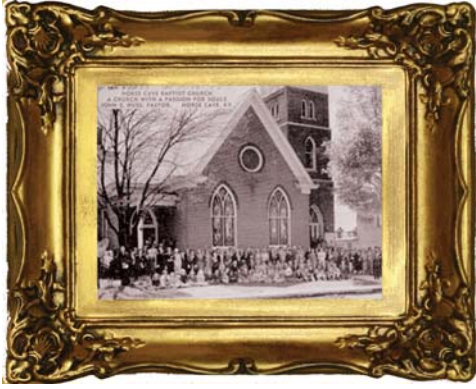


EXPLORING OUR BOUNDLESS OPPORTUNITIES



The Horse Cave Community Vision and Strategic Plan

Created by the Residents of Horse Cave, Kentucky, 2011



Residents of Horse Cave recognize their assets and proffer their friendly, small town atmosphere with a spirit of hospitality. Built upon a solid, agriculturally-based work ethic, Horse Cave has been enhanced by several entrepreneurial endeavors. Nature provides an incredible history through the cave which runs beneath the city, defining the community's origin. Another well established trademark of the community is the Kentucky Repertory Theatre. These business ventures provide tourism traffic for Horse Cave and the surrounding area, while inviting new people to make this community their home.

Horse Cave has a proven track record of embracing creative minds, through the arts and exploration. When industrial development is added to this mix of tourism-related business you have potential for a thriving community.

The elected and civic leadership in Horse Cave have expressed a renewed interest in energizing the community. The residents are eager to embrace their personal responsibility in community development. Together the residents of Horse Cave are undertaking a new direction, steeped in their own local culture, driven by their individual passions and guided by their community values. Members of the community voiced their concerns, interests and ideas, formulating the foundation for a new strategy for the future of the community.

As residents came together they were of like mind when it came to the most important thing that could be done right away to improve the community - cleaning up. The community's image will be a priority, along with the recognition that other issues related to a better quality of



life are also important. Looking at the broader view, neighborhood development will be one key area of focus, taking into account issues such as infrastructure, children and the elderly, safety concerns, and housing.

Another area that generated a lot of energy and enthusiasm from residents was that of fitness, health and wellness. Residents long for recreational and environmental opportunities such as those provided by walking and bicycle trails, park enhancements, tree plantings, sports and fitness facilities. Other important elements within this area of vitality include ideas around community festivities and services such as recycling.

As residents voiced their concerns about the future of Horse Cave, one resounding note was heard; "What about our young people?" Recognizing that there were few persons under the age of 50 attending the meetings, noting that there are limited activities for youth within the community, residents believe that they can do better in reaching out and engaging the younger population.

Finally, residents of Horse Cave recognize the advantages and benefits wrought from the Hidden River Cave and American Cave Museum, the Kentucky Repertory Theatre and the Industrial Park. They also realize the necessity of integrating the variety of these economic factors to cultivate a stronger economic base.

These four categories are based upon the community's Core Values - Neighborhood Improvement, Vitality, Leadership Development and Prosperity. These four Core Values form the basis of Horse Cave's future direction. Building upon these key areas of focus, the following recommendations and strategies are intended as stepping stones to lead the community forward. While some strategies are within easy reach, others will take a more orchestrated effort to achieve. That is the power of the team approach recommended to Horse Cave. Using the passion of the people within the community to attain goals and mark achievement will ensure a greater rate of success.



What process was used to develop the Horse Cave Strategic Plan?

In late March 2011, the City of Horse Cave hosted a public listening session in order to have residents of the community share their ideas, hopes and dreams for the future of Horse Cave. More than 60 residents attended the meeting which was held at the Kentucky Repertory Theatre in Horse Cave.

During the initial meeting residents were asked their opinions on the strengths, weaknesses, opportunities and threats related to the community. Interested participants eagerly voiced ideas on a variety of topics including what they value about their city. Everyone agreed that a long-range plan that will guide the community in the future is a worthwhile endeavor and committed to working together to create a plan of action.

How was the strategic plan created?

A series of public meetings were held from the end of March through mid-June 2011. These meetings

were well attended by residents of the community. They identified the elements that make the community of Horse Cave special and discussed the attributes that make it a unique place to live. A thorough examination of the strengths, weaknesses, opportunities and threats was accomplished. Several common themes emerged through this exercise, enabling the strategic recommendations to be established, based upon what citizens value. Within these recommendations are doable strategies that will lead the community forward.

What are the strategic steps leading to the future?

Utilizing a team approach, the residents of Horse Cave will work in four areas of focus. Those areas are:

- ◆ Neighborhood Improvement
- ◆ Vitality
- ◆ Leadership Development
- ◆ Prosperity

The Neighborhood Improvement Team will focus on issues such as the

community's image, housing, children in need, community or senior center, safety issues and concerns such as sidewalks, lighting and other infrastructure needs.

The Vitality Team will focus on areas such as health, wellness, recreational and environmental opportunities, walking trails, medical care, tree plantings, etc.

The Leadership Development Team will focus on youth participation and making them feel valued. This team will also encourage more participation from all age groups and all residents within the community.

The Prosperity Team will focus on ways to integrate the variety of economic factors within the community to cultivate a stronger economic base, integrating the areas of industry, tourism and entrepreneurial opportunities.

How do we want our community to look in the future?

The third public meeting provided an opportunity for the residents of Horse Cave to articulate through visual representation, what they would like to see for their community in the future. A design charrette was held and residents worked in table groups to create a vision of the community. The following themes emerged from their work:

- ◆ Image
- ◆ Economy and Tourism
- ◆ Housing
- ◆ Recreation and Quality of Life
- ◆ Education
- ◆ Safety and Infrastructure

During the public meeting many ideas were generated for the future of Horse Cave. The following summary provides a laundry list for potential projects that residents can refer to time and again. As one project is finished, teams can come back to this list for new ideas and inspiration.

Image

- ◆ Community cleanup
- ◆ Downtown streetscape finished
- ◆ Clean up tree limbs - improve visibility
- ◆ Parking lots could use some work
- ◆ Structure the parking better in downtown Horse Cave (Hwy. 218)
- ◆ Buzzard roost
- ◆ Code enforcement - WITH TEETH
- ◆ First impressions mean a lot - need code to enforce appearance

Economic and Tourism

- ◆ Need businesses to draw people into the community to shop (outside economic \$\$)
- ◆ Businesses feed off of the tourist attractions
- ◆ Restaurant - glass of wine with dinner
- ◆ Cave expansion - attract more tourists
- ◆ Empty buildings filled with active businesses - sustainable development/stable
- ◆ Continue developing ambience/aesthetics into a community "theme" - artistic brand



Picture courtesy of Jerry Matera.

- ◆ Market - get the word out about Horse Cave
- ◆ In park where old hotel stood - gazebo/public gathering place
- ◆ Expand the city limits
- ◆ Open stage in downtown (bandstand)
- ◆ Expand the uses of the Thomas House
- ◆ Nice lodging accommodations
- ◆ Better marketing of Horse Cave to the local people - regional/surrounding communities - patronize local businesses
- ◆ Strip malls - different types of retail
- ◆ Horse Cave website - have one already
- ◆ Tree waste - saw mills - saw dust such as Memphis, AR incineration plant - sell power back to utility company - RECYCLE
- ◆ Increase presence at I-65 exit
- ◆ Community needs to be business friendly - Can city government help?
- ◆ Inform/promote that Horse

- ◆ Cave has doctors and dentists
- ◆ Promote the hospital
- ◆ Need a business association
- ◆ Would like to be able to buy a bottle of wine and take it home
- ◆ Movie theater
- ◆ Instill the idea with local citizens of the need to shop with local businesses instead of Walmart
- ◆ Bigger directional sign to DART/industrial park - truck traffic gets lost in town

Housing

- ◆ Assisted living complex
- ◆ Upper story housing
- ◆ Encourage second story housing downtown

Recreation and Quality of Life

- ◆ Develop recreation department to encompass sports, activities, swimming pools, activities for older citizens for all ages
- ◆ Senior citizens facility
- ◆ Community center



- ◆ Fitness center
- ◆ More sidewalks all over the community - particularly Hwy. 31 - connect to walking trails
- ◆ Walking trail/bicycle trail
- ◆ Playground for children
- ◆ Pet park
- ◆ Kennel/Humane Society
- ◆ Finish the park and picnic areas on Maple Street
- ◆ An urban forest program
- ◆ Community swimming pool
- ◆ Hall of Fame of the local talent
- ◆ Bicycle lanes with mileage markers - two lanes - one for pedestrians and one for bicyclists
- ◆ Community garden

Education

- ◆ Mentoring program for students that involves business leaders
- ◆ Middle school needs to be built
- ◆ Tutoring center

- ◆ Interaction between businesses and the schools
- ◆ Bigger library with computers and story time for children

Safety and Infrastructure

- ◆ Need a new fire department building possibly with ambulance bay
- ◆ Better street lighting
- ◆ Public transportation to make the community available
- ◆ Speed limit ordinance

General Comments

- ◆ Attract young families - Quality of Life
- ◆ Everyone work together/team work
- ◆ More leadership
- ◆ Repeat this process with the young people of the community
- ◆ Focus on Horse Cave's assets

Community Design Charrette

After community listening sessions the citizens conducted a community design charrette process. This was done to enable people to visualize their ideas and draw concepts for the future of Horse Cave. From this process, the following themes emerged:

- ◆ School should be part of the community
- ◆ Further develop and expand the cave
- ◆ More businesses downtown
- ◆ Some type of recreation, trails
- ◆ Connect the youth to the town with bike path/sidewalk
- ◆ Quality of Life plan to encourage families to be part of the community
- ◆ Getting back in the game
- ◆ Either Kentucky Repertory Theatre should offer a niche for community theatre or the community should seek an opportunity to develop an outlet for local creative talent
- ◆ Incubator idea for buildings downtown
- ◆ Training for small business start-ups
- ◆ Leadership/direction for moving forward
- ◆ Find new people to engage

Caverna High School students gathered in the high school cafeteria to discuss their community and offer suggestions for its future. The 20 students are representative of the school's entire student body and comprise the Principal Brad Phipps' Advisory Council.

The students have a deep passion for their high school and community. They believe that Caverna High School's spirit is on the rise and want the community to be proud of them and their accomplishments. At the same time, many students expressed a sincere desire to be valued and more involved in the city.

Some of their ideas concerning community needs include:

- ◆ Recreation/fitness center
- ◆ A place for young people to hang out
- ◆ Walking trail/bike trail between downtown and the high school
- ◆ Rockwall
- ◆ Swimming pool or park with water/splash features
- ◆ Batting cages
- ◆ Outdoor parks/open spaces
- ◆ McDonald's-type playground/gym for kids
- ◆ Big open spaces
- ◆ National food chain restaurants
- ◆ Drive-in theater

They identified these barriers to the community's growth:

- ◆ Graffiti/spray painting
- ◆ Buildings are boring - nothing in them
- ◆ Unfinished sidewalks
- ◆ Abandoned buildings
- ◆ No alcohol sales

“When I joined the Horse Cave strategic planning group I really did not know what to expect. I thought it would be people sitting around bemoaning how hard it is to improve a small town. No money. No support. Nobody cares. Those are the things I expected. I was surprised at the amount of caring and “get to work” attitudes that I saw. This is an exciting push to beautify and bring the community forward. The leadership and community support is phenomenal. I am excited to get the students in my school involved in this program. The benefits will reach far outside the city limits of Horse Cave.”

- Brad Phipps, Principal
Caverna High School

- ◆ Need after-hours spots for youth
- ◆ The Adult Bookstore at the I-65 Interchange
 - Trashy
 - Keeps families away
 - Make it more discreet
 - Change/take down the sign

How could students be involved in the community?

- ◆ The school has cameras that the students could use to make videos of the community - random interviews about what's happening and what's not - broadcast them on Public Access Television.
- ◆ Create a city/community Facebook page. Students and interested citizens could work together to administer the page and post news, photos and videos. Create promo videos to post on YouTube about the community. Show the community off in a good way!
- ◆ Participate in Game Night!
- ◆ Work on a plan for utilizing the old mall. Indoor and outdoor events.
- ◆ Teen club to use the old buildings downtown.

- ◆ A lock-in for youth activities.
- ◆ Rethink the way downtown buildings are utilized/business opportunities for young people.
- ◆ Use the old hotel property as a park. Fence the area between the land and the railroad tracks for safety. A place to gather, have picnics, concerts, walk, bring families, hang out.
- ◆ Work with police to build a more tolerant attitude. When young people stop at the local store to talk, the police immediately think they are up to no good. They NEED a place to gather and socialize.



BIG IDEA: We would like a "graffiti park" - a place where artists could express themselves - a big outdoor wall that could be painted, cleaned and then painted again. Lots of graffiti artists that need a place to paint!

During the listening sessions there were several common themes that emerged that reflected the values of the local community. These are considered to be the community's Core Values. Every strategy within this plan has been built upon these values. They are critical to the success of any project the community undertakes.

Small town

The residents of Horse Cave value their small town way of life. Some citizens voiced their surprise in learning that they weren't alone in their feelings, caring for and concern about the future of their community. People are connected to the city with a strong sense of place, committed to making it even better.

Friendly people

Many residents feel the community is friendly, seeing themselves as a

people that like each other. The friendly atmosphere encourages a sense of safety and fosters the idea that individuals are special, not simply another face lost in a crowd.

Spirit of hospitality

The discovery of a cave led to the settling of the City of Horse Cave and brought travelers and tourists in droves. The addition of the Kentucky Repertory Theatre carried the concept even further. The residents feel that there is a slower pace in Horse Cave, inviting people to slow down and appreciate things and time.

Culture of exploring and creative minds

Residents of Horse Cave recognize the diversity of their population from all walks of life. In addition to the native population, they value the artists, writers, poets, and

intellectuals which the community has produced and still wants to foster.

Strong work ethic rooted in agricultural heritage

Tobacco farming was the traditional way of making a living in the past, and now that has changed. Residents have a strong desire to work and are eager to seek out opportunities for future job opportunities.

See the community's young people as an underdeveloped resource

Residents are very interested in the future of their children and hope that their kids will want Horse Cave to be their home too. Horse Cave wants the youth of the community to help shape the future and in time, provide leadership that will take the community even further.





Picture courtesy of Jerry Matera.

The Leadership Development Team will focus on youth participation and making them feel valued. This team will also encourage more participation from all age groups and all residents within the community.

We recommend:

Continue efforts to create and implement the Horse Cave Youth Action League. Upon completion of the first year, revisit, retool as needed and do it again.

Identify potential leaders and empower them to take responsibility and make decisions.

Develop key measures of success. For example: How many complete the training? How many then take a leadership role in the community? For those that graduate, how many are they mentoring?

Ensure that outstanding leadership demonstrated within the

community is recognized and rewarded.

Work with the Neighborhood Improvement Team to recruit math and reading tutors for elementary school students.

Other ideas that citizens mentioned:

- ◆ A new middle school needs to be built
- ◆ Tutoring center
- ◆ Everyone work together/team work
- ◆ More leadership
- ◆ Repeat this visioning process with the young people of the community
- ◆ Interaction between businesses and the schools - children
- ◆ Bigger library with computers and story time for children



The Neighborhood Improvement Team will focus on issues such as the community's image, housing, children in need, community or senior center, safety issues and concerns such as sidewalks, lighting and other infrastructure needs.

We recommend:

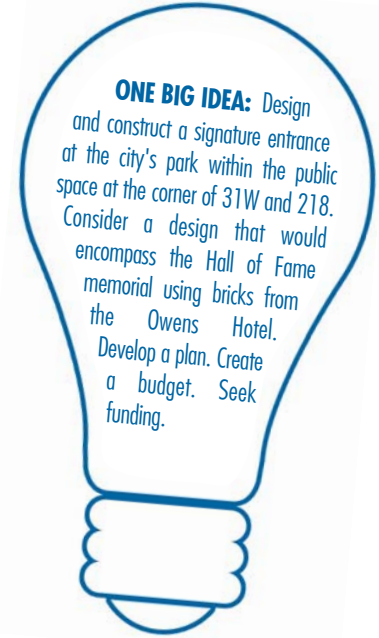
Develop short-term and long-term plans for beautification. Build upon previous work to continue sidewalk, lighting, amenities and infrastructure needs - see former downtown master plan.

Conduct a comprehensive housing inventory, and evaluate current Census data to identify inventory and potential usage. Work with local realtors to determine current need and what future opportunities may exist for additional housing. The community may need to look into Repair Affair or Habitat for Humanity,

depending upon the needs. Additional senior housing, apartments or patio homes might be in order. Consider potential upper story opportunities as well as properties within the community that could be adapted for new use, i.e. former tobacco warehouses.

Community Recognition Project - build upon the idea of a Hall of Fame to recognize people within the community that have been important to Horse Cave.

Locate local volunteers to tutor elementary school students in math and reading. We recommend the One to One Practicing Reading Program and Math Matters by the Partnership for Successful Schools. (Consider collaborating in this work with the Leadership Development Team.)



Work with city government to implement codes related to safety and appearance.

Consider the creation of a graffiti park for the youth to express their creative talents in a public venue. Examine other places where this has been accomplished successfully, such as <http://5ptz.com/graff/>

The city, the schools, the parents and students should work together to identify safe places for young teens to gather and socialize.

Other ideas that citizens mentioned:

- ◆ Community gardens
- ◆ A new fire department building possibly with ambulance bay
- ◆ Better street lighting - more of it

- ◆ Public transportation to make the community available
- ◆ Speed limit ordinance
- ◆ Improve appearance and safety of parking lots



“ I feel very confident that we can and will accomplish our goals to improve Horse Cave. For me, positive people with positive attitudes means a better community. ”

- The Honorable Randall Curry
Mayor of Horse Cave



The Prosperity Team will focus on ways to integrate the variety of economic factors within the community to cultivate a stronger economic base, integrating the areas of industry, tourism and entrepreneurial opportunities.

We recommend:

Collaborate with city and county officials to develop a comprehensive strategy focused on the I-65 interchange and its impact on the overall community.

Examine alternative incentives for potential new businesses. Visit with the Kentucky cities Greensburg and Liberty for fresh examples.

Students from Caverna had several suggestions of businesses that might be of interest to potential entrepreneurs - see their comments on page 5.

Review and update the former Horse Cave Market Study to reflect current economic conditions. Make updated data available to potential businesses.

Explore the possibility of establishing a community foundation.

Other ideas that citizens mentioned:

- ◆ Cave expansion - attract more tourists

- ◆ Expand the city limits
- ◆ Open stage in downtown (bandstand)
- ◆ Recycle used materials/build incineration plant/sell energy back on the grid
- ◆ Have a glass of wine with dinner in a restaurant/ability to take wine home
- ◆ Improve business friendliness, market and promote the community, the hospital, etc.
- ◆ Better directional signage to the industrial park
- ◆ Expand the uses of the Thomas House



Picture courtesy of Jerry Matera.



The **Vitality Team** will focus on areas such as health, wellness, recreational and environmental opportunities, walking trails, medical care, tree plantings, etc.

We recommend:

Continue to work on short-term strategies for immediate implementation of recycling. At the same time, lead an initiative to coordinate efforts with the city, business and industry partners, the hospital and the school system towards long-term plans for a comprehensive recycling program for Horse Cave.

The project team should learn from other communities that are already providing recycling initiatives, such as Murray, Glasgow, London, and Richmond.

Create a strategic partnership through interlocal agreements with Franklin, Cave City, Barren County, Glasgow, Hart County, Munfordville, Bonnieville, and

others, to create economies of scale for recycling.

Coordinate with city officials to determine what is needed for completing the developments at the city park at Maple Street.

Learn about urban forestry from the USDA Forest Service and other organizations such as Tree City USA, Tree Fund, Our City Forest, and the Society of Municipal Arborists. Develop a tree inventory and planting proposal, then work towards locating funding and volunteers.

Other ideas that citizens mentioned:

- ◆ Develop a recreation department to provide activities for citizens of all ages
- ◆ Kennel/Humane Society
- ◆ Community swimming pool or splash park
- ◆ Community/senior/fitness center



Exploration and Creativity:

Horse Cave is one of the most unique places in Kentucky. From its founding, Horse Cave has attracted people who love to explore new places and create new things. These traits are embedded in the fabric of community life. They extend beyond the cave that runs beneath the city and the incredible Kentucky Repertory Theater located in downtown. Since the early 1800s entrepreneurs, artists, and craftsmen of all kinds have been drawn to the area.

The Challenge: As Horse Cave dives headlong into the second decade of the 21st century, the local/global economic conundrum presents baffling challenges to the city and its residents. Unemployment within the city is relatively low compared to other parts of the state and country in large part because of the stable manufacturing base of Hart County. This stability is both a blessing and challenge – a blessing because most people are weathering the economic storm fairly unscathed; and a challenge because the community is comfortable and oblivious to the tides of change that threaten to drive out the community's creative and exploring soul.

The Need: Horse Cave needs a rejuvenation of its vision of the future and an infusion of leaders who can carry the banner into the next two decades. Throughout the strategic planning process, people have bemoaned the fact that very few young adults or new people have attended or participated in the meetings, planning or projects. In addition, several comments were related to leadership and a concern about who would lead the community forward in years to come.

If the city is to succeed, it is clear that the LEADERSHIP pool must be EXPANDED. Make no mistake about this point; Horse Cave has great leaders – just not enough of them to insure sustainable success into the future.

The Leadership: Horse Cave needs a very unique kind of leadership, Transitional Leadership. What is Transitional Leadership? Horse Cave needs a core group of next-generation leaders who can pick up the torch and carry it forward. These leaders must be able to rise above the small matters which are perceived as huge challenges today and begin thinking in terms of how all of the pieces of the community fit together. They must be taught how to make good decisions on behalf of the community as well as the consequences of failure. This is the single biggest challenge of this generation for Horse Cave.

Leadership Programs:

Traditional leadership programs are a great idea. Everyone who participates in one takes away a wealth of knowledge and experiences. Most communities, and Hart County is no exception, have a leadership program. Hart County even has one for youth. While these programs have and will continue to inspire new participants each year, Horse Cave needs something beyond these traditional kinds of leadership programs.

Horse Cave Needs Leadership Mentors: Throughout the creation of the strategic plan, the participants have struggled at times to get their arms around the entirety of all of the elements that make Horse Cave function. This is most clearly demonstrated in the community's values.

For example, there is a disconnect between the importance of the cave and the importance of the citizens doing something to preserve, protect and exploit its full economic potential.

People say that they value their rural heritage and the history of tobacco production. A plan is needed to preserve and document that way of life before the tobacco settlement funds are exhausted.

People say that they really appreciate the artists and crafts people who live among them. The community must find ways to embrace, nurture and insure their success for the good of the community.

The community says that it values its young people and wants them to participate. The community must find ways to fully integrate them into the community decision making and visioning/implementation processes.

Horse Cave must find ways to expand the community conversation and increase the size of its leadership pool. The Leadership Development Team has made some great strides in putting ideas on the table to address this deficit. If this initiative is going to succeed and sustain itself in the long term, the people who have stepped up to lead must make one additional commitment – they must MENTOR the next generation of leaders. This mentorship goes beyond the usual rah-rah of inspiring talks.

We recommend:

- ♦ Identifying a minimum of 10 people who have leadership potential within the community – old, young, new to the community, native-born, diverse and committed.

- ◆ Identifying at least five mentors within the next three months.
- ◆ Bringing new eyes to view community issues and empowering people to fully participate.
- ◆ Making a list of the significant decision making government and civic organizations that require leaders. Carefully select the target organizations and get them onboard with the program.
- ◆ Ensuring that the leadership development curriculum provides practical experiences in decision making and the art of consensus building.
- ◆ Providing formal training to current leaders and the leadership class about the ins and outs of roles and responsibilities of board service, executive leadership and public service.
- ◆ Placing mentees in a position to participate in the decision making process on issues that “matter” within the community.
- ◆ Helping mentees create a public service career path so that public service becomes as important and routine as finding and maintaining employment or going grocery shopping. It has to be important to the mentee.
- ◆ Overall, creating an expectation that community leadership and public service is the normal thing to do and that it matters – immensely.

The results: At the end of the day, results are what matter. For all of

our talking, conversation and rhetoric, Horse Cave will only succeed if it takes immediate action. Many things can be accomplished in a very short period of time; however, leadership development will take awhile. The city’s leaders, the steering committee and project team leaders should look around and find someone to mentor as a future leader. If this happens, the future of Horse Cave will continue to be bright and today’s leaders can be proud of the legacy that they have created.

Keys for Success

Prioritize: As the Horse Cave city council, steering committee and each of the four teams continue to meet, work together to establish priorities. Having a cohesive plan with an idea of which is most urgent will assist decision makers when funding opportunities become available. Further, a well thought-out plan of action built upon consensus from local citizens gives the City of Horse Cave a better opportunity to obtain funding.

Communicate: It is easy to believe that everyone knows what is going on, but the opposite is often true. Be sure to get the word out about the work that is occurring. Call people to ask for their participation, particularly when you know someone has expressed a concern or frustration – the best way to overcome problems is to get people involved in overcoming the problem. Use all means of communication, word of mouth, telephone, e-mail, website, Facebook and Twitter.

Do Something: Each action step

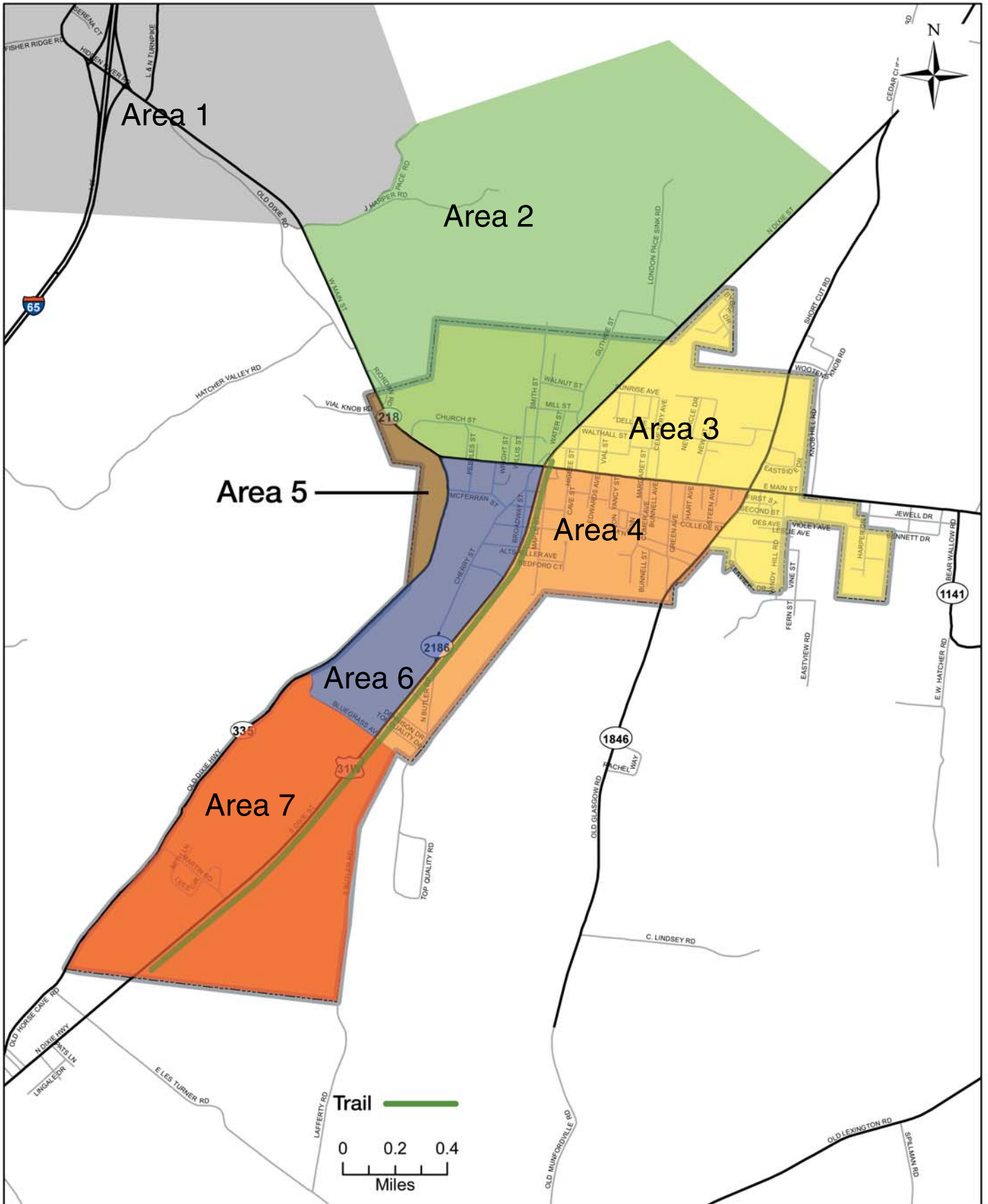
within this plan is practical and actionable. The key to success is to implement. Start with projects that everyone agrees is important, determine tasks, ask for volunteers, assign responsibilities, and a timeline. Get started! Ask for help when needed and when one project is completed, select another one and start the process again.

Commit: All volunteers have their limits. The key is to develop plans that allow people to commit to manageable time constraints. Some projects will be short-lived, while others will take longer to accomplish – sometimes several years. As you determine priorities, establish estimated timelines so that volunteers understand what level of commitment may be needed. Some will decide to stick it out through the long haul while others may come and go. Leave no volunteer behind – everyone needs a specific job no matter how large or small the task.

When the Going Gets Tough: Challenges will pop up, guaranteed. The good news is you have found partners and others that are interested in seeing the community improved. Reach out to others for help in working through the rough spots. If you’re aware of a problem and have ideas for solutions, step up and get involved. Avoid thinking in an either/or manner, try to think in a way where we can do this and do that at the same time.

Celebrate: Nothing sells success like a celebration of success. Have a party! Bask in the glow! Then get back to work!

Horse Cave



The map to the left is a composite of the various work groups' final charrette designs. Each area on the map corresponds with specific themes that the groups would like to see in their community.

Area 1

- Adventure
- Training/Vocation
- Restaurants
- Visitors



Area 2:

- Community Garden
- Public Art
- Organized Athletics
- Outdoor Theater
- Challenge Parks
- Village Green
- Kiddie Parks



Area 3

- Restaurants
- Single Family Housing



Area 4

- Low and High Tech Industry
- Art
- Local Crafts
- Renewed Downtown
- Public Market

Area 5

- Living Fence
- Riparian Buffer



Area 7

- Assisted Living Home
- Single Family Housing
- Trails



Area 6

- Bed and Breakfast
- Local Food
- Gateway Sign

9 Steps to Project Implementation

The greatest challenge for many people is moving a plan forward to implementation. Why? Usually, the desired outcome seems so daunting and BIG that it is difficult to see the path to the end result. Here are some simple steps to successful project implementation. By dividing the pie, so to speak, each aspect of the project or overall plan becomes easier to digest. Use these questions, answer them thoroughly and then GO DO SOMETHING! You'll soon be on your way to success.

1. Identify your project/issue. Describe it in detail.
2. What needs to be done?
 - a. What does the end product look like?
 - b. How will you know you've been successful?
3. Who needs to be on board with the project? (Stakeholders)
4. How much will it cost? (Budget)
5. Who will pay for it? (Funding sources)
6. What is the first step? And then what?
7. Who will lead and do each step? (Take action)
8. When will it be done? (Timeline and accountability)
9. How will you tell the story? Who do you want to hear the story? (Marketing)

“When I first moved to Horse Cave, I was impressed by several positive features, including friendly people, family proximity and small town coziness. I was disappointed that there weren't more activities for the community to share. However, at the first public meeting I was excited to see that people are sincerely interested in making Horse Cave a better place to live for everyone, including the youth, seniors and everyone in between.”

- Tonya Handley
Caverna High School Teacher

ACKNOWLEDGEMENTS

Anytime a community undertakes a planning effort, many hands are involved. The Kentucky League of Cities joins the elected city officials of Horse Cave in saying thank you to each and every individual citizen, civic organization, student, local government official, local leader and regional organizations that participated throughout the process.

City of Horse Cave

Randall Curry, Mayor
Jackie Buckingham, Councilmember
Cynthia Bush, Councilmember
David Lindsey, Councilmember
Perry Martin, Councilmember
Sue Nunn, Councilmember
Vickie Rogers, Councilmember

Steering Committee Members

Alan Alexander
Ken Russell
JoAnn Smith
Sandra Wilson
Carla Wuertzer

Other Supporters

Steve Austin
Stacy Bradbury, Caverna High School SAM
Caverna High School Student Body
Barren River Area Development District
Hart County Chamber of Commerce
Horse Cave Baptist Church
Rita Huffman, Horse Cave Baptist Church
Kentucky Repertory Theatre
Jerry Matera, Photographer
Brad Phipps, Principal Caverna High School
Snappy's Pizza
Angie Woodward, Elizabethtown Community and Technical College System

And most of all, thank you to the citizens of Horse Cave for their hospitality, their interest and enthusiasm for this process.



Kentucky League of Cities

100 East Vine Street, Suite 800

Lexington, Kentucky 40507-3700

Phone 1.800-876-4552

www.klc.org