

GREENSBURG



Greensburg

Strategic Plan

2012

GREENSBURG - THE COMPREHENSIVE LAND-USE PLAN

Overview

In 2011, the City of Greensburg and the Greensburg Planning Commission decided to update the city's 2005 Comprehensive Plan and create a new strategic plan to guide the future growth of the city over the next five years.

The primary focus of this plan is job creation. However, the reality is that economic development and quality of life are intertwined - being one and the same. Greensburg has unique advantages that are not evident at first-glance. This plan seeks to exploit those advantages in a way that will ensure the viability and prosperity of its citizens for generations to come.

With these goals in mind, the city – in partnership with the Kentucky League of Cities – created the 2012 Greensburg Strategic Plan and Comprehensive Plan Update to guide the community into the future.

The Process for Creating the Plan

Over the past several years, the City of Greensburg has implemented many of the recommendations of previous comprehensive strategic plans and now seeks to build upon the foundation of those successful accomplishments. Like many Kentucky cities, Greensburg is confronting the challenges of a global economy and international competition for jobs.

The plan was created through a transparent process of listening and reflective dialogue with the community. Each strategy is based upon the ideas and values that the community identified.

Listening

Listening sessions were held for the general public on September 29, 2011 and for the Green County High School Mayor's Youth Action Council on September 26, 2011. The community's values were identified as 1) hard work; 2) education; 3) neighborliness; and Greensburg as a unique place.

Design

Design sessions were conducted for the public on October 13, 2011 and for the Green County High School students on November 3, 2011. The community created visual representations of a future Greensburg that reflected the values identified earlier.

Community Presentation and Feedback

The consultants provided three additional opportunities for the community to comment and ask questions throughout the process. In addition, a survey was conducted. A summary of the results is included in the Appendix on page 20 of this report. Final reviews of the plan will occur in April and May 2012 before adoption by the city.



Guiding Principles for Economic Development

The leaders of the Greensburg/Green County Industrial Foundation have created excellent “guiding principles for economic development.” These are listed below. These principles should be considered the cornerstone of all economic development efforts.

Greensburg/Green County Industrial Foundation, Incorporated

- ◆ Economic development efforts should seek to strengthen the local economy by:
 1. Diversifying economic activities
 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.

The Challenge

To implement these principles through a highly localized process.

How?

Exploit Greensburg’s local competitive advantages that rivals cannot acquire or match.

Why?

To minimize the community’s vulnerability to the shifting whims of the global economy.

What are Greensburg’s Local Advantages?

People and place.

Greensburg’s competitive advantage lies in its people and its place. It is within these two unreplicable assets that the community can create the atmosphere in which to thrive economically over the long term. Greensburg’s citizens value hard work, education, neighborliness, and their sense of place which is special in the world. The community also has a strong optimism: 69% of residents believe things are on the right track. Developing strategies that combine the special qualities of people and place is the key to successful economic development. The rest of this booklet details the strategies to fully realize the hopes and dreams that the citizens have expressed.

Reality Check

In Kentucky, the state's population is moving toward a new "heartland," located within or adjacent to major metro areas, or along or directly adjacent to Interstates 65, 75, 64, and 71.

In fact, only 28 Kentucky counties have experienced population growth over the last 10 years. All but three of these were in that new "heartland." Both Greensburg and Green County have lost population over the last 10 years.

This lack of population growth and the diminished prospect for large increases in the future mean that **Greensburg must chart its own path**, rather than relying on the natural growth that population often brings.

Kentucky's economic landscape is also dramatically changing. Industries that were once used to power job and wage growth no longer do so. Over 100,000 jobs in manufacturing have been lost over the last 10 years. Most will not return due to a combination of offshoring and productivity increases, meaning fewer workers are doing more work. Due to these and other trends, Kentucky now has near record rates of long-term unemployed workers. This slack will put downward pressure on wages that come with newly created jobs.

As with the vast majority of American cities, Greensburg's mantra of late has been "jobs, jobs, jobs." Yet **Greensburg is in economic competition with over 18,000 cities** in the U.S. alone. That competition is fierce and often results in a destructive race to the bottom where the end results are often low wage, low skill jobs; misused government incentives; and environmental degradation. Add the reality that the nations of the world are now inextricably linked economically, and Greensburg becomes simply a dot in a vast economic ocean. The U.S. itself has less than five percent of the world's population and is destined to lose its economic dominance to China and other trading blocs, perhaps as soon as within two decades. This fact will create strong headwinds for any American community seeking to find economic success on the global stage.

The new economic reality Greensburg finds itself in should result in a sharp wake-up call: **if Greensburg is to succeed in providing good jobs for its citizens, then the community must find ways to leverage its unique local assets.** These assets are ones that cannot be replicated by any other community and their development will lead to the place-based jobs and investments that will insulate the community from the often destructive volatility of the global economy.

Fortunately, the community has several local strengths on which to build. Greensburg's location and fabulous sense of place lend an air of authenticity that many cities cannot match. Greensburg has largely been immune to the typical suburban chain-business sprawl of most other places. While many may lament the lack of this type of economy, the reality is that the community has a chance to build its own image, and not have it determined by global corporations. Put simply, Greensburg can be authentic, which is a great foundation on which to build a 21st century economy.

Greensburg's wonderful natural setting is another strength on which to build its local economy. The Green River and other natural features will become a draw as people seek to reconnect with untarnished nature. Another positive foundation is the fact that the community has a health care system in place. Finally, given that Greensburg's citizens highly value education, the community should position itself to take advantage of what is likely to be the largest growth generator in the first half of the 21st century.

So it is in these four areas – **authenticity, nature, health care, and education** – that the community should focus its efforts. These are economic sectors that Greensburg can develop locally and perhaps most importantly do not put the community in competition with the rest of the world. These areas are where the jobs and investments will be and these are the types of jobs and investments that can't be outsourced. **Developing a local economy is the strongest course for Greensburg.**



Strategy 1: Take Care of the Basics – Be Ready to Succeed

While it sounds simple enough, many communities are not in a position to be prepared for economic success. Assumptions about readiness are often made without regard to the reality of the situation. Greensburg appears to be in a good position, but a careful review should be made to ensure that the community is on top of the following areas:

- ◆ Ensure adequate infrastructure (water, sewer, roads)
- ◆ Continue to emphasize quality education, including skilled trades, to ensure
 - that residents are trained in the fields that align with Greensburg's established and emerging business sectors
- ◆ Facilitate the growth of existing businesses
- ◆ Align industrial recruitment with statewide target industries
 - Automobile and aircraft manufacturing
 - Transportation, distribution, and logistics (TDL)
 - Business services and research development
 - Health care/social assistance
 - Energy creation/transmission
 - Utilize every possible business incentive offered by state government
- ◆ Consider creating a forgivable retail loan program to encourage more retail start-ups

Next Steps

- ◆ Audit existing infrastructure conditions and establish a five-year infrastructure update plan
- ◆ Convene an education summit of community leaders, business owners, education leaders and students. The community leadership needs a frank discussion about the state of education, job training, career paths, expected future labor needs and curriculum alignment to meet the needs. Is there hope for the future of jobs? What is it?
- ◆ Examine the burdens and barriers to creating and retaining businesses in Greensburg. Implement policies that give Greensburg advantages over other similar communities.
- ◆ Continue and build upon the ongoing work of recruiting the state's target industries.



Strategy 2: Be Authentic

Greensburg has many authentic assets it can develop to enhance the local economy:

- ◆ Town square
- ◆ Rural heritage
- ◆ Local agriculture
- ◆ Great people

These can be leveraged to build local businesses that support the needs of the commercial and consuming community.

There are also some weaknesses that need to be addressed to ensure the best possible success:

- ◆ Limited local businesses
- ◆ Lack of youth involvement
- ◆ Community development

The following actions are recommended:

- ◆ **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

Next Steps

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 and 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



Strategy 2: Be Authentic

- ◆ **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



Next Steps

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



Strategy 3: Capitalize on Nature

Greensburg's location on the Green River offers several opportunities to capitalize on a growing demand for recreation. The community must do more to interact with the river, which is its single biggest strength.

Initially, the community should develop a loop greenway system that ties into Green River Paddle Trail and Park in Greensburg. This system could follow the Green River around to the Green County American Legion Park and then link into the city via several of the tributaries of the river. This trail should be paved where possible and be wide enough to accommodate bikes and walkers. The map shows a conceptual alignment.



Conceptual route of trails around the city

From a larger perspective, the city should do more to incorporate a regional perspective on planning for recreation. A fantastic asset – Green River Lake State Park – lies just eight air miles from the city, yet there is absolutely no connection to it. What Greensburg should do is bring the park to the city.

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

This "Green River Regional Park" could have the following attributes:

- ◆ 4,000+ acres of recreational open space
- ◆ 50 miles of trails for hiking, biking and horseback riding
- ◆ 25 miles of canoe trail
- ◆ A resort lodge overlooking the river
- ◆ Bed and breakfasts
- ◆ Primitive and RV camping
- ◆ Numerous facilities for family picnics and community events
- ◆ 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

Obviously the city would need many partners in making this project a reality. Greensburg should work with Green County, Campbellsville, Taylor County, state and federal government entities, as well as citizens to make this happen. There are economic, social, and environmental benefits to each and thus a cooperative working partnership should not be as daunting as it would appear.

The Green River Regional Park could be operated as a state park or as a regional park authority between the governments in the area. Land could be acquired in fee simple via purchase or donation, or through the acquisition of conservation or access and use easements.



Strategy 3: Capitalize on Nature



Conceptual location of the Green River Regional Park

One prime component of the Green River Regional Park could be a lodge located just northeast of Greensburg proper. This lodge could be located between Bluff Boom Road/Industrial Park Road and Commerce Drive and would be situated on a bluff overlooking the river, offering great views of the valley and connection to the recreational amenities in the park. This lodge would offer high-end hotel rooms, great food, and meeting and convention space. All would help bring tourists into the area.

Tourism Planning

Once the community has improved its authenticity and recreational opportunities, it will be in a much better position to target tourism as an economic development strategy. Local businesses can be developed to take advantage of the influx of visitors that can be expected. The following tourism related planning should take place.

Develop a Plan for:

◆ Attractors and Experiences

- Attractors are the places and things that people come to a community specifically to see. Experiences are what memories are made of.

Next Steps

Tourism

Short-term Strategies

- ◆ Develop tours, sites, activities, trails, as well as expand on genealogy and history-buff markets
- ◆ Wayfinding signs
- ◆ Visitor center
- ◆ Encourage creation of lodging and food businesses
- ◆ 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



Strategy 3: Capitalize on Nature

♦ Infrastructure and Visitor Services

- A successful community will meet the needs of the traveler.

♦ Marketing and Organization

- Greensburg must make every effort to let the world know about its tourism offerings. It must have an identity that people will respond to.



Implementation - Starter Steps

♦ Trails

- Identify and contact potential key supporters and users regionally - clubs, associations, and hiking/biking enthusiasts
- Acquire easements utilizing as much of the existing public rights-of-way as possible
- Open small sections of the trail system as land becomes available
- Clearly mark beginning and ending points
- Create and update maps regularly in digital and hard copy
- Build the trail system over time
- Future-proof the plan by making the trail system a part of every planning discussion that involves land-use or acquisition



♦ Activities

- Develop a working list of desirable recreational activities
- Prioritize the activities by ease of implementation, low cost/high impact, and availability of funding
- Schedule a visit to at least one other successful community that has the kinds of amenities that Greensburg wants
- Market activities regionally and along high volume traffic corridors





Strategy 4: Health Care

Health care is an important issue with Greensburg residents. According to a survey taken in late 2011, only 29 percent of respondents believed that their medical needs were being met locally. Addressing the current and future health care/medical needs of the community would create new job and career opportunities, expand the local economy, leverage the educational assets already in place, attract new health care professionals and enhance the quality of life. Most, importantly, the residents of the community could have their health care needs met locally.

The community will need to update and expand the number of medical facilities to meet the long-term needs of the community. In addition, a variety of health care markets need to be addressed including elder care, assisted living patients, veterans care as well as the professional and support staff required. Creative partnerships will play a critical role in meeting the community's needs.

Implementing a health care strategy does not place Greensburg in direct competition with its neighbors. The key is to identify specialized niche markets and build an industry around those markets. The idea of bringing a VA clinic to Greensburg was mentioned several times during the public input sessions. Currently, no VA facility exists in the surrounding area. As a result of two recent wars, the need for veterans' care has never been greater. And, it's a demographic group that will continue to grow over the next 20-30 years eventually segueing into additional elder care demand. Meeting the needs of veterans will also increase the need for hotel accommodations and longer-term stay facilities.



Next Steps

Align Health Care 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

Health Care Assets

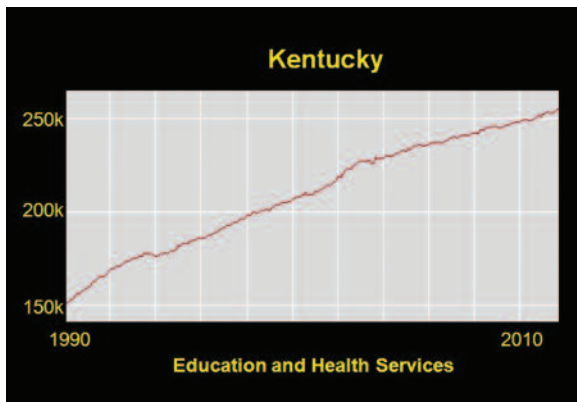
- ◆ Local facility
- ◆ Citizen values
- ◆ A growing market

Health Care Weaknesses

- ◆ Facilities
- ◆ Skilled workforce



Strategy 4: Health Care



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 health care 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 health care here)
 - Built on providing care locally first to retain current residents and youth (as health care professionals)





Strategy 5: Higher Education: Make Greensburg the Next Great American College Town

ASSETS	WEAKNESS
Citizen values	No Presence
Location	
Quality of place	

Higher education is the long-term key to Greensburg’s economic future success. And it is important to distinguish what is meant by that statement. While higher education will become ever more important for individuals, the economic impact of jobs and investments associated with higher education will be the driver of the community’s economy. It’s not just about educating students. Rather, the business of higher education is vital to the community’s well being.

Higher education now surpasses manufacturing in overall employment. Evan S. Dobbelle, former ambassador and president of Westfield University states that “higher education has rapidly evolved into one of America’s most powerful industries.” He asserts that “higher education has become the future key for a post-recession city,” and that “higher education with its students who are ‘permanent tourists’ with disposable income has become the major economic driver in cities throughout America.”

The chart (see page 11) shows the growth of education and health care jobs over the last 20 years. It is the only industry in Kentucky that has sustained growth through that time. With the ever increasing importance of gaining an education, it is likely that higher education will power associated job growth over the next decades.

The Bureau of Labor Statistics (BLS) notes that wages of occupations concentrated in the educational services industry—education administrators, teachers, counselors, and librarians—are higher than the average for all occupations. The BLS estimates that wage and salary employment growth of 12 percent is expected in the educational services industry over the 2008-18 period, comparable to the 11 percent increase projected for all industries combined. 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

Hundreds of direct jobs could be created with the establishment of a higher education facility. Jobs in such areas as administrative and support positions, faculty, admissions, financial aid counselors, finance managers, facilities managers, fund-raisers, marketing people, maintenance, engineering, custodial folks, food service jobs, communications and information technology. Indirect jobs would also be created across the community.

So now the benefits are established, what kind of higher education facility are we talking about? The potential exists to work on creating a four-year college dedicated to service learning. Service learning 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. The following is an example provide by the National Service Learning Clearinghouse: “If school students collect trash out of an urban streambed, they are providing a valued service to the community as



Strategy 5: Higher Education

volunteers. If school students collect trash from an urban streambed, analyze their findings to determine the possible sources of pollution, and share the results with residents of the neighborhood, they are engaging in service learning.

In the service learning example, in addition to providing an important service to the community, students are learning about water quality and laboratory analysis, developing an understanding of pollution issues, and practicing communications skills. They may also reflect on their personal and career interests in science, the environment, public policy or other related areas. Both the students and the community have been involved in a transformative experience.” Berea College places a special emphasis on student service learning and has a special Center for Excellence and Learning Through Service (CELTs).

Another model is a specialized community college, perhaps affiliated with the Kentucky Community and Technical College System. A great example of this type of college exists in Walla Walla, Washington. There, the Walla Walla Community College offers many educational programs but specializes in four areas: wine, food, art, and health care. Wine, food, and art are interrelated, and the program attracts students from across the nation. In 2011, Walla Walla Community College was named a Top Five Community College In America by Aspen Institute; it was chosen from more than 1,000 community colleges nationwide. From their website: “Walla Walla stands out among American community colleges for its visionary development of programs that not only create job opportunities for its graduates, but drives economic development in the region around the college. Seeing the demise of traditional agriculture, for example, the college developed new programs related to the land, from wine making to wind energy and water management. As a result of this vision and other exceptional practices, 2010 graduates from Walla

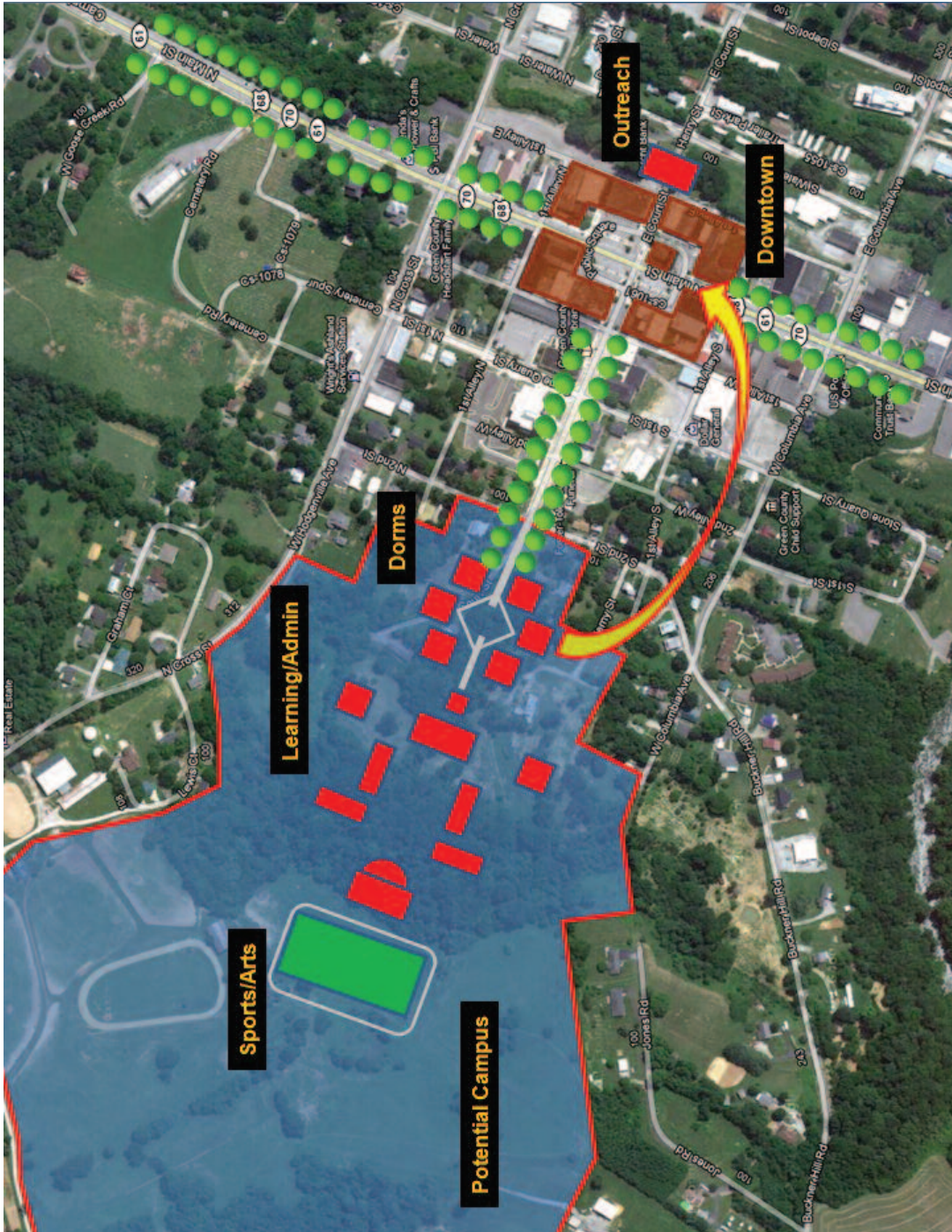
Walla earn more than twice the wages of other new entrants in the regional labor market.”

In order to think about the creation of a higher education facility it is important to think “benefactor.” The current state of higher education in Kentucky means that there will not be any money for the creation of a state supported four-year institution for any foreseeable future. It is unclear as to the potential for a state supported community college. Yet other options exist. For example, there are more billionaires in the U.S. than at any time in history, collectively worth more than \$4.5 trillion. Many are seeking to leave a legacy. This period of time may be comparable to the great college building years of the mid-1800s to the early 1900s when so many first-rate colleges were established by wealthy philanthropists. Familiar names such as Duke, Vanderbilt, and Stanford were all begun in this fashion but other institutions such as Clemson University, Ball State University, and Eckerd College were as well.

Greensburg’s efforts in the previous strategies will make the creation of a new higher education campus very attractive. First, the remoteness of the city and lack of suburban sprawl offers a special attraction to students seeking an authentic experience. Second, the development of the recreational opportunities along the Green River will make for an exciting location for youth. Third, the community’s emphasis on health will offer great service learning opportunities associated with a higher education facility. Finally, the location of a higher education campus here would form the last point of a complementary “education triangle” with Lindsey Wilson College and Campbellsville University. This last point is especially important. It is vital that neither institution think that Greensburg’s efforts are meant to poach students and support from them. Greensburg will be striving to grow awareness of the region with its efforts, to support what the other institutions are doing, and to have a national and international presence.



Strategy 5: Higher Education



Conceptual location and layout of an education facility on Buckner Hill - note the relationship to downtown of student housing to help support businesses



Strategy 5: Higher Education

Before



After



World class architecture could define the educational facility and be an inviting beacon from downtown.



Strategy 5: Higher Education

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
- ◆ 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 of College Town?

Service learning (a four-year program) 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.

Example: Walla Walla Community College

“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.





Strategy 5: Higher Education

Short-term Strategies

- ◆ Identify the postsecondary education needs
- ◆ 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
- ◆ Partner with regional colleges to build satellite campuses in Greensburg
- ◆ Focus immediate curriculum on community-based needs (health care, trades, hospitality, recreation and park management)



Long-term Strategies

- ◆ Create an education/jobs matrix
 - Identify jobs needs (for example, all of the skills required for health care or hospitality)
 - Work with Campbellsville University and Lindsey-Wilson College to complement/support what they are doing
 - 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



Conclusion

Greensburg and the surrounding area have immense natural beauty and incredibly gifted people who care deeply about the future opportunities that will be available to its young people. Many of the foundational pieces are in place, and the citizens have already demonstrated their ability to implement strategic plans. For these reasons, there is no doubt that the community can accomplish this ambitious undertaking. Passion and determination can overcome any obstacle and solve any problem.

The key to achieving the goals and strategies set forth in this particular plan will require the leadership and citizens to recognize that they must tackle the dozens of small incremental steps first - always with the four BIG ideas in mind as the endgame.



Conclusion

Keys to Success

- ◆ Organize small project teams based on the four big ideas
 - Do the basics
 - Nature
 - Health care
 - Education
- ◆ Prioritize the individual projects
 - Create three lists - what can be done immediately, what can be done in the next 2 to 4 years, and what can be done in 10 years
 - List the steps for each individual project
 - Identify the stakeholders
 - Identify the "doers" of the tasks
 - Identify the benefactors - where will the money come from
 - Create a timeline and benchmark
 - Check each completed task on the list
 - Report to the steering committee and the community often
- ◆ Communicate progress regularly to the other teams and the community
- ◆ Keep telling your story
- ◆ CELEBRATE OFTEN!



Appendix

S.W.O.T. Analysis Summary

Strengths

- ◆ Great people
- ◆ History
- ◆ Natural beauty/landscape
- ◆ Committed, responsive government
- ◆ Unique downtown
- ◆ Education system

Weaknesses

- ◆ Youth activities/involvement
- ◆ Location
- ◆ Lack of support for local businesses
- ◆ Lack of well-rounded local businesses/services
- ◆ Compare to other cities

Opportunities

- ◆ Location
- ◆ Connection to Green River Lake State Park
- ◆ Education
- ◆ Downtown
- ◆ Tourism
- ◆ Relocations
- ◆ Changing economic system

Threats

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

Community Survey Summary

- ◆ Total respondents: 146
- ◆ 69% believe that Greensburg is on the right track
- ◆ 96% agree that Greensburg is a great place to live
- ◆ 87% feel that jobs are sorely lacking within the community
- ◆ 53% believe that Greensburg meets their medical needs
- ◆ 71% agree that Greensburg offers adequate educational opportunities
- ◆ 69% would take advantage of postsecondary education opportunities if they were provided
- ◆ 82% find that Greensburg does not offer a variety of shopping opportunities
- ◆ Respondents were evenly divided on whether the community offers a good variety of housing opportunities
- ◆ Respondents enjoy the small town atmosphere and feel they have caring neighbors
- ◆ Low crime rate is a positive
- ◆ History, culture and natural beauty of the community are highly valued
- ◆ More than 70% of respondents indicate that a lack of jobs is the most pressing issue for the city
- ◆ Other comments included the need for additional educational opportunities, attracting more retail businesses and infrastructure improvements

ACKNOWLEDGEMENTS

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Greensburg City Council

- ◆ Mayor George Cheatham, II
- ◆ Jerry Cowherd
- ◆ Ed Gorin, Jr.
- ◆ Bill Moore
- ◆ Sandi Moran
- ◆ Brenda Patterson
- ◆ Bill Taylor

Greensburg Steering Committee

- ◆ Mayor George Cheatham II
- ◆ Jackie Bennett
- ◆ Finis Wayne Durrett
- ◆ Green County Judge-Executive Misty Edwards
- ◆ Green County School Superintendent Jim Frank

- ◆ Councilmember Ed Gorin, Jr.
- ◆ Bill Landrum
- ◆ Councilmember Bill Moore

Greensburg City Staff

Greensburg Planning Commission

Greensburg/Green County Industrial Authority

Green County Public Schools

- ◆ Karen Marcum, Principal, Green County High School
- ◆ Vickie Buckman, Media Specialist, Green County High School
- ◆ Tony Patterson, Principal, Green County Intermediate School

Mayor's Youth Action Council

Steve Austin, SdA+Associates Community Planning and Design



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