



1991 COMPREHENSIVE PLAN for Georgetown, Sadieville, Stamping Ground, and Scott County, Kentucky



Adopted by the
Georgetown-Scott County Planning Commission
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ECONOMIC DEVELOPMENT ELEMENT GOALS, OBJECTIVES, AND ACTION PLAN

ACKNOWLEDGEMENTS

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The report, "Scott County's Economy in Transition: Recommendations of the Economic Development Advisory Team," by Roger J. Vaughan, Judi Hackett, and Russ Slone, provided valuable background information to the Economic Development Subcommittee. The report was based on information provided by Chamber of Commerce and Planning staff, supplemented by three days of intensive interviews and round table discussions with state, regional, and local officials and citizens.

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ECONOMIC DEVELOPMENT GOALS, OBJECTIVES, AND ACTION PLAN

I. OVERALL GOALS

- A. **Economic development should be broad-based** to create more business and job opportunities for all Scott Countians, considering their varying capabilities and areas of residence. Economic development should be promoted in Sadieville, Stamping Ground, and the rural area as well as Georgetown.
- B. Economic development efforts should build a **diversified economy** with steady growth potential, able to withstand fluctuations in any one market or industry.
- C. **A quality educational system** is essential to sustained economic development and the ability of all Scott Countians to benefit from business and job opportunities. Improvements in educational programs and attainment should be aggressively promoted by the business community and local governments.
- D. **Planning and capital budgeting** efforts should support economic development goals by providing for sufficient land with adequate public facilities and services.
- E. Economic growth should be managed for **protection of environmental quality**, especially water and air quality.

II. RECOMMENDED OBJECTIVES AND STRATEGIES

BUSINESS DEVELOPMENT:

1. Provide the support necessary for long-term business development in a broad-based and diversified economy.

1.1 Support local entrepreneurship through educational and small business assistance programs.

1.1.1 Establish programs at the primary and secondary level covering career opportunities, business management skills, creative ideas for starting new businesses, etc.

1.1.2 Develop a Junior Achievement type program in schools to give students "real-time" business experience, with a special focus on potential drop-outs.

1.1.3 Develop a relationship between EKV, UK, Scott County Schools, Georgetown College, and community education to provide local entrepreneurial educational programs for college level students and adults.

1.1.4 Establish a "coop" program for Scott County college level students directed toward Scott County businesses.

1.1.5 Establish a local "one-stop" information center to help people with small businesses by putting them in touch with available governmental assistance programs in training, technical assistance, finance, etc., such as the UK Small Business Development Center, the State Small Business and Minority Business Divisions of the Economic Development Cabinet, and others.

1.1.6 Create an "incubator" program or facility to provide low-cost space, equipment, and services to emerging businesses.

1.1.7 Improve access of small businesses to capital. Establish a local or regional financial assistance program for business start-up, such as a low-interest revolving loan fund.

1.1.8 Encourage existing businesses to support new local firms through an emerging business marketing program.

1.1.9 Investigate and consider developing a Business and Industry Technical Assistance Center similar to Hazard, Kentucky.

1.2 Support the growth of local minority- and female-owned businesses.

1.2.1 Develop and maintain a current list of minority- and female-owned firms, for use and dissemination by City and County government.

1.2.2 Create a short-term task force within the on-going economic development advisory committee (see Policy 8.1) to recommend a range of actions that will support minority- and female-owned businesses.

1.2.3 Encourage minority/female participation in entrepreneurial training and finance programs.

1.2.4 Ensure that minority- and female-owned businesses are notified of potential contracts with public agencies, and encourage private businesses to do the same.

1.3 Support retention and expansion of existing industries.

Policies concerning existing industries are integrated throughout the report:

- Education policies recommend training programs tailored to their needs.

- Infrastructure policies advocate giving a priority to adequate water, sewer, transportation, and electrical power for existing industries.
- Industrial land use policies include a strategy for expansion of existing industries in non-industrial areas.
- Economic development planning policies recommend formal involvement by the Industrial Forum in an ongoing advisory committee, to more fully identify and address the needs of existing industries.

1.4 Support recruitment of new firms to more fully diversify the community industrial base, while protecting the environment.

Policies concerning industrial recruitment are located throughout the report:

- Infrastructure policies recommend making designated industrial areas fully useable by providing necessary sewer, water, and roads and, in the short term, recruiting industries with water and wastewater treatment needs in scale with available capacities.
- The aggressive, business-supported education strategy will benefit industrial recruitment.
- Economic development planning policies recommend strengthened, stable institutional and financial support for the industrial recruitment effort.
- Agriculture policies recommend recruitment of ag-industries that will create new markets for local products.
- Environmental policies call for modifying the type of industries recruited and locations marketed to them in order to protect groundwater.

EDUCATION:

2. Through education and training, upgrade the basic skill level of the Scott County workforce.

2.1 Increase local investment to upgrade teacher skills and new learning technologies.

2.1.1 Invest in computer aided learning systems and train all Scott County school system teachers in these and other learning technologies and ideas.

2.1.2 Encourage professional development among existing teachers and maintain requirements for qualified teachers.

2.1.3 Involve local businesses in a program to inform and train teachers about labor skill requirements of the business and industry. Consider such programs as summer cooperative employment of teachers in local businesses.

2.2 Strengthen job preparedness of middle and high school students.

2.2.1 Make students more aware of basic job skills as well as new technologies they will need to be successful in the job market.

2.2.2 Expand and upgrade the vocational education program to cover new industrial technologies such as computers, robotics, electronics, pneumatics, hydraulics, etc. If some of these are available in regional programs, ensure that Scott Countians have access to them.

2.2.3 Strongly support the School Board's efforts to build a Scott County vocational-technical school.

2.2.4 Expand and upgrade courses in basic mathematics and sciences such as physics, and relate them to principles of technology. Structure these so that the practical concepts relate to occupational

situations. Institute new successful teaching methods for math and science.

2.2.5 Train students in basic problem-solving and practical reasoning -- how to approach a problem and think it through logically to a solution.

2.3 Encourage enrollment of more adults in education and training programs.

2.3.1 Develop an evening program of customized professional level courses utilizing instructors with professional business and technology experience.

2.3.2 Develop education and training programs targetted to unemployed and unskilled poverty-level adults, and identify an agency to market these opportunities.

2.3.3 Expand the GED and literacy programs and encourage greater enrollment.

2.3.4 Customize education programs to retrain adults who must make a job change or adapt to new technology on the job.

2.3.5 Involve local business and industry in providing advice and guidance in customizing programs which will help provide the skill levels needed.

2.3.6 "Link up" with existing programs in adjacent counties (such as Fayette) when possible through a county-level cooperative arrangement.

2.3.7 Establish or identify an agency to counsel adults and assist in finding existing programs that meet their needs.

2.4 Establish an education foundation funded by local business to act as a catalyst for improved education.

2.4.1 Involve the Chamber of Commerce, local industries, business leaders, local education institutions, parents, and teachers in a program to provide funding for

education investment and greater flexibility for innovation in linking education and the workplace. (See Education Section for the structure and potential activities of the foundation.)

2.4.2 Create an educational evaluation program, for businesses to assess the skill levels of recent graduates.

2.4.3 Target spending in a way that rewards excellence.

2.4.4 Establish scholarships for needy students to be used for post secondary education.

LAND USE:

3. Support economic development goals with provision of a sufficient supply of land to respond to the different needs of industrial and business recruitment, expansion of existing industries and businesses, and start-up of new firms.

3.1 Maintain the current supply of industrial land in Georgetown, which is sufficient for future growth needs.

3.1.1 If a major industry wishes to locate in Scott County, with land needs of a scale beyond that provided in the Comprehensive Plan, the Plan should be amended to identify the appropriate location, with these guidelines:

- a. It should be located for cost-efficient provision of roads, water, and sewer, and to take advantage of past public investments where feasible.
- b. The location should protect prime farmland, the aquifer recharge area, and other environmentally sensitive areas.

3.2 Identify sufficient industrial areas in Sadieville and Stamping Ground as lower cost alternatives for local entrepreneurial firms and expansion of existing industries.

3.3 Allow existing industries in the U.S. 25 corridor that are not in areas generally designated for industrial use to expand at their current location, with the following conditions:

- a. There is no other feasible and cost-effective location for the expansion within designated industrial areas in Scott County.
- b. The expansion would be for the existing industry only, not for a new industry or business.
- c. Adequate public services must be available, including fire protection, road access, and sewage treatment. Where connection to a sewer system is not feasible, septic systems are acceptable for domestic waste only and if approved by the Health Department and Planning Commission.
- d. All policies concerning environmental protection must be met.
- e. Expansion should not be detrimental to the surrounding area or planned uses.
- f. Policies concerning protection of public safety and health and environmental quality would apply to the entire industrial operation, not just the expansion; an industry with existing deficiencies should not be encouraged to expand at that site unless the problems are corrected.

INFRASTRUCTURE:

4. Coordinate and strengthen economic development with provision of adequate public facilities and services, capital budget planning, and efficient use of public investments.

The importance of an adequate and well-managed infra-structure to the well being of our citizens as well as to the economic fabric of the county must not be overlooked. Management decisions must be based on community values, adequate planning and sound financial judgement.

4.1 In the Georgetown area, target infrastructure improvements to allow full use of lands already designated for industry and commercial development, in concert with substantial public investments already made.

4.1.1 Provide additional sewage treatment capacity in the Toyota Impact Area and eastern I-75 interchange.

4.1.2 Improve collector streets for industrial areas served by the southeastern bypass.

4.2 Provide reliable water, power, and sewage treatment with capacity for economic growth, giving priority to the needs of existing industries and businesses.

4.2.1 Secure a water supply of more reliable quality and quantity.

4.2.2 Increase sewage treatment capacity to meet future needs.

4.2.3 Encourage Kentucky Utilities to upgrade the existing electrical distribution system to reduce service interruptions.

4.2.4 Recruitment of types of industries

must be consistent with the capability of the utility systems to meet the proposed demands in a timely and cost-effective manner, while maintaining available capacity for residential and commercial growth. In the short-term, do not encourage major water/wastewater users unless an upgrade to the system is provided. Coordinate planning for future water and sewer facilities more closely with industrial growth.

4.3 Improve major transportation routes for industrial and commercial traffic.

4.3.1 Work toward completion of the entire bypass, with priority to the southwest section, connecting from U.S. 62/I-64 to U.S. 25 S and the rest of the bypass. Second priority should be to complete the rerouted bypass to Delaplain.

4.3.2 Advocate the Stamping Ground to Delaplain connector road.

4.4 In recognition of the need for growth in Sadieville and Stamping Ground, in areas where municipal sewer provision may not initially be economically feasible, create an industrial zoning or conditional use classification limiting uses to those appropriate for septic systems, e.g. domestic waste only. This zone should also apply to expansion of existing industries on septic systems (Policy 3.2). This is necessary to ensure long-term control over industrial uses and the wastewater they generate. Where sewage treatment is necessary, consider an industrial package plant, consistent with the County-wide policy on package plants.

4.5 To accomplish this economic development program, it is essential for the Fiscal Court, city councils, and utility agencies to coordinate capital budget planning and joint provision of services, to ensure prudent and efficient use of public

investments.

4.5.1 Create a responsive and flexible process for making infrastructure decisions. Provide for public input to the process leading to decisions that consider all significant issues and needs.

4.5.2 Involve all public and utility agencies and the Planning Commission in preparation and review of capital budgets, so that investments are coordinated to accomplish goals of economic development and the Comprehensive Plan.

4.5.3 Ensure that decisions are based on sound financial principals and full analysis of options.

4.6 Develop a sound and equitable financing strategy for providing infrastructure.

4.6.1 Determine the appropriate revenue sources to service debt, strengthen the overall fiscal position of public agencies, and present financial markets with data that proves this strength.

4.6.2 Ensure that bond issues, when possible, are backed by adequate user fees which offer the greatest security for bond holders and are an elastic source of revenues for maintenance and expansion.

4.6.3 Revise user fees for services, as necessary, so that revenues are sufficient to meet current and future service demands. Ensure that all costs, such as depreciation, are included in the rate structure. Provide for hook-up or other up-front charges so that new users accept an equitable share of expansion costs.

4.6.4 Establish rate structures and payment programs that protect low-income households from excessive costs, as an essential component of rate increases.

4.6.5 Develop a range of methods to reduce infrastructure costs and remove deterrents to economic growth in Sadieville and Stamping Ground. Support their efforts to receive State and federal grants and loans.

4.6.6 Encourage efficient management of public facilities through fiscal policies. Where practical, pay for agency facilities or services from dedicated revenues charged to "users" of the facilities or services. Ensure that revenues are "returned" to the agency, rather than the General Fund, and utilized in a financially sound management process.

AGRICULTURE:

5. Restore vitality to Scott County agriculture. Growth benefitting the agricultural economy should be aggressively encouraged.

Agriculture has been an important element of the Scott County economy and way of life; however, economic pressures can result in its loss of importance unless measures are taken to restore its vitality.

5.1 Encourage and support the agricultural ingenuity of Scott County farmers and the establishment of new businesses by "agripreneurs."

5.1.1 Support for innovative, small agricultural enterprises should be a part of all programs to encourage entrepreneurship and to provide assistance to small business (policy 1.1).

5.1.2 Hold an Agricultural Diversification Exposition that includes workshops on a variety of agricultural products and new processes.

5.1.3 Develop a program to involve

young "Future Farmers" in testing and operating new small-scale ventures. Involve the school system and County Agent in sponsorship and assistance.

5.1.4 Amend the zoning ordinance to allow greater flexibility to locate small businesses in the rural area that will be compatible with agricultural land uses and the character of the area.

5.2 Increase local financial support for agricultural enterprises, and lower the barriers for young people who want to get into farming.

5.2.1 Create a task force to meet with lending institutions, state agencies, and investors to develop a strategy for attracting outside capital and developing a local pool of investors.

5.2.2 Establish a rural development bank to serve as a one-stop resource for capital and business advice for agricultural enterprises and farming operations. Develop financial assistance to encourage agripreneurs and young farmers, such as a revolving low-interest loan fund.

5.2.3 Pursue the cluster development and transfer of development rights programs as a way to create a supply of affordable land at agricultural prices, rather than inflated speculative development prices.

5.3 Multiply markets for local agricultural products, and create market-driven agricultural diversification strategies.

5.3.1 Develop a program to attract agricultural research facilities, food processing businesses and other related agricultural enterprises that would create a market for local products or ag-related jobs for farm families and will keep "value added" dollars in the local agricultural economy. Give this high priority in the

County's industrial recruitment program and local business creation strategies.

5.3.2 Create a Marketplace program to find out goods or services which are purchased outside the county and "link" purchasers with local sellers.

5.3.3 Create a non-profit agricultural organization to assess feasibility of new crops and enterprises based on market potential. Make use of existing agency databases such as the University of Kentucky Extension Service and the UK NASA Technology Applications Center.

5.3.4 Investigate the feasibility of forming crop processing marketing or other forms of agricultural cooperatives.

5.3.5 Work toward creating a regional, large-scale farmers market in Scott or a nearby county, to sell not only for the growing specialty fruits and vegetables market for homes, but also to larger buyers such as restaurants, groceries, and food processing plants.

5.4 Protect the land, air, and water resources that are vital to agriculture.

5.4.1 Encourage greater protection of prime farmland, in balance with the need to give farmers economic options when they wish to retire or sell land.

5.4.2 Protect the surface and underground water resources necessary for home and farm use (see Environmental Quality Section III). Farmers have an important responsibility to control sediment, fertilizer and pesticide runoff, to properly dispose of chemicals, to avoid use of sinkholes for waste dumping, and to install adequate sewage treatment systems.

5.4.3 Reduce the spread of Nodding Thistle. Establish a Scott County Thistle

Control Board as authorized by State law, and create an effective County program to "declare war" on thistles.

5.4.4 Improve the control of storm runoff from urban areas to prevent farm erosion and damage to farm improvements.

5.4.5 Reduce erosion and loss of topsoil. Support efforts of the Soil Conservation Service to encourage better land management methods.

TOURISM:

6. Develop tourism and recreation attractions in Scott County, as a way to merge economic diversification with preservation of the County's special scenic and historic character.

Scott County, with its historic significance and rural character, contains a number of assets which can become the foundation for a strong tourism and recreation industry. This would create many economic opportunities for small businesses and rural property owners, and would strengthen the retail base in Georgetown, Sadieville, and Stamping Ground.

6.1 Develop and market tourist and recreation attractions in Scott County.

6.1.1 Through a joint community effort headed by the Tourism Commission, identify sites with the best tourism potential. Study the feasibility of developing various historic sites, recreation areas, tours, commercial activities, festivals, etc., and establish priorities.

6.1.2 Market Scott County attractions at established tourism destinations, such as the Horse Park. Set up a prominent information kiosk or center at Carolina

Pottery for this.

6.1.3 Increase funding for the Tourism Commission's efforts to develop promotional media for tourist and recreational assets. Reconsider the 1/2% restaurant tax if it is structured to protect small-scale, "mom and pop" operations.

6.1.4 Activities of the Tourism Commission and area recreation agencies should be more closely interrelated. Produce a joint tourism/ recreation family activities guide, which can be distributed to people who come to town for athletic contests, bike races, horse shows, etc.

6.1.5 Consider establishing a Recreation Conservancy to lease recreation rights from local landowners and issue permits or tickets for public use. Suitable land could include hunting and fishing areas, creeks, and places of special natural beauty.

6.2 Encourage tourism-related commercial development and small businesses.

6.2.1 Create special zoning regulations to encourage tourism accommodations such as bed and breakfast hotels, while maintaining the integrity of surrounding neighborhoods or rural areas.

6.2.2 Develop a local crafts industry through small business financial/ management assistance and zoning regulations that allow home craft enterprises and sales, especially in rural and historic districts. Consider creating a crafts row in Downtown Georgetown to house many crafts enterprises.

6.3 Encourage and support recreational and tourism development of Elkhorn Creek, historic Downtown Georgetown, and Ward Hall.

6.3.1 Support should be provided by the

City of Georgetown, the Scott Fiscal Court, the Chamber of Commerce, and the Tourism Commission. Devote resources toward grants writing to secure federal and private foundation funds.

6.3.2 The Tourism Commission could help citizen groups such as the Elkhorn Trust and private owners of significant attractions develop targeted advertising campaigns that promote preservation efforts and tourism activities.

6.3.3 Assist efforts of the Elkhorn Trust to secure public access to the Elkhorn and develop public picnic, boating, hiking, and nature recreation areas.

6.3.4 Encourage private commercial-recreational development in appropriate locations along the creek, such as restaurants and boat rentals. Amend development regulations to allow these projects to be built on or near the creek banks in a way that is sensitive to preserving natural qualities and maintaining flood safety.

6.4 Preserve the rural scenic and historic character of the County as an important tourism asset.

6.4.1 Define the type and design of development which is consistent with the rural and historic character of the county.

6.4.2 Develop an approach to protect open spaces from uncontrolled development while protecting land owners from loss of rights. Consider a public program to purchase development rights from land owners to allow preservation of open space.

ENVIRONMENT:

7. Economic growth should be managed for protection of environmental quality, especially water and air quality.

7.1 Firms that use, transport, generate, or store hazardous materials of such quantity and characteristics that could represent a significant threat to water quality shall not be permitted in Scott County, unless they can demonstrate proper management of the materials to reduce the risk to a level acceptable to the community. In making the decision, factors such as the type and quantity of the material, the track record of the company, containment methods, etc. may be considered.

7.2 Firms that use transport, generate, or store hazardous materials must meet these requirements:

- All storage must be on a durable paved surface. Storage areas must not be exposed to the elements (e.g. rainfall, temperature extremes) that could weaken containers or effect volatile components.
- Areas where hazardous materials storage, handling, parking, loading, or use occurs must be designed so that spills can be contained and disposed of without discharge to storm or sanitary sewer systems.
- Other design and handling requirements necessary to ensure that water and other resources will not be contaminated by hazardous materials.

7.3 Establish a regional discussion concerning strategies to manage hazardous materials and to address potential non-attainment status for ozone.

7.3.1 Consider contracting with Lexington for on-site inspection services for storage and handling of hazardous materials. Work with Lexington, the State, local industries, and local emergency response agencies to establish a regional hazardous materials response team.

7.3.2 Determine strategies to address the likelihood that the region will be declared a federal non-attainment area for ozone, which would limit industrial recruitment and expansion potential.

INSTITUTIONAL SUPPORT:

8. Provide greater citizen, institutional, and financial support for ongoing economic development programs and planning.

8.1 The mayors and County Judge Executive should establish an ongoing, permanent advisory committee for economic development. This could be an existing group given formal advisory status or a new committee, which could combine involvement from the many existing business-related organizations. The committee is needed to:

- Provide a forum for the many different private and public interests to debate development concerns and collaborate on solutions.
- Ensure that all components of the economy -- including agriculture, tourism, etc. -- are integrated in economic development efforts.
- Further develop the programs and strategies recommended in this report, and coordinate efforts of the Planning Commission, Scott County United, etc. to institute them.

- Support and enhance Chamber of Commerce business development activities.
- Involve the Industrial Forum to more fully identify and address the needs of existing industries.
- Recommend capital budget priorities in support of economic development.

8.2 The Fiscal Court and City Councils should provide expanded financial and institutional support for ongoing economic development efforts. Economic development staff is needed to:

- Continue to provide an aggressive local industrial recruitment program.
- Serve as an information resource to put small businesses in touch with training programs and financial resources.
- Serve as staff to the advisory committee.
- Be a liaison and advocate to the Planning Commission and legislative bodies for development proposals benefitting the economy.
- Monitor the Scott County economy and provide information needed for planning and marketing.