Become a Regional Medical Hub

- Work with Community College and University Partners to Create Education Curriculum to Fill the Local Need
- Market and Brand the Community as a Health Care Provider Built on Caring for the Local Citizens (A Two-Prong Campaign – Live Here/Get Healthcare Here
- Built on Providing Care Locally First to Retain Current Residents and Youth (as healthcare professionals)





#### Higher education assets:

Citizen values Location Quality of place

# Higher education weaknesses:

No presence



#### Make Greensburg America's next great college town

 Sell the story of Greensburg – the values, the people, the place as THE spot for the creation of a service learning college – dedicated to growing local economies through better health or a unique community college focused on local economies









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- Create a series of images of what a Greensburg "college town" could look like
- Broadcast nationally/internationally become known as the town that wants a college









# What Type?

**Service Learning (4 year)** is not a replication of traditional internships or professional experience, but rather the opportunity for students to undertake real life projects either via curriculum requirements or at the request of the community, and solve them.





# What Type?

### **Community College – Walla Walla Model**

Specialization – Wine Food and Art + Health Care



"One of the most impressive things about this college (Walla Walla) is that they award degrees and certificates that are tied to real jobs."

Walla Walla graduates' wages are about 260 percent higher than the average wage paid to first-time hires in the area



Why?



Evan S. Dobelle, Former Ambassador and President of Westfield University

"Simply stated, higher education has rapidly evolved into one of America's most powerful industries."

"It now surpasses manufacturing..."

"higher education with its students who are 'permanent tourists' with disposable income has become the major economic driver in cities throughout America."

"higher education has become the future key for a post-recession city..."

# **Kentucky**



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Over the long-term, the overall demand for workers in educational services will increase as a result of a growing emphasis on improving education and making it available not only to more children and young adults, but also to those currently employed and in need of improving their skills.



### **Job Creation**

DIRECT: Administrative and support positions, faculty, admissions, financial aid counselors, finance managers, facilities managers, fund-raisers, marketing people, maintenance, engineering and custodial folks, food service jobs communications, information technology.....

Indirect: economic multiplier on contracts with vendors, consultants, hospitality industry, administration, accounting, legal...



Who?



Forbes 2011 Billionaires List breaks two records: total number of listees (1,210) and combined wealth (\$4.5 trillion).



Corporations





• community education and support



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the other things you'll be doing will cinch











# **Short-term Strategies**

- Identify the Post-secondary Education Needs
- Partner with Regional Colleges to Build Satellite Campuses in Greensburg
- Focus Immediate Curriculum on Community-based Needs (Healthcare, Trades, Hospitality, Recreation, Park Management



# **Long-term Strategies**

- Create an Education/Jobs Matrix
  - Identify Jobs Needs (for example, all of the skills required for healthcare or hospitality)
  - Identify Education Requirements to Fill Those Jobs
  - Create Career Paths (as opposed to Job Paths) in the Identified Areas from Administrative to Skilled to Professional
- Launch an International Campaign to Create the Next Great College Town in Greensburg
- Identify Potential Benefactors
- Create a Marketing Strategy Focused on the Positive Attributes of the People of Greensburg and the Place of Greensburg

#### Recap:

- Big Ideas for a Community with a Big Heart
- You will only succeed if you believe that you can
- People and place are your advantages
- Develop strategies to maximize

Be real, local, and progressive

