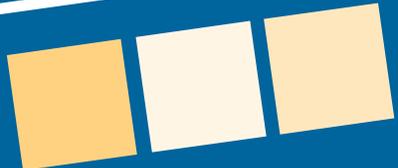




CALVERT CITY



2014 COMPREHENSIVE LAND USE PLAN UPDATE



Created by the residents of Calvert City, Kentucky with assistance from the Kentucky League of Cities.





**City of Calvert City
Comprehensive Plan Update
2014**

**Prepared for the
City of Calvert City Planning Commission**

**by the
Kentucky League of Cities
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Comprehensive Plan Update

Abstract

The 2007 Comprehensive Plan for the City of Calvert City is the foundational piece by which land use policy decisions have been based. By KRS Statute 100, the City of Calvert City directed that a five-year update be conducted to find out what changes should be made in the document and to assess the effectiveness of the policy and action item statements of the Plan.

The citizens of Calvert City have engaged in dialogue through public meetings, one-on-one interviews, and local high school students were queried as to their ideas for the future of Calvert City.

Included in this update is the future land use plan map.

The 2014 Comprehensive Plan Update for Calvert City provides updated information to the existing conditions and needs of the community. As part of the update, the Calvert City Strategic Plan proposes recommendations and strategies for improvements and initiatives to meet those needs.



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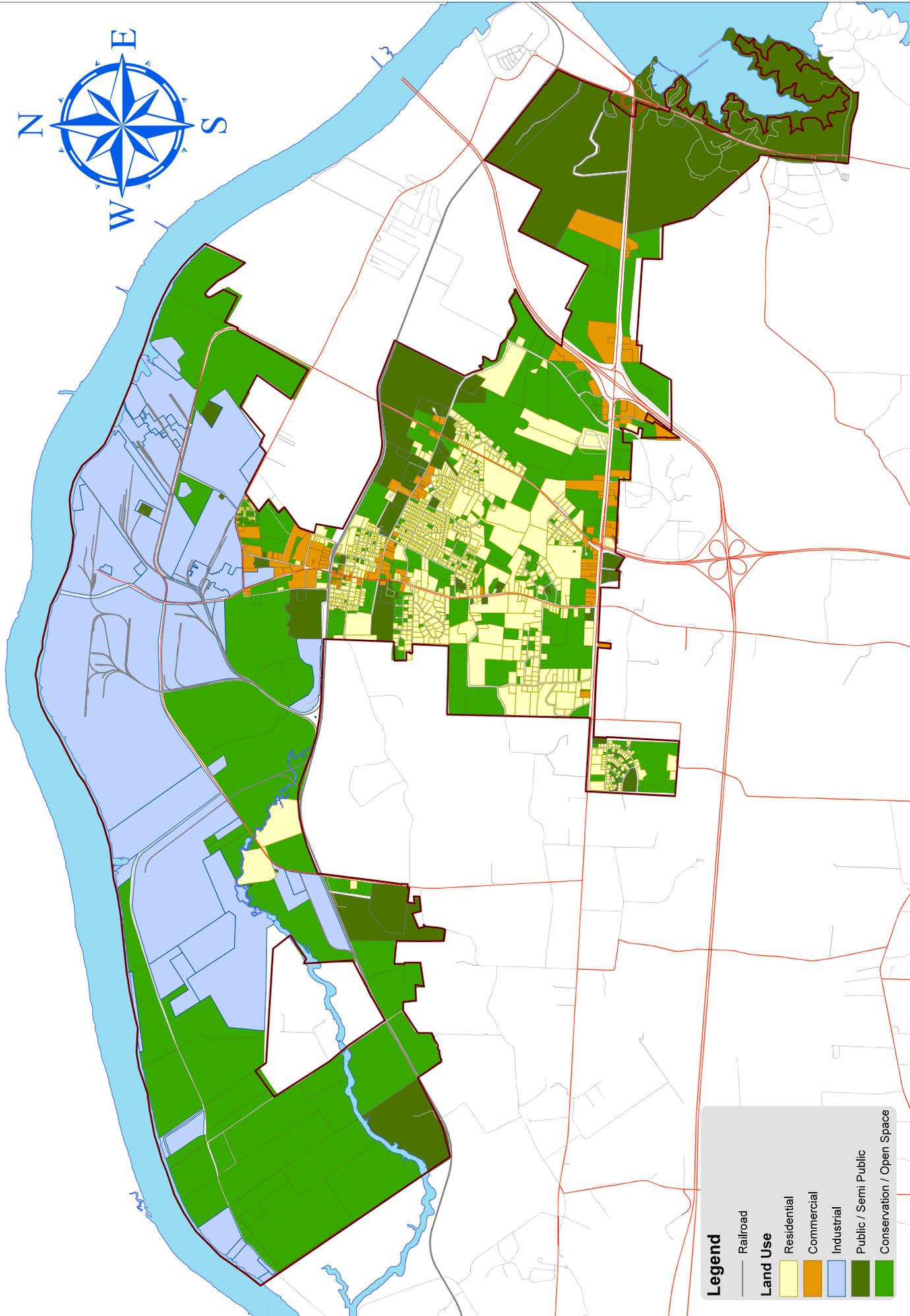
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1 inch = 1,100 feet
Date: 2/16/2016

Calvert City Existing Land Use



I. Introduction

The City of Calvert City undertook the following update to the 2007 Comprehensive Plan in the summer of 2013. Several initial steps were taken in order to obtain input from local residents as to the future of the community. In addition to numerous personal interviews and site visits, a public meeting was held on September 16, 2013 with approximately 30 persons attending.

To obtain input from local youth, a one-hour facilitated discussion was held at Marshall County High School with students that live in Calvert City. During this conversation, ideas were generated that have been included within the following narrative.

A second public meeting was held March 20, 2014 with 39 persons attending. The third and final public meeting was held May 8, 2014 with 36 persons attending. Results of these meetings are included in Attachment I - Public Input.

During the public meetings, residents were encouraged to talk about their current concerns of the community. They were also invited to visualize what they would like to see in terms of future development and to indicate where they believe new development should occur.

Armed with this information, KLC community consultants developed the following Comprehensive Plan update. The information herein contains updated demographic data, a detailed analysis of the population characteristics of the community and current economic conditions. Renewed information is also provided on existing community services offered by local government as well as an updated zoning map.

In addition to updating the existing data to a more current status, a detailed strategic plan is provided herein to assist the City of Calvert City in its efforts to be competitive in the 21st century.

II. History of Calvert City - A Look Back in Time

Calvert City is located in Marshall County in the Jackson Purchase Area of Kentucky. As early as 1820 there were several ferries in operation along the Tennessee River, carrying people to this new land as it was laid off in parcels. The city was named for Potilla Calvert who selected a site in 1853 to build his home, about 1 ½ miles from the river. At the time of his purchase, he agreed to donate land to the Paducah and Elizabethtown Railroad, if it would stop near his home. The company agreed and named the station Calvert City.

The city was incorporated in March 1871. Shortly after its incorporation as a city, it was estimated that Calvert City had a population of approximately 200 citizens. The first mayor was John Taylor, a blacksmith and the town marshal was Pete Summers. By 1894, there were several businesses making Calvert City a commercial center for the farm families living in the northern part of Marshall County. These included two general stores, a drug store, a blacksmith shop, mechanic shop, railroad depot, hotel, mill, two churches and two doctor's offices.

Education was deemed important early on as three local men took a public subscription in 1868 and built the first log school building. In 1900 a two-story frame building was built near the railroad. In 1918, the principal of the existing school challenged the community to expand to include classroom instruction at the high school level. She proposed that 50 percent of the cost be raised by the community and the remainder be paid for by the Board of Education. The residents responded quickly and the existing building was remodeled and enlarged into a six-room structure. The class of 1922 was the first year of high school graduates.

An interesting moment of history occurred in 1979 when the nation was watching with great concern how the Iranian Hostage Crisis would evolve. Fourth grade students of the Calvert City Elementary school wrote letters to President Jimmy Carter and the local mayor, asking that the national and community Christmas trees not be lit until the crisis in Iran was resolved. Senator Wendell Ford read the students' letters to Congress, and as a result, the event was recorded in the December 13, 1979 issue of the Congressional Record.

A community telephone service was established in the early 1900s. However, electric power did not reach the community until the early 1930s.

The historic flood of 1937 changed the lives of many Kentuckians, but its aftermath had an immense impact on Calvert City residents with the development of the Kentucky Dam. There were over 5,000 men employed by the Tennessee Valley Authority (TVA) at the time of the construction, providing a real boost to the local economy. The flip side was the displacement of many families that were forced to move from their homes.

This new facility controlled flooding of the city and the region, and offered cheap hydro-electricity to the region. The Kentucky Dam was completed in October 1945. With Calvert City being located along the Tennessee River, it didn't take long for industrial developments to occur. A manufacturing and chemical complex arose on the Tennessee River, just below the dam. Commonly referred to by locals as "the Calvert plants," these industries provide hundreds of jobs for area workers.

Early industries included the Pennsylvania Salt Manufacturing Company, established in 1948 and later became the Pennsalt Corporation. It was later renamed the Pennwalt Corporation. This company was soon followed by Pittsburgh Metallurgical Co., Inc., later known as Airco Alloys. The National Carbide Company soon followed as did BF Goodrich, opening a polyvinyl chloride plant within the same time frame. Other chemical manufacturing facilities such as American Aniline, Air Products and Chemicals, and GAF Corporation followed in the decade of the 1950s.

Calvert City grew up along the railroad from its earliest days. With the new developments wrought by the dam construction, this area became known as "Old Calvert," and new neighborhoods begin to emerge. This new neighborhood was known as Adamstown. In time, other neighborhoods developed as the chemical plants opened and offered good wages for local workers.

Since its earliest settlement, most residents had made their living from farming or some type of agriculture. Once the Kentucky Dam was built, within a 20-year period, the community's top two economic engines became industry and tourism, with agriculture a distant third.

In 2013 the leaders of Calvert City still tout its strategic location with industrial river access, mainline rail and interstate highway interchanges, as the premiere location option for industry. They suggest that all modes of transportation that link Marshall County with the world, must pass through Calvert City.

Information gathered from these sources:

History of Marshall County, Kentucky, (Benton, KY: Marshall County Genealogical Society in collaboration with Dave Turner and Associates Publishing), 1948.

New History of Kentucky, Lowell H. Harrison and James C. Klotter, (Lexington, KY: University Press of Kentucky), 1997.

"The Chemical Century Comes to Calvert City," a booklet provided to Ralph Howard Mr. Edd O'Dell.

www.calvertcity.com

III. Goals and Objectives

Adopted by Calvert City Planning Commission: May 20, 2014

Adopted by Calvert City Council: _____

Ordinance Number: _____

The Importance of Goals

The Calvert City Comprehensive Plan is designed to provide policy direction for the City of Calvert City on issues of growth, development and preservation based on the values of the community. The goals of this plan describe the vision that the citizens created during the listening and design session. Each of these goals is interrelated to each other and is designed to be implemented simultaneously.

1. ECONOMIC DEVELOPMENT

GOAL: Foster a strong and diverse economy which provides a full range of employment and economic choices for individuals and families in all parts of the city.

1.1 Urban Development and Revitalization

Encourage investment in the development, redevelopment, rehabilitation and adaptive reuse of urban land and buildings for employment and housing opportunities.

Objectives:

- A. Encourage sufficient inventories of commercially and industrially zoned, buildable land supplied with adequate levels of public and transportation services.
- B. Retain industrial zones and maximize use of infrastructure and intermodal transportation
- C. Linkages within these areas.
- D. Provide for a diversity of housing to meet the varied needs of Calvert City citizens.
- E. Define and develop Calvert City's cultural, recreational, educational and environmental assets as important marketing and image-building tools of the city's business districts and neighborhoods.
- F. Recognize and support environmental conservation and enhancement activities for their contribution to the local economy and quality of life for residents, workers and wildlife in the city.

1.2 Business Development

Sustain and support business development activities to retain, expand and recruit businesses in commercial and industrial areas.

Objectives:

- A. Develop incentives for businesses to locate in the community.
- B. Encourage the attraction and retention of locally-owned businesses.
- C. Work diligently to retain existing businesses and help them expand.

- D. Work to create and promote a variety of tourism initiatives, and to develop mutually supporting businesses as well.
- E. Advocate with the other cities within Marshall County and the county government itself to consider economic concerns in their land use and transportation planning activities.
- F. Encourage citizen involvement in the policy development and decision making process on publicly funded economic development projects and activities.
- G. Encourage the development of small business enterprises to maintain a diverse economy with appeal to households of all income levels.
- H. Strive to use local businesses first whenever possible in city government operations.

1.3 Infrastructure Development

Promote public and private investments in public infrastructure to foster economic development.

Objectives:

- A. Conduct a system-wide review of the city water and sewer services periodically to encourage efficient functioning and planning for future needs.
- B. Work with the Kentucky Transportation Cabinet to encourage that highway planning reflects the needs of the community. Advocate for all highway and road improvements vital to the community.
- C. Encourage that community service providers (such as parks, library, and housing authority) consider the economic development policies of this Comprehensive Plan in capital budgeting.
- D. Facilitate the development of attractions that will generate new investment, spending and tourism.
- E. Promote and encourage public and private partnerships to link public infrastructure development to other development plans.
- F. Encourage public investment as a catalyst to foster private development.
- G. Encourage access to Wi-Fi within public areas such as parks, government buildings, and city parks.

1.4 Tourism-Related Development

Expand and enhance tourism-related infrastructure.

Objectives:

- A. Develop an overall strategy to get the most out of economic impact from tourist visits into the city.
- B. Consider providing information about Calvert City and regional amenities at city hall in order to promote tourism.
- C. Develop a way-finding system – a series of signs that are used to direct visitors around the city.
- D. Continually update the visitor's map and the city's website to provide tourism opportunities and schedules of events.

2. QUALITY OF LIFE

GOAL: Preserve, enhance and promote small town character and appearance.

2.1 City Growth

Land use should reflect emerging development patterns of the city and be compatible with existing physical conditions.

Objectives:

- A. Manage growth in the city to encourage that development occurs at an appropriate scale, style, and pace, and in locations that are suitable for the type of development being proposed.
- B. Encourage new development which is reasonably compatible with adjacent land uses.
- C. Encourage nontraditional styles of development, such as multi-use development and conservation subdivisions, in order to foster efficient use of land, respect the physical environment, and transportation facilities.
- D. Encourage local business growth in the neighborhood business district and general business district in order to accommodate and serve the residents of the city.
- E. Support the adaptive reuse and redevelopment of existing vacant buildings along Fifth Avenue.
- F. Promote and plan for Complete Street concepts to include pedestrian traffic, off-road vehicle access, walkability and reasonable connections throughout the city. Devise structure to include safety and enforcement guidelines for ongoing development and increased use.

2.2 Community Spirit

Promote and create community gatherings, social interaction and areas that bring people together.

Objectives:

- A. Build upon the success of existing festivals, sport tournaments, and celebrations that are held in Calvert City including Ameribration, Halloween, Christmas, and the Walk-in-Time Antique Tractor, Gas Engine and Modern Equipment Show.
- B. Promote relations and co-sponsor special events with Kentucky Dam Village.
- C. Continue participation and support of countywide fairs and festivals including the Marshall County Fair, and special events at Kenlake State Resort Park. In addition, promote regional events in cooperation with the other cities in Marshall County.
- D. Consider the development of park-related festivals and celebrations.

2.3 Community Appearance

Create more appealing city gateways and corridors as well as improve the overall appearance of the city.

Objectives:

- A. Critical areas of the town including gateways such as the interstate interchanges/exits, as well as highway entrances along Highways 62, 282, 1523, and 95.
- B. Create gateways at principal entry points into the city and develop a design theme that is used throughout the community to create a sense of unity, identity, and cohesion for both residents and visitors.
- C. Encourage public/private participation and cooperation in beautification efforts. Explore assistance that may be available from private/volunteer groups to contribute to urban design-related projects and to help maintain enhanced public areas (e.g., street medians, small landscaped areas, trails, sidewalks, and pedestrian areas).
- D. Increase enforcement of municipal codes and regulations pertaining to property.
- E. Maintenance, upkeep and appearance (e.g., mowing high grass and weeds, removal of clutter and inoperative vehicles, and other visual elements of the city).
- F. Encourage the creation and dedication of greenspace in new developments to protect and regulate designated development zones; and to encourage investment in the aesthetics in these zones.

2.4 Historic Preservation

Historic resources will be preserved, maintained, and reused to recognize and reinforce the historic character of Calvert City, in a manner consistent with the continued development of the city.

Objectives:

- A. Develop regional strategies to protect historic resources and cultural heritage.
- B. Promote reuse and rehabilitation of historic structures.
- C. Build public awareness and secure public support for historic resource preservation efforts.
- D. Develop incentives to encourage private involvement and investment in preserving and maintaining historic resources.

3. LAND USE PLANNING

GOAL: Encourage the most desirable and efficient use of land while enhancing the physical and economic environment of Calvert City.

3.1 Conformity with Land Use Map

Objectives:

- A. New or amended uses of land shall be consistent with the *Calvert City's Official Zoning Map*. The map intends to: a) coordinate land use with the natural environment, including soils, topography, and other resources; b) appropriately mix and distribute residential, commercial, industrial, recreation, public land uses; and c) encourage an efficient pattern of development and growth.

3.2 Land Use Principles

Objectives:

- A. Establish standards related to the development of nonresidential uses in order to encourage a positive visual perception of Calvert City along major thoroughfares.
- B. Create balanced land use patterns that reduce the need for commuting time between residential land uses and places of employment, shopping, and other public spaces.
- C. Encourage new residential development to incorporate pedestrian access through the new development and to adjacent areas, wherever applicable.
- D. Insure that proper measures are taken to reduce runoff and retain natural vegetation at construction sites.
- E. Encourage large scale land uses involving considerable land modification submit detailed erosion control plans.
- F. Discourage land uses that are incompatible with adjacent land uses.
- G. Foster flexibility in the division of land and the placement of buildings, and other improvements to reduce the impact of new developments on environmentally sensitive areas.

H. Encourage regulatory policies within the city's zoning ordinance and related map, consistent with current community needs and desires.

4. HOUSING

GOAL: Enhance Calvert City's economic vitality and quality of life by providing housing of different types, tenures, density, sizes, costs, and locations that accommodate the needs, preferences, and financial capabilities of current and future households.

4.1 Housing Availability

Encourage the development of housing to meet the needs, preferences, and financial capabilities of Calvert City's households now and in the future.

Objectives:

- A. Designate sufficient buildable land for residential development to encourage Calvert City's preferred population growth patterns.
- B. Consider the cumulative impact of regulations on the ability of housing developers to meet current and future housing demands.
- C. Encourage the efficient use of existing housing.
- D. Encourage the efficient use of infrastructure by focusing on well-designed new and redeveloped housing on vacant, or underdeveloped land.
- E. Encourage housing design that supports the conservation, enhancement, and continued vitality of areas of the city with special scenic, architectural or cultural value.
- F. Develop the land use plan to allow for varied types of residential development.

4.2 Housing Safety

Encourage a safe and healthy built environment and assist in the preservation of sound existing housing and the improvement of neighborhoods.

Objectives:

- A. For the safety of all citizens of Calvert City, encourage the demolition of abandoned and/or dilapidated housing or return it to useful and safe occupancy.
- B. Encourage the safety of the general public by requiring owners to repair or demolish substandard housing.

4.3 Housing Quality

Encourage the development of housing that exceeds minimum construction standards.

Objectives:

- A. Encourage housing that provides air quality, access to sunlight, and is well protected from noise and weather.
- B. Encourage owners, managers, and residents of rental property to improve the safety, durability, and livability of rental housing.
- C. Protect housing from excessive off-site impacts including pollution, noise, vibration, odors, and glare.
- D. Limit conflicts between existing business areas and housing caused by traffic and parking, noise, and signage.
- E. Encourage ways to incentivize property owners to improve the energy efficiencies of their properties.

4.4 Housing Diversity

Promote creation of a range of housing types, prices, and rents to: a) create cultural and economic diversity within the city; and b) allow those whose housing needs change to find housing that meets their needs within the city.

Objectives:

- A. Keep Calvert City inviting to households with children by encouraging through public and private action the availability of housing that meets their needs throughout the city.
- B. Support homeownership opportunities consistent with current technology and modern housing development philosophy.
- C. Accommodate a variety of housing types that are attractive and affordable to potential homebuyers at all income levels.
- D. Encourage the production of a range of housing types for the elderly and people with disabilities, including but not limited to independent living, assisted living, and skilled nursing care facilities.

- E. Support opportunities for renter households by encouraging a range of housing types, sizes, and rent levels throughout the city.

4.5 Housing Affordability

Promote the development and preservation of quality housing that is affordable across the full spectrum of household incomes.

Objectives:

- A. Develop strategies and actions that encourage the provision of housing affordable to all income levels in in the city, community plans, and other area plans that pertain to housing.
- B. Encourage the availability of housing that meets the needs of Calvert City households.
- C. Consider the advisability and application of development and use of housing construction technologies that streamline the housing construction process, reduce development costs and environmental impacts, and produce sound and durable housing.
- D. Consider conservation programs and energy-efficient practices and programs that reduce housing operating costs for energy, sewer, and water usage.
- E. Investigate adequate financial resources to develop, maintain and preserve housing and housing assistance programs for households whose needs are not met by the housing market.
- F. Stimulate production of a variety of housing types that are affordable and responsive to the needs of low, moderate, and middle income households.

5. ENVIRONMENT

GOAL: To protect and enhance the quality of the natural environment in Calvert City.

5.1 Water Quality

Assist Calvert City's water and sewer departments in protecting water quality by maintaining control of activities in well-head protection areas.

Objective:

- A. Define and maintain well-head protection zones. Reduce soil erosion by requiring and enforcing erosion control measures during construction and requiring revegetation of disturbed areas in commercial districts.

5.2 Natural Environment

Preserve and protect critical environmental resources, particularly green spaces and open spaces.

Objective

- A. Improve soil quality and stability through administration and enforcement of erosion control regulations.

5.3 Urban Environment

Minimize negative impact of urban development.

Objectives:

- A. Control the impacts of noise, odor, light, litter, graffiti, junk cars, trash, and refuse in order to protect human health and the livability of the urban environment.
- B. Encourage only those uses within the 100-year floodplain that are enhanced or unharmed by flooding.
- C. Protect surface water resources by minimizing non-point source pollution from stormwater discharge.

6. INFRASTRUCTURE

GOAL: Provide for the orderly and efficient provision of urban services.

Objectives:

- A. Ensure that adequate water and wastewater is available to serve existing areas and new development by monitoring usage and capacity.
- B. Encourage water availability by proactively maintaining infrastructure systems.
- C. Encourage the expansion of sanitary sewer service to meet the present and future growth of the city.
- D. Encourage new developments to provide adequate facilities such as sidewalks, storm water drainage, and urban utilities such as sewer, water, and fire protection.
- E. Encourage the development and expansion of technological infrastructure in the city.

7. TRANSPORTATION

GOAL: Maintain a safe and efficient transportation network and provide a range of transportation alternatives.

7.1 Streets and Roads

Objectives:

- A. Work closely with the Kentucky Transportation Cabinet and other governments in Marshall County to encourage the vital improvements to state roads are included in the state's Six-Year Road Plan.
- B. Rights-of-way in new developments should be dedicated to the city for public use.
- C. Control the creation of new driving hazards by developing access, parking, setback, and road standards which can be used by the city to evaluate new subdivisions and developments.
- D. Provide transportation infrastructure and services in a cost-effective and efficient manner, making the best use of available resources.
- E. Provide for the protection of existing and future rights-of-way from building encroachment.
- F. Encourage Complete Street¹ concepts where appropriate. Complete Streets are roadways designed to provide safe access for all users, including walkers, bicyclists, and motorists.

7.2 Alternative Modes of Transportation

Provide a safe and inviting alternative to driving.

Objectives:

- A. Support the designation of pedestrian trails and alternative modes of transportation where feasible in the city as a means of recreation and a healthy lifestyle, in addition to providing alternative modes of transportation and tourism promotion.
- B. Encourage and support a trail plan throughout the city.

¹ <http://www.smartgrowthamerica.org/complete-streets/complete-streets-fundamentals/complete-streets-faq>

8. COMMUNITY FACILITIES

GOAL: To plan and provide for quality community facilities and services to effectively meet the municipal, social, educational and other service needs of Calvert City's residents and businesses in an efficient manner.

Objectives:

- A. Encourage an acceptable level of community services that meet the needs of both the existing and projected population.
- B. Encourage public health and safety of local residents.
- C. Encourage continued cooperation and coordination between the fire and police departments in order to encourage a cost-effective use of resources.
- D. Encourage the development of an environment attractive to young families and school children. Encourage an environment conducive to educational programs that use a variety of community resources including conservation lands, historic resources, community facilities and local businesses.
- E. Support organizations that provide for community facilities such as libraries, senior centers, youth centers, museums and other cultural facilities and services.
- F. Encourage and plan for new development to include alternate transportation options such as pedestrian, bicycle, and off-road vehicles.

9. PARKS & RECREATION

GOAL: Continue to provide for the development of a comprehensive system of parks, trails, and open spaces that meet the needs of all age groups within Calvert City.

Objectives:

- A. Encourage the expansion of the citywide trail system to connect parks, neighborhoods, municipal facilities, and schools, thereby creating a more pedestrian-friendly community.
- B. Encourage new residential development to incorporate pedestrian and off-road vehicle access through the new development and to adjacent areas, wherever applicable.
- C. Encourage continued exploration of new recreational and social opportunities for all age groups, especially for the younger age groups within Calvert City.
- D. Continue preparation and adjustment of long-range plans for recreation and park development throughout the city and county in locations suited to the demands of projected population growth.
- E. Support and encourage private participation and volunteer organizations to collaborate in the development of parks, trails, bike paths and other recreational venues that improve the health and wellness of the residents.

IV. Population Characteristics Summary

From its earliest settlement, Calvert City's population grew progressively, following the economic development advancements made within the community. River traffic flowed steadily with ferries and towboats, and then increased with the coming of steamboats hauling passengers and freight. The railroad expanded in 1867, bringing with it additional market opportunities for farmers getting their goods to Paducah. The city incorporated in 1871 and commerce continued to flourish.

Between 1910 and 1920, the city's population expanded by a whopping 82% as businesses prospered along the railroad and river, creating a real estate boom. It is interesting to note that Marshall County lost 3% of its overall population during this same period.

The community witnessed tremendous growth again in the 1930s as the Tennessee Valley Authority began constructing the Kentucky Dam in 1938. Population numbers swelled by 41% as workers came from other areas to fill the new jobs. Marshall County's overall population decreased 15% during this time, likely a result of the out-migration of families that lost their homes when Kentucky Lake covered their land.

The 1940 census reveals that Calvert City's population continued to increase (25%) once the dam opened in 1944. New industrial development brought more jobs and in turn, more families moved to the community. By 1950, the economic opportunities created a 100% increase in overall population, and within another 10 years, the numbers grew again with an additional 81% increase in population.

Not until the 1970s did the exponential growth begin to slow, reaching an increase of just under 40% for the decade. By the 1980s the city's population only increased by 13%, yet Marshall County saw an even larger increase of 25% on the whole. This uptick for the county is most likely due to the expanded housing developments along the lakes and the advancement of tourism in the region.

The 20-year span from 1990 through 2000 saw population increases from 6 to 10%, and then the numbers began to fall. Sharing the fate of so many other communities, the great recession took a toll, job losses mounted, and a significant number of families left the area looking for work elsewhere. Interesting to note, Marshall County’s population continued to increase during this time. Projections from the Kentucky Data Center show that population numbers will remain flat or even continue to fall through 2040.

TOTAL POPULATION TRENDS 1900 – 2000
CALVERT CITY & MARSHALL COUNTY

Year	Calvert City		Marshall County	
	Population	% Change	Population	% Change
1900	-----	-----	13,692	-----
1910	124	-----		
1920	226	82.3	15,215	-3.5
1930	319	41.2	12,889	-15.3
1940	400 (1)	25.0	16,602	28.8
1950	800 (1)	100	13,387	-19.4
1960	1,505	88.1	16,736	25
1970	2,104	39.8	20,381	21.8
1980	2,388	13.5	25,637	25.8
1990	2,531	5.9	27,205	6.1
2000	2,758	9.0	30,125	10.7
2010	2,566	-7.0	31,448	4.4

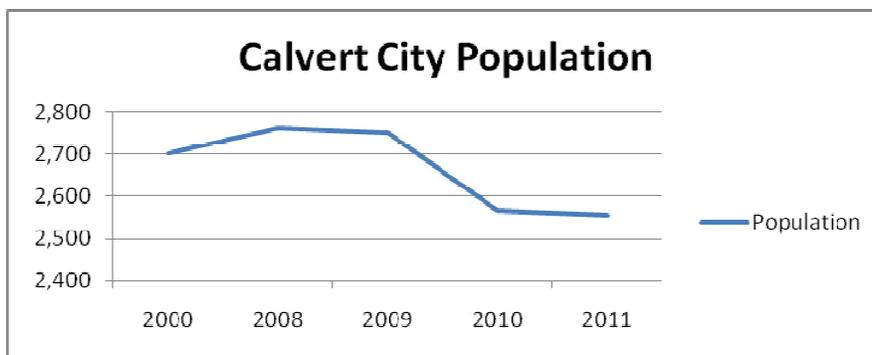
Source: U.S. Census of Population

(1) Estimate

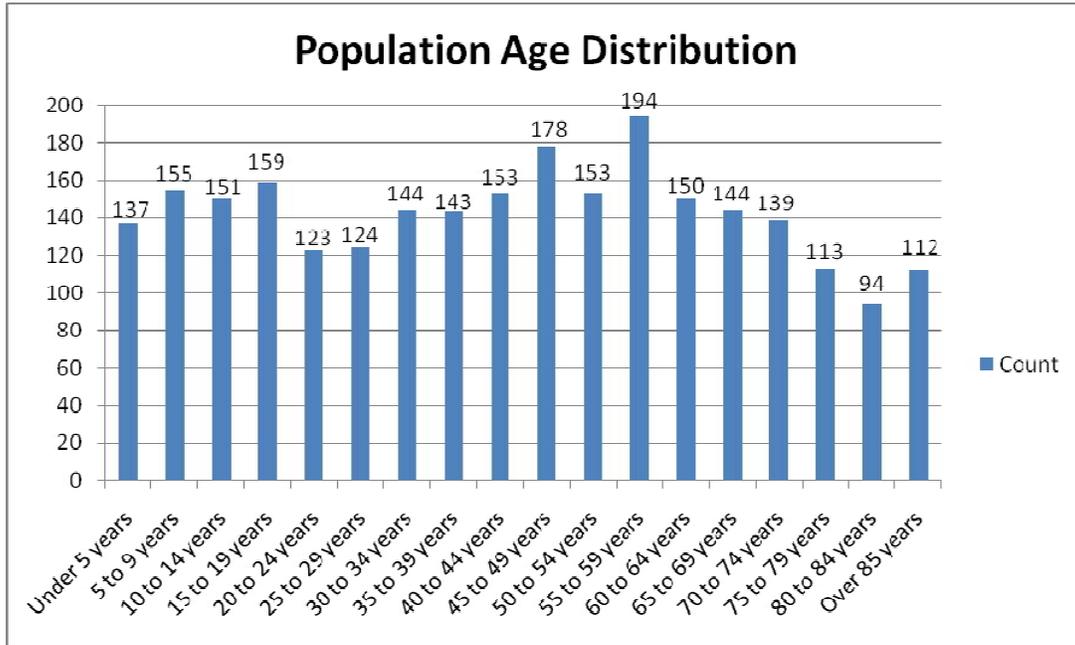
Current Calvert City Population Analysis

As of the census of 2000, there were 2,758 people, 1,141 households, and 787 families residing in the city. This changed to 2,566 people, 1,071 households, and 741 families by the 2010 census.

The population density is 184.6/mile². There are 1,154 housing units at an average density of 83/mi². The racial makeup of the city is 98.1% White, 0.3% Native American, 0.4% Asian, and 1% from two or more races. And, 0.8% of the population is Hispanic or Latino of any race.



In the city the population is spread out with 23.4% under the age of 18, 4.8% from 18 to 24, 22% from 25 to 44, 26.3% from 45 to 64, and 23.5% who are 65 years of age or older. The median age is 44.8 years. For every 100 females there are 85.9 males.



There are 1,071 households out of which 29.9% have children under the age of 18 living with them, 51.6% are married couples living together, 14.2% have a female householder with no husband present, 3.4% have a male householder with no wife present, and 30.8% are non-families. And, 28.0% of all households are made up of individuals and 35.8% of those have someone living alone who is 65 years of age or older (up from 12.3% in 2000). The average household size is 2.31 and the average family size is 2.79. Of the householders living alone 65% are single women and of that supermajority 61% are over 65 years old.

Population Key Points

- From 2000 to 2010, the population dropped by 181 individuals a 6.59% decrease.
- Very little growth in population is projected for the next 15 years.
- The majority of citizens under 20 years old are male, though the city’s population is predominately female at nearly 54%.
- The largest population block of Calvert City will retire before the next census, the majority of which are women.

- The amount of citizens over age 65 living alone has tripled since 2000, the majority of which are women.
- Most unoccupied housing is rental property and non-permanent residence.
- Average household and family size are under three.

Racial Data

The majority of residents (98.1%) living in the city are white.

The remaining population reflect Native American (0.3%), Asian (0.4%), Hispanic or Latino of any race (0.8%) and 1% from two or more races.

For a summary of the 2010 demographic data for Calvert City, please see Attachment IV (a) and (b).¹

Age Data

The population of Calvert City is broken out as follows:

- 23 % under the age of 18,
- 5 % from 18 to 24,
- 22 % from 25 to 44,
- 26 % from 45 to 64, and
- 24 % who are 65 years of age or older.

¹ U.S. Census Bureau at <http://factfinder2.census.gov/faces/nav/jsf/pages/index.xhtml>. Accessed March 12, 2013.

Gender Data

The median age is 44.8 years. For every 100 females there are 85.9 males.

Of the householders living alone, 65% are single women and of that supermajority 61% are over 65 years old.

Future Growth Projections

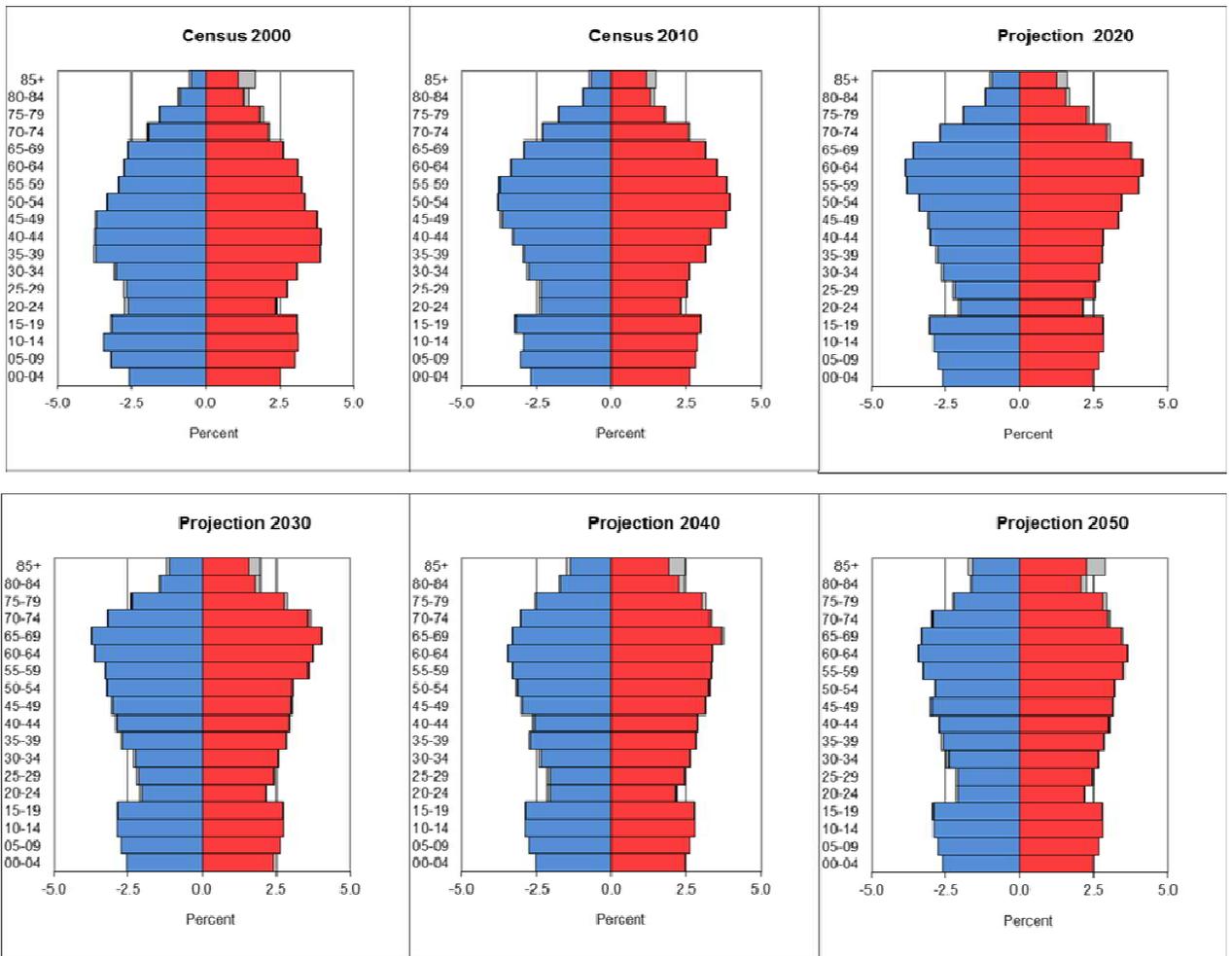
For Marshall County, the population is predicted to grow incrementally over the next 15 years. See the twenty-five year population projections below, and Attachments IV (a) and (b) with the entire Marshall County Community profile.

Marshall Population Growth Estimates

Census 2010	2015	2020	2025	2030
31,448	32,301	33,023	33,507	33,787
+/-	+853	+722	+484	+280

Source: Kentucky State Data Center <http://ksdc.louisville.edu/index.php/kentucky-demographic-data/projections>

Marshall County Population Pyramids

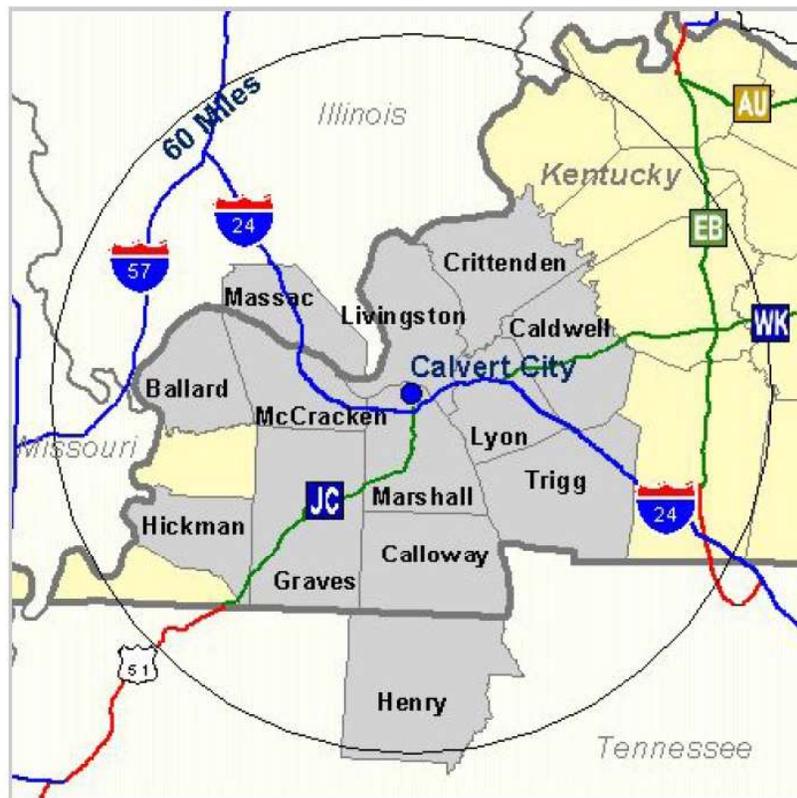


V. Economic Analysis

Calvert City has seen change in its economic landscape since 2000. The decrease in population has not necessitated a decrease in the economic standing of the city. While housing, credit, and financial markets plagued the state and national economy Marshall County saw a 30% increase in household incomes \$75,000-\$150,000 and average personal income in the county has increased at a higher rate (17.6%) than the state (13.4%) from 2000 to 2010.

Emphasis on local business stability can be attributed to Calvert City's insulation from issues other regions faced. During 2000-2008 most of the economic growth in Calvert City came in the form of new self-employed businesses and small businesses with 2-9 employees according to the Community & Economic Development Initiative of Kentucky.

Labor Market



Source: Kentucky Cabinet for Economic Development

The Marshall County labor market counties are composed of counties which exist within a 60-minute drive range of the county. All contiguous counties will be classified as part of the labor market with the exception of non-Kentucky contiguous counties which have been excluded by the above mentioned 60-minute drive range and have a border with the Mississippi and/or Ohio Rivers.

Total Available Labor	Available Labor, 2012			Future Labor: Becoming 18 Years of Age (2014-2017)
	Total	Unemployed	Potential Labor Supply	
Labor Market Area	14,584	11,125	3,459	14,007
Marshall County	1,582	1,271	311	1,461

Source: U.S. Department of Labor, Bureau of Labor Statistics; Kentucky Cabinet for Economic Development (KCED); U.S. Department of Commerce, Bureau of the Census.
 Note: Total Available Labor = Unemployed + Potential Labor Supply.
 Unemployed - people currently not employed, but actively seeking work.
 Potential Labor Supply: Determined by the national labor force participation rate minus each county's labor force participation rate. Labor force participation rates are calculated by dividing the labor force by the population. NA (Not Applicable) applies to counties with a labor force participation rate greater than the national average.
 Future Labor - people becoming 18 years of age (not part of the total available labor statistics).

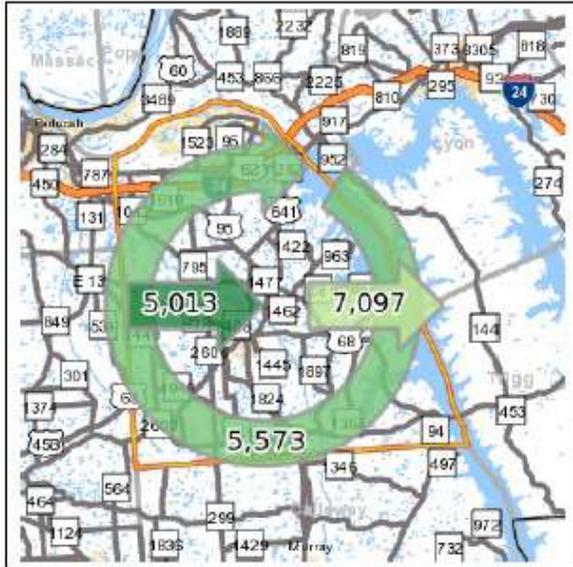
Civilian Labor Force	Marshall County		Labor Market Area	
	2014	Dec. 2015	2014	Dec. 2015
Civilian Labor Force	15,050	14,415	126,999	122,687
Employed	14,021	13,515	118,021	114,996
Unemployed	1,029	900	8,978	7,691
Unemployment Rate (%)	6.8	6.2	7.1	6.3

Source: U.S. Department of Labor, Bureau of Labor Statistics.

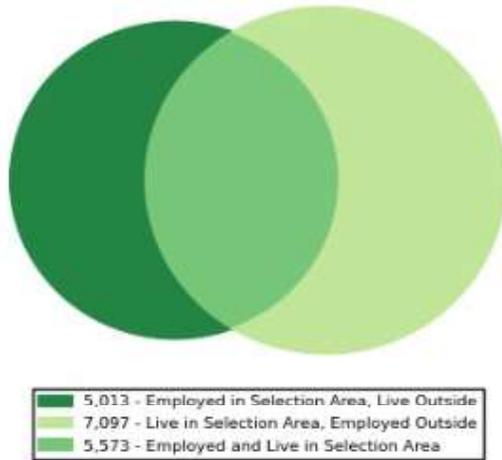
Commuting Patterns

An examination of worker commuter patterns is useful in determining whether those who work in Marshall County also live in Marshall County. The Inflow/Outflow Report provided by the U.S. Census Bureau shows that 44% of those living in the Marshall County are also employed in Marshall County. A detailed review of the data indicates that the county should determine the reasons that employees who live outside the county but work in Marshall County do not choose to live in the county.

Inflow/Outflow Report



Inflow/Outflow Job Counts in 2010



Analysis Selection

Note: Overlay arrows do not indicate directionality of worker flow between home and employment locations.

- ➔ Employed and Live In Selection Area
- ➔ Employed in Selection Area, Live Outside
- ➔ Live in Selection Area, Employed Outside

Inflow/Outflow Job Counts (All Jobs)

	2010	
	Count	Share
Employed in the Selection Area	10,586	100.0%
Employed in the Selection Area but Living Outside	5,013	47.4%
Employed and Living in the Selection Area	5,573	52.6%
Living in the Selection Area	12,670	100.0%
Living in the Selection Area but Employed Outside	7,097	56.0%
Living and Employed in the Selection Area	5,573	44.0%

Source: U.S. Census Bureau, OnTheMap Application and LEHD Origin-Destination Employment Statistics (Beginning of Quarter Employment, 2nd Quarter of 2002-2010).

Notes:

1. Race, Ethnicity, Educational Attainment, and Sex statistics are beta release results and only available for 2009 and 2010 data.
2. Educational Attainment is only produced for workers aged 30 and over.

Major Employers in Calvert City

The major employers in Calvert City are chemical manufacturers (i.e., Arkema, Inc., Ashland Inc. and Westlake Vinyls Inc.), which account for 49.3% of the jobs in the county. According to American Community Survey and the Kentucky State Data Center, employees of these industries (construction and manufacturing) see benefits earning an average weekly salary of \$1,288; \$371.50 above the state average and \$232 above the national average for their industries.

Unfortunately, these benefits do not trickle into other sectors; trade/transport and other industry jobs that derive their business from the production and profit of manufacturing make \$462 less than the state average and \$703 less than the national average per week. This income inequality exists whether one looks at between-county or in-county measures.

This income gap has had consequences. After rising steadily for many years, Marshall County unemployment peaked in 2010 at 11.1%. That trend translates into 13.3% of the population including 11.3% of families living below the poverty line. Out of the total population, 21.2% of those under the age of 18 and 10.6% of those 65 and older are living below the poverty line; both on the increase.

According to the Kentucky Cabinet for Economic Development new business investment in Kentucky, in 2012, totaled nearly \$2.7 billion and the creation of more than 14,000 new jobs. Calvert City and Marshall County has the opportunity to tap into this growth opportunity. The city, county, economic developers, educators and employers should work together to insure that the county's residents have the job skills that are in high demand both now and into the future. Identifying growth sectors such as the information technology and tourism industries have the potential to expand and diversify the economy. This approach would further insulate the area from the ups and downs of the global economy. Calvert City is on the right track in addressing housing and quality of life amenities in order to attract and retain workers.

Labor Force Characteristics

A breakdown of the labor force for both Marshall County and Calvert City were obtained from the US Census Bureau of Labor Statistics.

2011 Calvert City:

Labor Force:	1,166
Employed:	1,135
Unemployed:	31
Unemployment Rate:	3%

Year	Unemployment Rate (%)			
	Marshall Co.	Labor Market Area	Kentucky	U.S.
2007	5.8	5.7	5.5	4.6
2008	6.4	6.6	6.4	5.8
2009	10.7	10.2	10.5	9.3
2010	11.1	10.1	10.5	9.6
2011	9.8	9.2	9.5	8.9
2012	8.6	8.3	8.2	8.1

Total Available Labor

	Available Labor, 2012			Future Labor: Becoming 18 Years of Age (2014-2017)
	Total	Unemployed	Potential Labor Supply	
Labor Market Area	14,584	11,125	3,459	14,007
Marshall County	1,582	1,271	311	1,461

Source: U.S. Department of Labor, Bureau of Labor Statistics; Kentucky Cabinet for Economic Development (KCED); U.S. Department of Commerce, Bureau of the Census.

Note: Total Available Labor = Unemployed + Potential Labor Supply.

Unemployed - people currently not employed, but actively seeking work.

Potential Labor Supply: Determined by the national labor force participation rate minus each county's labor force participation rate. Labor force participation rates are calculated by dividing the labor force by the population. NA (Not Applicable) applies to counties with a labor force participation rate greater than the national average.

Future Labor - people becoming 18 years of age (not part of the total available labor statistics).

Civilian Labor Force

	Marshall County		Labor Market Area	
	2014	Dec. 2015	2014	Dec. 2015
Civilian Labor Force	15,050	14,415	126,999	122,687
Employed	14,021	13,515	118,021	114,996
Unemployed	1,029	900	8,978	7,691
Unemployment Rate (%)	6.8	6.2	7.1	6.3

Source: U.S. Department of Labor, Bureau of Labor Statistics.

Industry

Employment and wages for all industry for Marshall County are presented in Attachment V. In Calvert City, the largest employing industry is manufacturing, employing 243 residents of the city and 2,374 residents of the county. The health and education sector provides 266 jobs. The City's entertainment and service industry provides 175 jobs, followed by management/administrative services with 109 jobs.

Employment by Major Industry	Marshall County		Labor Market Area	
	Employment	Percent	Employment	Percent
All Industries	10,452	100	106,536	100
Agriculture, Forestry, Fishing and Hunting	29	0.3	310	0.3
Mining	N/A	N/A	N/A	N/A
Construction	1,246	11.9	4,912	4.6
Manufacturing	2,374	22.7	14,185	13.3
Trade, Transportation, and Utilities	1,536	14.7	24,337	22.8
Information	109	1	1,369	1.3
Financial Activities	382	3.7	3,361	3.2
Health & Education Services	1,958	18.7	29,124	27.3
Public Administration	426	4.1	4,766	4.5
Other	3	0	N/A	N/A

Infrastructure

Calvert City is a hub for manufacturing and the transportation/distribution of those products. The city has 16 industrial plants. Though metallurgical and steel processing plants are present, the major producer and employer remains the chemical industry. Calvert City is uniquely situated with the ability to distribute via industrial river transport, mainline railway, and multiple highway access points. This positions Calvert City with excellent resources for further industrial development.

Tourism

Calvert City is settled on the banks of the Tennessee River and Kentucky Lake. This establishes Calvert City as a water tourism hotspot. Additionally Calvert City is home of Kentucky Dam Village State Resort Park, Super 8, Days Inn, Inn by the Lakes, and Cypress Lakes RV Park to provide for every traveler's accommodation preference and promising miles of shoreline perfect for swimming, boating, and fishing.

The city also benefits from regional attractions such as the Museum of the American Quilter's Society, the Four Rivers Performing Arts Center, Kentucky Opry, Badgett Playhouse, Yeiser Art Center, Alben W. Barkley Museum, Annie's Horsedrawn Carriages, Paducah Railroad Museum, The River Heritage Museum, William Clark Market House Museum, and Patti's 1880s Settlement.

Per Capita Income

The 2011 American Community Survey reflected per capita income for residents of Marshall County at \$23,304, an increase of 29% since 1999. The per capita income levels for Marshall County are below Kentucky and U.S. per capita income levels which stand at \$23,741 and \$28,555 respectively.

The Median Household Income for Marshall County (2011) is \$45,605. Comparatively, the Median Household Income for Kentucky is \$41,141 and for the United States is \$50,502. Although Per Capita Income in Marshall County is below the state and U.S. Income levels, the Median Household Income is more favorable for Marshall County than for the state. Marshall County is still \$4,339 below the national level. (See Table on next page for comparison).

Median Household Income (2011)		
Marshall County	Kentucky	United States
\$45,163	\$41,141	\$50,502

Source: U.S. Census Bureau, Small Area Income and Poverty Estimates (SAIPE) Program, December 2012

The percentage of residents in Marshall County living below the U.S. poverty line is 13.3% in 2011 as compared to the state of Kentucky which stands at 19.1%. (Source: 2011 American Community Survey Estimates, U.S. Census Bureau.)

***Note on Comparative Data:** Statistics on labor, income, unemployment, and job sector employment is derived from multiple sources. Comparative analysis is challenging because the methodology used by each source is different as is the reporting dates for various agencies. The trends, however, can be placed within the context of general growth and change to give a useful picture of current opportunities and challenges for the city. From this analysis, it can be surmised that Calvert City should further diversify its economy, upgrade its housing options and improve the general quality of life within the city over the next five years.*

VI. Environment Analysis

The Environment Element of the Comprehensive Plan Update addresses the quality of the natural environment in Calvert City and includes water quality, the natural environment and the urban environment. The 2014 Comprehensive Plan Update incorporates by reference the 2007 Comprehensive Plan. Goal #5 of the proposed 2014 Goals and Objectives addresses the environmental issues that may arise.

Air Quality

Calvert City has a large industrial base that impacts the air quality of the city as well as the entire region. The Kentucky Annual Ambient Air Monitoring Network Plan 2013 notes that four air quality monitoring stations are located strategically throughout the city:

- TVA Substation located at Plant Cutoff Road & Industrial Parkway
- Atmos Energy located at the corner of Alabama Street and KY95
- Calvert City Elementary School located at 563 East 5th Avenue
- Lazy Daz located at 4237 Gilbertsville Highway

The stations monitor ozone, carbon dioxide, nitrogen dioxide, sulfur dioxide, dicarboxylic acids (PM10) and particulates (PM2.5). During 2013, Calvert City's air quality was rated "good" (the best level) 98.73% on the days tested and "moderate" 1.27% on the days tested.

<http://www.homefacts.com/airquality/Kentucky/Marshall-County/Calvert-City.html>

A copy of the report is included in Attachment VI - Environmental Analysis.

Air quality is an important concern for the residents of Calvert City and its neighbors. It also impacts the desirability of the community for those who may seek to locate in the region.

Water Quality

Three wellheads in Calvert City provide water to the residents of the city. Preserving and protecting these water sources from pollutants – above ground and below ground – are critically important to the city. Development in and around the wellheads is prohibited and strictly regulated by the EPA.

In November 2013, Calvert City developed the “City of Calvert City Water & Wastewater Capital Improvement Plan 2013-17” to address the future water and wastewater infrastructure needs of the city. The plan empowers the city to address the needs of the community while simultaneously protecting the environmental assets of the community. A copy of the report is included in Attachment VI. Additionally, the current water and wastewater services map is located at the end of this section.

Floodplains

With its proximity to the Tennessee River, Calvert City has areas that lie within the FEMA’s designated floodplain. Wetlands and watersheds are also located within the city limits primarily on the north and west sides.

Source: EPA MyWatersMapper -

http://watersgeo.epa.gov/mwm/?layer=303D&feature=KY490528_02

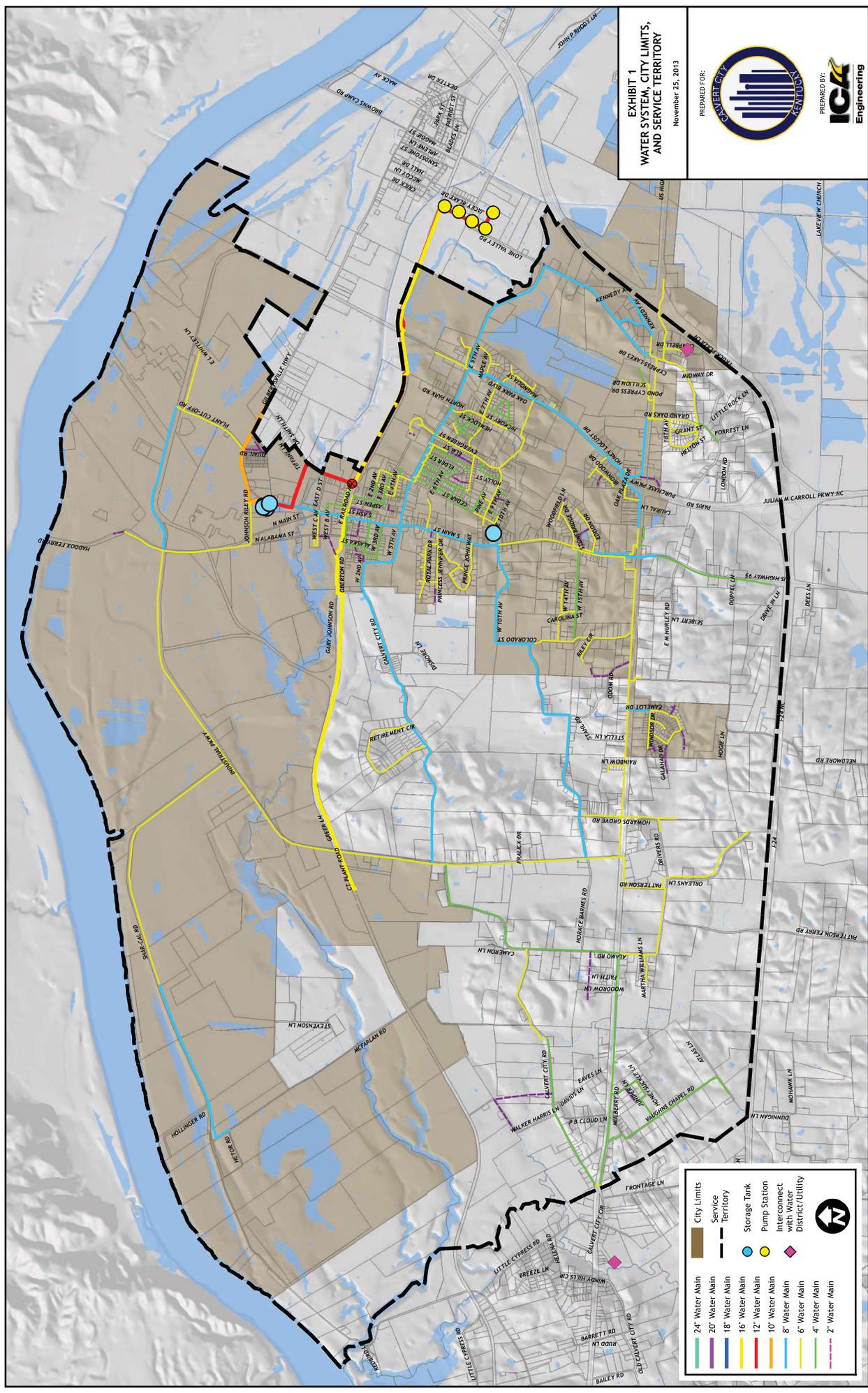
Soils

Soils are a factor in determining the best areas for particular land uses. Often, prime agricultural land is also the best land for urban development. Soil types are important in determining suitability for building utilizing septic sewage disposal systems. A soil map from the National Resources Conservation Service that includes more detail is available if desired.

**EXHIBIT 1
WATER SYSTEM, CITY LIMITS,
AND SERVICE TERRITORY**
November 25, 2013

PREPARED FOR:

 PREPARED BY:
 ICA Engineering



	24" Water Main		City Limits
	20" Water Main		Service Territory
	18" Water Main		Storage Tank
	16" Water Main		Pump Station
	12" Water Main		Interconnect with Water District/Utility
	10" Water Main		
	8" Water Main		
	6" Water Main		
	4" Water Main		
	2" Water Main		

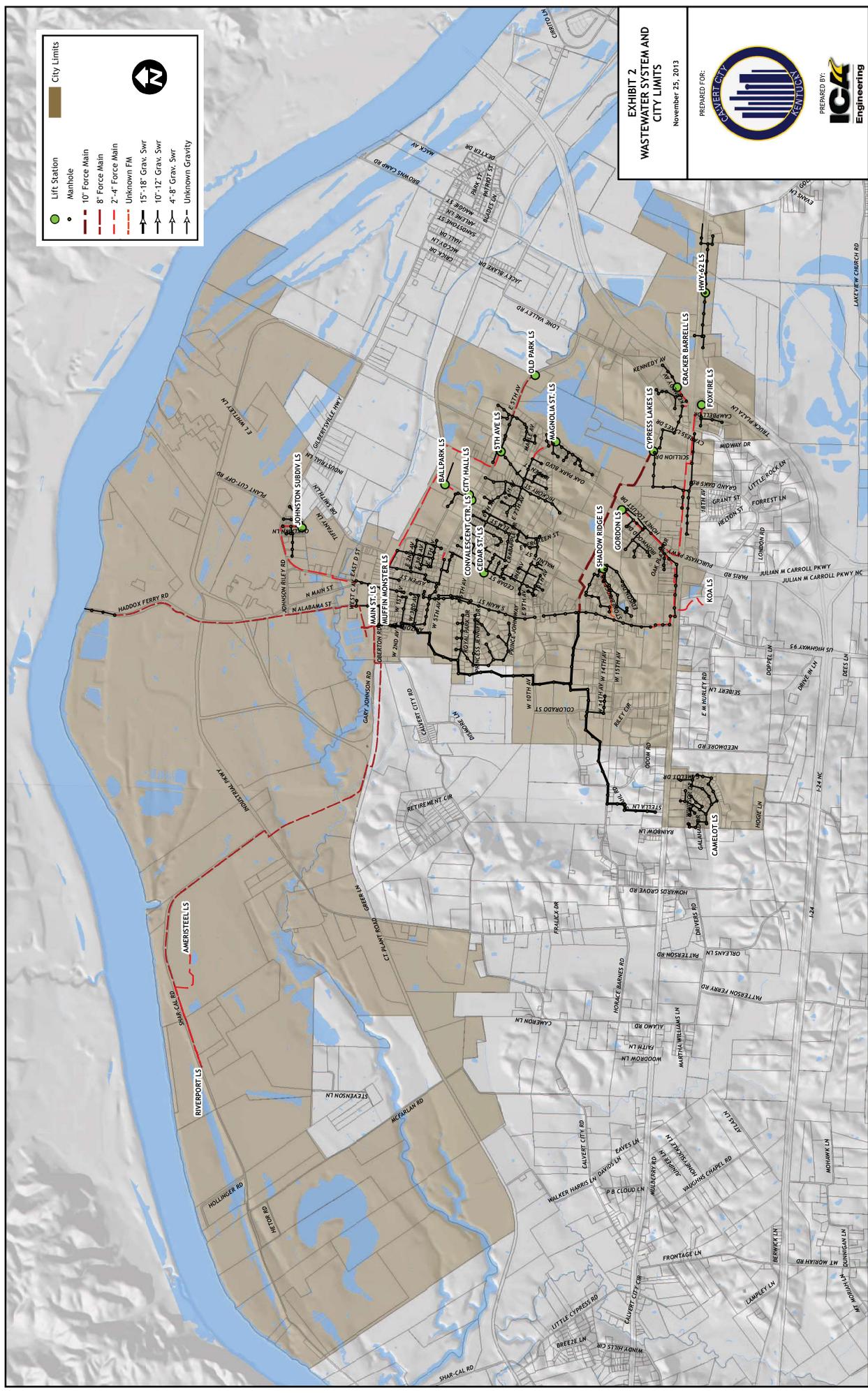
City Limits

- Lift Station
- Manhole
- 10" Force Main
- 8" Force Main
- 2'-4" Force Main
- Unknown FM
- ↑ 15'-18" Grav. Swr
- ↑ 10'-12" Grav. Swr
- ↑ 4'-8" Grav. Swr
- ↑ Unknown Gravity



**EXHIBIT 2
WASTEWATER SYSTEM AND
CITY LIMITS**

NOVEMBER 25, 2013



VII. Land Use Element

The Land Use Element is purposed to describe current land uses and serve as guide for the orderly future development of the community. The Land Use Map shows areas of current generalized land uses.

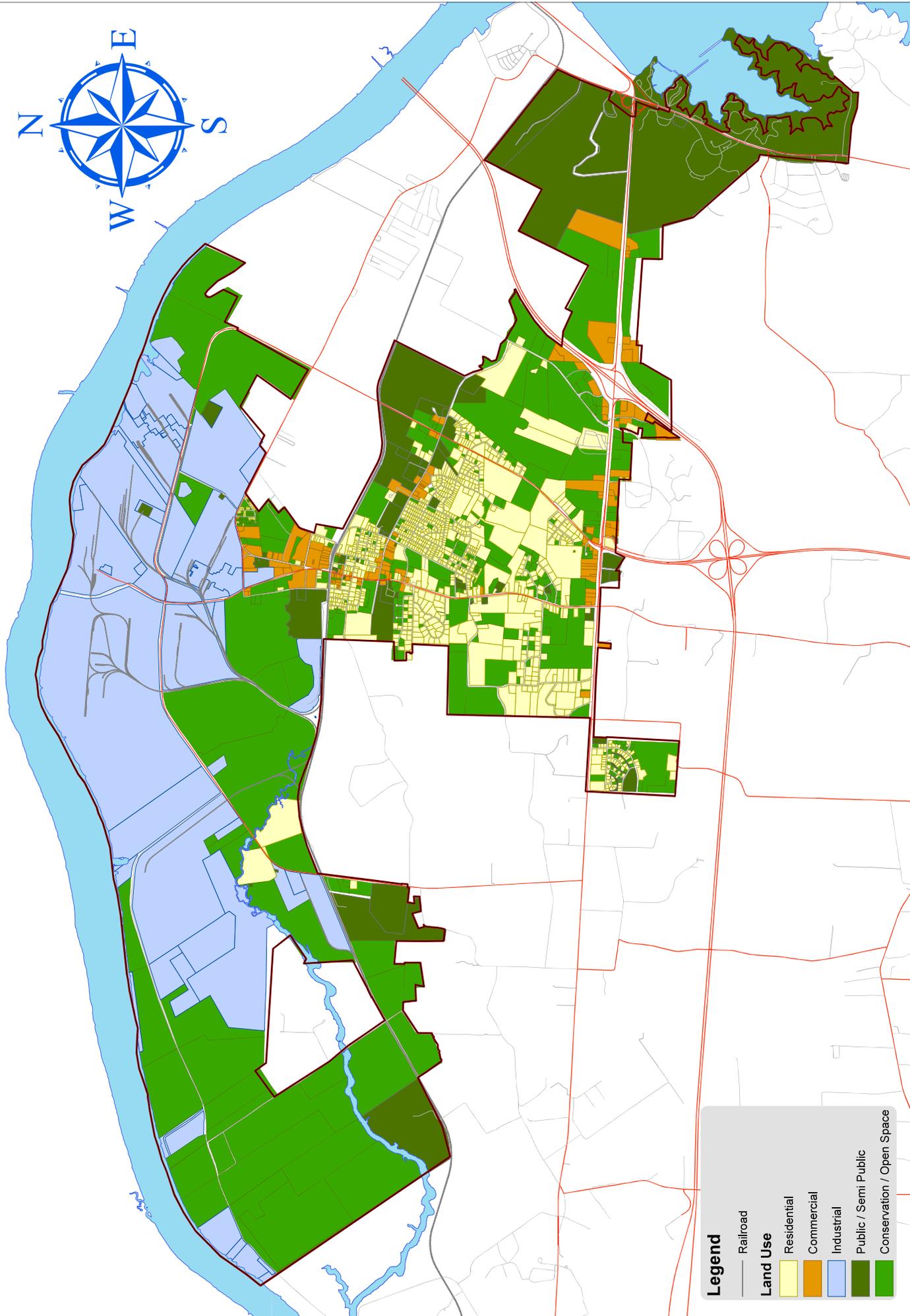
The Land Use Maps reflect the annexation of land to the south and east of the city up to and including Kentucky Dam Village State Resort Park. The expanded boundary positions Calvert City to take advantage of the assets and tourism opportunities unique to the state park.

The Future Land Use Planning section of this plan is intended to serve as a legal base for the city's zoning ordinance.

Zoning regulations, based on the general land uses proposed by this plan, should control the allowed land uses in various locations.

The Existing Land Use Map and the Future Land Use Map each depict five (5) categories of land use:

- Residential
- Commercial
- Industrial
- Public and Semi-Public
- Conservation/Open Space



Legend

- Railroad

Land Use

- Residential
- Commercial
- Industrial
- Public / Semi Public
- Conservation / Open Space

1 inch = 1,100 feet
Date: 2/16/2016

Calvert City Existing Land Use



Marshall County GIS
1101 Main Street
Benton, KY 42025
(270) 527-1321

Future Land Use Planning

The Future Land Use Map identifies areas of proposed land use reflecting the city's intent to collect residential, commercial, industrial, and public use development into localized areas. Such dedication of land mass is intended to increase efficiency and encourage the financial security and advisability of development. Differing land uses which are developed immediately adjacent to one another should be developed in such a manner that the uses compliment and benefit one another to the greatest extent practicable. The area of the city lying east of Interstate Highway 24 should be regulated so as to take maximum advantage of the cultural, recreational and related commercial opportunities afforded by the presence of the Kentucky Dam Village State Park and Kentucky Lake.

Residential development should be subdivided into areas of homogenous density so as to encourage investment in diverse housing opportunities for persons and families of varied life stages and financial means.

Related growth strategies are addressed in the Calvert City Strategic Plan which is incorporated into this Comprehensive Plan Update.

VIII. Transportation

The transportation element addresses the movement and flow of people and goods throughout the city. Calvert City's transportation infrastructure includes streets and roads, rail, water and airport facilities in or near the city. Goal #7 of the update's Goals and Objectives addresses the city's transportation plan. There have been no new or substantive changes within the planning area since the last update of the Comprehensive Plan in 2007. Therefore, the 2014 Comprehensive Plan update incorporates by reference the transportation element of the 2007 Comprehensive Transportation Plan.

Roadways

Calvert City's existing streets range from fair to excellent. The city has identified and implemented a plan to address deficiencies throughout the city. Remaining projects include:

- Proposed extension of 5th Avenue west to Highway 1523 and continuing to McFarlan Road.
- Proposed work to level out portions of 9th Avenue and 15th Avenue to improve safety.
- Proposed new construction from Highway 1523 (Industrial Road) traversing south-south-west to an anticipated new interchange at I-24 in the future to alleviate traffic congestion through residential areas from commercial/industrial traffic to the industrial park.

The 2014-16 Kentucky Six-Year Road Plan adopted by the Kentucky General Assembly in 2014 includes one project that will impact Calvert City. The state will reconstruct elements of the existing Purchase Parkway from Exit 22 (KY80/US 45) at Milepost 22 to US 62 at Milepost 52 at Calvert City as part of the I-69 Corridor improvement at a cost of \$9,070,000.00. Completion of the project is scheduled for FY2015. Updated traffic counts are provided in Attachment VIII (a).

The city will need to work closely with the Kentucky Transportation Cabinet and its industrial businesses to address safety concerns related to traffic flow from I-24 to the industrial park.

Alternative Modes of Transportation

The city is also addressing the increasing needs for alternative modes of transportation including golf carts and ATVs within the city limits. The Strategic Plan provides implementation strategies for the city to consider. In addition, the Strategic Plan addresses additional transportation needs related to the annexation of Kentucky Dam Village State Park, if and when that occurs through a trail system that would connect the city to the park.

Kentucky Dam Village Airport

The airport at Kentucky Dam Village has the potential to become a valuable asset to the city through upgrades and expansion to serve corporate clients of the city as well as advanced manufacturing and just-in-time delivery required by some industries in the industrial park. The Strategic Plan contains implementation strategies to address this potential growth.

River Port Authority

The River Port Authority has the potential to become a vital asset for the city in terms of providing service along the Tennessee River. As mentioned in the 2007 Comprehensive Plan, the development of the River Port Facility will create the need for an extension of the rail line and highway upgrades connecting Highway 1523 to I-24.

Railroad Transportation

The railway continues to play an important role in the development of Calvert City. Additional safety measures at railroad crossings are needed. The city, state and railroad companies should continue to work together to address these concerns.

IX. Community Facilities and Services with Future Recommendations

City Government

The offices of City Hall are located at 861 East 5th Avenue and the facility is handicap accessible. Office hours are 8:00 a.m. to 4:00 p.m. Monday through Friday. The six-member city council meets on the second Monday of the month at 5:30 p.m.

Calvert City is a Home Rule class city. A City Administrator manages the day-to-day operation of the city and implements city ordinances, subject to the direction of the Mayor and with significant delegation of authority to the Police Chief and Fire Chief. Special boards and commissions of the city are empowered by ordinance to monitor, manage, recommend, and/or control various functions and/or services of the city. These include:

Planning Commission

Board of Zoning Adjustment

Parks Board

Cable Commission

Board of Public Utilities Commissioners

Cemetery Board

Board of Ethics

Fire and Emergency Training Center Advisory Board

Generally, these board members or commission members are appointed to four-year terms and may be reappointed.

City Government Services – Future Plans and Observations

The City Council has determined to pursue a contract with Washington University involving its CEL Practicum Program to study, analyze and suggest plans and strategies for rejuvenating residential development in the City. The Council also has instructed the City Administrator to investigate the availability of urban development programs and resources at regional universities

and governmental assistance organizations with an eye toward simultaneously considering more traditional strategies for residential revitalization. The City Council intends to study the research, strategies and suggestions of these various resources and develop a cohesive strategy for addressing the city's declining residential population.

Dilapidated Housing, Nuisance and Zoning Ordinance Enforcement

Presently, the city has not adopted a property building or maintenance code, but has instead chosen to address the issue of maintaining the quality and safety of housing, buildings and properties within the city by means of extensive and inclusive nuisance abatement ordinances. In recent years, the City Administrator has been very successful in addressing dilapidated housing issues by utilizing the city's nuisance abatement ordinances, with the assistance of a certified building inspector.

The city's Zoning Ordinance regulates building construction and the use of land in a manner consistent with the community's values as reflected in its Zoning Ordinance and Comprehensive Plan. When structures are built or modified, and when land uses are changed, applications detailing those events are required and Zoning Compliance Certificates are issued (or denied). Violations of the Zoning Ordinance are addressed by the City Administrator when they arise and due process is afforded the purported offending parties.

The statute authorizing Calvert City's nuisance abatement ordinances (KRS 381.770) has been repealed effective January 1, 2017. Accordingly, in order for Calvert City to continue its efforts to control dilapidated and blighted properties, it will be required to adopt a building maintenance code and enact new ordinances creating a Code Enforcement Board.

Planning and Zoning

Contemporaneously with the preparation of this comprehensive plan, the Planning Commission has been working on a complete overhaul of the city's zoning ordinances. It is anticipated that a

new comprehensive zoning ordinance will be completed by the Zoning Commission and presented for public comment and Council approval, within a few months following adoption of this comprehensive plan.

Under both the current zoning ordinance and the zoning ordinance now under construction, the Planning Commission is comprised of seven members who meet regularly on the third Monday of each month. A Board of Zoning Adjustment comprised of five members is appointed to assume the responsibilities detailed in Chapter 100 of the Kentucky Revised Statutes, including but not limited to consideration of conditional use permits and dimensional variances.

Public Works - Streets and Sanitation

The Calvert City Public Works Department maintains the city's traffic, storm water and solid waste removal infrastructures. Eight full-time employees are managed by the Public Works Director, subject to oversight by the City Administrator. The Public Works Department employs a Facility Maintenance Technician who maintains the City's storage facilities and properties.

Presently, the city is making efforts to reduce its carbon footprint, exploring ways to implement a recycling program with Marshall County, replacing existing electrical fixtures with energy efficient fixtures, and is licensed to operate a composting farm, should that opportunity arise.

Water and Sewer Services

The Calvert City Municipal Water and Sewer System is managed by a five-member Board of Public Utility Commissioners. The General Manager's office is located in City Hall and a new operations building is located adjacent to the city's well field on Lone Valley Road. The department currently employs five workers with varying certifications for the required functions of the department. The water and sewer system was established in 1954. In the 2010-2011 year

Calvert City Municipal Water yielded revenues of over \$1.1 million in water sales, and over \$475,000 in sewage sales.¹

Calvert City Municipal Water is required to meet the U.S. Environmental Protection Agency and Kentucky Division of Water health standards on a daily basis. For the past several years, the Public Utility commissioners have worked diligently to protect their source of groundwater with a wellhead protection plan.

A Water System Master Plan, completed in 1999, provided direction for expansion of storage to assist with flow and pressure. Several of the projects included in the 1999 plan were completed including a new 1.5 million gallon (MG) water storage tank, renovations to the water treatment plant and several water line extensions, each of which improved system flow and reliability.

A Regional Facility Plan, completed in 2004, recommends strategies for expansion of the city's wastewater treatment capacity, renovation and expansion of the existing collection system.

According to the Capitol Improvement Plan published in 2013², CCWS has:

- completed the expansion of the wastewater treatment plant to 0.8 million gallons per day (MGD) capacity;
- completed two phases of sewer rehabilitation;
- redirected the force main from the Cypress Lake lift station to relieve collection system capacity problems; and
- completed a sewer extension to serve the Marshall County – Calvert City Riverport.

Those projects included in the original plans have been reviewed for current applicability.

Many of the projects that were not previously completed have been reprogrammed in the Capitol Improvement Plan 2013-2017.

¹Interview with Roger Colburn August 26, 2013.

² City of Calvert City Capitol Improvement Plan 2013-2017.

A preliminary feasibility study for a new wastewater treatment plant to treat domestic and industrial wastewater was completed in 2012. The preliminary findings indicate the proposal appears feasible and more advanced studies are being sought to determine design requirements and to better address budget needs for the project. Projects to advance this effort are included in the 2013 Capital Improvement Plan.

The water treatment plant is located at 5280 Gilbertsville Road. Water is provided to most residents and all commercial establishments within the city with the exception of the ones served by North Marshall Water District. The system currently serves approximately 1,585 water customers and 1,056 sewer customers.

The city's existing wastewater system includes twenty (20) lift stations and force mains located throughout the city to aid in the pumping and flow of wastewater to the treatment plant. The wastewater collection system has over twenty-eight (28) miles of gravity lines and nearly five hundred (494) manholes.

The city's water system includes the following:

- Three (3) Deep Wells (Avg. Capacity 1 MGD each)
- One (1) 2 MGD Water Filtration Plant
- One (1) 0.4 MG Clearwell with Two (2) 1.4 MGD High Service Pumps
- One (1) 1.5 MG Ground Storage Tank with Three (3) 1.2 MGD Booster Pumps
- One (1) 0.75 MG Elevated Water Storage Tank
- 65 Miles of Water Main Ranging in Size from 2" to 12"

Calvert City also owns an industrial water system that provides water for a natural gas fired generating station located along Industrial Parkway west of Calvert City near the P & L Railroad. This system consists of two 1,500 gpm deep well turbine pumps located just north of the other three system wells and approximately 5.2 miles of 16" DIP transmission main with an emergency generator, VFD drives, control system and telemetry.

Calvert City currently uses three wells located on Lone Valley Road near Paducah and

Louisville Railroad to supply water to the water treatment plant (WTP) located on Old Gilbertsville Road. The WTP is currently rated at 2.0 MGD. In general, finished water is pumped from the WTP to the distribution system.

Water Treatment and Distribution – Future Plans, Updates from the 2007 Comprehensive Plan

This section refers to and incorporates information from the Capital Improvement Plan 2013-2017 (CIP), as well as the 2005 Regional 201 Facilities Plan.

Priorities listed in the CIP for the water system include:

- Upgrade water plant capacity to 3 MGD
- Upgrade the capacity of wells 1 & 3 to 1,000 gpm
- Expansion of the well field
- Additional interconnects to Paducah Water and North Marshall Water District
- Priorities listed for the sewer system include:
 - Rehabilitation of sewers
 - Expansion of service to serve currently unserved residences in the city

The primary items left not completed in the 2005 Regional Facilities Plan include:

Expansion of Sewer System

- 15th Ave., Carolina Street and 14th Ave.
- Riley Circle and US 62
- 10th Ave, W
- Beech St., A Avenue, B Avenue and C Avenue
- 10th Ave., E, Apple, Cherry and Dogwood Streets

The primary objective of the projects listed above is to provide sanitary sewer service to areas within the city limits that do not currently have service. This objective is referenced in the CIP, section 4.0, specifically as it relates to Goal 1 in the 2007 Comprehensive Plan.

Goal 2 in the 2007 Comprehensive Plan refers to the possibility of provision of incentives to developers to provide moderate income housing. The 2013 CIP responds with the following narrative: *The Board of Public Utility Commissioners will need to provide assistance to the city to accomplish the latter. Modification of current policy may be required to meet the objective. In addition, new capital projects initiated by the water and sewer system may be required to facilitate the process.*

Goal 4 in the 2007 Comprehensive Plan refers to industrial recruitment and job creation. The 2013 CIP responds with the following narrative: *In order to support this goal, improvements in our water and sewer infrastructure are going to be required. The current industrial wastewater treatment study is critical to meet these objectives as are improvements to the water distribution system in the industrial park area to improve flow and pressure within the area.*

Goal 7 in the 2007 Comprehensive Plan states that to protect the city's water supply through designating a well-head protection area and creating awareness of the area with all related development proposals. The 2013 CIP responds with the following narrative: *This is an important objective and the means to accomplish may include the need to acquire additional land for our well field as well as stricter enforcement of the provisions of the wellhead protection plan.*

The 2005 Regional Facilities Plan also discusses in detail rehabilitation of the sewer system. Several projects have been previously completed in recent years. The five-year Capital Improvement Plan addresses additional sewer assessment and rehabilitation projects.

A preliminary feasibility study for a new wastewater treatment plant to treat domestic and industrial wastewater was completed in 2012. Projects to advance this effort are detailed in the Capital Improvement Plan 2013-2017.

Water and Sewer Rate Structure

The rates adopted by the city are automatically adjusted each year by a cost of living factor. Customers outside the city limits are charged a 50% surcharge.

The operation and maintenance of the city's water system and wastewater system is a complex operation which requires well-trained, qualified and dedicated employees. The city is fortunate to have high quality personnel for these jobs and should encourage continuing education and certification programs for them. The current rates in effect for water and sewer are shown in Attachment IX (b).

Gas and Electric

There are two suppliers providing for the electric needs of the city. Properties in the west portion of the city are supplied by Jackson Purchase Energy Corporation. Those located in the east portion of the community are supplied by West Kentucky Rural Electric Cooperative.

The Atmos Energy Gas Company is the natural gas source for the city.³

Solid Waste Disposal

All homes and businesses must comply with the city's mandatory ordinance for solid waste disposal. The city provides collection services for the entire city, but the private sector is allowed to provide bulk services where dumpsters are required. The City operates two route schedules for solid waste collection: Monday and Thursday – Tuesday and Friday.

³ City of Calvert City Website <http://www.calvertcity.com/services.htm> accessed December 11, 2013.

In addition to the regular solid waste collection routes, special bulk items such as refrigerant products, old appliances and furniture that cannot be collected in the normal routes are collected on the first and second Wednesday's of each month. Appliances are taken to local landfills and disposal centers, free of charge, where they are disposed of or recycled by private vendors. Back door pickups are available for an additional fee.

The city provides vacuum leaf pickups from the street right of way at no charge. The city also provides leaf bags free of charge and will pick them up upon request.

Solid waste collection charges are established by ordinance and may be amended from time to time. Commercial rates are determined by schedule based upon the number of containers requested and supplied. If the City Administrator determines that a commercial customer's needs are beyond the city's capabilities, the city will refuse service and refer the commercial customer to a private collector.⁴

Senior Center Services

Senior activities in Calvert City are organized and managed by the Marshall County Senior Services.

The Calvert City Convalescent Center is located at 110 Convalescent Drive. It has a 95-bed capacity and currently is at 100% capacity. The center is dually licensed as a skilled or intermediate care provider and as a licensed personal care provider. The Calvert City Convalescent Center is a nonprofit organization and is funded by Medicare, Medicaid, private insurance and private pay.⁵

⁴ Interview with John Ward.

⁵ Interview with Lynn Jones February 5, 2014.

Parks and Recreation

Calvert City has five parks located along 5th Avenue, offering playgrounds, walking trails, sports fields, skate park, basketball courts, tennis courts, disk golf, and picnic areas.

Memorial Park has a main stage amphitheatre for outdoor entertainment, two soccer fields, a large open area for picnics and community gatherings, and is the location for a planned public recreational fountain.

Doctor's Memorial Park is the primary sport park and is located behind the Calvert City Civic Center and Calvert City Hall. Doctor's Memorial Park was formerly known as North Park. Its name was changed recently to honor the several doctors that moved to the area in the early days of Calvert City's incorporation and aided in its growth. Most sports and leagues play at the Doctor's Memorial Park facility. The facilities include a flexible distance walking/running course, as well as T-ball, baseball, softball and soccer fields. The park also is the location for recreational basketball courts, disc golf, and, a skate park. Playground equipment is available as well as picnic pavilions which are scattered throughout the complex. Doctor's Memorial Park also is the location of a 5,000 square foot civic center available for public and private events year round.

Old Park is Calvert City's first park and is located across the street from the Calvert City Country Club. With playground equipment and several picnic pavilions, it is frequently used for community special events. The baseball/softball field is still utilized for practice or non-league activities.

Across the street from Old Park are Calvert City's tennis courts, at the entrance to the Calvert City Country Club.⁶

⁶ Interview with John Ward, and City of Calvert City website at <http://www.calvertcity.com/gov/boards.htm>, accessed January 14, 2014.

A children's playground facility is located at Calvert Elementary as a joint project of the city and the county school board and is open for use by the general public at all times that school is not in session.

Kentucky Dam Village State Park was annexed into the City in 2014. The State Park amenities include a beach, golf course, hotel, restaurant, cabins, cottages, convention center, and immediate access to a marina and boat ramp. In addition, the State and Federal governments have committed to expend approximately \$7 million improving the Kentucky Highway 62 and Interstate Highway 24 interchange and converting the Ky. Hwy 62 corridor (from I24 to the State Park) into a boulevard, with a multi-use trail complete with a bridge and landscaping in the median and surrounding area. This project is intended to provide an inviting entrance to the State Park. The City Council has committed to extending the multi-use trail to Memorial Park/Hickory Street in order to provide pedestrian access and exercise opportunities for the entire distance from the residential area of the city to the State Park.

The Calvert City Zoning Commission has imposed significant regulations and restrictions upon development and construction along the Ky. Hwy 62 corridor in an effort to insure an appropriate and culturally rich entrance to the State Park. These restrictions are consistent with the 2014 Strategic Plan.

Parks and Recreation Future Plans and Observations

The city currently is rehabilitating and upgrading Old Park with fencing for the baseball field, new disc golf course, new playground equipment, new lighting and with plans to install volleyball courts.

The parks along Fifth Avenue are located in close proximity to the new multi-use trail discussed above. Additional sidewalks and/or recreational trails would be desirable in order to connect the city's three (3) parks and the governmental services areas with the residential neighborhoods. Strategies for this recommendation are available within the 2014 Strategic Plan.

Civic Center

The Civic Center is located on 5th Avenue at the entrance to North Park. It is a 5,000 square foot indoor activities center, made available for rent to the public. The center will accommodate up to 365 persons. Rehabilitation and possible expansion of the Civic Center is presently under consideration by the City Council.

E-911

The Marshall County E-911 Communication Center provides 911 emergency services for all of Marshall County. The facility is located at 50 Judicial Drive in Benton, Ky. The Calvert City Chief of Police is a member of this board.

The center receives calls via 911 and many nonemergency telephone numbers for law enforcement, fire, medical and rescue services within Marshall County. The Telecommunications Center is operational 24 hours a day, seven days a week and 365 days a year with an annual incoming call volume of over 60,000 combined telephone calls. There are eight full-time and three part-time Telecommunicators that are trained in all areas of emergency and nonemergency situations. Each one must attend the required Telecommunicators Academy at the Department of Criminal Justice Training (DOCJT) in Richmond, KY, as well as obtain any continuing education training as required.

The center is in the process of obtaining a Next Generation 911 compliant hosting remote system. Future plans include updating radios and console equipment as funds allow.⁷

Police

⁷ Information was provided by Jason Lubicker, 270-527-4727 911 Jason.luebker@marshallcountyky.gov.

Calvert City's Police Department is located at 861 E. 5th Avenue, in the lower level of City Hall. The department is fully accredited by the Kentucky Association of Chiefs of Police and the Kentucky Law Enforcement Professional Standards Committee since 1998.

There are six full-time officers including the chief and they serve the community around the clock. There is low turnover of officers in the department. Officers are visible and active in the community, particularly with programs such as D.A.R.E. (Drug Awareness Resistance Education) and community-oriented policing.

The Kentucky Department of Criminal Justice Training certifies each officer, and all receive 40 hours of continuing education each year. The officers qualify three times a year with firearms and also train with simulation rounds utilizing force-on-force training with actual officers.

The department regularly exceeds training standards and is frequently used as a host site for firearms simulator.

The Calvert City Police Department has a mutual aid agreement with the Marshall County Sheriff's office, the City of Benton Police Department and other city and county law enforcement agencies in the region. There is a countywide dispatch office that handles the roughly 6,000 calls that come in annually.

Officers are equipped with standard duty equipment, and each officer has a patrol car which is owned by the city. Cars are equipped with laptops, radar, cameras, and radios.⁸

Police Department Future Plans and Observations

The Police Department currently is served with six full-time officers. To address the potential future growth and current daytime surge in population, the city may consider adding two (2) more officers in consideration of the national recommendations of 2.2 officers per 1,000 population.

⁸ Interview with Chief Elliott, (270)395-4545.

When needed, the department seeks grant funds from Homeland Security for equipment. There currently are no unfunded needs, recommended improvements, proposed projects or anticipated need for new equipment. Replacements and upgrades are made as needed.

Fire Department

The Calvert City Fire Department is located at 861 East 5th Avenue and is an all-volunteer fire department. There are 21 volunteers and they are on call around-the-clock, seven days a week. Each volunteer is equipped with a pager so they can respond immediately upon being paged.

There is a fire substation located at 25 Oak Park Boulevard. This station houses Class A and mini pumper trucks and firefighting equipment and is the location of a satellite county ambulance service.

All firefighting equipment is owned by the City of Calvert City. This includes infrared cameras, SCBA masks, ladder truck, three Class A pumpers, a small mini pumper, a four-wheeler ATV for brush fires, personal fire-fighting equipment, and extrication tools.

The Insurance Service Organization (ISO) insurance rating has given the fire department a Class V rating. All vehicles are kept on a strict maintenance schedule by using detailed computer records to aid in the maintenance history for each vehicle. The department performs routine maintenance on all vehicles, while certified professionals handle major maintenance repairs outside the department.

Firefighter training is held twice each month and the firefighters attend a 20-hour training course each year during the spring, as well as other fire training schools throughout the year. Calvert

City Fire Department is one of the few volunteer departments in the state with its own fire training center.

All Marshall County fire departments serve as backup when needed as a member of the Calvert City Industrial Mutual Aid Pact (CMAP). The Calvert City Fire Department is also a member of HAZMAT 1 which addresses hazardous materials incidents in the region.

Fire Department Future Plans and Recommendations

With an on-sight training facility, the city is very fortunate to have a well-trained volunteer fire department. There is a five-year capital improvement plan to assist in budgeting for replacements of equipment as needed.

Self Contained Breathing Apparatus (SCBA) equipment is in need of upgrading, and a grant is in process. There are no other unfunded needs at this time.⁹

Ambulance

The Marshall County Fiscal Court provides ambulance service for Marshall County and management of the ambulance service is provided by the Marshall County Hospital. The facility is located at 505 George McLain Drive in Benton and a substation is located in Calvert City at the fire station at 1625 Oak Park Boulevard.

Marshall County Ambulance Service (MCAS) runs approximately 4,000 calls per year. The majority of emergency runs are dispatched through E-911 while some of the nonemergency runs are called in on the regular business line.

⁹ Information obtained from Fire Chief Fred Ross, 270-395-4612.

Calvert City accounts for approximately 25% of the annual call volume.

Marshall County Ambulance Service is currently licensed through the Kentucky Board of Emergency Medical Services (KBEMS) as a Class I ambulance service and is permitted to run Advanced Life Support (ALS) & Basic Life Support (BLS), emergency and nonemergency runs.

There are 21 full-time staff as follows:

- Director, who is also a paramedic
- 2 office staff
- 6 part-time, 8 full-time paramedics
- 4 part-time EMTs (called as needed)
- 9 full-time EMTs

Regular training is required for emergency staff in order to maintain certification. Personnel also train with other county emergency personnel in disaster drills. Ambulance personnel also are required to complete four hours of driver training each year.

The county ambulance service provides one (1) paramedic and one (1) EMT, with each ambulance 24 hours a day. Since Calvert City has a high volume of industry jobs, special disaster drills are periodically given in coordination with the industries, as actual on-site training.

The equipment used by the ambulance service is well maintained and kept as current as possible. The service currently utilizes one (1) rescue truck – extrication vehicle, a car, a ¾ ton truck, a gator, and six (6) ambulances.

Recent additions of new equipment include portable vents, cardiac monitors, EZIO (bone IV treatment), and power stretchers.¹⁰

Emergency Management

¹⁰ Interviewed Bryan Cutsinger, *Director Marshall County EMS* on November 11, 2013.

The City of Calvert City recognizes the unique character of the chemical plants located within and immediately adjacent to the city, and has developed a close working relationship between the public and private sectors as related to emergency response teams.

The Marshall County emergency responders have formed an interagency alliance as shown in Attachment IX (c). Additionally, the alliance created an Emergency Operations Plan in 2013.

This document in its entirety may be found at

<http://www.marshallcounty.ky.gov/Departments/Emergency/EOP2013/EmergencyOperationsPlanMarshallCounty.pdf>.

It establishes the overall organizational structure to be utilized by city and county governments to manage disaster and emergency response in their political jurisdictions.¹¹

Emergency Management Future Plans and Observations

In time, with additional residential and industrial growth, another fire and/or ambulance substation may need to be considered. While the 2007 Comprehensive Plan recommended the location to be on the southwest side of the city, somewhere along U.S. Highway 62 across from the Camelot Subdivision area, other areas should be considered, dependent upon growth patterns.

Calvert City Library

The Marshall County Public Library at Calvert City completed construction of a library facility in November 2006. The facility is open on Monday from 9:00 a.m. to 7:00 p.m. Tuesday through Saturday hours are from 9:00 a.m. to 5:00 p.m. There are more than 53,000 books, DVDs, audiobooks, magazines, newspapers, and computers offering online access for patrons.

A large meeting room is available for non-profit community groups. A fax service and a self-serve copier are among the many services offered to the community.

¹¹ Marshall County Emergency Operations Plan 2013.

In addition to a year-round Story Hour program for preschoolers, after school programs and summer reading programs are offered to students of all ages.

On-line services are provided for research 24 hours per day. Bookmobile service is provided to the public and makes stops at Calvert City apartments, the elementary school, the Convalescent Center and for people who are homebound.

Of the 7,757 registered library patrons in Calvert City, the library sees around 200 visitors a day. During some events such as the monthly book sales, the total number of visitors can reach up to 500 people. Of the 52,000 items they have in lending inventory, the rising trends are coming from children and young adult sections. Computers are in frequent and regular use at the library.

The library is maintained by six full-time and two part-time staff.¹²

Schools and Education Analysis

Marshall County School District is one of the highest performing districts in the state, ranking in the 98th percentile among state school districts. (“Marshall County Report Card”, Kentucky Department of Education, 2013)

The following information was provided by the Marshall County Board of Education.

Vision – The Marshall County School System is the premier school district in Kentucky.

Mission – The Marshall County School District serves to inspire a lifelong passion for learning in all students to help them become thoughtful contributors within a global society.

Beliefs:

- Every decision reflects what is best for students.
- High expectations lead to higher performance.

¹² Nancy Petty, November 11, 2013.

- In order to grow and thrive, individuals need caring relationships and a nurturing environment.
- Every individual can make a positive contribution to the community.
- All individuals are responsible and accountable for their choices and decisions.
- Learning is a lifelong process.
- Excellence is worth the investment.
- Quality instruction is the key element to success in education.

The Marshall County Public School System well meets the educational needs of the community. There are several elementary schools located throughout the county, Calvert City being one of these locations. The middle school students in Calvert may attend North Marshall Middle School located just south of Calvert City and high school students may attend Marshall County High School located in Draffenville. Christian Fellowship Academy is a private school located in the county that provides parochial education opportunities grades K through 12.

Calvert City Elementary School

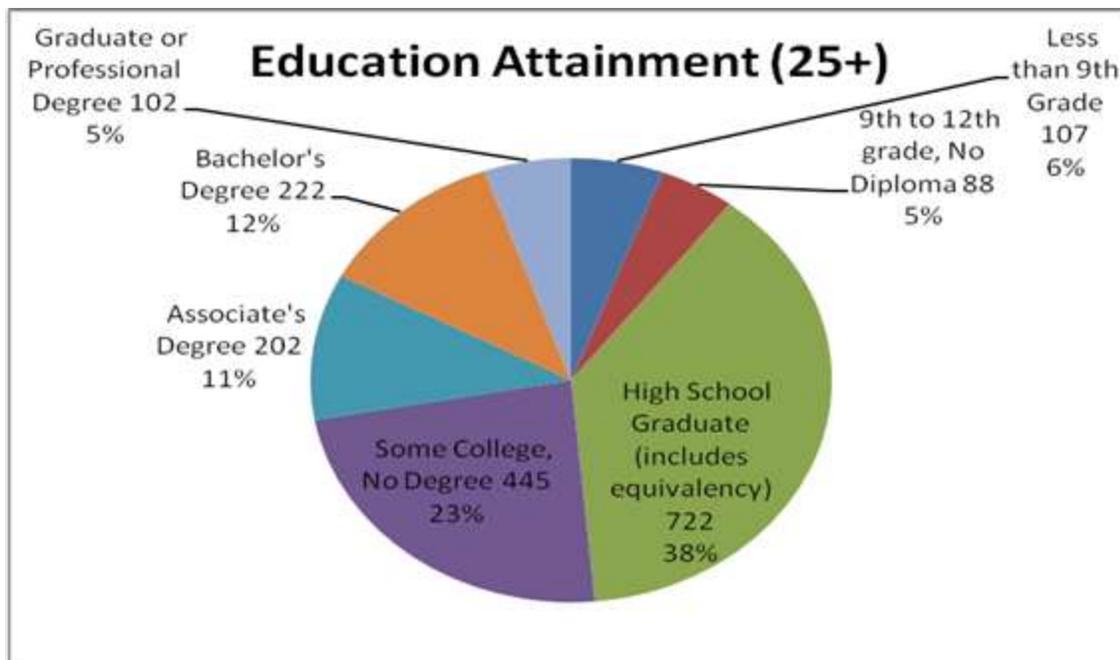
In 2013, Calvert City Elementary was ranked by the Kentucky Department of Education in the 70th percentile rank for overall accountability performance during the school year. The Accountability Profile published by the Kentucky Department of Education summarizes the status of a school or school district in the state education accountability system, Unbridled Learning: College- and Career-Ready for All. (The complete report can be accessed at www.education.ky.gov.) The Overall Score is used to compare and rank school and district performance compared to all Kentucky public schools and school districts. The Overall Score is also used to calculate the participation and graduation improvement goal of the school. The Calvert City Elementary School's overall score of 62.5 was an improvement from 56.2, in 2012. This qualifies the school as proficient/progressing status, moving the school in line with the Kentucky Department of Education's Proficiency Delivery goals.

Calvert City Elementary has an enrollment of 302, of which 49% receive free/reduced price lunches. In the 2013 academic year, the district spent \$9,010 per student reflecting \$1,387 less than other schools in the Marshall County School District and \$1,164 less than other schools in the state.

Calvert City Elementary School's attendance rate of 96.6% is slightly above the Marshall County School District (95.9%) and statewide (94.8%) levels. The school has a student to teacher ratio of 14:1, and of the 21 full-time teachers none are certified by the National Board of Professional Standards. Twenty-five percent (25%) of teachers have achieved the status of Rank 1, which is below the district (29.3%) and state (30.6%) averages.

Calvert City Elementary School underwent a major renovation in the form of a classroom addition/bus loop that was started in 2007 and finished in 2008. This was the most recent renovation at the school. At this time there are no major renovations scheduled for the facility in the upcoming five-to-10-year period.

The bulk of total school enrollment in Calvert City is in the elementary (40.1%) and high school (35.2%). [Note: Middle School is unreported.] However, this trend will not continue as the enrollment of new students below elementary school age, i.e. Pre-School 4 and Kindergarten, is only 3% of total school enrollment and the city's population under five years old is only 137 individuals.



Source: American Community Survey 2007-2011

The info graphic above depicts the education attainment of the residents of Calvert City ages 25 years and older according to the American Community Survey 2007-2011.

- 107 residents or 6% of those aged 25 years and older have less than a 9th grade education.
- 88 residents or 5% of those aged 25 years and older have more than a 9th grade education but did not graduate.
- 722 residents or 38% of those aged 25 years and older attained a high school diploma or equivalency certificate.
- 445 residents or 23% of those aged 25 years and older have attended college but did not attain a degree.
- 202 residents or 11% of those aged 25 years and older have attained an Associate's Degree.
- 222 residents or 12% of those aged 25 years and older have attained a Bachelor's Degree.
- 102 residents or 5% of those aged 25 years and older have attained a graduate or professional degree.

In the 2012-13 school year, North Marshall Middle School is classified by the Kentucky Department of Education as “proficient” with a score of 87%, showing how well the students perform for those select grades compared to other middle school students in the state of Kentucky. With an enrollment of 582, the North Marshall Middle School spends an average of \$6,194 per student, far less than other schools in the Marshall County School District (\$10,397) and the state of Kentucky (\$10,174). An average of 48% of the students receives free or reduced price lunches. They also have an attendance rate (96.4%) that is higher than the Marshall County School district and state averages. The school has a student-to-teacher ratio of 18:1, and of its 32 full-time teachers, only one is certified by the National Board of Professional Standards (NBPS), a standard created by the NBPS as the profession’s mark of accomplished teaching. Nearly one-third of the teacher population (30.6%) has achieved Rank 1, which is on par with the district and state levels.

As reported by the Kentucky Cabinet for Economic Development, Calvert City’s main workforce of 2,994 individuals age 25 and older has a majority composition of workers who have no education past high school (72%). Only 17.2% of the workforce hold a bachelor’s degree or higher. The Kentucky Department of Education reports that 66.9% of Marshall County Public School graduates do attend college and this figure is significantly higher than the state average of 56.6%.

Health Related Facilities

Marshall County Hospital is located at 615 Old Symsonia Road in Benton, Ky. The hospital was built in 2009 and has been recognized each year since that time as one of the nation’s Most Wired Hospitals – Small and Rural.¹³

¹³ Reported in 2013 Most Wired Survey in the July issue of *Hospitals & Health Networks* magazine.

The hospital is licensed for 25 beds including a four-bed, well-equipped intensive care unit. Marshall County Hospital operates 24 hours a day, 7 days a week, 365 days a year and provides approximately 250 jobs in the community.

The hospital is accredited by an independent not for profit organization known as the Joint Commission (JC). The Joint Commission accredits nearly 21,000 health care organizations and programs in the United States. The hospital provides a variety of inpatient and outpatient services such as physical, speech and occupational therapy, home health care, an advanced technology radiology department, and a 24-hour physician staffed emergency room.

Administrative teams at Marshall County Health Department and Marshall County Hospital, came together in 2011 to update the health care needs of the county. They worked with other area partners to obtain community input toward the development of a comprehensive community health needs assessment (CHNA). From 2011 through 2012, local residents were convened, surveys were conducted, and forums were held in order to assess the state of health in Marshall County. In 2013, a comprehensive review was made available to the community and may be found in Attachment IX (d).¹⁴

There is one private medical clinic located at 7454 US Highway 62 and operated by Baptist Health.

The Marshall County Health Department is located at 267 Slickback Road, Benton. They offer a variety of services including smoking cessation classes, clinical services, vaccinations, physicals, nutrition counseling, WIC, environmental services, dental care, and many others. The office is open weekdays, five days a week and one evening each month they offer extended office hours.

The Marshall County Health Department's Environmental Department is located in the main health department building, at 267 Slickback Road, Benton. The Environmental Department focuses on the enforcement of legal and regulatory standards compliance through surveillance of environmental factors and inspection programs. Specific programs include: Food, Facilities

¹⁴ Interview with Marcia White on November 7, 2013.

Management, Wastewater Treatment & Disposal Systems, and Radon. Other environmental programs regulated by the Environmental Department include: on-site wastewater treatment and disposal systems with subsurface discharges (septic systems), septic tank cleaners, certified installers of wastewater systems, private water supplies, vectors and bird roosts and nuisance control, radon, and more.

The Western Kentucky Regional Laboratory (WKRL) is a department of the Marshall County Health Department and is located in Hardin, Ky. WKRL is a public health environmental laboratory dealing primarily with milk and water analysis. WKRL is unique in that it is the only regional laboratory of its kind in the Commonwealth.¹⁵

¹⁵ Marshall County Health Department, <http://www.mcphd.org/> accessed on November 13, 2013.

X. Historic Preservation

The City of Calvert City has a few historic properties of note. “Oak Hill” is a home located at 26 Aspen Street, built by Potilla Calvert in 1853. The home is listed on the National Register of Historic Places and originally was a simple farm house located near the railroad tracks and depot. Significant modifications of Oak Hill were completed in the 1950’s but the historic presence and significance of the home gives it a place of honor in Old Calvert (the site of the original city).

Old Calvert also is the site of other buildings having significance to the history and development of Calvert City:

1. The Lee Cox Building, later known as the Ford Building and more recently known as Capp’s Grocery Store, was built around 1910. It is being used by its current owner as a storage facility.
2. The original Calvert City Bank Building which is now used as the Union Hall for the VFW, was built in 1907.
3. Harrell’s Grocery is currently vacant but formerly housed Draffen’s Ford Dealership. Early in the 19th Century, Calvert City had the distinction of being the smallest town in the world with a Ford dealership.

The buildings identified above are not architecturally or aesthetically significant. However, they do represent and document the history of the development of Calvert City from an agrarian community along the railroad track to its current status as the center of industrial and financial activity and security in far western Kentucky.

Preservation of the structural history of Calvert City has proven difficult to manage in recent years. Nevertheless, a volunteer group has formed known as Calvert Area Development Authority and is endeavoring to instill a sense of civic pride in Calvert City. Some of CADA’s recent initiatives have included:

1. Efforts to save a former department store building.
2. Fund raising and placement of memorial benches in Memorial Park.

3. Fern Fest (the annual Labor Day celebration).
4. Christmas in the Park, a musical community celebration of the season which follows the annual Christmas Parade. (The Calvert City/Lion's Club Christmas parade is the oldest continuously running Christmas parade in Kentucky. The 2013 parade marked the 54th anniversary of the parade.)
5. A Walk In Time – an antique tractor, gas engine and modern equipment show.

The Civil War marked Calvert City in that it was the only location of a battle in Marshall County. Local Civil War historians are presently contemplating the manner and location of a historical marker to memorialize the battle

Marshall County has a very active Historical and Genealogical Society that meets weekly at the courthouse in Benton. This group may unearth additional events of historical significance occurring in and around Calvert City.

XI. Housing

There has been insignificant housing construction since the adoption of the 2007 Comprehensive Plan. Although Calvert City has seen little growth in its housing stock in recent years, the City Council currently is in the process of engaging one or more groups of consultants to study the city's competitive attributes for residential development and make recommendation to the city for promoting residential growth and sustainability.

The 2010 census noted that more than 50% of the current housing stock in Calvert City was built between 1960 and 1079. Nearly 40% of the total housing stock is valued under \$100,000. The majority of housing (70%) consists of detached single units and 74% of all housing is owner occupied. Almost 7% of existing housing is identified as mobile homes.

Calvert City has suffered some of the same economic misfortune as other areas of the country since 2008. As a result, the housing resale market has suffered while vacancy rates and disrepair have flourished. Now that it appears that the economic climate may be recovering somewhat, Calvert City intends to take advantage of the recovery and promote its own growth and stability to the fullest extent.

The Calvert City Planning Commission presently is working on this Comprehensive Plan and a new Zoning Ordinance and Map to be adopted pursuant to this Plan. This work has been addressed over several years and is intended to provide a template upon which the strengths of the Calvert City community may thrive and develop in accordance with the personality and desires of its residents.

The 2012 Department of Commerce U.S. Census bureau reports Marshall County housing statistics as follows:

Median Home Price: \$102,700¹

Total Housing Units: 1099

Occupied Housing Units: 1018

Vacant Housing Units: 81

Vacancy Rate: 7%

The current studies and investigations of consultants working on the residential development issues of the city are intended to provide direction and strategies for improving and restructuring the city's residential landscape.

See Attachment XI (a) and (b) for the Calvert City 2010 Census Data (Housing) and the 2012 Calvert City Housing Estimates.

Housing Assistance

Calvert City has several apartment complexes and multi-family housing units that offer financial assistance from the U.S. Department of Housing and Urban Development (HUD) or other similar programs. These housing opportunities include Calvert City Apartments, Cedar Court Apartments, and Hawthorne Apartments.

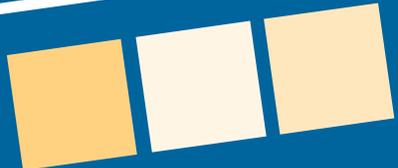
Residential Development Strategy

As mentioned elsewhere in this Comprehensive Plan, the Calvert City Council has taken note of the residential development stagnation which has occurred in Calvert City over the past couple of decades. In response, the City Council has enlisted the services of the Center For Experiential Learning (CEL) at Washington University to provide a fresh and unique perspective and strategy for energizing residential development and setting a course for sustainable residential growth in the city. It is anticipated that the previous work of the Planning Commission and City Council in compiling the 2014 Strategic Plan and this Comprehensive Plan will provide significant information and perspective in conducting this creative and inventive project. It is the City Council's intension that the CEL will conduct its studies and make its recommendations during the Fall and Spring semesters of 2016 and 2017. Implementation of the resulting strategies should begin shortly thereafter. In addition, the City Council is investigating similar programs and opportunities among other universities and governmental assistance organizations to add breadth to the City's residential promotion efforts.



CALVERT CITY

STRATEGIC PLAN 2014



Created by the residents of Calvert City, Kentucky with assistance from the Kentucky League of Cities.



WHAT IS THE CALVERT CITY STRATEGIC PLAN?

The City of Calvert City and the Calvert City Planning Commission began the process of updating its Comprehensive Land-Use Plan in the summer of 2013. Several initial steps were taken in order to obtain input from local residents as to the future of the community. In addition to numerous personal interviews and site visits, several public meetings were held to gather input from the residents of the city including a group of local high school students.



During the public meeting, residents were encouraged to talk about their current concerns of the community. They were also invited to visualize what they would like to see in terms of future development, and to indicate where they believe new development should occur.

One component of the Comprehensive Plan update is a section for recommended implementation strategies. The city took this opportunity to create a more detailed Strategic Plan that would lead to greater public participation in shaping and creating the city's future. This document is the result of those public sessions.



Calvert City – A Look Back in Time



Calvert City is located in Marshall County in the Jackson Purchase area of Kentucky. As early as 1820 there were several ferries in operation along the Tennessee River, carrying people to this new land as it was laid off in parcels. The city was named for Potilla Calvert who selected a site in 1853 to build his home, about 1½ miles from the river. At the time of his purchase, he agreed to donate land to the Paducah and Elizabethtown Railroad, if it would stop near his home. The company agreed and named the station Calvert City.

The city was incorporated in March 1871. Shortly after its incorporation as a city, it was estimated that Calvert City had a population of approximately 200 citizens. The first mayor was John Taylor, a blacksmith and the Town Marshal was Pete Summers. By 1894, there were several businesses making Calvert City a commercial center for the farm families living in the northern part of Marshall

County. These included two general stores, a drug store, a blacksmith shop, mechanic shop, railroad depot, hotel, mill, two churches and two doctor's offices.

Education was deemed important early on as three local men took a public subscription in 1868 and built the first log school building. In 1900 a two story frame building was built near the railroad. In 1918, the principal of the existing school challenged the community to expand to include classroom instruction at the high school level. She proposed that 50 percent of the cost be raised by the community and the remainder be paid for by the Board of Education. The residents responded quickly and the existing building was remodeled and enlarged into a six-room structure. The class of 1922 was the first year of high school graduates.

An interesting moment of history occurred in 1979 when the nation was watching with great

Calvert City – A Look Back in Time

concern how the Iranian Hostage Crisis would evolve. Fourth grade students of the Calvert City Elementary School wrote letters to President Jimmy Carter and the local mayor, asking that the national and community Christmas trees not be lit until the crisis in Iran was resolved. Senator Wendell Ford read the students' letters to congress, and as a result, the event was recorded in the December 13, 1979 issue of the *Congressional Record*.

A community telephone service was established in the early 1900s. However, electric power did not reach the community until the early 1930s.

The historic flood of 1937 changed the lives of many Kentuckians, but its aftermath had an immense impact on Calvert City residents with the development of Kentucky Dam. There were over 5,000 men employed by the Tennessee Valley Authority (TVA) at the time of the construction, providing a real boost to the local economy. The flip side was the displacement of many families that were forced to move from their homes.

This new facility controlled flooding of the city and the region, and offered cheap hydroelectricity to the region. Kentucky Dam was completed in October 1945. With Calvert City being located along the Tennessee River, it didn't take long for industrial developments to occur. A manufacturing and chemical complex arose on the Tennessee River, just below the dam. Commonly referred to by locals as "the Calvert plants," these industries provide hundreds of jobs for area workers.

Early industries included the Pennsylvania Salt Manufacturing Co, established in 1948 and later

became the Pennsalt Corporation. It was later renamed the Pennwalt Corporation. This company was soon followed by Pittsburgh Metallurgical Co., Inc., later known as Airco Alloys. The National Carbide Company soon followed as did BF Goodrich, opening a polyvinyl chloride plant within the same time frame. Other chemical manufacturing facilities such as American Aniline, Air Products and Chemicals, and GAF Corporation followed in the decade of the 1950's.

Calvert City grew up along the railroad from its earliest days. With the new developments wrought by the dam construction, this area became known as "Old Calvert," and new neighborhoods began to emerge. This new neighborhood was known as Adamstown. In time, other neighborhoods developed as the chemical plants opened and offered good wages for local workers.

Since its earliest settlement, most residents had made their living from farming or some type of agriculture. Once Kentucky Dam was built, within a 20-year period, the community's top two economic engines became industry and tourism, with agriculture a distant third.

In 2013 the leaders of Calvert City still tout its strategic location with industrial river access, mainline rail and interstate highway interchanges, as the premiere location option for industry. They suggest that all modes of transportation that link Marshall County with the world, must pass through Calvert City.

Information gathered from these sources:

History of Marshall County, Kentucky, (Benton, KY: Marshall County Genealogical Society in collaboration with Dave Turner and Associates Publishing), 1948.

New History of Kentucky, Lowell H. Harrison and James C. Klotter, (Lexington, KY: University Press of Kentucky), 1997.

www.calvertcity.com

What Citizens Said

Community Listening and Design sessions were held on September 16, 2013, March 20, 2014, and May 8, 2014. A Student Listening and Design session was held at Marshall County High School on January 23, 2014. The community discussed these questions:

What makes Calvert City unique?

- ◆ Large industrial next to large recreational
- ◆ Great schools
- ◆ On the river
- ◆ River/rail/interstate
- ◆ Small-town feeling
- ◆ Land (use) diversity

What are the strengths of the city?

- ◆ Good place to raise family
- ◆ Close to lake and Paducah
- ◆ Variety of churches
- ◆ Equidistant between big cities
- ◆ Enough necessity shopping
- ◆ Great recreation opportunities
- ◆ Sound infrastructure
- ◆ Safe feeling
- ◆ Low housing cost
- ◆ Great city parks

What are the weaknesses of the city?

- ◆ Lack of recreation for youth
- ◆ Lack of high paying jobs
- ◆ Lack of retail growth
- ◆ Affordable housing for young/aging families
- ◆ Perception of industrial pollution
- ◆ Population decline
- ◆ Job loss/outflow
- ◆ No incentive for youth to stay
- ◆ City school compared to county
- ◆ Indifference

What are the opportunities of the city?

- ◆ Economic growth due to infrastructure
- ◆ Increase civic involvement/education
- ◆ More restaurants (sit down family, "cheddars," better hours)
- ◆ Expand tourism
- ◆ More industry (20-50 jobs)
- ◆ Medical center
- ◆ Develop fire services
- ◆ Spend on community
- ◆ Proximity to interstate/lake/rail
- ◆ Fiber tech infrastructure
- ◆ Golf cart/bike paths (more friendly/safe)
- ◆ Expand gas and sewer service

What Citizens Said

- ◆ Curtail water expenses
- ◆ Reduce tap on fees
- ◆ Expand medical services
- ◆ I69/I24 increase traffic and development
- ◆ City promotion/PR
- ◆ Tourism (state park partnership)
- ◆ Housing stock
- ◆ Alcohol
- ◆ Increase school prestige/enrollment
- ◆ Use racetrack
- ◆ Expand sidewalks
- ◆ Highway/public safety
- ◆ Loss of schools and doctors
- ◆ Environmental, water, air standards getting tougher
- ◆ Perception of highway 95
- ◆ Manual labor opportunities
- ◆ Entertainment or lack thereof (for adults)
- ◆ Awareness/signage
- ◆ People don't care
- ◆ Lack of civic pride

What are the threats to the city?

- ◆ Perception of increase in crime/drugs
- ◆ Plant closure
- ◆ Lack of property for new housing
- ◆ Regressive mindset towards expansion
- ◆ Perception of getting people off interstate
- ◆ Natural hazards (earthquake)
- ◆ Lack of emphasis on entrepreneurial spirit/economic diversity
- ◆ Age/investment of housing stock
- ◆ Failure of growth
- ◆ Employment layoff
- ◆ Youth retention
- ◆ Evening ghost town feeling
- ◆ Commuter population increase

The Vision: What We Saw

A Design session was held as a part of the public input process. More than 80 citizens worked in teams to create a visual image of Calvert City in the future.



- ◆ Better signage
- ◆ Housing
- ◆ Recreation trails
- ◆ Branding the city
- ◆ River access
- ◆ Local food
- ◆ Groundwater protection
- ◆ Water/spray park
- ◆ Connection to state park

Community Core Values



- ◆ Family-Oriented
- ◆ Good Education
- ◆ Small-town Feel
- ◆ Strong Faith-based Community
- ◆ Diversity of Outdoor Resources
- ◆ Sense of Place
- ◆ Safety

What Students Said!

A Listening and Design session was held with a group of Marshall County High School students who reside in Calvert City. They shared their ideas and vision of Calvert City.

What We Like

- ◆ Lakes
- ◆ All-American, wholesome place to live
- ◆ You can walk everywhere
- ◆ Revolution
- ◆ The drive-in
- ◆ Parks
- ◆ Library
- ◆ Recreation opportunities
- ◆ Country Club
- ◆ Something for everybody
- ◆ The community cares about us

What We Want

- ◆ Bowling alley, movies
- ◆ BBQ at the Lake
- ◆ Festivals
- ◆ Special community events
- ◆ Utilize the stage at the park more often
- ◆ Shopping
- ◆ Family restaurants
- ◆ Newer apartments for young adults

The Big Picture

Creating a Diverse Future for Calvert City

As Calvert City looks toward its future, new opportunities and realities have the potential to change the economic dynamic of the community. In order to sustain the city's growth, the revenue base will need to be carefully examined and retooled. Three areas of potential for maximizing the city's potential and minimizing the risk of

unforeseen change in the future are available for development. They are:

- ◆ Become A Recreational Trail Hub
- ◆ Become the Most Beautiful City in Kentucky
- ◆ Become a Thriving Local Economic Center



Reality Check

Calvert City is fortunate to have an abundance of natural and economic resources. For the past several decades, the city has benefited from the visionary leadership of local leaders. With sustained success comes challenges – apathy, comfort and unrecognized shifting realities. Calvert City needs to embrace these challenges so that prosperity will continue for future generations. Here are the challenges:

- ◆ Industry-based Economy
- ◆ The Comfort Zone
- ◆ Getting Smaller
- ◆ Getting Older



The Big Picture

Reality Check



Industrial Realities

- ◆ A great economic engine
- ◆ Low unemployment
- ◆ Susceptible to “all the eggs in one basket” syndrome
- ◆ Young people don’t see opportunity
- ◆ Jobs could leave
- ◆ Outside perceptions

The Comfort Zone

- ◆ Apathy among residents
- ◆ Things will always be this good
- ◆ City is cash flush
- ◆ Let’s wait
- ◆ Missed opportunities



Getting Smaller

- ◆ Calvert City’s population is declining
- ◆ Continued decline expected through 2030
- ◆ Shrinking workforce
- ◆ Young people leaving and won’t return (though they’d like to)

The Big Picture

Getting Older

- ◆ Median age is 44
- ◆ Largest population segment will retire before the 2020 census
- ◆ Number of citizens over 65 living alone has tripled in the last 10 years



We Recommend

So What Should Calvert City Do?

- ◆ Refocus
- ◆ Reinvent
- ◆ Reimagine

Create a Second Economy!

We recommend that Calvert City refocus some of its economic development efforts on a “second” economy that is built on entrepreneurship, tourism, recreation and leisure. With the potential to annex Kentucky

Dam Village State Park, the city can provide many local activities that improve the quality of life for its residents first. Then, the community can reimagine its future as a tourist destination through connecting trails, “whole community” marketing and provide amenities that no other city in the region can offer. The key to success in this endeavor is to fully leverage the small-town atmosphere that is the essence of Calvert City with the appeal of a huge playground at KDV. The city and state park must fully merge their assets and strengths to build a new brand.

Recreational Trail Hub

Connect Calvert City to the Lakes, River and Paducah

- ◆ Create a "Green Line" trail to Kentucky Dam Village State Park, the Tennessee River and Paducah
- ◆ Create a "Green Line" Trail Center on Main Street
- ◆ Link all three city parks to Green Line and each other



Leverage Kentucky Dam Village

- ◆ Bring the Village to Calvert City – Annex
- ◆ Embrace KDV as a fully-integrated part of the city
- ◆ Create a brand that ties the city and KDV
- ◆ Focus on advantages for local residents first
- ◆ Turn "local tourism" into "global tourism"



Connect Calvert City to Kentucky Dam Village



Alternative Transportation

Many local residents already use alternative modes of transportation including:

- ◆ Bikes
- ◆ Walking
- ◆ Golf Carts

One idea was to implement a “Complete Streets” plan. This concept may be possible in limited areas.

One alternative for narrow streets in older neighborhoods might be traffic-calming design in strategic locations. The city can easily test this concept by installing temporary buffers using 2x4 boards and building out from the curb. This method would be inexpensive and allow the public to provide feedback to the city.



The Most Beautiful City

Develop Calvert City Art Trail

Commission public art at key intersections creating a loop around town

Calvert City in Bloom



Plant wildflowers along the interstate ramps that bloom from mid-March to mid-May



Plant flowering trees on the art trail loop – that bloom from mid-March to mid-May



Thriving Local Economy

Position Calvert City as the “authentic” place to stay and visit in the region

- ◆ Build an economy catering to visitors
- ◆ Places to stay – locally owned B&Bs, micro-hotels
- ◆ Places to eat - restaurants featuring local food
- ◆ Create a community market
- ◆ Develop wayfinding plan for visitors



Create a City Center Focal Point

Spruce Up 5th Avenue



- ◆ Leverage relation to outdoor activities (biking, hiking, hunting, fishing, water sports) to build small businesses
- ◆ Outfitters, guides, equipment sales and repair, locally made gear
- ◆ Develop education curricula and mentorship programs to assist youth in developing businesses that support the brand identity
- ◆ Utilize access to high speed POP 3 to attract tech-based startups – sell small town quality of life in an outdoor setting with great education for children
- ◆ Recruit people with business ideas to further brand identity

Fulfill Local Needs

- ◆ Identify local service gaps
- ◆ What necessities for local residents and businesses are not provided locally
- ◆ Create list of job types that are needed and could be created locally



Thriving Local Economy

Address Medical Needs

- ◆ Is elder care being addressed sufficiently
- ◆ Need more medical specialists locally – perhaps a Physician’s Assistant
- ◆ Urgent Treatment Center
- ◆ Career training and opportunities for career paths locally



Address Housing Needs

- ◆ Start with a Housing Study
 - What’s needed?
 - Who is interested?
 - Where to build?
 - Price range?
 - Who are the local developers?
 - Are townhouses/condos the answer?
 - Can the community capture the upscale market?

Think BIG!

From the Port to the Park

Eco-Park at the River

- ◆ Develop an “Eco-industrial Park” concept for land designated by the Port Authority
- ◆ Connect this Eco-Park to I-24



Airpark at the State Park



- ◆ Work with the state to negotiate a sale of the airport to a private company
- ◆ Facilitate development of a “Western Kentucky International Airpark” cargo facility that links multi-modally to the existing industries in Calvert City as well as in the new Eco-Park

In Conclusion...

Calvert City has the leadership, resources and vision to successfully maneuver through the challenges of the 21st global economy. By taking appropriate steps now, the community can diversify its economy and minimize the impact of any market or financial shift. We appreciate and value the many individuals who took time to provide us information and participated in the listening and design sessions. We especially want to thank the city officials for the opportunity to serve the citizens of Calvert City. We also appreciate our design partner, Steve Austin, for his incredible conceptual photos and guidance throughout this process.

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Kentucky League of Cities

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