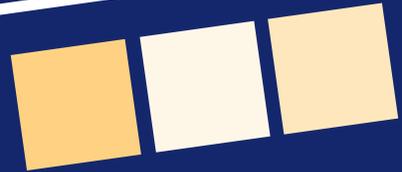




# CAMPBELLVILLE

## COMPREHENSIVE LAND USE PLAN UPDATE 2016



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





# **Comprehensive Plan Update 2016**

**Prepared for the  
Campbellsville Planning Commission**

**Presented by**

**Kentucky League of Cities  
Community Consulting Services**

## **City Officials**

Tony Young, Mayor  
Jimmy Ewing  
Mike Hall Jr.  
Frank Hansford  
Randy Herron  
Allen Johnson  
Terry Keltner  
Stan McKinney  
Dave Nunery  
Paul Osborne  
Patti Phillips  
Greg Rice  
Sharon Hoskins-Sanders  
City Attorney John Miller  
City Clerk Cary Noe

## **Campbellsville Planning Commission**

DeWayne Squires, Chair  
Barry Blevins, Vice-Chair  
Maurice Pickett  
David Revis  
Kenneth Fisher  
Ron Parson  
Chris Tucker, Staff

## **Board of Adjustments**

Henry Lee, Chair  
Marion Hall  
Roger Sabo  
Rosalind Strong  
Brandon Dillard

## **Campbellsville Comprehensive Plan Steering Committee**

Allen Crabtree  
Mike Hall  
Randy Herron  
Stan McKinney  
Ron McMahan

## **Acknowledgements**

### **Steering Committee**

Tony Young, Mayor  
Ron McMahan, EDA Director  
Alan Crabtree, Code Enforcement  
Randy Herron, Council Member  
Chris Tucker, Housing Authority  
Stan McKinney, Professor of Journalism  
Mike Hall, City Council and Lawyer  
John Miller, City Attorney

### **Councilmembers**

Jimmy Ewing  
Mike Hall Jr.  
Frank Hansford  
Randy Herron  
Allen Johnson  
Terry Keltner  
Stan McKinney  
Dave Nunery  
Paul Osborne  
Patti Phillips  
Greg Rice  
Sharon Hoskins-Sanders

### **Planning Commission**

DeWayne Squires (Chairman)  
Barry Blevins (Vice-Chairman)  
Maurice Pickett  
David Revis  
Kenneth Fisher  
Ron Parson

### **Professional Assistance**

Steve Austin, JD, ASLA  
S. J. Harris, UK Student Intern

### **Community Assistance**

Mitch Bailey, Campbellsville Police  
Department  
Ann Beard, Taylor County RECC  
Mark Bonta, Natural Resources Conservation  
Service  
Captain Adam Burress, Taylor County  
Detention Center

John Chowning, Vice President Church and  
External Relations and Executive Assistant To  
the President, Campbellsville University  
Michael Close, Atmos Energy  
Judy Cox, Chamber of Commerce  
Kidada Dowell, Student, Campbellsville  
University  
Sheila Douglas, Office of Church and External  
Relations, Campbellsville University  
Sarah K. Ehresman, Kentucky State Data Center  
Natalie Fox, City of Campbellsville  
Carley Fudge, Building Inspector  
Lori Garkovich, University of Kentucky  
Betty Jane Gorin, Historian  
DiAnne Harris, Taylor County Schools  
Danny Hawes, Natural Resources Conservation  
Service  
Tim Hazlette, Campbellsville Police  
Department  
Troy Hearn, Division of Planning, Kentucky  
Transportation Cabinet  
Jaclyn E. Hodges, Taylor County Health  
Department  
Chris Kidwell, Campbellsville Independent  
School  
Andrea Lawler, Taylor County Public Library  
Donna Logsdon, Campbellsville Main Street  
Gary Magers, Campbellsville Taylor Co. EMS  
Alice McMahan, Campbellsville Cherry  
Reproductions, Inc.  
Leslie Moore, Central Kentucky News-Journal  
Jeff Moreland, Central Kentucky News-Journal  
Alisha Nelson, Taylor County Tourism  
Commission  
Cary Noe, City of Campbellsville  
Christy Parks, Taylor County Schools  
Melanie Puryear, City of Campbellsville  
Eddie Rogers, Taylor County Judge Executive  
Cindy Rose, Taylor Regional Hospital  
Thomas Sawyer, Kentucky State Data Center  
Mike Skaggs, Taylor County RECC  
Kyle Smith, Campbellsville Fire Department  
Brad Sowden, LG&E/KU/ODP  
DeWayne Squires, ReMax Realty Partners

Cheryl Sullivan, Campbellsville Water and Sewer  
Chris Taylor, Campbellsville Fire Department  
Pat Thompson, Campbellsville Police Department  
Jadie Tomlinson, KYTC Division of Planning  
Carl Watson, Taylor County Airport  
Jane Wheatley, Taylor Regional Hospital  
Dr. Shawn H. Williams, professor, Campbellsville University

**Campbellsville Independent High School**

Alex Bailey  
Heather Bailey  
Keniyah Barnett  
Nakiyah Barnett  
Caylie Blair  
Bill Brewer  
Vera Brown  
Vivian Brown  
Deston Ford  
Ben Fitzgerald  
Sidney Grady  
Brooklyn Harris  
Brooke Harris  
Laura Lamb  
Gary Majors  
Hack Marcum  
Holland Milby  
Bryce Richardson  
Shandi Russell  
Zach Settle  
Vonnea Smith  
Ricky Smith-Cecil  
Chris Taylor  
Brenna Wethington  
Kendon Young  
Calen McKinney, Teacher

# Table of Contents



I.	Introduction – Overview of Planning Process.....	1
II.	Goals & Objectives.....	4
III.	Demographics: Population Characteristics Analysis.....	18
IV.	Economic Analysis.....	24
V.	Environmental Analysis.....	36
VI.	Land Use Element.....	40
VII.	Transportation.....	45
VIII.	Community Facilities and Services.....	61
IX.	Community Profile – Historic Element.....	87
X.	Housing.....	94
XI.	City of Campbellsville Strategic Plan.....	97

# Attachment Contents

## **A. Economic Analysis**

- A1. Work Force Area Map
- A2. Taylor County Median Income by Sex by Educational Attainment
- A3. City of Campbellsville Educational Attainment
- A4. Educational Attainment Comparison
- A5. Ag Report 2012

## **B. Land Use**

- B1. 2016 Campbellsville Land Use Map
- B2. 2016 Campbellsville Future Land Use Map

## **C. Transportation**

- C1. Distances
- C2. Campbellsville Traffic Volume
- C2. Taylor County Traffic Volume
- C3. 2010 and 2014 Highway Accident Reports
- C4. Campbellsville Police Department 2014 Annual Report
- C5. Aviation Six-Year Plan
- C6. DOT Six-Year Road Plan
- C7. Heartland Parkway Study
- C8. City Sidewalk Plan
- C9. Trace Pitman Greenway grant summary

## **D. Community Facilities**

- D1. CIS KDE CIP Plan 2014 and District Facilities Plan
- D2. TCSD Facilities Plan and KDE CIP Plan
- D3. Taylor Regional Hospital Transportation Information'
- D4. C/TC Water Sewer Rates
- D5. 2014 CCR Water Quality Report
- D6. Sewer Task List
- D7. WWTP Flow Diagram
- D8. Campbellsville Zoning Map
- D9. Church Directory

## **E. Community Profile – Historic Element**

- E1. Historic District Map 2016
- E2. Incentive Programs
- E3. C/TC Historic Sites List
- E4. Tebbs Bend Battlefield Preservation Plan

## **F. Housing**

- F1. Building Permits 2004 -2014
- F2. 2014 PVA Yearly Report
- F3. Tax Rate Comparison to other counties

# **I. Introduction**

## **I. Introduction – Overview of Planning Process**

In order to address current needs and plan for future growth, in late 2014, the Campbellsville City Council set out to update the Campbellsville Comprehensive Plan.

The City of Campbellsville engaged the Kentucky League of Cities (KLC) in Lexington, Kentucky, to assist in the planning effort. KLC prepared a scope of work that would engage the community in the planning process, examine the current and anticipated market conditions pertaining to Campbellsville and create a strategic visioning plan to guide the city through the anticipated change over the next five years.

Using the information provided through this Comprehensive Plan and implementing the Strategic Plan recommendations, Campbellsville can prepare for future growth and development that may be spurred because of the community's location in the region. The city has a reputation as a regional hub and must reclaim this position with confidence.

### **Objectives of Planning**

To position commercial and other forms of growth in areas to derive maximum benefit for both property owners and city taxpayers.

- Description of Planning Task
  - Creation of a citywide master plan to allocate land uses in appropriate locations, focusing primarily on commercial and residential uses.
- Planning Process
  - Inventory and analysis
    - physical
    - economic
    - demographics
    - mapping and other planning resources
  - Interviews with key partners
    - City officials
    - City department heads
    - Utilities
    - Transportation
    - Communications
    - Emergency response
    - Property owners
    - Commerce leadership
    - History and historic preservation
    - Education
    - Health and human services
  - Public meetings for communitywide input

- Conceptual plan development
- Review period
  - Comments from key partners and public
- Final plan development
- Community Engagement
  - Email contact lists
  - Social media
  - Mainstream media
  - Personal interviews
  - Presentations at community meetings
- Deliverables
 

Planning map(s) and accompanying descriptive text, including goals and strategies, related planning tactics such as landscaping and signage, recommendations for any necessary infrastructure improvements, including streets, roads, water and sewer, and any associated graphics.

A steering committee comprised of six members representing a cross section of the city was appointed by the mayor to guide KLC CCS staff through the process and to act as a sounding board for the consultants as the plan was developed.

On Thursday, February 26, 2015, the public was invited to a Community Listening Session, facilitated by KLC CCS staff. The following day, February 27, KLC CCS met with Calen McKinney's class, students from Campbellsville Independent High School, to conduct the same exercise. Students were asked a series of questions and then given maps to draw how they would like to see Campbellsville look in the future.

Additional input was gained from meeting with public administration students at Campbellsville University on March 15, 2015. A follow-up report was provided to the city council to layout the initial framework of the Strategic Plan on May 4, 2015.

During the spring and summer of 2015, KLC consultants met with and interviewed more than 20 community leaders. In addition, the consultants gathered data, conducted research and analyzed past and current economic and growth trends of the region.

On June 24, 2015, KLC advisors met with the Steering Committee to review work accomplished and to seek input and direction in order to complete the Strategic Plan recommendations.

On July 28, 2015, KLC advisors met with the leadership of the City and the Campbellsville Planning Commission to undertake the update of the Comprehensive Plan's Goals and Objectives.

On November 23, 2015 the KLC advisors met with a few of the steering committee to review the first draft of the strategic plan recommendations. With a few modifications, those attending agreed that the plan needed to move forward to the City Council.

On December 7, 2015, during the regular City Council meeting at the Campbellsville Civic Center, the strategic plan was distributed to the Campbellsville City Council and the Campbellsville Planning Commission, and presented to the community. An electronic copy was posted online for the public to review. The KLC advisors updated the community on the progress of the plan and gave a visual presentation of the strategic plan.

On January 26, 2016, a public meeting was held at the Campbellsville Civic Center for the KLC advisors to present a draft copy of the Goals and Objectives of the Comprehensive Plan to the Planning Commission. In addition, the consultants provided an overview of the strategic plan that is being created in conjunction with the Comprehensive Plan.

On February 1, 2016, Tad Long, KLC CCS community advisor, attended the Campbellsville City Council meeting to provide an update on the progress of the Campbellsville Comprehensive Plan.

In accordance with KRS 100, on February 23rd, the Planning Commission held a public hearing to gather public comment regarding the proposed Goals and Objectives for the Comprehensive Plan update. After the public hearing, the Planning Commission adopted the Goals and Objectives as presented, in its regular meeting.

KLC consultants will provide a completed copy of the updated Comprehensive Plan in March, 2016. A public hearing will be held for public comment, prior to adoption of the plan.

The Campbellsville Planning Commission held a public hearing on \_\_\_\_\_, 2016 to receive public comment regarding the Comprehensive Plan Update. The plan was adopted by the Campbellsville Planning Commission on \_\_\_\_\_.

## **II. Goals and Objectives**

## **II. Goals and Objectives**

### **The Importance of Goals**

The Campbellsville Comprehensive Plan is designed to provide policy direction for the City of Campbellsville 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 including students and graduates of the local school systems, vocational/career path students and students/graduates of Campbellsville University.**

#### **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.** Through the Future Land Use Map, ensure that there are 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 linkages such as Trail Town developments with and within these areas.
- C.** Provide for a diversity of housing types and price ranges to meet the varied needs of Campbellsville's citizens and Campbellsville University students, including senior housing, patio homes, townhomes, as well as medium and upper income housing.
- D.** Define and develop Campbellsville's cultural, historic, recreational, educational and environmental assets as important marketing and image-building tools of the city's business districts and neighborhoods.
- E.** 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.

##### **Objectives:**

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

- D. Work to create and promote agritourism, heritage tourism, and ecotourism initiatives, and to develop mutually supporting businesses as well.
- E. Advocate with the county government to consider economic concerns in their land use and transportation planning activities.
- F. Ensure citizen involvement in the policy development and decision making process on publicly funded economic development projects and activities.
- G. Promote the development of small business enterprises, including home occupations, to maintain a diverse economy with appeal to households of all income levels.
- H. Build public support for the county's farms and farmers and promote, protect and assist agriculture as a functional sector of the local economy.
- I. 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 yearly system-wide review of the city water and sewer services to ensure efficient functioning and planning for future needs.
- B. Work with the Kentucky Transportation Cabinet to ensure that highway planning reflects the needs of the community. Advocate for all highway and road improvements vital to the community.
- C. Ensure that community service bureaus 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. Build public and private partnerships to link public infrastructure development to other development plans.
- F. Use public investment as a catalyst to foster private development.
- G. Expand broadband service and speed by enhancing, upgrading and building out the Wi-Fi infrastructure to accommodate the current and anticipated commercial, industrial and residential needs of the city.

### **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 the establishment of a tourist/visitor welcome center.
- C. Develop a Wayfinding system – a series of signs that are used to direct visitors around the city.
- D. Maintain and update visitor's map as needed.

## **2. QUALITY OF LIFE**

**Goal: Preserve, enhance, and promote small town character and appearance.**

### **2.1 City Growth**

Land use should reflect historic patterns and existing physical conditions.

#### **Objectives:**

- A.** Manage growth in the city to ensure that development occurs at an appropriate scale, style, and pace, and in locations that are suitable for the type of development being proposed.
- B.** Ensure new development is reasonably compatible with adjacent land uses.
- C.** Encourage nontraditional styles of development, such as cluster 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 downtown and adjacent areas.
- E.** Support the adaptive reuse and redevelopment of existing vacant buildings in downtown.
- F.** Promote walkability and reasonable connections throughout the city.

### **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 and celebrations that are held in Campbellsville including: The Fall Heritage Festival, Market Off Main, Main Street Saturday Night, I'm a Dam Runner, Halloween at the Park, and Trail Town Connexions Triathlon.
- B.** Continue participation and support of countywide fairs and festivals including: Taylor County Fair, July 4th Celebration, Antique and Gas Engine Tractor Show and the 25-Mile Green River Challenge.
- C.** Consider the development of park-related festivals and celebrations.

### **2.3 Community Appearance**

Create more appealing city gateways and corridors by developing a Beautification Plan to improve the overall appearance and signage of the city.

#### **Objectives:**

- A.** Critical areas of the town including gateways such as Highways 55, 210 and 68.
- 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. Consider requiring the creation and dedication of greenspace in new developments.

#### **2.4 Historic Preservation**

Historic resources will be preserved, maintained, and reused to recognize and reinforce the historic character of Campbellsville.

##### **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 Campbellsville.**

#### **3.1 Conformity with Land Use Map**

**Objective:**

- A.** New or amended uses of land shall be consistent with the Future Land Use designations as described in the land use element and as portrayed on the Campbellsville Future Land Use Map. The Future Land Use designations are intended 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 and mining land uses; and c) encourage an efficient pattern of development and inefficient growth.

#### **3.2 Land Use Principles**

**Objectives:**

- A.** Establish standards related to the development of nonresidential uses in order to ensure a positive visual perception of Campbellsville 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.** Require new residential development to incorporate pedestrian access through the new development and to adjacent areas, wherever applicable.
- D.** Gated communities – developments which restrict access to only property owners and invitees - will be limited to those locations where they will not interfere with the interconnection of major streets. Only private streets maintained by a home owners association or equivalent will be allowed in such communities. Streets in gated communities shall never be offered for dedication to the City, unless they were originally constructed to city street standards and are inspected and found adequate by the city engineer. Adequate access for emergency vehicles and school buses will be determined on a case by case basis with the appropriate officials. All applicable city subdivision and development requirements shall be met in proposed gated communities.
- E.** Insure that proper measures are taken to reduce runoff and retain natural vegetation at construction sites.
- F.** Require that large scale land uses involving considerable land modification submit detailed erosion control plans.
- G.** Pursue road designs involving minimal amounts of land coverage and a minimal feasible disturbance to the soil.
- H.** Discourage the siting of land uses that are incompatible with adjacent land uses.
- I.** Encourage Planned Unit Development (PUD) approaches to future residential, commercial and industrial development.
- J.** Foster flexibility in the division of land and the siting of buildings, and other improvements to reduce new development impacts on environmentally sensitive areas.

- K.** Ensure that the regulatory policies within the city's zoning ordinance and related map are consistent with current community needs and desires.
- L.** To discourage incompatible land uses by proper screening and distance if there are no existing natural or man-made barriers.

## **4. HOUSING**

**Goal: Enhance Campbellsville’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**

Ensure that an adequate supply of housing is available to meet the needs, preferences, and financial capabilities of Campbellsville’s households and Campbellsville University students, now and in the future.

#### **Objectives:**

- A.** Designate sufficient buildable land for residential development to accommodate Campbellsville’s projected population growth.
- 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, infill, or underdeveloped land.
- E.** Encourage housing design that supports the conservation, enhancement, and continued vitality of areas of the city with special scenic, historic, architectural or cultural value.
- F.** Reduce non-regulatory barriers to the development of vacant residentially zoned sites.
- G.** Ensure that the land use plan allows for varied types of residential development.

### **4.2 Housing Safety**

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

#### **Objectives:**

- A.** Ensure safe housing for Campbellsville’s citizens of all income levels.
- B.** Encourage the return of abandoned housing to useful and safe occupancy.
- C.** Ensure the safety of the general public by requiring owners to repair substandard housing or as a last resort, demolish dangerous housing.

### **4.3 Housing Quality**

Encourage the development of housing that exceeds minimum construction standards.

#### **Objectives:**

- A.** Promote housing that provides air quality, access to sunlight, and is well protected from noise and weather.
- B.** Ensure that owners, managers, and residents of rental property 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. 4.4 Housing Diversity**

Promote creation of a range of housing types, prices, and rents to: a) create culturally and economically diverse neighborhoods; and b) allow those whose housing needs change to find housing that meets their needs within their existing community.

##### **Objectives:**

- A.** Keep Campbellsville inviting to households with children by ensuring through public and private action the availability of housing that meets their needs throughout the city.
- B.** Support homeownership opportunities in new multi-dwelling housing by encouraging the creation of condominiums, cooperatives, mutual housing associations, and limited equity cooperatives.
- 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 providing 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.** Include strategies and actions that encourage the provision of housing affordable to all income levels in neighborhoods, community plans, and other area plans that pertain to housing.
- B.** Ensure the availability of housing that meets the needs of all Campbellsville households.
- C.** Encourage the 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.** Promote conservation programs and energy-efficient practices and programs that reduce housing operating costs for energy, sewer, and water usage.
- E.** Pursue 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.
- G.** Expand opportunities for first-time homebuyers.

#### **4.6 Regulatory Costs and Fees**

Consider the impact of regulations and fees in the balance between housing affordability and other objectives such as environmental quality, urban design, maintenance of neighborhood character, and protection of public health, safety, and welfare.

**Objectives:**

- A.** Improve housing affordability by imposing the lowest permit fee, or system development charge necessary to recover cost of city services delivered in a cost-effective manner.
- B.** Achieve greater predictability in project decision timelines, outcomes, and costs.
- C.** Allow reduced parking requirements for housing where the parking demand is low and impacts are kept to a minimum.

## **5. ENVIRONMENT**

**Goal: To protect and enhance the quality of the natural environment in Campbellsville.**

### **Water Quality**

Protect water quality in Campbellsville's source of water, the Green River.

#### **Objectives:**

- A.** Continue water quality monitoring in Campbellsville's water source, the Green River.
- B.** Reduce soil erosion by requiring and enforcing erosion control measures during construction and requiring revegetation of disturbed areas.
- C.** Require all new development in the watershed to be connected to sanitary sewer.
- D.** Locate and protect wetlands in the city.

### **5.2 Natural Environment**

Preserve and protect critical environmental resources, including agricultural soils, hydrology, open spaces, woodlands, and wildlife habitats.

#### **Objectives:**

- A.** Improve and preserve the quality of waterways.
- B.** Improve soil quality and stability through administration and enforcement of erosion control programs, cleanup activities, best management practices, and effective education.
- C.** Establish riparian buffers and restore disturbed areas in the City of Campbellsville.
- D.** Provide public education about natural resources for students and the public at large.

### **5.3 Urban Environment**

Minimize negative impact of urban development.

#### **Objectives:**

- A.** Control the impacts of noise, odor, and 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.

### **5.4 Efficiency**

Reduce government operating costs.

#### **Objectives:**

- A.** In order to reduce the financial investment in built infrastructure while controlling the environmental impacts that infrastructure can cause, explore opportunities to restore or productively use the functions that a healthy ecosystem can provide in conjunction with, or as a substitute, for built infrastructure.
- B.** Reduce consumption of resources and promote conservation of energy, water and material resources among all sectors of the community, including city government.

## **6. INFRASTRUCTURE**

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

### **Objectives:**

- A.** Ensure that there is adequate water and wastewater available to serve existing areas and new development by monitoring usage and capacity.
- B.** Ensure water capacity, capability, and availability by proactively maintaining infrastructure systems.
- C.** Efficiently expand the sanitary sewer service capability, availability and capacity to areas where it is not currently available.
- D.** Require new developments to provide adequate facilities such as sidewalks, storm water drainage, and urban utilities such as sewer, water, and fire protection.
- E.** Identify and promote energy-saving and more efficient utility technologies to promote environmental conservation and protection.

## **7. TRANSPORTATION**

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

### **7.1 Streets and Roads**

#### **Objectives:**

- A.** The Kentucky Transportation Cabinet notes the following road improvements for Taylor County in their Six Year Highway Plan:
  - Priority section of the Heartland Parkway, the Campbellsville Bypass.
  - Replace the bridge over Green River
  - Replace the bridge on Wise Road over Long Branch
- B.** Work closely with the Kentucky Transportation Cabinet and other governments in Taylor County to ensure the vital improvements to state roads are included in the state's Six-Year Road Plan.
- C.** Consider potential bridge and road improvements on 210 due to anticipated acceleration of traffic when the new school is fully operational.
- D.** All rights-of-way in new developments should be dedicated to the city for public use.
- E.** 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.
- F.** Provide transportation infrastructure and services in a cost-effective and efficient manner, making the best use of available resources.
- G.** Provide for the protection of existing and future rights-of-way from building encroachment.

## 7.2 Walking and Biking

Provide a safe and inviting alternative to driving.

### Objectives:

- A. Support the designation of bike lanes where feasible in the city and promote these and other highway-based routes and tours as a means of alternative transportation and a method of tourism promotion.
- B. All new developments should have sidewalks on both sides of public streets.
- C. Repair existing sidewalks in the city.
- D. Develop a trail plan throughout the city and connect to the Green River State Park.
- E. Use sidewalks to connect isolated developments.

## 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 Campbellsville's residents and businesses in an efficient manner.**

### Objectives:

- A. Ensure that the town can provide an acceptable level of community services that meet the needs of both the existing and projected population.
- B. Ensure that the public health and safety of local residents are met.
- C. Ensure continued cooperation and coordination between the fire and police departments in order to encourage a cost-effective use of resources.
- D. Provide a well-thought out approach for the financing of the city's community facilities and services.
- E. Ensure that all students have the opportunity to receive the best possible and affordable education so that they acquire the necessary skills and knowledge to make a positive contribution to the community.
- F. Encourage educational programs that use a variety of community resources including conservation lands, historic resources, community facilities and local businesses.
- G. Support civic organizations providing for community facilities such as libraries, senior centers, youth centers, museums and other cultural facilities and work to avoid or eliminate duplication of services.
- H. Collaborate with Campbellsville University to insure that adequate facilities exist on campus and within the city to meet the needs of the student population.

## **9. PARKS & RECREATION**

**Goal: Develop a comprehensive system of parks, trails, and open spaces that meet the needs of all age groups within Campbellsville.**

### **Objectives:**

- A.** Plan a citywide trail system that connects parks, neighborhoods, municipal facilities, and schools, thereby creating a more pedestrian-friendly community.
- B.** Require new residential development to incorporate pedestrian access through the new development and to adjacent areas, wherever applicable.
- C.** Continue exploring new recreational and social opportunities for all age groups, especially for the younger age groups and students at Campbellsville University within the City of Campbellsville.
- D.** Improve existing or create new playing fields that would better serve the needs of local and regional recreational organizations.
- E.** Make improvements to existing park areas, including rehabilitating and expanding Miller Park and Veterans Park, and increasing maintenance on a consistent basis.
- F.** Prepare long-range plans for recreation and park development throughout the city and county in locations suited to the demands of projected population growth.
- G.** Support and encourage public/private partnerships 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.

## **10. MAINTAIN AND PROMOTE EFFICIENCY AND COOPERATION IN GOVERNMENT**

**Goal: Campbellsville should strive to offer the highest quality and most cost-effective services possible.**

### **Objectives:**

- A.** Maintain and enhance the strong collaboration between Taylor County and the City of Campbellsville as well as the other communities in the county.
- B.** Maintain and enhance the strong collaboration between the community, Campbellsville University, and the school districts.
- C.** Plan for and foster a balance and diversity of uses within the city to control the costs of, and need for, public services and future service upgrades.
- D.** Conduct a review of city office services to determine their appropriateness and cost effectiveness with the assistance of quantitative tools such as benchmarking.
- E.** Continue the review of all city regulations and policies to eliminate unnecessary and outdated policies and laws, as well as duplication of services.
- F.** Assure that the city's public safety budget/staffing levels meet public expectations/needs, including appropriate emergency response analyses.
- G.** Work with other governments in the region to find efficiencies.
- H.** Create a Capital Improvements Program (CIP) to implement economic and community development programs.
- I.** Foster a positive, interactive relationship with the public and encourage citizen involvement.
- J.** Continue efforts to instill a stronger sense of civic pride by encouraging involvement in public decision making and by soliciting citizen input, especially youth.
- K.** Utilize social media to establish communication with and between citizens.
  - Create a Facebook page directly related to the community to provide news and information, share pictures and videos, and to highlight good things in the community.
  - Establish a Twitter feed to inform of upcoming activities as well as important alerts.
  - Create a You Tube channel to broadcast information about the city including the creation of a weekly "Campbellsville TV" community update.
  - Engage youth in the creation of these tools.

### **III. Demographics: Population Characteristics**

### III. Demographics: Population, Characteristics Analysis

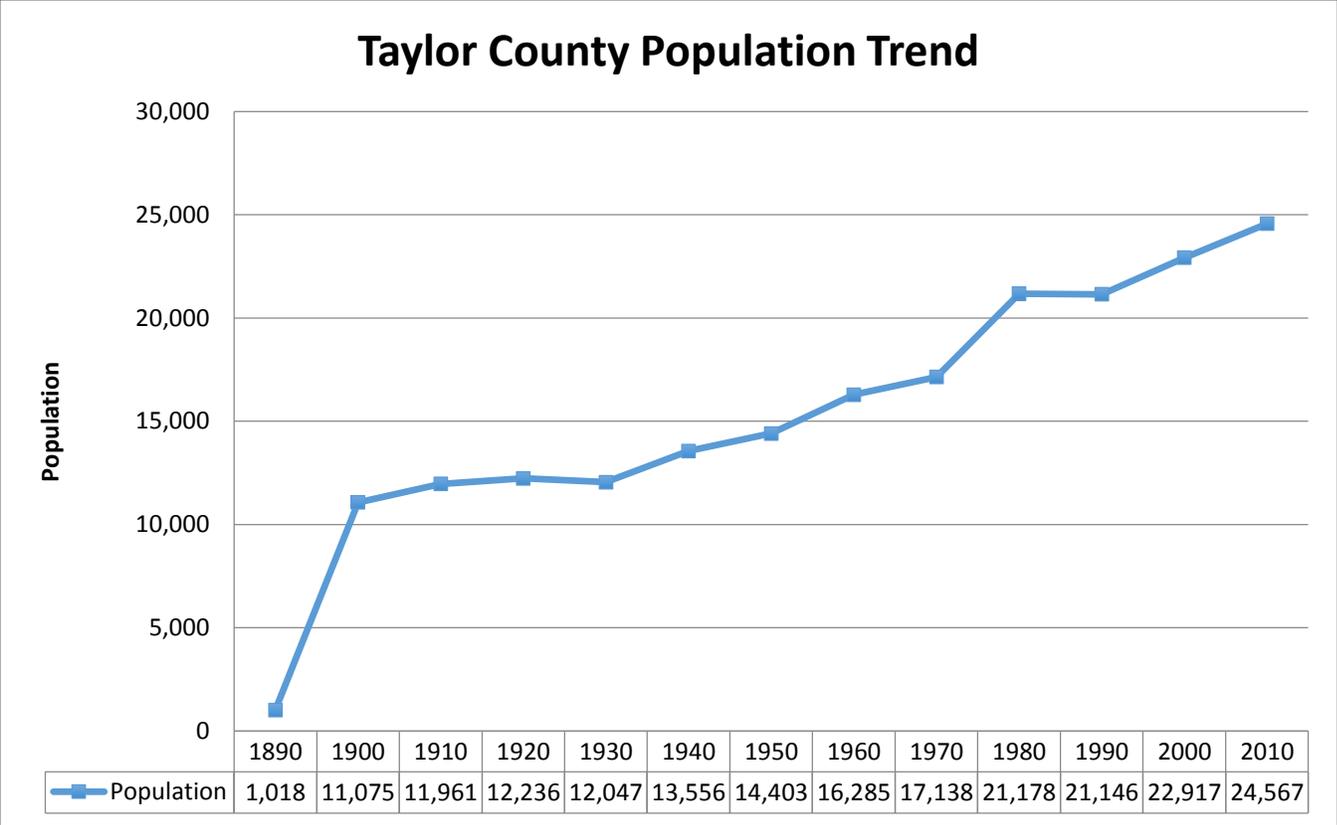
#### Population Trend Analysis

Campbellsville is located approximately in the middle of the Commonwealth of Kentucky which has been significant to its growth and development. The city was founded in 1817 and laid out by Andrew Campbell, who had moved there from Augusta County, Virginia. Campbellsville became the county seat when Taylor County was separated from Green County in 1848. During the Civil War, Campbellsville was on the invasion routes of both the northern and southern armies. After a rail spur between Lebanon and Greensburg was opened in 1879, Campbellsville entered a new era of development. The 1890s held the most significant increase in population at 988% (1,018 in 1890 to 11,075 in 1900).

Over the following decades, Taylor County saw mostly stable growth with a 10% increase in population in the 1930s (12.5%), 1950s (13%), and 1970s (23.6%). These increases can be attributed to growing industry in Campbellsville, such as the Union Underwear Company that was established in the 1950s. Taylor County has experienced a steady population increase since its founding, aside from slight decreases in population in the 1930s and 1990s. The population decline in the 1990s can be attributed to the closing of Union Underwear Company and Batesville Casket Company.

The economic impact of the loss of these industries is reflected in the population decline. However, steady growth has occurred from the year 2000 and beyond due to the introduction of new industries and a growing tourism industry. Taylor County is home to Campbellsville University (CU), which brings more than 3,000 people to Campbellsville each year. The U.S. Census Bureau's historical data set has record of Taylor County's population growth as shown in the following table with the percentage changes from the previous decade.<sup>i</sup> The 2014 population estimate was an all time high of 25,257. This is a 2.8% increase from 2010, indicating that Taylor County continues to see population growth.

Decade	Population	% Change from Previous Decade
1890	1,018	--
1900	11,075	988%
1910	11,961	8%
1920	12,236	2.3%
1930	12,047	-1.5%
1940	13,556	12.5%
1950	14,403	6.2%
1960	16,285	13%
1970	17,138	5.2%
1980	21,178	23.6%
1990	21,146	-.2%
2000	22,917	8.4%
2010	24,567	7.2%



Campbellsville covers five square miles of land area and approximately 1,820 people per square mile.<sup>ii</sup> The City of Campbellsville had an estimated 2010 population of 9,376. This population size decreased in 2011 to a population of 9,289, increased to 10,138 in 2012, and increased to 10,438 in 2013.<sup>iii</sup> The number of people living within the city has increased by 11.3% since 2010.

The 1990, 2000, and 2010 Campbellsville population counts from the decennial census are as follows<sup>iv</sup>:

	Total Population:		
	Decennial Census		
	1990	2000	2010
Campbellsville	9,577	10,498	9,108
Taylor County	21,146	22,927	24,512
% of county pop in city	45.29%	45.79%	37.16%

The annual city estimates from the last four years are as follows:

	Annual Estimates			
	2011	2012	2013	2014
Campbellsville	11,035	11,120	11,249	11,282
Taylor County	24,997	25,049	25,190	25,257
% of county pop in city	44.15%	44.39%	44.66%	44.67%

### Racial Data

From a 2010 analysis, residents that identify as white alone make up 86.4% of the population and those who identify as black or African-American alone make up 9.5%. Other races in the population include .1% American Indian, .6% Asian, .1% Native Hawaiian and Other Pacific Islander, 2.4% two or more races, and 2.1% Hispanic or Latino.<sup>v</sup>

### Age Data

The U.S. Census Bureau estimates that Campbellsville’s population is made up of 6.5% persons under age five years old, persons less than 18 years make up 20.6%, persons ages 18-64 make up 62.9% and persons 65 years and over make up 16.5% of the population.<sup>vi</sup> The chart below breaks the population into smaller age ranges.

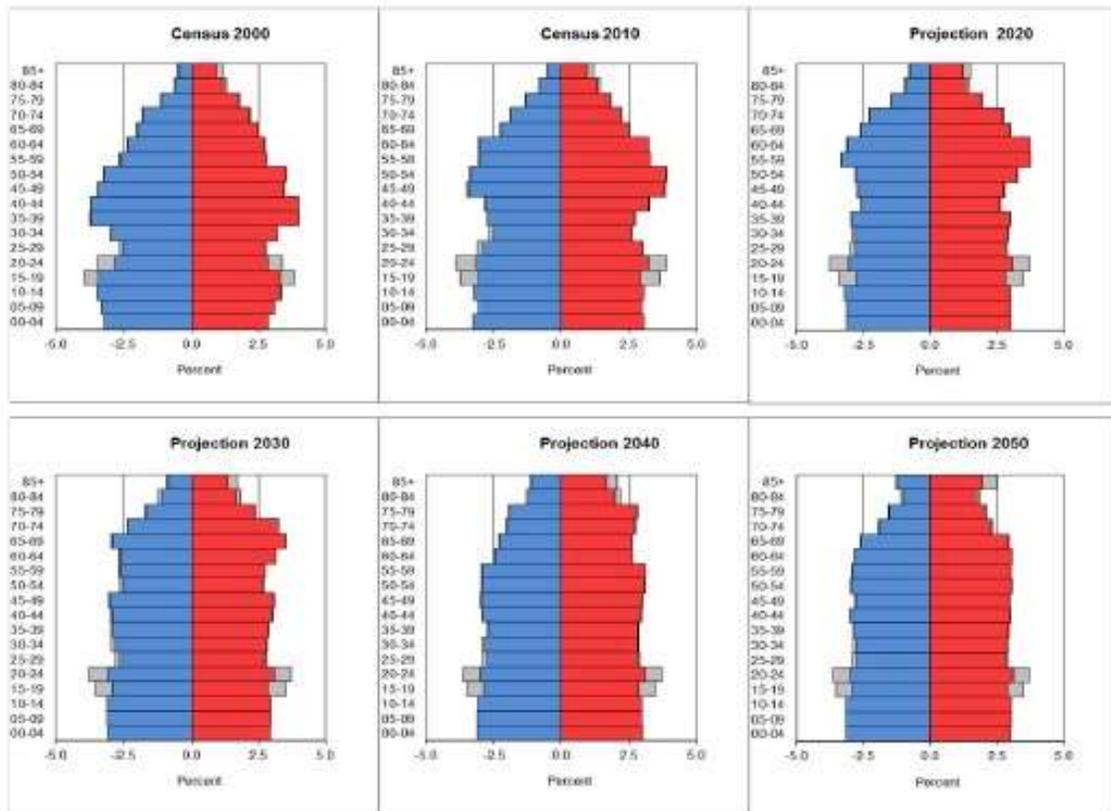
People who are ages 20-24 make up 7.9% of the population. People ages 25-34 represent 11.6% of the population, people ages 35-44 represent 10.5%, 45-54 year olds represent 11.6%, 55-59 year olds represent 5.1% and 60-64 year olds represent 6.8%.<sup>vii</sup> The median age of Campbellsville residents is 40 years old.

Subject	Campbellsville city, Kentucky			
	Estimate	Margin of Error	Percent	Percent Margin of Error
SEX AND AGE				
Total population	10,438	+/-34	10,438	(X)
Male	4,842	+/-248	46.4%	+/-2.4
Female	5,596	+/-247	53.6%	+/-2.4
Under 5 years	631	+/-186	6.0%	+/-1.8
5 to 9 years	499	+/-222	4.8%	+/-2.1
10 to 14 years	585	+/-196	5.6%	+/-1.9
15 to 19 years	1,111	+/-189	10.6%	+/-1.8
20 to 24 years	828	+/-196	7.9%	+/-1.9
25 to 34 years	1,214	+/-194	11.6%	+/-1.9
35 to 44 years	1,095	+/-220	10.5%	+/-2.1
45 to 54 years	1,208	+/-191	11.6%	+/-1.8
55 to 59 years	528	+/-186	5.1%	+/-1.8
60 to 64 years	715	+/-147	6.8%	+/-1.4
65 to 74 years	1,031	+/-177	9.9%	+/-1.7
75 to 84 years	658	+/-170	6.3%	+/-1.6
85 years and over	335	+/-105	3.2%	+/-1.0
Median age (years)	40.2	+/-4.0	(X)	(X)

## Gender Data

Females make up 52.8% and males make up 47.2% of the population.

### Taylor County



Sex-age data are shown as percent of total population.

Kentucky State Data Center  
University of Louisville  
September, 2011

The above aging population pyramids help demonstrate gender differences, age gaps and future population estimates. The projection for 2020, for example, shows growth in the male and female population in the age ranges 85+, male growth in the 80-84 range, male and female growth in the 75-79 range, 70-74 range and 65-69 range, female growth in the 60-64 range, male and female growth in the 55-59, 50-54, 45-49, 40-44, 35-39 and 30-34 ranges. The 2020 prediction has a male and female population decline in the 29 age range and below. The trend in

the 2020 projection shows the highest population age range will be in the upper 50s and 60s, where the 2010 Census has the highest population age range in the 40's and 50s.

### Income Demographics

Income per capita for 2013 was \$18,790. The median income per household from 2009-2013 was \$36,384. The percentage of persons below poverty level from 2009-2013 was 21.7%.<sup>viii</sup>

### Future Growth

The projection of the number of births from 2010 to 2050 is outlined below<sup>ix</sup>. The predictions show steady growth in five-year increments.

	2010-2015	2015-2020	2020-2025	2025-2030	2030-2035	2035-2040	2040-2045	2045-2050
Taylor	1,619	1,653	1,672	1,706	1,743	1,786	1,821	1,853

Projections for the population in households from the years 2010 to 2050 are outlined below<sup>x</sup>. The estimates show steady and conservative growth.

Population in Households, Census 2000 and 2010, Projections 2015-2050: State, ADDs, and Counties										
	Census 2000	Census 2010	Projections							
			2015	2020	2025	2030	2035	2040	2045	2050
Counties										
Taylor	22,255	23,477	24,280	25,002	25,622	26,159	26,615	27,046	27,447	27,892

The population of Taylor County increased by .38% from the 2010 population of 24,556 to the 2013 population of 24,649 (increased by 93). The city is projected to have a population of 26,648 in 2020, an increase of 8.5%, or 2,092 people, from 2010. The population of people ages 65+ is projected to increase by 38.4% from 4,039 people in 2010 to 5,591 people in 2020 (increase by 1,552).<sup>xi</sup> Projections through 2050 are shown below, though the projection accuracy will be largely influenced by the city's annexation rate.<sup>xii</sup>

	Projections							
	2015	2020	2025	2030	2035	2040	2045	2050
Campbellsville	11,317	11,649	11,934	12,186	12,398	12,598	12,783	12,982
Taylor County	25,336	26,079	26,716	27,280	27,756	28,203	28,618	29,062

Recent media attention has described Campbellsville as a thriving area. According to a March 2011 edition of *Site Selection* magazine, Campbellsville is ranked among the top micropolitan communities, ranking tied at 41st out of 576 communities. On June 10, 2015, Campbellsville was named a Top Micropolitan Community by a nationally recognized Atlanta magazine. Campbellsville-Taylor County ranked second in Kentucky micropolitan areas and twenty-third in the nation based on job creation and investment. Governor Steve Beshear noted that Taylor County is a good place to live, raise a family and do business. He noted that the area has updated infrastructure, inviting neighborhoods, good schools, and a workforce of opportunity.<sup>xiii</sup>

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<sup>i</sup> U.S. Census Bureau, Population Division. <http://www.census.gov/population/cencounts/ky190090.txt>

<sup>ii</sup> U.S. Census Bureau: State and County QuickFacts.

<sup>iii</sup> U.S. Census Bureau, 2009-2013 5-Year American Community Survey.

<sup>iv</sup> Kentucky State Data Center.

<sup>v</sup> U.S. Census Bureau: State and County QuickFacts.

<sup>vi</sup> U.S. Census Bureau: State and County QuickFacts.

<sup>vii</sup> U.S. Census Bureau, 2009-2013 5-Year American Community Survey.

<sup>viii</sup> U. S. Census Bureau, American Community Survey, 5-Year Estimates.

<sup>ix</sup> Kentucky State Data Center, University of Louisville, 2011.

<sup>x</sup> Kentucky State Data Center, University of Louisville, 2011

<sup>xi</sup> 2014 Metropolitan Area Profile Campbellsville, KY Micropolitan Statistical Area.

<http://proximityone.com/metros/2013/cbsa15820.htm>

<sup>xii</sup> Kentucky State Data Center.

<sup>xiii</sup> “Campbellsville Celebrates Governor’s Cup for Economic Development with Ky. Governor Steve Beshear.” *Team Taylor County Economic Development Authority*. June 2015.

## **IV. Economic Analysis**

#### IV. Economic Analysis

Campbellsville’s population and employment projections provide an estimate of future land use needs and insight into the proper location for land uses and facilities. While the job losses from the recession of 2008-09 have had a tremendous impact, the economic conditions have stabilized in the community and the region. The following items indicate the current and projected economic conditions of Campbellsville.

#### Labor Force Characteristics

A breakdown of the labor force for both Taylor County and Campbellsville was obtained from the U.S. Bureau of Labor Statistics. As of February 2015, the unemployment rate for Taylor County was estimated at 6.1%. The unemployment rate in Taylor County has shown improvement since 2013, from 7.8% in 2013 to 6.1% as of February 2015. Taylor County’s unemployment percentage continues to be a bit lower than that of the Labor Market Area, with 6.6% unemployment in Taylor County in comparison to 7.1% unemployment of the Labor Market Area as of January 2015.

<b>Civilian Labor Force</b>				
	<b>Taylor County</b>		<b>Labor Market Area</b>	
	<b>2013</b>	<b>Jan. 2015</b>	<b>2013</b>	<b>Jan. 2015</b>
Civilian Labor Force	13,767	11,346	83,446	73,052
Employed	12,696	10,598	76,409	67,887
Unemployed	1,071	748	7,037	5,165
Unemployment Rate (%)	7.8	6.6	8.4	7.1
Source: U.S. Department of Labor, Bureau of Labor Statistics.				

<b>Unemployment Rate (%)</b>				
<b>Year</b>	<b>Taylor County</b>	<b>Labor Market Area</b>	<b>Kentucky</b>	<b>U.S.</b>
2009	10.8	12.0	10.5	9.3
2010	10.8	11.3	10.5	9.6
2011	9.2	10.0	9.5	8.9
2012	7.8	8.2	8.2	8.1
2013	7.8	8.4	8.3	7.4
Source: U.S. Department of Labor, Bureau of Labor Statistics.				

## Labor Market Area

The Campbellsville labor market is comprised of the counties that are within a 60-minute drive. This includes Washington, Marion, Larue, Casey, Adair, Russell, Green and Metcalf counties. A map of this land area is shown in Attachment A.

<b>Total Available Labor</b>				
<b>Available Labor, 2012</b>				
	<b>Total</b>	<b>Unemployed</b>	<b>Potential Labor Supply (2014-2017)</b>	<b>Future Labor: Becoming 18 Years of Age (2014-2017)</b>
Labor Market Area	8,435	7,003	1,432	8,910
Taylor County	1,103	1,103	N/A	1,238

Source: U.S. Department of Labor, Bureau of Labor Statistics; Kentucky Cabinet for Economic Development.

## Commuting Patterns

According to the U.S. Department of Commerce, of the 10,023 total employees in Taylor County, 46.8% live and work in the county while 53.2% commute into the county for work. Of the 8,012 residents of Taylor County, 58.5% work and reside in the county while 41.5% commute out of county for work. On average Campbellsville residents spend 15.1 minutes per day commuting to work, which is lower than the state average of 22.4 minutes and the national average of 25.4 minutes.

<b>Commuting Patterns</b>		
	<b>2010</b>	<b>Percent</b>
<b>Residents of Taylor County</b>		
Working and Residing in County	4,688	58.5
Commuting Out of County	3,324	41.5
Total Residents	8,012	100.0
<b>Employees in Taylor County</b>		
Working and Residing in County	4,688	46.8
Commuting into County	5,335	53.2
Total Employees	10,023	100.0

Source: U.S. Department of Commerce, Bureau of the Census.

## Industry

Employment and wages for all industries in Taylor County in comparison to the state, the United States, and surrounding states are presented in the following table from the Bureau of Labor Statistics. The major industries compared include Information, Financial Activities, Public Administration, Trade/Transportation/Utilities, Manufacturing, Services, and Other. The Average Weekly Wages for employees of Taylor County (\$584) are less than the Kentucky state average (\$784).

<b>Average Weekly Wage, 2013</b>				
	<b>Taylor County (Statewide)</b>	<b>Kentucky</b>	<b>U.S.</b>	<b>Ohio</b>
All Industries	\$584	\$784	\$957	\$859
Agriculture, Forestry, Fishing and Hunting	0*	631	568	566
Mining	N/A	1,318	1,888	1,237
Construction	0*	911	1,019	1,000
Manufacturing	633	1,030	1,176	1,072
Trade, Transportation, and Utilities	641	722	817	807
Information	871	853	1,616	1,219
Financial Activities	812	1,069	1,549	1,614
Services	332	692	857	783
Public Administration	812	813	1,097	1,032
Other	97	1,109	987	713
	<b>Indiana</b>	<b>Illinois</b>	<b>Tennessee</b>	<b>Virginia</b>
All Industries	\$801	\$1,011	\$848	\$998
Agriculture, Forestry, Fishing and Hunting	658	646	568	571
Mining	1,295	1,342	1,225	1,309
Construction	1,030	1,185	901	939
Manufacturing	1,084	1,221	1,052	1,058
Trade, Transportation, and Utilities	703	880	800	764
Information	940	1,359	1,125	1,591
Financial Activities	1,057	1,714	1,251	1,385
Services	687	907	768	977
Public Administration	822	1,175	842	1,342
Other	400	717	1,170	757

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

\* Insufficient data available to determine average weekly wages in these categories.

## Per Capita Income

The Kentucky State Data Center reflected per capita income for Taylor County residents at \$30,238 per capita in 2012, an increase of 38.89% from 2004.

Taylor County Households		1999	2004	2012
Per Capita Income		17,141	\$21,771	\$30,238
Median Household Income				\$34,992
Median Home Price				\$85,000

Kentucky State Data Center, University of Louisville (Number of Households, Persons Per Household).

## Median Earnings

The following American Community Survey tables list the income estimates of Campbellsville and of Taylor County by sex and educational attainment for the population 25 years and over. The U.S. Census Bureau uses a 90% margin of error, where the income estimate is 90% certain to fall within the range given.

	Campbellsville city, Kentucky	
	Estimate	Margin of Error
Total:	23,928	+/-2,578
Less than high school graduate	9,594	+/-11,087
High school graduate (includes equivalency)	18,543	+/-3,044
Some college or associate's degree	27,529	+/-3,553
Bachelor's degree	52,778	+/-27,417
Graduate or professional degree	44,360	+/-5,570
Male:	28,362	+/-4,622
Less than high school graduate	9,063	+/-7,451
High school graduate (includes equivalency)	17,202	+/-8,003
Some college or associate's degree	35,165	+/-14,082
Bachelor's degree	64,942	+/-12,090
Graduate or professional degree	44,028	+/-10,150
Female:	21,701	+/-1,948
Less than high school graduate	15,733	+/-14,477
High school graduate (includes equivalency)	18,922	+/-2,332
Some college or associate's degree	23,333	+/-4,003
Bachelor's degree	18,750	+/-5,685
Graduate or professional degree	44,453	+/-9,221

Source: 2009-2013 5-Year American Community Survey.

	Taylor County, Kentucky	
	Estimate	Margin of Error
Total:	26,080	+/-1,569
Less than high school graduate	17,875	+/-5,361
High school graduate (includes equivalency)	22,201	+/-2,066
Some college or associate's degree	27,020	+/-2,376
Bachelor's degree	37,101	+/-8,871
Graduate or professional degree	46,086	+/-3,805
Male:	31,907	+/-3,269
Less than high school graduate	20,729	+/-4,481
High school graduate (includes equivalency)	25,679	+/-2,866
Some college or associate's degree	34,360	+/-6,050
Bachelor's degree	63,822	+/-3,799
Graduate or professional degree	51,875	+/-15,650
Female:	21,547	+/-1,412
Less than high school graduate	16,582	+/-1,845
High school graduate (includes equivalency)	19,261	+/-1,931
Some college or associate's degree	21,568	+/-1,793
Bachelor's degree	20,938	+/-5,769
Graduate or professional degree	45,156	+/-3,320

Source: 2009-2013 5-Year American Community Survey.

### **Educational Attainment**

The 2008-2012 American Fact Finder estimates indicate that the educational attainment of Taylor County residents with a bachelor's degree or higher totals 2,252, 14% of Taylor County's population. Within the city of Campbellsville, 15.6% of the population have a bachelor's degree or higher which is less than Kentucky's percentage of residents with a bachelor's degree or higher is estimated at 21%. Both are shown in Attachment A.2.

The following table highlights figures pulled from Attachment A.3 which compares Taylor County and Campbellsville to Kentucky and to its surrounding counties within the Labor Market. The five-year estimates from the 2009 to 2013 American Community Survey show that Campbellsville has a high school equivalency or higher education attainment rate of 77.5% as shown in Attachment A.4.

### **Educational Attainment Bachelor's Degree or Higher**

Kentucky	21%
Taylor County	14%
City of Campbellsville	15.6%
Adair County	15.1%
Casey County	9.1%
Green County	10.4%
Larue County	10.5%

Marion County	14%
Metcalfe County	7.5%
Russell County	11.5%
Washington County	14%

Data from the U.S. Census Bureau, 2008-2012 American Community Survey.

### **Commercial Business**

The central business area of Campbellsville is located along Main and First Streets, and is expanding along the Kentucky Highway 55 corridor. Within the downtown area there are approximately 22 blocks of commercial and nonresidential public use properties. Much of this land mass is pedestrian-oriented with walk-in businesses.

In recent years the downtown has seen a resurgence of new businesses as young entrepreneurs infuse the city with restaurants, salons/spas, coffee shops, and retail clothing. Several properties have been upgraded in recent years, and the Merchant Tower is poised for renovation. There is an active Downtown Business Association that has been in operation since 1983.

The Campbellsville Renaissance/Main Street program began in 2001, and is staffed with a downtown development coordinator. The office is located in the Civic Center with other Team Taylor County affiliates.

In addition to the central business district there are five shopping centers. Three are located along East Broadway: The Central Shopping Center (1968); Elmhurst Shopping Plaza (1979); and Elmhurst Plaza South, located directly across Highway 55 from Elmhurst Shopping Plaza. A fourth shopping center is located on Highway 210, the Green River Plaza (1990). This center is adjacent to the Wal-Mart Super Store. The fifth center is on the north side of Highway 210.

### **Industrial Development**

Industrial recruitment in Campbellsville and Taylor County is managed by the Campbellsville-Taylor County Economic Development Authority (CTCEDA), which was established by city and county governments in 1998. The primary goal of the CTCEDA is to attract and grow new employers, retain and expand existing employers, entrepreneurship, as well as to market the Heartland Commerce and Technology Park. It is a nonprofit organization governed by a six-member board of directors appointed by city and county governments.

Through CTCEDA, a community alliance known as Team Taylor County, works collaboratively to enhance recruitment and marketing efforts. This includes the Campbellsville-Taylor County Chamber of Commerce, Taylor County Tourist Commission, Campbellsville-Taylor County Industrial Foundation Inc., Greater Campbellsville United, Community Ventures Corporation, Campbellsville Renaissance, Campbellsville University, local school systems, local businesses

and city and county governments. CTCEDA is also a partner with Kentucky Crossroads, a 10-county collaborative, regional marketing effort.

There are two industrial sites in Campbellsville owned by the CTC Industrial Foundation. The Campbellsville Industrial Park covers 21 acres and is located on the eastern side of the city within easy reach of Kentucky Highways 68 and 70. The Heartland Commerce and Technology Park covers 202 acres in Taylor County, located off Highway 55. Both industrial parks are serviced by Campbellsville Municipal Water and Sewer, Western Kentucky Gas, Comcast, and Kentucky Utilities.

## **Local Incentive Programs**

### *Rebates*

Taylor County Fiscal Court levies a 1% occupational tax on all wages paid to employees for services in Taylor County, however they offer a *rebate of 1%* of the county occupational tax for a period of five years.

The City of Campbellsville levies a 1% occupational tax on all wages paid to employees who work in the city limits, however, they offer a *rebate of 1%* of the city occupational tax for a period of three years.

The City of Campbellsville levies a 1% tax on all net profits, however they offer a *rebate of the city Net Profit Tax* for a period of three years.

Other incentives are offered through the state including Grant-in-Aid and Tax Credit programs for workforce training offered through Bluegrass State Skills Corporation and various tax incentive programs are offered by the Kentucky Cabinet for Economic Development. Through the Kentucky Business Incentives (KBI) Program, businesses locating in this county could qualify for enhanced incentives.<sup>1</sup>

## **Current Industry Conditions**

In mid-2015, industry development is on the uptick in the county, with one company expanding to increase their capacity and hiring an additional 100 workers. This new development comes with a request to the community to work on increasing broadband availability and for additional educational support.

There are two existing businesses that are working on state incentive applications and another is looking to add 50 additional jobs, if new contracts are received.

New prospects are looking at the community, and the unemployment level is around 5% as of May 2015 which represents substantially full employment. Campbellsville and Taylor County is facing the challenge of an insufficient workforce. The positive side to this problem is that qualified workers may have an incentive to move to Campbellsville, thus spurring a population growth.

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<sup>1</sup> <http://www.teamtaylorcounty.com/Incentives.html> accessed April 8, 2015.

**Industrial properties currently available:**

217 – 003 Heartland Commerce and Technology Park has one tract totaling 173.2 acres.

217 – 004 Spec building #3 is a spec building with 48,000 square feet on 25 acres.

217 – 008 Lippert Building is 29,000 square feet on 10 acres.

<b>Summary of Recent Locations and Expansions, 2012-Present</b>			
	<b>Companies</b>	<b>Reported</b>	
		<b>Jobs</b>	<b>Investment</b>
Manufacturing Location	1	10	\$400,000
Manufacturing Expansion	9	85-125	\$10,000,515
Supportive/Service Location	0	0	\$0
Supportive/Service Expansion	5	195	\$8,371,000

Note: Totals include announced locations and expansions.  
Source: Kentucky Cabinet for Economic Development (4/10/2015).

<b>Employment by Major Industry by Place of Work, 2013</b>				
	<b>Taylor County</b>		<b>Labor Market Area</b>	
	<b>Employment</b>	<b>Percent</b>	<b>Employment</b>	<b>Percent</b>
All Industries	10,688	100.0	55,549	100.0
Agriculture, Forestry, Fishing and Hunting	0*	0.0	42	0.1
Mining	N/A	N/A	N/A	N/A
Construction	0*	0.0	1,032	1.9
Manufacturing	1,203	11.3	11,546	20.8
Trade, Transportation, and Utilities	3,400	31.8	10,814	19.5
Information	99	0.9	421	0.8
Financial Activities	355	3.3	1,718	3.1
Services	2,406	22.5	13,172	23.7
Public Administration	132	1.2	2,026	3.6
Other	1	0.0	N/A	N/A

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

\*Insufficient data available to determine employment in these categories.

## Major Business & Industry *(Manufacturing & Service & Technology Firms Only)*

<b>Firm</b>	<b>Product(s)/Service(s)</b>	<b>Emp.</b>	<b>Year Established</b>
<i>Campbellsville</i>			
Adanta Human Development Services	Sheltered workshop: contract assembling & light bench woodworking; assemble screws and washers, count and package screws; count concrete nails and box.	20	1976
Amazon.com	Fulfillment center. Receive items available on the website into inventory and ship the customer orders from this facility.	857	1999
Campbellsville Apparel	Men's t-shirts, briefs, sweatshirts and sweatpants	102	1999
Campbellsville Industries Inc	Ornamental metal & aluminum fabricating; steeples, cupolas, crosses, cornices, awnings, columns, louvers, shutters, railings & balusters	78	1955
Clarcor Air Filtration Products	Air filtration products	71	2000
Classic Kitchens Inc	Custom wooden kitchen & bathroom cabinets, vanities & bookcases, countertops	20	1983
Con-Way Freight Inc	Trucking, except local	30	N/A
Cox Interior Inc	Manufacturer of interior trim, stair parts, circular stairs, interior doors, exterior doors, mantels, and any type of special millwork	438	1983
Creation Sportswear	Textile screen printing	10	1984
Farmer's Gate Co	Steel gates, corral panels, round bale feeders, walk-throughs	20	1997
Frost-Arnett Co	Medical billings	176	1999
Global Services	Travel management service center, inbound call center supporting third party customers.	323	1999
H&O Transport Inc	Trucking, except local	35	N/A
INFAC North America INC	Distribution & sales center, manufacture control cables for the automotive industry	65	2008
Ingersoll-Rand Co	Vacuum pumps & air & gas compressors	170	1969
Murakami Manufacturing USA Inc	Mirrors for automotive: interior mirror; exterior mirror	228	2001
Stanley Engineered Fastening	Automotive parts distribution	14	2009
UPS	Small package distribution	43	N/A
Whitney & Whitney Inc	Hardwood lumber	11	1952
Wholesale Hardwood Interiors	Custom millwork, hardwood flooring, interior moldings, door & stair parts. Sales of wood products	63	1985

Source: Kentucky Cabinet for Economic Development (4/10/2015).

## **Agriculture**

The number of farms in Taylor County decreased by 7% since 2007. While there is 3% less acreage dedicated to farming in the county, the size of remaining farms increased by 4% since 2007. Since 2007, the market value of products sold from Taylor County farms increased by 44% in crop sales and by 56% in livestock sales. While the number of farms are declining in Campbellsville, some existing farms are expanding. The 2012 U.S. Census of Agriculture is shown in Attachment A.5.

## **Tourism**

The Taylor County Tourist Commission is organized by the county and overseen by a seven member board of directors appointed by the county judge. Day-to-day operations are managed by a full-time executive director and an administrative assistant. The Commission is funded by a 3% transient room tax levied at local hotels.

The Commission also works with the Kentucky Tourism office to leverage their matching funds program for marketing purposes. The primary focus of the Taylor County Tourism Commission is outdoor adventure including trails and water resources such as Green River Lake. In 2014, the local commission budgeted \$24,000 for marketing the community, (which does include the matching funds from the Tourism Marketing Incentive Program) focusing on attracting visitor from at least 50 miles away in the Indiana, Ohio, Louisville and Lexington region. From this effort, the Kentucky Tourism, Arts and Heritage Cabinet reported that tourism in Taylor County generated \$55,055,260 in 2014.

In addition to brochures, a website, TV commercials and travel shows, the Commission places digital and print advertisements in specific publications and uses social media networking sites. Some of the Tourism Commissions funds each year goes towards local events which are designed to bring in visitors to the community.

## **Chamber of Commerce**

The Campbellsville/Taylor County Chamber of Commerce enjoys a large and active membership with 320 businesses affiliated. The organization offers a monthly meeting for members, bringing in guest speakers and providing current community and economic information. Membership fees are based upon the number of employees per company, and the fees are tax deductible. Benefits offered for members include referrals, a member directory, and a website listing. Day-to-day activities of the organization are led by a fulltime executive director with a 12-member executive board to oversee operations.

Other services provided by the Chamber include ribbon cuttings, grand openings, and sponsorship opportunities for business exposure. Business development and home ownership counseling services are also a benefit of the organization. The Chamber also serves as the lead

for cooperative advertising, mailing labels, and other services where joint marketing may be needed.

There are special events the Chamber hosts throughout the year including a golf scramble and the Chamber's annual dinner.

### **Farmers Market**

There are currently two farmers markets in operation, one is sponsored by the County Extension office and located at Animal Shelter Road. It is open from April to November on Saturdays. The second location is a privately operated facility, Wengerds Produce Market, located on Nancy Cox Drive from May to November.

### **Economic Impact**

The City of Campbellsville has several economic drivers that impact the community. The economic sector information included above as well as in the attachments reflect the impact of these activities. In addition, the city economy, as well as that of the region, are impacted by the following:

**Campbellsville University** – According to a study conducted in 2013, the total economic impact from Campbellsville University operations is \$101 million. The study shows that CU supports a total of 1,453 jobs and accounts for 13.5 percent of all jobs in Taylor County. This is an 18% increase from a 2007 study which found that the economic impact was \$76.1 million. In addition, CU contributes more than \$1.3 million in local taxes generated for the city and county governments, school districts and certain special taxing districts.

The study was conducted by Younger and Associates.

**Taylor Regional Hospital** – Although a formal economic impact study has not been conducted on behalf of Taylor Regional Hospital, the hospital plays a significant role as an employer, service provider and economic generator for the city, county and region. The Kentucky Hospital Association provided significant economic impact information for the purposes of the Campbellsville Comprehensive Land Use Plan Update, a copy of which follows on the next page.



# The Economic Importance of Our Hospital

estimates of annual activity, 2013 or latest available data

## Taylor Regional Hospital

City: Campbellsville Medicare ID 180087 Congressional District: 2  
 County: Taylor Area Development District: Lake Cumberland

### Hospital Activity

Licensed Beds:	90
Admissions:	2,727
Total inpatient days:	12,810
Cost of Care for Indigents below poverty:	\$1,147,304
Employees:	500
Wages and salaries:	\$28,477,443
Hospital's share of all wages and salaries in County:	8.7%
Capital Investments:	\$19,807,194

### Estimated Taxes Paid

City government occupational taxes:	\$284,774
County government occupational taxes:	\$284,774
Public school occupational taxes:	\$0
Kentucky income and sales taxes linked to employee wages and salaries:	\$2,392,105
Kentucky hospital provider tax:	\$1,120,913
Total state and local taxes:	\$4,082,567

### Estimated hospital purchases from local companies

<b>TOTAL HOSPITAL LOCAL PURCHASES</b>	<b>\$8,864,939</b>
Real estate buying and selling, leasing, managing, and r	\$1,882,242
Employment services	\$1,309,283
Sum of commodities not shown	\$1,129,223
Medical and diagnostic labs and outpatient and other a	\$1,014,556
Electricity, and distribution services	\$516,928
Securities, commodity contracts, investments, and relat	\$345,086
Commercial and industrial machinery and equipment re	\$279,857
Wholesale trade distribution services	\$248,731
US Postal delivery services	\$247,902
Restaurant, bar, and drinking place services	\$246,429
Telecommunications	\$198,797
Truck transportation services	\$195,371
Maintained and repaired nonresidential structures	\$181,477
Automotive repair and maintenance services, except car	\$171,730
Office administrative services	\$169,228
Services to buildings and dwellings	\$154,969
Facilities support services	\$141,419
Monetary authorities and depository credit intermediati	\$122,327
Legal services	\$105,901
Warehousing and storage services	\$102,252
Advertising and related services	\$101,233

### Estimated local spending by hospital employees

<b>TOTAL EMPLOYEE LOCAL PURCHASES</b>	<b>\$9,493,437</b>
Imputed rental services of owner-occupied dwellings	\$2,251,299
Sum of commodities not shown	\$1,652,801
Private hospital services	\$984,874
Restaurant, bar, and drinking place services	\$686,255
Monetary authorities and depository credit intermediati	\$512,914
Offices of physicians, dentists, and other health practiti	\$509,076
Wholesale trade distribution services	\$377,059
Nursing and residential care services	\$344,388
Retail Services - General merchandise	\$285,684
Education from private junior colleges, colleges, univer	\$248,608
Real estate buying and selling, leasing, managing, and r	\$228,503
Electricity, and distribution services	\$197,064
Retail Services - Food and beverage	\$191,125
Medical and diagnostic labs and outpatient and other a	\$162,621
Retail Services - Motor vehicle and parts	\$152,382
Securities, commodity contracts, investments, and relat	\$131,024
Telecommunications	\$128,573
Retail Services - Gasoline stations	\$122,305
Individual and family services	\$111,939
Retail Services - Miscellaneous	\$111,705
Automotive repair and maintenance services, except car	\$103,237

### Estimated regional economic impact of a 10% change in hospital's net patient revenue

Change in hospital wages and salaries	\$2,847,744	Change in regionwide wages and salaries	\$3,507,266
Change in regionwide sales of businesses	\$8,699,420	Change in state and local tax revenues	\$476,153

Prepared by Kentucky Hospital Association using a model developed by Paul Coomes, Ph.D., Professor of Economics and Barry Kornstein, Senior Research Analyst, University of Louisville  
 About the Data: Hospital data in this report are derived from Medicare Cost Reports, State Utilization Reports, and Disproportionate Share Reports. All other data are derived from IMPLAN.

Kentucky Hospital Association  
 2501 Nelson Miller Pkwy, Louisville, KY 40223  
 Phone: 502-426-6220 \* Website: <http://www.kaha.com>

## **V. Environmental Analysis**

## **V. Environmental Analysis**

### **Physiography & Geology**

Taylor County is located in the Western Pennyroyal Region of Kentucky, which is within the Mississippian Plateau Physiographic Region<sup>i</sup>. The hills of the region are less pronounced rolling hills. The central portion of the county has broad flat-topped ridges. The alluvial valleys are expansive and flat. The highest elevation point is 1,200 feet on a ridge on the Taylor-Marion county line near the junction with Casey County and the lowest is at the Green River's end of the county point at 570 feet at the southern end of the county. The other highest points are at Bass Ridge on the Taylor-Casey county line which has elevations between 1,000 and 1,100 feet. The Green River is one of the most biodiverse rivers in the nation<sup>ii</sup>. Taylor County Fiscal Court partners with neighboring areas to protect it. The river has several endangered species including types of freshwater mussels, fish, birds, and a type of bat.<sup>iii</sup>

Taylor County has karst landscapes, or landscapes that contain sinkholes, springs, sinking streams, and underground drainage through caves.<sup>iv</sup> This landscape is found in the northwestern area of Taylor County. The rest of the county is evenly divided between karst-prone and non-karst areas. Nearly half of the state lies on top of rocks that have karst development potential and nearly half of that already has significant karst drainage.<sup>v</sup>

There are areas in Campbellsville that require habitat protection including the Green River Lake and the Clay Hill Memorial Forest. Campbellsville University purchased a 94-acre addition to the Clay Hill Memorial Forest that is located in the Big Pitman Creek Watershed. The university has stewardship responsibilities of 160 acres of the Clay Hill Memorial Forest and an additional 94 acres as of 2013. Environmental Science majors at Campbellsville University conduct or assist with research projects with the protected forest and Green River.<sup>vi</sup> The Tebbs Bend – Green River Nature Trail System, Tebbs Bend Battlefield, Homeplace on the Green River (“Kentucky’s Outdoor Classroom”) are all in the National Register of Historic Places and make up 1,300 acres of contiguous land. These areas are adjacent to the Green River Lake State Park.

### **Soils**

The current chairman of the Soil Stewardship Committee, David Cowherd, is from Taylor County. The committee advocates maintaining a strong resource base that will enable abundant food and fiber production.<sup>vii</sup>

The soil in Taylor County is rich due to the underlying limestone. The soil is ideal for agriculture and makes for attractive areas for building homes and industries.

### **Climate**

The normal temperature in Taylor County is 55.5 degrees with a record high of 105 and a record low of -21. Precipitation in the area is 45.17 inches annually, snowfall is 13 inches annually, and the humidity ranges from 79% at 1 a.m., to 83% at sunrise, to 61% at midday, to 66% at 7 p.m.<sup>viii</sup>

## **Air Quality**

Air quality and permitting in Campbellsville and Taylor County is monitored by the Division for Air Quality, one of six divisions in the Department for Environmental Protection that is part of the Kentucky Energy and Environment Cabinet. The regional office in Bowling Green oversees the measurement for pollutants and ensures that control measures are implemented when necessary to meet with compliance standards.

The 2014 Air Quality index percentage level for Campbellsville is 91.41% Good and 8.59% Moderate.<sup>ix</sup>

Campbellsville is ranked at the highest potential risk for radon. Due to the high amount of shale and limestone, there may be high levels of uranium or radium which are the main materials for radon gas. Homes should be tested for radon as a precaution which may require additional ventilation. Health risks for radon gas exposure result from high levels of exposure over a long period of time.<sup>x</sup>

## **Floodplains, Sinkholes, & Unique Areas That May Impact Future Land Development**

Shale and soil can swell which can cause damage to foundations built upon it. This is an area for some concern in Taylor County where, like buildings all across Kentucky, shale and soil swelling has caused damage to buildings in the past. Structures built upon karst are also subject to damage from the collapse of soil that covers sinkholes. Structures built in sinkholes are also subject to flooding. Additionally, because of the Green River running through the county, there are many floodplain areas.

The top contributors for natural disasters in Taylor County are flooding and storms, followed by tornadoes.<sup>xi</sup> The number of natural disasters in Campbellsville (13) are near the US average (12). The Miller Park area is among the top flood prone areas in Campbellsville. South Campbellsville has a localized flooding issue, including the subdivision Green Acres. The city is a MS4 community with provisions for stormwater in all new construction. Older areas, like South Campbellsville, have infrastructure that is not as well suited for heavy rainfall.

## **Water Quality**

The Campbellsville Municipal Water System's water source is the Green River Lake, which covers 8,210 acres across 250 miles. The capacity is 9,000,000 gallons and the average use is 2,973,897 gallons, leaving an excess of 6,026,103 gallons.<sup>xii</sup>

While structure collapses or damages are sometimes caused by blasting or construction over a sinkhole, fluctuations in groundwater are a more common cause. Droughts, high volume groundwater pumping and sometimes land use changes can result in a lowered water table and slumping or collapse.

Groundwater wells in the western portion of the county yield enough water for a domestic supply. Nearly 3,400 people rely on private domestic water supply. Of that population, 2,200 use wells and 1,200 use other sources of water. The county has numerous springs that form from openings in limestone. The flow of groundwater in Taylor County ranges from less than 1 gallon

per minute to 20 gallons per minute.

Taylor County's risk for groundwater pollution ranges from low-moderate to high sensitivity.<sup>xiii</sup> Groundwater contamination is of particular concern in karst areas because surface water may become groundwater in a very short amount of time. Underground streams may flow as much as five miles per day. This can also cause rapid and extensive contamination of wells and springs. It is important to monitor the water quality of the county due to the number of individuals who use groundwater and private sources for homes and livestock.

The City of Campbellsville Sewer Collection System Investigation launched in March of 2015 aims to better the sewage system by investigating infiltration and inflow, develop a system map outlining the collection zones, purchase technologically advanced equipment, increase communication and training, and pursue the correction of sewer overflow in the Miller Park area, among other tasks.

The Campbellsville Municipal Water & Sewer System has a capacity of 4,200,000 gallons per day and an average flow of 2,328,000 gallons per day, leaving an excess of 1,872,000 gallons.<sup>xiv</sup>

### **Forest Product Industries**

The Central Region of the Kentucky Division of Forestry is located in Campbellsville. Taylor County has a long history of furniture production and is home to many skilled wood craftsmen. The cherry shops and furniture in Campbellsville are famous throughout the country.

There are currently around 19 businesses in Taylor County that utilize wood for their products, including primary and secondary forest product industries.<sup>xv</sup> The forest product industry types in Campbellsville include custom cabinetry, dimensions/millwork, dry kiln operation, flooring mill, custom furniture, commercial sawmill, residue use manufacturer, crafts/arts, and concentration yard. Products include furniture, cabinets, countertops, doors, flooring, fuel, shavings, logs, lumber, and others.

Eugene McMahan, expert Campbellsville woodworker and owner of Campbellsville Handmade Cherry Furniture, was recently featured in the *Kentucky Monthly* magazine.<sup>xvi</sup> The business specializes in antique furniture reproduction. The wood used to create furniture does not come from forests in Taylor County. Campbellsville does not have the supported industry for wood sales so most furniture producers buy their wood elsewhere. Campbellsville Handmade Cherry Furniture, for example, purchases their wood from Greensburg because that wood has been prepared for production. If wood were bought in Campbellsville, a process of getting wood from the saw mill and then having it kiln dried at another facility would need to occur prior to furniture production.

Taylor County lies in the Southern Floodplain Forest Region along the Mississippi River and its tributaries<sup>xvii</sup>. Bottomland hardwoods including cherrybark oaks, overcup oaks, swamp chestnut oaks, willow oaks, sugarberry, and sweetgum are commonly found in this region. This area has had a similar classification since the 1940s but the composition has changed. The change in the

number of trees per type, changes in the number of species, biodiversity, forest age, down woody material, and soil type changes are all tools to assess the health of forests.

Taylor County is 39%-49% covered in forest and has a CWPP, or County-Wide Protection Plan, to increase wildfire protection.

## Superfund Site

The American Legion Shooting Range located on Hwy 68 in Campbellsville is registered as an archived superfund site by the Environmental Protection Agency. A superfund site is a location where there is or has been a risk or a potential risk of human safety regarding exposure to hazardous waste. The American Legion Shooting Range has been archived, meaning it is not an item that currently requires clean-up efforts or investigation.<sup>xviii</sup>

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<sup>i</sup> "Topography." *Discussion from McGrain and Currens*. <http://www.uky.edu/KGS/water/library/gwatlas/Taylor/Topography.htm>

<sup>ii</sup> "Kentucky: The Green River." *The Nature Conservancy*.

<http://www.nature.org/ourinitiatives/regions/northamerica/unitedstates/kentucky/placesweprotect/green-river.xml>

<sup>iii</sup> "Report of Endangered, Threatened, and Special Concern Plants, Animals, and Natural Communities for Taylor County, Kentucky." *Kentucky State Nature Preserves Commission*.

[www.naturepreserves.ky.gov](http://www.naturepreserves.ky.gov)

<sup>iv</sup> "Generalized Geologic Map for Land-Use Planning: Taylor County, Kentucky." *Kentucky Geological Survey*.

[http://kgs.uky.edu/kgsweb/olops/pub/kgs/mc156\\_12.pdf](http://kgs.uky.edu/kgsweb/olops/pub/kgs/mc156_12.pdf)

<sup>v</sup> "Pilot Study to Integrate Existing Karst Flow Data for Kentucky into the National Hydrography Dataset." *Kentucky Division of Water, Watershed Management Branch, GIS and Data Analysis Section, Groundwater Section, and Kentucky Geological Survey*. 2010.

<sup>vi</sup> "Environmental Science." *Campbellsville University*. <http://www.campbellsville.edu/environmental-science>.

<sup>vii</sup> 2015 Soil Stewardship Committee Report.

<sup>viii</sup> "Quality of Life." *Team Taylor County Economic Development Authority*. Statistics cited from U.S. Department of Commerce, National Climatic Data Center, *Local Climatological Data*, 2012.

<http://www.teamtaylorcounty.com/datacenter.html>

<sup>ix</sup> "Campbellsville, KY Air Quality Information." *Homefacts*.

<http://www.homefacts.com/airquality/Kentucky/Taylor-County/Campbellsville.html>

<sup>xi</sup> "Campbellsville, Kentucky." City-Data. <http://www.city-data.com/city/Campbellsville-Kentucky.html>

<sup>xii</sup> "Welcome to Taylor County, Kentucky." Kentucky Cabinet for Economic Development -- ThinkKentucky.com.

<sup>xiii</sup> "Groundwater Resources of Taylor County, Kentucky." *Kentucky Geological Survey*.

<http://www.uky.edu/KGS/water/library/gwatlas/Taylor/Karst.htm>

<sup>xiv</sup> "Welcome to Taylor County, Kentucky." Kentucky Cabinet for Economic Development -- ThinkKentucky.com.

<sup>xv</sup> Forest Product Industries of Kentucky 2014 Directory. *University of Kentucky and Kentucky Division of Forestry*.

[http://www.nrcs.usda.gov/Internet/FSE\\_MANUSCRIPTS/kentucky/KY620/0/green.pdf](http://www.nrcs.usda.gov/Internet/FSE_MANUSCRIPTS/kentucky/KY620/0/green.pdf)

<sup>xvi</sup> "The Call of the Wood." *Kentucky Monthly*. <http://www.kentuckymonthly.com/culture/arts-entertainment/woodworkers/>

<sup>xvii</sup> "Forestry Issues." Kentucky Statewide Assessment of Forest Resources.

<http://forestry.ky.gov/LandownerServices/Documents/Issue%201%20-%20Forest%20Health.pdf>

<sup>xviii</sup> "Taylor County, KY Environmental Hazards Report." *Home Facts*.

<http://www.homefacts.com/environmentalhazards/Kentucky/Taylor-County.html>

## **VI. Land Use Element**

## VI. Land Use Analysis

### Introduction

The purpose of the Land Use Analysis is to identify adequate land in appropriate locations for the required and/or desired land uses, while minimizing the adverse impacts of future development. After consideration of the existing city boundaries, future population growth projections and current land uses, no changes are recommended to the existing city limits or existing land usage.

### Population Growth Overview

The population of the City of Campbellsville is 11,282 according to the most recent estimate of the U.S. Census Bureau in 2014. Over the past 25 years, Campbellsville’s population grew from 1990 to 2000 but experienced a decrease in the following decade as demonstrated in the chart below.

	Total Population:		
	Decennial Census		
	1990	2000	2010
Campbellsville	9,577	10,498	9,108
Taylor County	21,146	22,927	24,512
% of county pop in city	45.29%	45.79%	37.16%

Source: U.S. Census Bureau

Since 2011, the population growth has been flat. The population estimate in 2011 was 11,035 and rose to 11,282 in 2014, an increase of only 147 residents. Growth is expected to be slow and steady over the next 35 years, increasing from 11,317 in 2015 to 12,982 in 2050.

	Projections							
	2015	2020	2025	2030	2035	2040	2045	2050
Campbellsville	11,317	11,649	11,934	12,186	12,398	12,598	12,783	12,982
Taylor County	25,336	26,079	26,716	27,280	27,756	28,203	28,618	29,062

Source: U.S. Census Bureau

Given the past growth data and the projected population growth trends for the City of Campbellsville, we recommend no changes to the city boundaries nor any changes to the existing land use during the next 5 years.

For a more in-depth analysis of historic data and future population trends, please refer to Section III: Demographics of this comprehensive plan update.

## Infrastructure and Services

The Land Use analysis looks at critical community infrastructure to determine the future needs of the city. Detailed information is contained Section VIII: Community Facilities. From a land use perspective, we examined the following areas:

1. Water – Adequate land exists to meet the future water needs of the city for the next five years. Current office facilities are adequate for the near term.
2. Sewer – Adequate land exists to meet the future sewer needs for the immediate future. No plant upgrades are planned for the near term although the retention basin will need to be expanded at the current plant.
3. Public Safety – Adequate land exists within the current city boundary for public safety facilities during the next five years including an anticipated 8,000 square feet public safety facility for the consolidation and upgrade of police and communications services.
4. Schools – Campbellsville Independent Schools and Taylor County Public Schools are located within the city limits of Campbellsville. Taylor County High School will move to a new facility just outside the city limits in the near future. Campbellsville University is located within the heart of the city. Adequate land exists within the city limits to meet the future needs of the schools for the next five years.
5. Parks – Adequate land exists within the city limits to accommodate the future parks and recreation needs of the city for the next five years. The city of Campbellsville has purchased 170 acres located on Highway 55 South that will be developed into a city sports complex. In addition, the city owns the 56 acre Robert and Bernice Miller Municipal Recreation Park, the 38 acre Paul Osborne Soccer Park, an 85 acre City Lake across from Miller Park (Lebanon Avenue, Veterans Memorial City/County Park and the Trace Creek Girls Softball Park.



## Land Use

1. Residential Land Use
  - a. 2204.51 acres - Total residential acres
  - b. 2141.51 acres - Existing developed land
  - c. 63.00 Acres - Planned/zoned but undeveloped land
    - i. Projected 5 Year Growth (2014 American Community Survey) = 350 people
    - ii. At 2.4 Persons per Household (2014 American Community Survey projection), 142 new housing units needed
    - iii. Current density is 0.19 acres per unit.
    - iv. Projected acreage needed - 27 acres = 0.19 acres per unit x 142 units needed
2. Commercial Land Use
  - a. 1394.95 acres - Total commercial land
  - b. 895.31 acres - Total developed land
  - c. 499.64 acres - Total undeveloped land
3. Industrial Land Use
  - a. 620.99 acres – Total industrial land
  - b. 369.99 acres – Total developed industrial land
  - c. 250 .00 acres – Total undeveloped industrial land
4. Municipal Land Use
  - a. 414.95 acres – Total municipal land
  - b. 244.95 acres – Total developed municipal land
  - c. 170.00 acres - Total undeveloped municipal land - will be eventually be developed into the Sports Complex

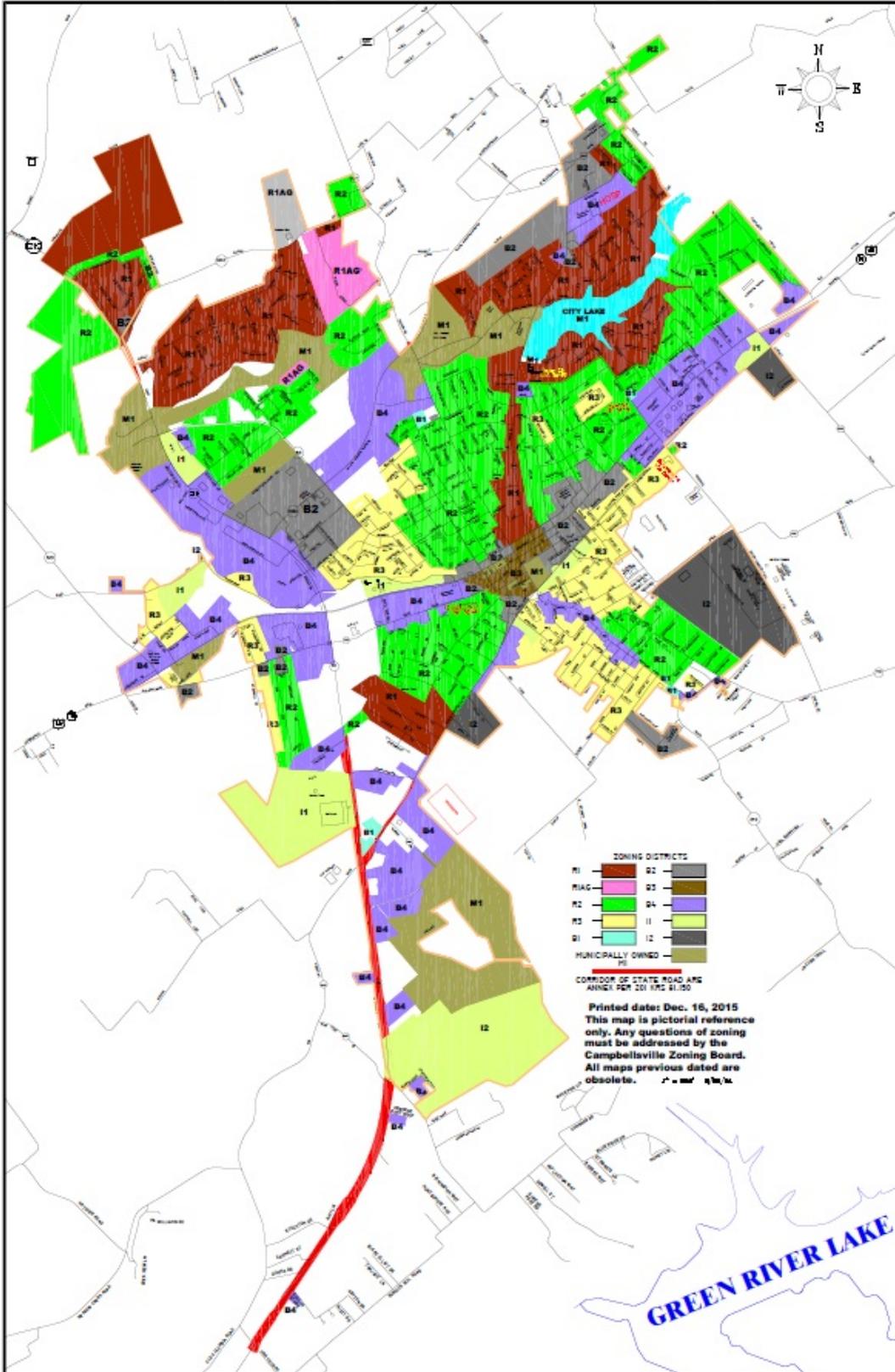
All land use calculations have been developed using current base maps of the city. Information is believed to be correct but is not warranted.

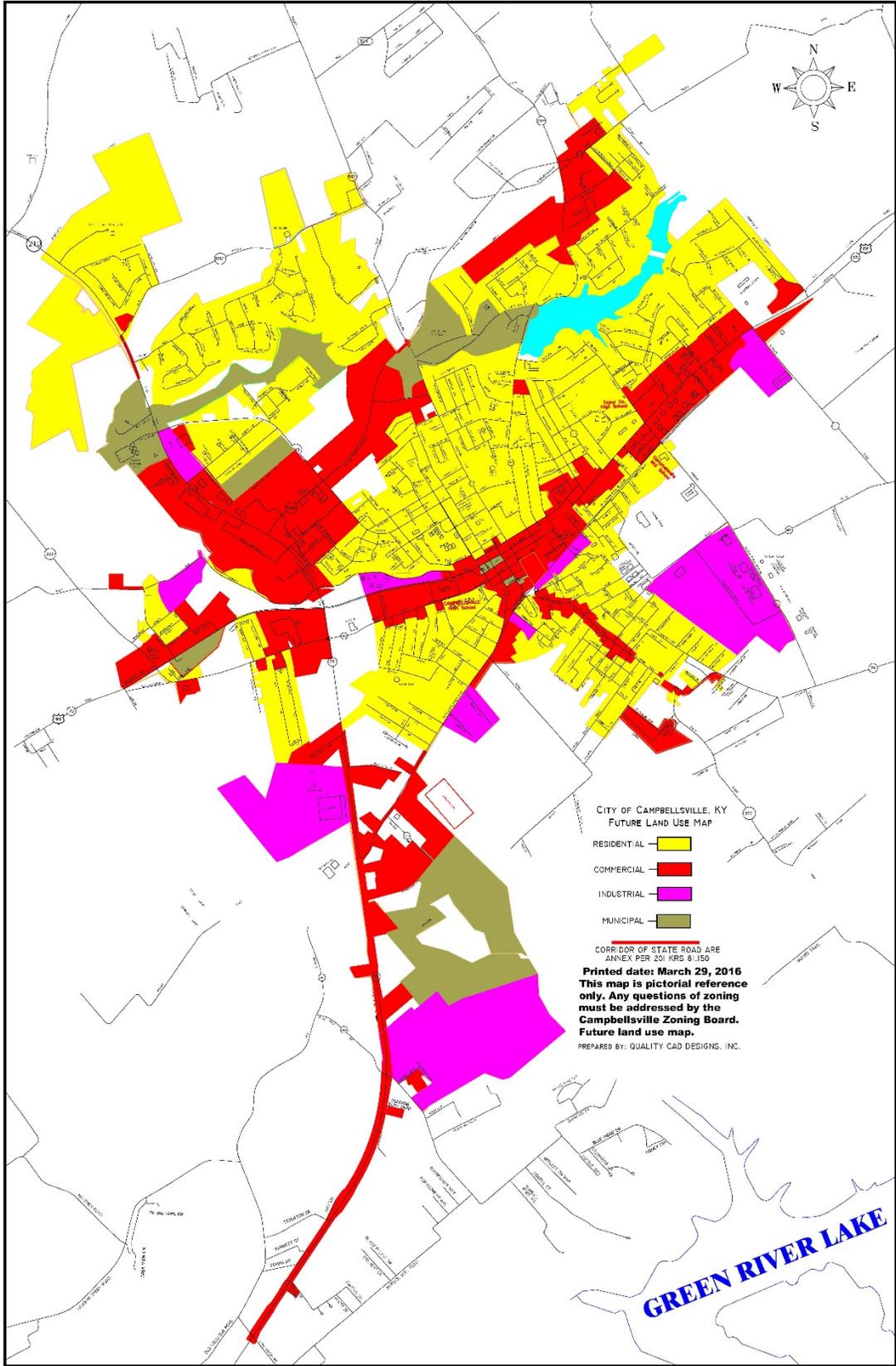
Based on our analysis, it is our opinion that the City of Campbellsville has adequate land for future growth in the next five years. The city has a unique opportunity to carefully plan for the future growth of the city beyond the time horizon of this plan. Growth pressure will become greater as the Hartland Parkway moves toward implementation over the next 10 years.

Water and waste water infrastructure services on South Highway 55 will come under increasing demand as growth moves toward the city's fringes. The Planning Commission should seriously consider all of the implications of future growth and begin to develop an implementation plan that will position the city to be able to handle anticipated growth from 2020-2025.

The Comprehensive Plan Land Use Element may be subject to review and revision should unforeseen economic, physical or social conditions of significant impact arise in the City.

# City of Campbellville Current Land Use Map





FUTURE LAND USE MAP, 2016

## **VII. Transportation**

## VII. Transportation

The City of Campbellsville works collaboratively with county, state and federal departments of transportation in order to provide safe and well maintained networks of roads and streets which provide efficient traffic flow. The geographic location of the community and its effective transportation links allows the city to serve as the economic and social hub for the region.

Campbellsville is within a 90 minute drive of some of Kentucky's larger metropolitan areas of Bowling Green, Lexington, and Louisville. The city is within a day's drive to two-thirds (66%) of the major populated areas within the United States. Campbellsville and Taylor County connect with the network of Interstates 65, 75, 64 and 24, via the Wendell Ford, Bluegrass and Louie Nunn Parkways, KY 55 and KY 210, which provides AAA access for truck traffic.

For highway distance and mileage estimates to regional and national cities, see Attachment C.1.

### Traffic Volumes

The 2012 traffic station count maps from the Kentucky Transportation Cabinet for Taylor County and Campbellsville are included in Attachment C.2.

### Accident Patterns

In 2005 there were 543 reported accidents. In 2010 there were 668 and in 2014 there were 575. As in the past, the most common occurrences of accidents occur around the Green River Plaza along Highway 210 and Broadway which is Highway 68. Reports from 2010 and 2014 are shown in Attachment C.3.

The following graphic is taken from the 2014 Campbellsville Police Department Annual Report shown in its entirety in Attachment C. 4.

<b>Traffic Incident Summary</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>
Total Collisions	668	675	584	627	575
Total Collisions w/o Parking Lots	458	460	407	423	402
Fatal Collisions	0	2	1	1	0
Injury Collisions	57	56	48	58	56
Property Damage Only Collisions	401	402	358	364	346
Number Killed	0	2	1	1	0
Number Injured	86	87	72	88	80
Speeding Citations	312	186	145	68	80
DUI Arrests	103	143	107	111	103
Seatbelt Citations	218	260	408	289	395
Child Restraint Citations	12	25	23	11	20

## **Public Transportation**

At this time there is no bus or taxi service in the community. Taylor Regional Hospital partners with community organizations to provide transportation for medical patients. There is one private business and a few service organizations and churches that provide personal transportation service for medical patients, seniors, and veterans.

## **Air Transportation**

Campbellsville and Taylor County are fortunate to have the Taylor County Airport, Dairy Air Limited, which is open to the public Monday through Friday from dusk to dawn. The runway is 5,003 feet in length and the landing area is designated for the operation of civil aircraft by the Department of Aviation of the Kentucky Transportation Cabinet. There is no control tower.

The airport is equipped with runway lights, VASI, REIL, self-service fuel, t-hanger and a hospitality area. Average use is noted at 28 aircraft per day. The airport meets all the specifications required by the federal government for small jet planes, but not for commercial use.

The airport is owned and maintained by Taylor County. Operational funds are allocated through federal, state and county governments, via their respective budgets.

Future plans for the airport include installing runway end identifier lights as reflected in the state's 2013 - 2016 Aviation Improvement plan, shown in Attachment C.5.

## **Proposed Transportation Initiatives**

The Kentucky Transportation Cabinet's Six Year Highway Plan features projects for Taylor County, which is shown in Attachment C.6. One of the priorities which remains unfunded is the Heartland Parkway.

The Heartland Parkway is a proposed roadway that will run through four counties, beginning in Columbia/Adair County at the Louie B. Nunn Cumberland Parkway and going north through Campbellsville/Taylor County, Lebanon/Marion County and connecting with the Martha Lane Collins Bluegrass Parkway in Springfield/Washington County. This particular project would serve to better link the region to both the Lexington and the Louisville metropolitan areas, as well as I-65, I-64, and I-75. The 2004 Heartland Parkway Study is shown in Attachment C.7.

The Heartland Parkway will become a major north-south corridor, allowing for greater economic opportunity, and will serve as the major gateway to the Green River Lake tourism region. The Heartland Parkway has a website which enables the general public to keep up with progress. The site may be seen at <http://heartlandparkway.com>.

## **Rail**

The former railroad system in Campbellsville has been removed and is no longer in existence.

## **Pedestrian Transportation**

The City of Campbellsville is working on improving existing sidewalks and work has been accomplished within the historic district in recent times. New sidewalks were poured along North Central Avenue leading to Trace Creek allowing safer access to Miller Park facilities. Further efforts are needed to improve safe access from the campus of Campbellsville University to the central business district. A copy of the city's sidewalk plan is shown in Attachment C.8.

Walking trails are underway through the Trail Town initiatives which will help in adding pathways for residents to use for physical activity.

## **Campbellsville/Taylor County Trail Town/Bike Plan**

The CTC Trail Town initiative began in 2013 when the mayor appointed a steering committee to oversee the effort. Connecting Miller Park to the Paul Osborne Soccer Field and City Lake to Trace Creek Ball Park are two primary goals of the project but ultimately, the aim is to have a system of trails connecting all of downtown Campbellsville. In addition to the physical fitness benefit, community leaders believe there is also an economic impact to be gained.

To date Trail Town has received two Paula Nye grants (license plate sales) which are used for safety education for bicyclist. Additional funds were provided as a gift from two McDonald's stores, totaling \$5,000.

The organization has formed a bicycle club and for the past two years conducted a triathlon which includes a three-mile paddle, a 20-mile bike ride, and a 5K run. Numbers continue to grow and expectations are that the event will become even more popular.

The entire trail is under the control of either the city, county or private easement. Two miles of the trail goes along three subdivisions, making it very accessible for citizens to use.

The organization has received a recreational trails grant administered by DLG totaling \$110,000, half of which the city/county has to match. The money will be used to connect Miller Park to the Paul Osborne Soccer Field and City Lake to Trace Creek Ball Park, and will be named Trace Pitman Greenway.

Other grants have been submitted including a public health grant for \$12,000 to pay for low water crossing funds. The summary for this grant application is shown in Attachment C.9.

In addition to the work of the Trail Town Committee, Troy Hearn, planner and expert in pedestrian safety with the Kentucky Department of Transportation, is assisting with the development of a Bicycle and Pedestrian Comprehensive Plan. This plan will address elements

such as bike racks and the location for a trailhead, hopefully in the downtown. The trailhead will offer amenities such as vending machines, restroom facilities and tourism information.

# Campbellsville Bike and Pedestrian Plan



**Bicycle Club**

**Walking Trails**

**Facebook**

**Triathlon**

**Greenway**

**Safety Classes**

**Bike Shop**



**Tony Young, Mayor  
June, 2015**

## **Introduction**

This Master Plan was developed to address health, safety, tourism and economic issues in the Campbellsville and Taylor County. This plan focused on bicycle and pedestrian needs and facilities in this area. According to Kentucky's Vision for Access to Physical Activity Report, active transportation, such as walking or bicycling, allows residents to get physical activity while performing daily routines such as commuting to work or school. Walking is one of the most popular forms of physical exercise for adults because it does not require special skills or expensive equipment and it can be incorporated into any busy lifestyle.

## **The Purpose**

The purpose of the Master Plan is to identify, design and construct needed walkways and bikeways that connect neighborhoods, business centers, parks and schools. It sets forth ideas and strategies for making Campbellsville an inviting place to bike and walk. The Plan is a road map to guide local and state governments, developers, road builders, citizens and biking and walking advocates when planning and developing projects in the community.

## **The Reasons**

**Safety:** The Plan emphasizes safety for youth, adults, seniors, cyclists and handicapped. Construction of sidewalks that are ADA compliant will have priority. Bicycle trails will be planned and constructed with safety features. Projects will be developed that are safe while users will enjoy nature and the great out-of-doors.

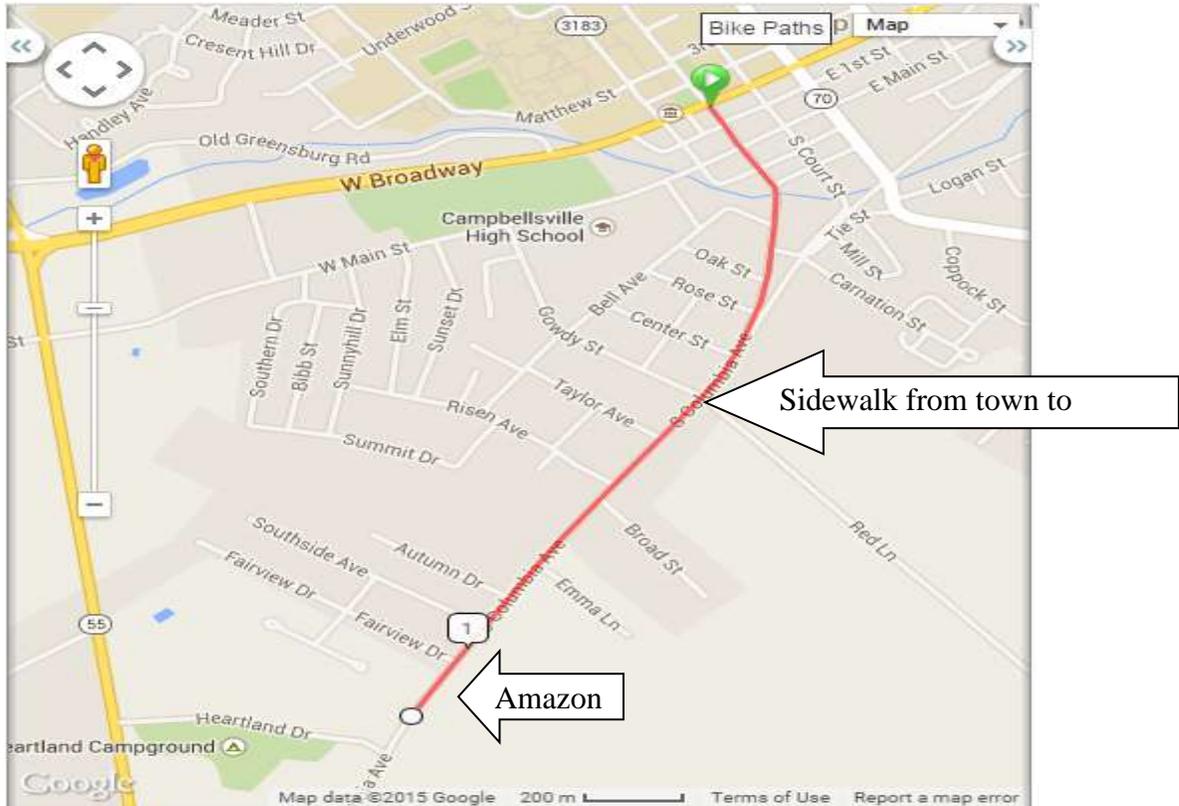
**Health Benefits:** Projects that promote walking and biking will contribute to a healthier and happier community. Data shows that over one-third of local residents are overweight contributing to heart disease, high blood pressure, diabetes, depression and cancer. New sidewalks and bike trails will afford a good opportunity to get off the couch and be active.

**Recreational Benefits:** Walks and trails will provide area residents and tourists beautiful, recreational and educational experiences. These facilities will allow the entire family to stroll, walk, jog or bike. It is an opportunity to get closer to nature and enjoy the great out-of-doors.

**Economic Development:** New start-up companies consider quality of life improvements such as parks, connectors from home to work, to school or to downtown. Trails like Tebbs Bend, for example, bring tourist into the area spending money. In Taylor County, Amazon is located on a busy, narrow two-lane highway that has no sidewalks. Amazon is strongly requesting some type of sidewalks or trail from the downtown area to the Amazon facility for the benefit of employees who walk to work. Likewise, the anticipated trail system is being designed to extend all the way to the Taylor County Industrial Park located on Highway 55 and will provide opportunities for bicycle riders, and possibly, walkers, to reach the Industrial Park from the downtown area without getting on the busy two and four-lane highways.

**Thrift Benefits:** Trails, sidewalks and bike lanes give students, workers and shoppers the option of the type of transportation to use, thus reducing the cost of transportation. People that live near their place of employment can save time, gas, parking problems and congestion by safely walking to and from their jobs.

## Project I: A sidewalk from Main Street to Amazon



**Figure I - South Columbia Ave.**

Amazon is the largest employer in Campbellsville. It employs over two thousand people normally but employment swells to over thirty-five hundred during the fall season leading up to Christmas. Many workers can and want to walk to work but find the only route is to walk on the grass near the side of the road with cars whizzing by on South Columbia Avenue. In addition, many students are on the road before and after school. To make matters worse, much of this activity goes on in darkness. For the safety of the community, and of employees of Amazon, there needs to be a pedestrian/bike path from downtown Campbellsville to Amazon, connecting to the sports complex property adjacent to Amazon.



**Figure 2** - Bad section of walk on S. Columbia Avenue

**Phase I:** Repair the sidewalk from Main Street to Gowdy Street. Some parts will have to be replaced because it is broken up. Other places are unsafe due to raised or lowered sections that create trip hazards. The entire walk will have to be cleaned and edged on both sides. An alternative beginning of this path should begin at the current intersection of Highway 70 (South Central Avenue) and Martin Luther King Boulevard (MLK Boulevard). The south section of MLK should be closed to vehicular traffic since there is a parallel lateral on Tie Street. The closed section of road will be joined by a bridge connecting South Court Street and downtown Campbellsville to the trail on the closed section of MLK Boulevard. This trail will cross the old railroad bridge where MLK Boulevard merges into Old Columbia Avenue. In fact, Tie Street should probably be renamed MLK Boulevard to maintain continuity of MLK Boulevard from South Columbia Avenue to the Water Tower Bypass. The portion of MLK Boulevard from the intersection of Carnation Street to the merging with South Columbia Avenue will be one-lane inbound to vehicular traffic with the other lane of the road being devoted to pedestrian and non-motorized vehicle traffic.



**Figure 3** - Broken walk to be replace on S. Columbia Ave.

**Phase II:** Drainage in the section from Gowdy Street to Amazon will have to be designed and, as a result of the study, altered to allow for a well-drained walk and to make room for a new sidewalk/trail.

**Phase III:** To preserve the safety of pedestrians and bicyclists, retaining walls will be necessary to create enough space for a walk. South Columbia is sixty feet wide but with two lane traffic, utility poles, drainage and mail boxes there is little to no place for a walk unless boxes are moved closer to the paved road and some retaining wall are built to allow for space for a walk.

**Phase IV:** An asphalt walk, four feet wide, will then be constructed from Gowdy Street to Amazon on the remaining section of the old railroad right-of-way. There are two gaps in the remaining right-of-way and easements from property owners will need to be obtained voluntarily or by condemnation.

## Project II: Trace-Pitman Greenway

Miller Park encompasses an area of sixty acres and all the land is developed and heavily used by many citizens of all ages. To the west of Miller Park, a blue line stream referred to as Trace Creek intersects Hwy 3350. Down the creek, near Hwy 210, the City owns sixty more acres. Soccer fields referred to as Paul Osborne Soccer Fields, are located on fifteen acres leaving forty- five acres undeveloped. The plan is to connect Miller Park with Paul Osborne Park with a gravel greenway which will be approximately two miles in length. The purpose of this trail will be primarily for recreational jogging, walking and bicycling as opposed to other trails such as the trail described in Project I, which is more utilitarian in nature.



**Figure 4** – Trace Pitman Greenway from Miller Park to soccer park

Following is the construction plan:

**Phase I:** Acquire easements and deeds for the necessary right of way for the greenway.

**Phase II:** Obtain permits from Division of Water to cross a blue lime stream and from the Department of Transportation to build a trail under the bridge crossing Trace Creek on Hwy. 3350.

**Phase III:** Remove invasive bushes, briars and vines, clear the right of way and clean up the creek by removing all the debris.

**Phase IV:** Correct the drainages and install tiles so the trail can cross over wet-weather streams and other moving water.

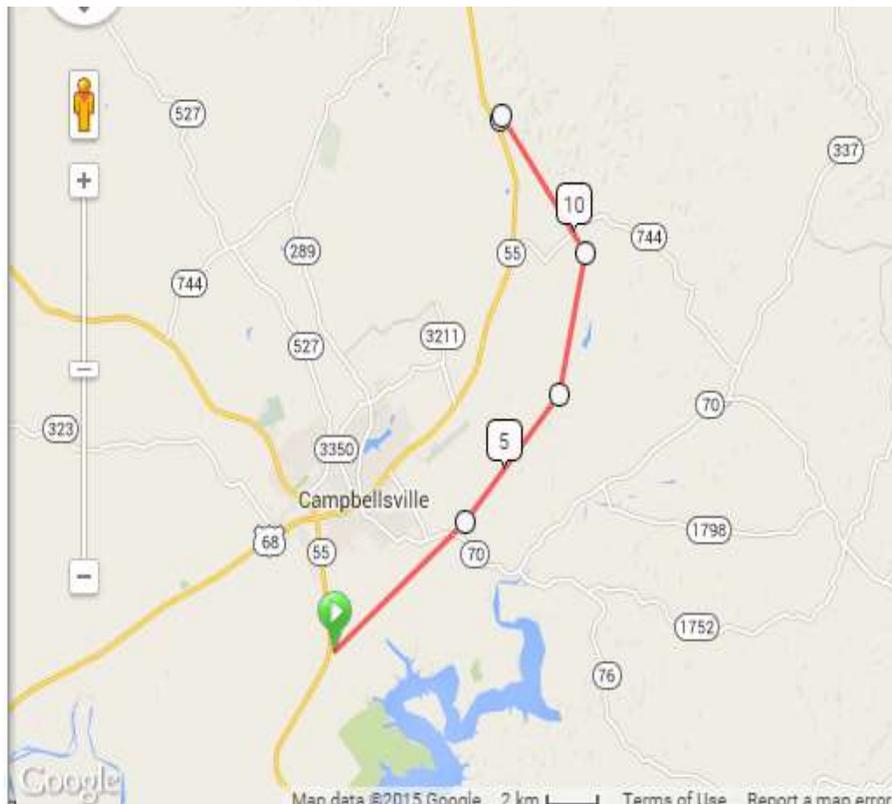
**Phase V:** Design, grade and gravel the trail

**Phase VI:** Work with the Kentucky DOT to get a safe crossing on Hwy. 527 at Trace Creek softball field.

**Phase VII:** Add benches, trash receptacles, plant flowers, install bird boxes.

### **Project III: Bikeways and Walkways on the Southern By-Pass**

The Kentucky Department of Transportation will be acquiring the right of way for the southern by-pass around Campbellsville this year-2015. Citizens and in particular, walk, run and bike advocates, are encouraged to attend meeting, voice their ideas and lobby for a road that will accommodate all forms of travel. As the area is developed it is important to have trails, bike lanes and safe road crossings.



**Figure 5** – Southern By-Pass Route for Illustration only

**Phase I:** All shoulders should be at least eleven feet wide and paved allowing for bicycle traffic. To increase safety, the shoulders should have “Share the Road” signs posted and painted to remind drivers that other forms of transportation are in the area.

**Phase II:** When the rumble strips are installed short space-six to eight feet- should be omitted periodically to allow bicycles to enter and exit the shoulders. A schedule should be worked out for sweeping the shoulders to remove the trash that finds its way there and is detrimental to bicycle use.

**Phase III:** A safe crossing is imperative. Trails can safely cross the by-pass by going under the bridges. Road design incorporating 10 to 12 feet paved underpasses will be the safest and most cost-efficient way to accomplish road crossings for bicycles and pedestrians. We should lobby

for the road contractor to grade and gravel such during construction instead of having to finance and build it later.

## Project IV: Walkway from Town to Taylor Regional Hospital

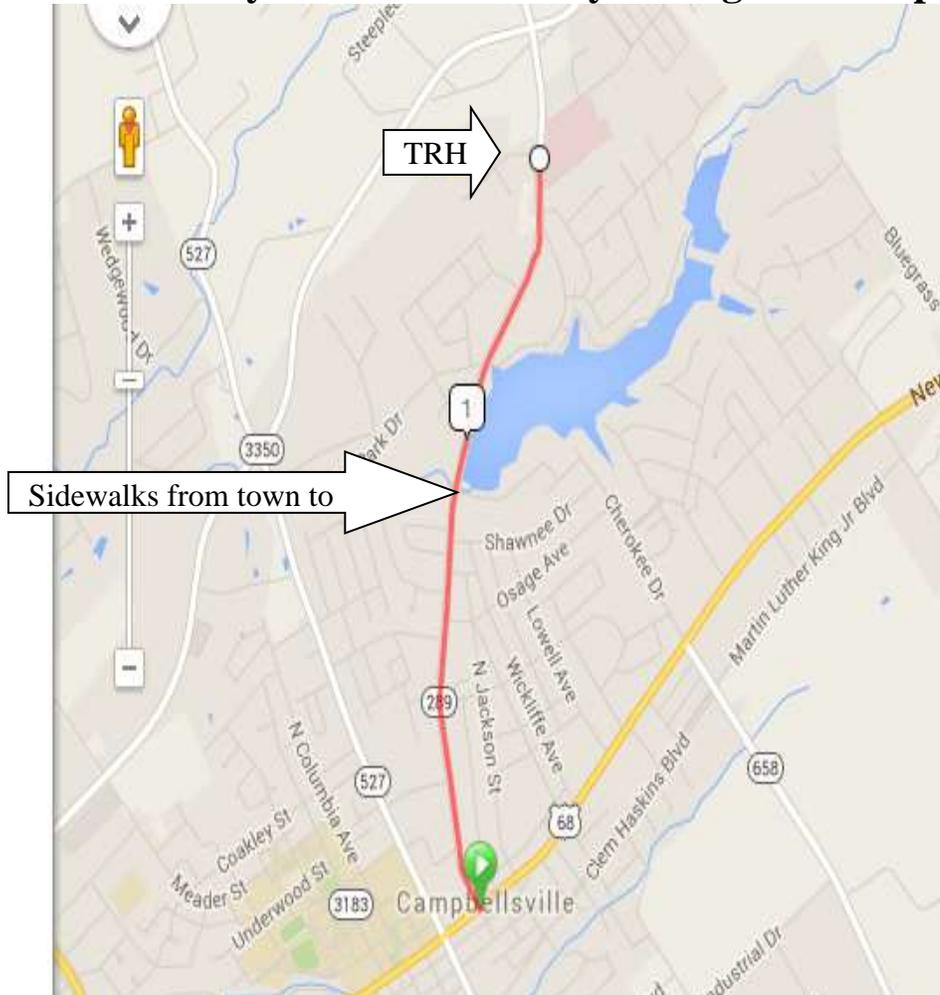


Figure 6 –

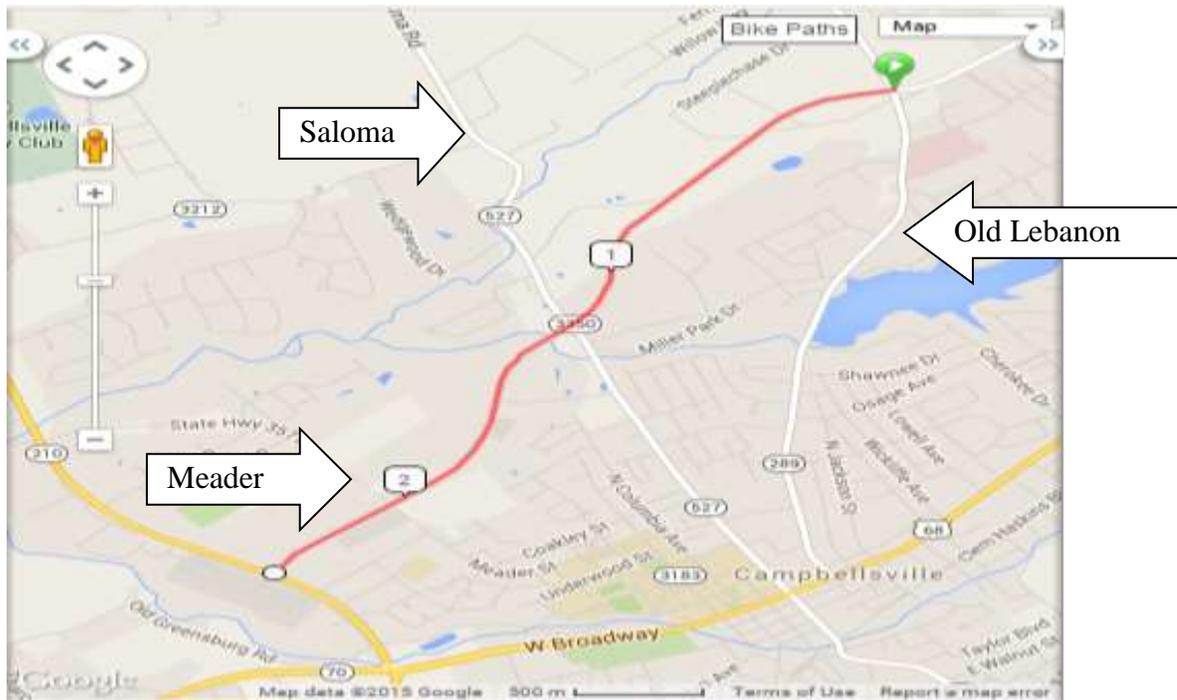
Old Lebanon Road (Highway 289) and Saloma Road (Highway 527) are two major corridors within the community. Old Lebanon Road corridor from downtown to the Taylor Regional Hospital has heavy traffic at most hours of the day. Currently the sidewalks on both sides of Old Lebanon Road are not continuous and there is no provision made for bicycle traffic. In order to provide the safe use by pedestrians as well as bicyclists, some relatively minor and inexpensive changes need to be made.

**Phase I:** Repair existing walks on the west side of Old Lebanon Road from town to the elementary school by edging, eliminating trip hazards, adding proper crossing signs and properly drain low places. In addition, sections of sidewalk need to be built in order to create a continuous walkway from Main Street to Taylor Regional Hospital on the west side of Old Lebanon Road.

**Phase II:** Build a walkway from Miller Park to Taylor Regional Hospital. A lot of people in the area of the city lake and near the hospital walk both for exercise and to get to work. Sidewalks would increase the number of people walking and it would be much safer.

### **Project V: Northern By-Pass or Highway 3350**

The northern by-pass is in the edge of town and most of it has paved shoulders. It is an excellent place to ride a bicycle but dangerous. With a speed limit of 55 mph and no signage or markings to warn motorists changes have to be made in order to improve safety. Signage and marked bicycle/pedestrian lanes are recommended.



**Figure 7**

The Northern By-Pass with paved shoulders starts at Meader Street and ends at Hwy. 289.

**Phase I:** Install ‘Share the Road’ signs as pictured.



**Figure 8** – Picture on the right is an example for stripping the shoulder.

**Phase II:** Mark bicycle lanes on the paved shoulders from Meader Street to Hwy 289.

## **Project VI: Pedestrian Crossings**

Cross walks are designed for large groups of people to congregate and cross a busy road or street at the same time and safely. Safe pedestrian crossings determine how many and how often walkers are in the area. Throughout Campbellsville and Taylor County there are crossings that are not well marked or not marked. In high traffic areas not all crossings have lights. Some crossings do not have long visibility and some pedestrians, especially students, cross where there is no crosswalk, traffic light or sign to slow the traffic down.



Figure 9: Blind curve on Chandler Street with heavy pedestrian traffic in the foreground

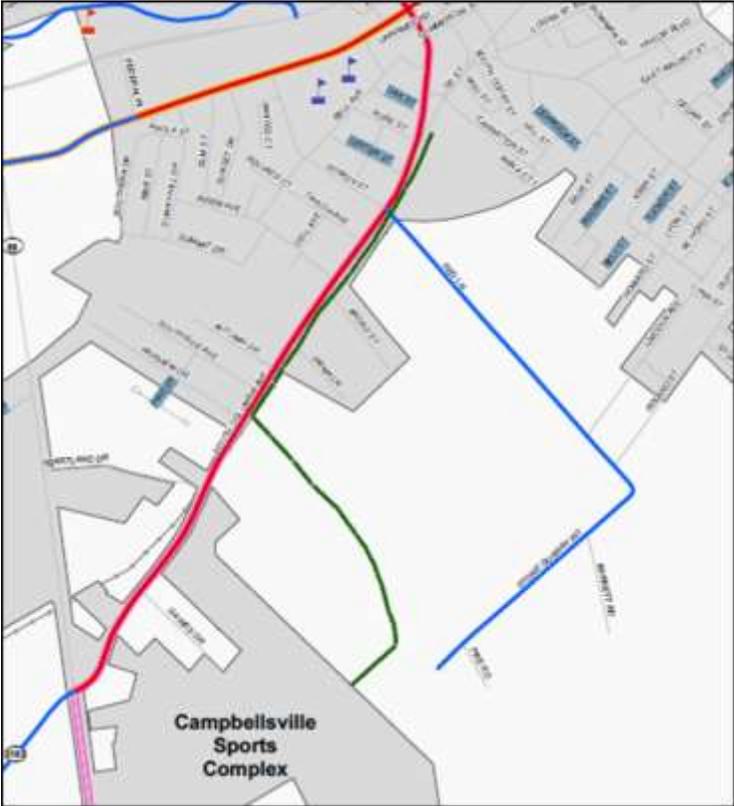
We should do the following:

Phase I: Identify areas that have no crossing protection or improper markings.

Phase II: Conduct educational programs aimed to instruct and inform pedestrians what constitutes a properly marked and safe crossing.

# Campbellsville Bypass – Greenway System

**Project #1:** Connection of the Sports Complex Greenway Trails to the proposed multiuse trail along the Campbellsville Bypass.



**Project #2:** Connection from Sawmill Rd (sight of future trail head with kiosk) and or connection to the Highland/Happy Hills Neighborhood



**Project #3:** Wise Road connection. Possibly closing off Wise Road to US-68 and allowing bike/pedestrian access through this area & road way (becoming a bike boulevard). Additional sight for trailhead and kiosk.



## **VIII. Community Facilities**

## **VIII. Community Facilities and Services**

### **City of Campbellsville**

Campbellsville is the county seat of Taylor County and is located in the heart of central Kentucky. Campbellsville was established by the General Assembly in 1817. The town plat contained 85 lots and a public square on which the court house was later built. At that time, the town was located in Green County. In 1848, the town trustees sold the public square as a court house site, to the newly formed Taylor County, for one dollar.

Campbellsville's population was estimated in 2013 at 10,803. The city is led by a mayor and a twelve (12) member council, which meets the first Monday of each month at 7:00 p.m. at the Campbellsville Civic Center. The city office is located at 110 South Columbia Avenue.

In 2014 there were four employees, comprising of the city clerk, human resources manager, and two staff members in accounts receivable. There are no plans for anticipated growth in staffing over the next five years.

The last renovations to the city's administrative offices were in 2005. There are no additional changes expected within the next few years.

The city owns and manages the Campbellsville Civic Center, having renovated the building over three budget years. The former church building had been the public library and with the combined labors of the city departments and assistance provided by Taylor County Fiscal Court, the building was renovated into a true gem in the community. Today, it houses offices for six community-based organizations as well as the City Council Chambers. The building is more accessible to the public for the city council meetings. Numerous other agencies including schools have used the building for their events.

The city also owns the building that houses a privately owned business (Kidwise Amusements), receiving rent paid to the city. The former train depot is used for community functions and the former Armory, located off Broadway, is also owned by the city.

The city has been involved with downtown development, providing improved crosswalks and lighting. The city worked to renovate an alley, added a fountain, planters, flowers, trees, tables, chairs and a common area. These improvements were well received by the public, and are so well-used the city established a calendar for groups to make reservations.

The city has established a web presence through a city website and a Facebook page.

Departments of the city include:

- Water and Sewer
- Police Department
- Fire and Rescue
- EMS
- Street Department

- 911 Center
- Parks Department
- Sanitation Department

## **City Priorities**

The mayor and city council review the city's departmental, budgeted items during council meetings each month, assessing needs as they occur. The following items are considered priorities for the city over the next several years.

In 2012, the city council purchased 170 acres for a sports complex. The city is waiting about developing the property until there is more certainty about the location for the proposed bypass. To date, a road has been installed and has been blacktopped. The land is currently being rented as farm land which provides income to the city.

Police and fire departments are located within the same building which also houses the county's fire department. The city desires to have improvements and expansion, but there are no current plans for development.

Some work on sidewalk repairs and replacement have been completed, yet many more need to be done.

## **Campbellsville Sanitation Department**

The Sanitation Department provides dumpster pickup service throughout the city limits for businesses and city residents. There are three crews of three, and one of the nine is the supervisor. While there is no actual facility for this department, the crews meet in an office at the recycling center to pick up their basic equipment.

There are no plans for adding new employees. If/when funds permit, there is a desire to have one additional staff person in order to free up the supervisor to manage issues as they arise and serve in more of a customer service role. Another need is to have a mechanic that is qualified to work on existing equipment.

The truck drivers must have their CDLs and be trained on the trucks they will drive. The sanitation supervisor must be National Incident Management System (NIMS) qualified. All safety equipment is supplied by the city, and all staff must have and wear their reflective safety vests.

The Sanitation Department maintains and operates four sanitation trucks, though one is only used as a spare. The supervisor drives a separate truck for other job responsibilities. In 2012 a new freightliner was purchased. A four-year financing rotation was established at that time to replace outdated trucks as the previous purchases are paid in full. There is no garage facility for existing vehicles or equipment used by this department.

In addition to garbage pickup, the Sanitation Department offers leaf pickup in the fall, if a customer bags the leaves and calls the city for pickup.

#### Garbage Rates

Residential: \$12.00 a month

#### Commercial:

Dumpster: \$5.00 per trip and \$6.12 per dumpster load

(In other words, if a business has 1 dumpster and is scheduled for one pick up a week, their bill will be \$11.12 per week)

Containers: \$25.00 a month (this is only if they are approved for not having enough for a dumpster)

Residential rates are included with the water bill. Commercial customers are sent a separate invoice.

There is countywide recycling, though not provided through the city. The building is owned by the county, and is manned by the prison inmates.

### **Campbellsville Street Department**

The Campbellsville Street Department maintains all city streets and sidewalks, and provides services such as salting roads, erecting guard rails and street signs, and removing brush after storms. They also have the capacity to install new or extend streets and sidewalks when needed.

The Street Department is housed at 398 South Central. The structure is in good shape and there is a lot behind the building for a storage shed to be built as funding comes available. There is also a warehouse location on Martin Luther King, and it was recently remodeled on the inside.

There are currently six full-time and one part-time employees who are managed by the superintendent. An additional full-time employee is desired as funds permit. The workers attend safety trainings regularly.

The Street Department has a variety of equipment to maintain including pickup and dump trucks, backhoes, loaders, road graders, and a bull dozer. Most are in good condition, other than the dump trucks and the pickup, which need to be replaced when possible.

Streets scheduled to be added or extended or widened in the next three to five years include Main Street to Broadway and around the Sports Complex.

New or improved sidewalks planned in the next few years include:

- Main Street – Broadway
- S. Columbia Ave. (Gowdy St. to Amazon.com)
- S. Central Ave. (South Campbellsville Baptist Church to Dollar Store)
- Lebanon Ave. (Miller Park Road to Taylor Regional Hospital)
- MLK, Jr. Blvd. to Campbellsville Elementary School

- Miller Park Road (Lebanon Ave to North Central)

## **Educational Facilities**

The future of any community is dependent upon the education of its young people. With a sound educational system, the opportunity exists to develop a highly skilled labor force, thus attracting more jobs to the community, enabling a better quality of life.

There are two public school districts, both located within the city limits. The public schools are Campbellsville Independent School District (CISD), and Taylor County School District (TCSD). Both districts operate on an alternative calendar with breaks during the fall, Christmas and spring. Remedial enrichment programs are accessible to students during the breaks and after school programming.

### **Campbellsville Independent School District**

Campbellsville Independent School District is comprised of four schools: Campbellsville Elementary, Campbellsville Middle, Campbellsville High and Eagle Academy. The district has a student population of 1,200 students enrolled and the population is made up of 74% white, 9% Black or African-American, 4% Hispanic/Latino, 2% Asian, and 11% two or more races.

Campbellsville Independent School District is situated on two sites, the middle and high schools on a 14.5-acre tract and the elementary school on 18 acres. The elementary school is now called the Campbellsville Elementary School at Durham Campus, in reference to the former African - American school which was annexed into the city school system in the 1960s. Additionally, there are five educational buildings occupying approximately three acres.

Campbellsville High School recently underwent a \$5 million renovation bringing their facilities up to date. With recent reconfiguration, and by moving the elementary and middle school campuses, some changes are necessary for optimal use of their current buildings. Some of these buildings have not been renovated since the 1950s or 1960s.

The CISD is in the planning stages of a major building, remodeling and construction project that will occur on the elementary and middle school campuses. New preschool and early elementary classrooms will be added and the current facilities, including bathrooms and HVAC units, will be updated. The cafeteria and lunchrooms at both campuses will be remodeled and renovated. The middle school will have a gym and stage area added to the current campus.

In addition to the building renovations and upgrades, the following improvements have occurred as well:

- Installed a new track and soccer field
- Built a new girls' softball field house
- Installed a new gym floor
- Refurbished the historic baseball stadium and bleachers
- Installed new field lighting on the baseball, football and soccer fields

Planning for these and other proposed facility improvements are included in the District Facility Plan, found in Attachment D.1. as well as online at <http://www.cville.kyschools.us/docs/District%20Facility%20Plan%202013.pdf>.

These improvements and new construction are made possible from a 5% school tax which was implemented, becoming effective in the 2014 tax year. It was designated for facility/building construction and improvement. It allows the district to receive matching funds from the state for the building fund. The tax is based on a minimum of 20 years to allow for bond payments to be paid off.

Enrollment at CISD has stabilized in the past 10 years despite some families moving to residential areas just outside of the city school district because of a reduction in housing options.

### **Taylor County Educational Facilities**

Taylor County schools are comprised of 2,800 students attending three district schools (Taylor County Elementary, Taylor County Middle, and Taylor County High). Demographically, the student body is 95% white with the remaining five percent being comprised of African-American, Hispanic, Chinese, Japanese, and Somalian origins. Likewise, the staff is predominately white (99%).

Taylor County School District operates facilities on two sites. The elementary facility is situated on 14 acres, middle and high schools on 38 acres.

Recent upgrades to public school facilities include a new high school which is currently under construction on Highway 210 (approximately 120 acres) for grades 9-12, and a new primary center on the current middle/high school campus is being built for grades P-2. The current middle school will become the intermediate school for grades 3-5, and the current high school will become the middle school for grades 6-8 once new construction is completed.

The website ([www.taylor.kyschools.us](http://www.taylor.kyschools.us)) has facilities information and current building progress reports and the Facilities Plan is reproduced in Attachment D.2., as well. Other than these new construction projects, the current facilities are adequate for the next three to five years. A 5% tax increase was approved in August 2013, and there is a sunset clause.

Both school districts have made technology a high priority. Campbellsville University allotted a classroom for GCATC robotics class that both TCHS and Campbellsville schools can share. TCHS also houses a Medical Nursing Instructor (funded by Green County Area Technical Center) due to high demand for MNA certification from Taylor County students.

The Taylor County District has a Technology Plan which is updated each year to coincide with the Comprehensive Improvement Plan. They are working toward a 1:1 environment with every student having access to a computing device with access to in-house and web-based educational resources. The goal is for all students to be technology literate and able to function in a world - class environment.

Both districts share a number of characteristics in common and both provide an outstanding education for students. Some of the opportunities common to both districts include:

- Advanced college prep courses in science, math, English and social studies
- Above average scores on KY's national school testing program
- Various school to work placement programs
- School-based enterprises such as student banks and groceries
- Outstanding curricular and extracurricular performing arts
- Strong preschool programs
- Extensive vocational school offerings through a regional center
- Tutorial programs
- Drug and alcohol prevention programs
- Alternative schools for at-risk students

### **Kentucky Christian Academy (KCA)**

KCA is located at 2046 Old Columbia Road in Campbellsville with a student population of approximately 110 students. It is an interdenominational school for preschool through fifth grade. Curriculum materials are selected which fulfill high academic expectations and the philosophy of Christian Education. KCA uses Terra Nova 3 to measure student performance.

### **Higher Education**

#### **Campbellsville University**

In 1906, the Russell Creek Baptist Association established Campbellsville University as the Russell Creek Academy. Today CU is a comprehensive private, co-educational Christian university with a strong liberal arts component. Situated on more than 100 acres in Campbellsville-Taylor County, the main campus is located within a short distance from the downtown. The university has a historic Baptist identity and is open to students of all denominations.

CU is organized into the following colleges and schools: College of Arts and Sciences, School of Theology, School of Education, Carver School of Social Work, School of Business and Economics, School of Music, School of Nursing, and Technology Training Center.

Campbellsville University is accredited by the Southern Association of Colleges and Schools Commission on Colleges (SACSCOC) to award certificates, associate, bachelors, and masters degrees.

Campbellsville's music program is accredited by the National Association of Schools of Music (NASM). The teacher preparation program is approved by the Education Professional Standards Board (EPSB) for teacher education and certification and is accredited by the Council for the Accreditation of Educator Preparation (CAEP). The NASDTEC Interstate Contract provides opportunity for graduates to earn teaching certificates in other states, although there may be

applicable conditions. The Baccalaureate Social Work and Masters of Social Work programs are accredited by the Council on Social Work Education (CSWE). Business programs are accredited by the International Assembly of Collegiate Business Education (IACBE).<sup>1</sup>

Campbellsville University offers almost 100 academic options at the associate, baccalaureate, graduate, and post-graduate levels. A growing number of online degree programs are offered, and CU maintains regional centers in Louisville, Somerset, Elizabethtown, and Hodgenville. Doctoral-level programs are projected within the next three to five years.

CU's total student enrollment in fall 2014 was more than 3,600 students. The student to faculty ratio is 13 to 1, and around 70% of the full-time faculty of more than 150 members have their terminal, or highest degree, in their area of study.

The university is among the most diverse higher educational institutions in Kentucky. Of the 3,600 students at CU, 22.7% are of minority with 8.8% being international students.

The growing national recognition of Campbellsville University is exemplified by the following rankings and superlatives that have been received. In a report released by *U.S. News & World Report*, Campbellsville University's two business online graduate programs, management and leadership plus business administration, are 61st and 73rd in the nation, respectively, and CU's education graduate program has been ranked 78th. CU is one of two Kentucky institutions ranked in the top 100 in the business graduate category and is one of four Kentucky institutions named to the entire list. CU is rated as a Military Friendly School, Listed in America's Best Christian Colleges, named a Five-Star Champions of Character Institution by the NAIA, named to the President's Higher Education Community Service Honor Roll, ranked fourth most affordable among top 50 Christian colleges in U.S., Master of Theology online degree ranked 8th in the nation by the *bestschools.org*, Criminal Justice online associate degree ranked 4th nationally by *bestschools.org*, and online master's degree in Human Resources ranked #16 overall by *TopManagementsDegrees.com*. Campbellsville University has added a number of new academic programs in recent years including the School of Nursing's degree options. A new cosmetology program, under the auspices of CU's very successful Technology Training Center, has been added to accommodate the needs of students who may not choose to pursue a traditional college degree. The center also offers a variety of short-term certificate training programs in areas as diverse as nursing assistances, pharmacy technicians, and phlebotomy assistants.

The university is a major part of the local economic engine. Based on a research study done a year ago, CU has a more than \$101 million economic impact in the local community, accounts for more than 1,400 jobs locally (around 400 are employed by CU), and \$1.4 million in local tax revenues are generated per annum by CU's operations.

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<sup>1</sup> Campbellsville University website retrieved January 30, 2015 <http://www.campbellsville.edu/about>

CU's future plans are to continue steady growth to approximately 2,500 students living on campus as well as continuing growth of those commuting to the main campus, those attending regional centers, and those enrolled in the growing online programs.

During the next five years or so, CU will be building a new wellness center for students, additional student life and services facilities, expanded dining space, auxiliary gymnasiums for purposes of intramural and intercollegiate sports, residential space for students, upgrade of the campus mile to help encourage more physical activity and wellness, new running track, and new academic and classroom space for several program areas. Parking will be expanded on the perimeters of the campus while expanding pedestrian walkways – particularly connecting the core of the campus with the Alumni and Friends Park on Broadway.

### **Parks and Recreation**

Campbellsville has a wide variety of recreational activities within the city limits. Since the 1960s, public officials within the community have worked to devote two acres per one thousand residents for public recreation, resulting in a large community public park system.

The **Robert and Bernice Miller Municipal Recreational Park** is a 56-acre park which offers:

- 4 Little League fields
  - 2 softball fields with concession stands
  - 8 lighted tennis courts
  - 6 horseshoe pitching areas
  - 3 corn hole boards
  - 2 playgrounds (one is handicapped accessible)
  - 1 9-hole (3 par) golf course
  - Volley and basketball courts
  - Skate park
  - Walking track
  - Olympic size swimming pool with diving boards, wading areas, bathhouse and concession stand
  - Picnic areas
  - Park benches
  - Gazebo available for special events
  - Amphitheater
- The park has been well maintained, and additional parking has been provided.

There are currently six employees with the parks department.

**Paul Osborne Soccer Park** is located at Faulkner Place and there is a total of 38 acres, of which 13 have been developed for community soccer. There is a concession stand and restrooms are available.

**City Lake** offers an 85-acre lake located directly across from Miller Park (Lebanon Avenue), for fishing and boating, though no gasoline motors are allowed.

**Veterans Memorial City/County Park** provides numerous services and recreational opportunities including softball, volleyball, playgrounds, picnic shelters, walking and bicycling trails. This park is maintained and managed by the Taylor County Fiscal Court.

**Trace Creek Girls Softball Park** is owned and managed by the City of Campbellsville.

Other city owned or maintained recreational options include:

- Small playgrounds near or on public housing facilities
- City municipal building (public use, privately rented)

In the past few years, the city renovated the Tennis Complex in Miller Park. The court surfaces had failed and were sinking due to poor drainage. The city also made significant repairs to the City Pool including equipping it for handicap access. New sidewalks were poured along North Central Avenue leading to Trace Creek allowing safer access to Miller Park facilities. These projects were completed using city equipment and employees and without incurring additional debt.

### **Future Plans for City Park Development**

There is a 180 acre section of land which has been purchased by the City of Campbellsville for a sports park. This land has not been developed and is currently being rented as farm land. There is no access to water or electric and no clear idea as to who would manage the property if it were developed. There are some design plans available, however this is an area for further input and discussion.

Other parks and recreational opportunities not operated by the City of Campbellsville include:

**Green River Lake** is an 8,200-acre lake providing opportunities for almost any water sport such as boating, skiing, fishing, and swimming. There is a campground, and amenities such as miniature golf, horseback riding and scenic walking trails.

**Kid-Wise Amusements** is private business offers indoor and outdoor inflatables and activities for children's recreation. This business is located in a city-owned building, and in addition to offering recreational services, rents outdoor tents for special events.

**Phillips Lane Family Entertainment** is a full-service bowling center and restaurant with both lunch and dinner menu options. There is also an arcade, video games and a pool is available.

**Campbellsville Country Club** offers an 18-hole golf course with a full-service Pro Shop, indoor/outdoor driving range, practice greens, electric carts, heated swimming pool, restaurant and lounge and makes banquet and meeting rooms available for private events.

**Taylor County Community Center** is located next to the City/County Park and is owned and operated by the county.

## **Taylor County Public Library**

The Library is located at 1316 East Broadway, in a new facility which was completed in 2013. The library board meets the 2nd Monday of each month at noon in the Library Community Center, and is open to the public.

- **History**
  - January 11, 2015 – 40th Anniversary of the Opening of TCPL
  - March 2013 – Moved into New Building
  - Elaine Munday, First Director
  - Julia Turpin, Second Director
  - Andrea Lawler, Third Director (Current)
  
- **Departments (Sections)**
  - Adult/Main Circulation
  - Kentucky & Family History/Genealogy Section
  - Children’s Section
  - Junior Reading Room
  - Young Adult Room
  - Community Room
  - Community Break Room
  - Circulation Desk
  - Staff Offices
  - Staff Break Room
  - Staff Restroom
  - 4 Public Accessible Restrooms
  - Garden & Picnic Pavilion
  
- **Staff (13 Paid Positions)**
  - Director
  - Children/Youth Services Librarian
  - Adult Services Librarian
  - Bookmobile Librarian
  - Outreach Librarian
  - 2 Circulation Specialists
  - 2 Library Pages
  - 3 Circulation Clerks
  - Cataloger
  
- **Taylor County Board of Trustees**
  - Five-Member Board
  - Assists in hiring of the director, making major financial decisions, supporting & promoting the library in the community
  
- **Times of Operation**
  - Monday, Wednesday & Friday 9:00 a.m. – 5:00 p.m.

- Tuesday & Thursday 9:00 a.m. – 7:00 p.m.
- Saturday 9:00 a.m. – 4:00 p.m.
  
- **Circulation (Materials)**
  - 28,124 Books (and growing)
  - 616 Audio Materials
  - 1,100 Videos (DVD)
  - 33 Magazine Subscriptions
  - 10 Kindle (E-readers)
  - Local Newspaper
  - Digital Library Access (overdrive)
  - Portable Projector
  - Braille
  - ILL (Interlibrary Loans)
  
- **Items for In Library Check-out/Use (Must be used in the library)**
  - CAC Reader (used most frequently by military patrons)
  - Wand Digital Scanner
  - 14 Laptop Computers (with wireless access)
  - Two i-Pad Minis
  - Typewriter
  - Blue-tooth Speakers
  - Access to Ancestry.com
  
- **Departments & Technology**
  - Main Circulation (12 Desktop Computers, Smart TV Display)
  - Genealogy/Family History (2 Desktop Computers)
  - Young Adult Room (1 Desktop Computer) \*NEW
  - Junior Reading Room (1 Desktop Computer) \*NEW
  - Children’s Department (1 Desktop Computer \*NEW, Mounted IPAD)
  - Community Room (8 Laptops, Projector, Projector Screen, Sound System)
  
- **Services**
  - Fax
  - Copies
  - Scan to Email
  - Notary
  - Ellison Cutting Dies Collection
  - Laminating
  - Interlibrary Loans
  - Bookmobile
  - Free Wireless Internet
  - Free Internet Access on all Public Computers
  - Coffee

- **Regular Programs**
  - Children’s Weekly Story Hour
  - Monthly Adult Book Club
  - Computer Classes/Individual Assistance
  - Cooking Club
  - Knitting Club
  - Monthly Lunch & Learn Speakers \*NEW
  - Friends of the Library Meetings
  - Summer Reading Program
  - Yoga
  
- **New/Recent Programs**
  - ACT Prep Tutoring Sessions
  - ACT Practice Testing Session
  - Family Bingo Night
  - Rook Tournament
  - Writing Group
  - Visions of Campbellsville Photo Gallery (local artists)
  - Local Schools Art Exhibit
  - Read it Before You See it Passive Program
  - Quilt Show
  - March Reading Madness & Family Literacy Awareness
  
- **Funding**
  - Local Taxes (property)
  - State Grants & Federal Grants
  - Personal Donations/Trusts
  - Friends of the Library Donations

## **Public Safety**

### **Campbellsville Police Department**

The police department is accredited by the Kentucky Association of Chiefs of Police and is physically located at 100 Terry Street in Campbellsville. The department is led by a chief and is made up of twenty-two (22) police officers, three administrative support personnel, and eleven (11) police communications officers. The department provides around-the-clock daily patrol and investigative services.

All officer personnel are trained in many disciplines to include tactical response, hostage negotiation, general investigation, narcotics investigation, child sexual abuse, elder abuse, crime scene evidence collection and preservation.

The police department operates the police communications (Campbellsville/Taylor County E 9-1-1) Center where the staff of police communications officers provides dispatch service for

several public safety entities including, police, sheriff, city fire/rescue, county fire/rescue, city utility service, Street Department and Sanitation department.

Upon request, the police department supplies educational material and speakers for schools, civic clubs or organizations on subjects related to crime prevention, emergency communication services, drug abuse prevention, bicycle safety, and child safety seat installation.

The Campbellsville Police Department prides itself as a community policing agency partnering with citizens and organizations to proactively problem solve and communicate issues which enhance public safety. The 2014 Annual Report is shown in Attachment C.4.

The Campbellsville Police Department was awarded their first re-accreditation certificate by the Kentucky Association of Chiefs of Police Law Enforcement Accreditation Program in 2013. The agency was first accredited in 2008. The accreditation cycle is every five years.

The Campbellsville Police Department and the Campbellsville/Taylor County Anti-Drug Coalition participated in the National Prescription Drug Take Back on April 27, 2013. Additionally, the department maintains a drug disposal box where citizens can deposit their unneeded medications. The container is emptied every other month with an average weight of 14 pounds of medication each purge cycle. Therefore, the police department will ensure the drugs are disposed of in an environmentally safe manner.

The Campbellsville Police Department has once again partnered with the Appalachia HIDTA task force to combat illegal drugs with our community. The partnership provides funding for personnel and investigative expenses, and access to shared resources on a local, state, and national level. The Campbellsville Police Department has participated in the task force since 2002.

The DRMS Program is an outlet for excess military/federal surpluses purposed for civilian law enforcement agencies. Property/equipment offered to civilian law enforcement agencies are of no charge to the receiving agency with the exception of any shipping charges. During 2013 the Campbellsville Police Department received equipment valued in excess of \$498,000 at a cost of approximately \$3,000.

Kentucky Office of Homeland Security awarded the Campbellsville Police Department a grant which will replace a radio system repeater. The replacement will enhance the capabilities of the communications center. The grant award was just under \$33,000.

A highway safety grant was awarded to the Campbellsville Police Department totaling \$18,100. The highway safety grant is used to provide overtime payment for officers participating in DUI and Occupant Protection enforcement activities.

Recent improvements to the facilities include the recent renovation of a warehouse and evidence storage facility to accommodate adequate evidence storage and accountability in addition to storage of departmental supplies. The department also launched a new evidence accounting

system, Evidence Tracker ®, to electronically enter property involved in investigations, label them with a bar code, and create a log of accountability.

Needed improvements in the future would be a new facility consisting of approximately 8,000 square feet in order to provide adequate work space for officer personnel and to incorporate the Communications Center under the same roof. The department is currently housed in a 300 square foot area which originally served as the City Hall. Constructed in 1959, the area floor plan is not efficient for the occupancy of the police department. In addition, the Police Communications Center is located in a separate building which complicates the effective coordination of public safety activities.

### **Taylor County Detention Center**

The Taylor County Detention Center is located at 120 South Central Avenue. The facility is classified as a medium security facility due to its security system including a reinforced perimeter fence, electronic detection systems, and security cameras. The full-time and part-time staff consists of roughly 42 members, including the jailer, visitation supervisor, office administrator, class D coordinator, captain, receptionist, maintenance staff, and deputies. There are five deputies working per shift. The facility has adequate coverage at all times despite there being a cap on the number of full-time employee positions.

The facility opened on November 16, 2008, has 204 beds, and is always at maximum capacity. The facility holds inmates for short periods before the inmates have trial or processing, or holds inmates who are serving a sentence of five years or less. Being a detention center, the facility does not have all of the amenities of a jail or prison. There are no current renovation needs at this time. The facility finds that there is adequate signage directing visitors to the facility.

The Taylor County Detention Center values assisting inmates in acquiring new skills that will help reduce the rate of re-incarceration. These programs include GED classes and Life Skills classes, among others. Religious services are available to inmates and are conducted by community organizations. Community service members frequently take inmates to perform community service works. The detention center offers medical care for 12 hours each day through Southern Health Partners.

### **Emergency Medical Service**

#### **E-911**

Emergency communications services are provided by the City of Campbellsville Police Department through an agreement with Taylor County. The Police 911 Center is located within the Campbellsville Police Department at 125 W. First Street. Emergency communication services are provided to approximately 24,000 residents of Taylor County.

The center has well-trained dispatch staff for police, sheriff, city fire/rescue, county fire, city/county EMS, city utility services, streets and sanitation. The center provides round the clock services 365 days of the year.

The E-911 phone alert system handles both nonemergency and emergency radio, data and telephone communications. Additionally, they also manage radio communications for Campbellsville University Security, Homeland Security and the Emergency Weather Desk.

### **Campbellsville/Taylor County EMS**

CTCEMS provides Advanced Life Support with paramedics and EMTs that operate under the direction of the medical director. CTCEMS also handle nonemergency transports to and from nursing homes, and to doctors' offices. The EMTs work closely with Taylor Regional Hospital to maintain their status as one of only three Level III trauma hospitals in Kentucky. The service also provides standbys at local community and athletic events such as civic functions and football/basketball games for area school systems and Campbellsville University.

A chaplain is made available on a daily basis for guidance and assistance with family members or other individuals, who may need spiritual guidance to help cope with a traumatic incident.

Emergency Medical Services is made up of:

- 7 medic units
- 1 director vehicle
- 1 auto
- 19 Paramedics and EMTs full time
- 12 part-time
- 3 chaplains

EMS also uses Fire Department personnel as backup, as they are now required to be certified EMTs.

EMTs must be licensed by the state of Kentucky or obtain the Paramedics ACLS, PALS Emergency Driving Certificate, CPR, or PHTLS.

Recent upgrades equipment include:

- 3 new medic units (ambulances)
- 3 new LP 15 monitor/defibrators
- King Vision (video monitors) for intubations
- 3 new hydraulic cots for patients

Recent upgrades to current facilities include renovation upgrades to four bathrooms in 2014. EMS anticipates replacing one medic unit every other year and adding another LP #15 monitor as needed.

Anticipated needs for future facilities or equipment include a new medic unit to be purchased in the next fiscal year.

This service is provided through income from billing for services, as well as county and city joint funding as needed, to meet the budget.

There is an interlocal agreement with Taylor County Fiscal Court and the City of Campbellsville.

## **Campbellsville Fire – Rescue**

Campbellsville Fire – Rescue Department provides emergency services to the citizens and visitors of Campbellsville and Taylor County. The department is housed at 100 West Broadway and is led by Fire Chief Kyle Smith.

Fire and Rescue services include fire suppression, hazardous materials, and numerous aspects of rescue including water, dive, rope, trench, and confined space. The department also assists Campbellsville/Taylor County EMS on emergency medical calls and works closely with the Taylor County Fire Department through a mutual aid agreement.

Campbellsville Fire – Rescue is staffed by nine career personnel. These firefighters work a 24 hours on-duty and 48 hours off-duty schedule and are supplemented by an additional 50 volunteer firefighters. Current staff includes nine (9) career firefighters and 50 volunteers.

Working in conjunction the Kentucky State Fire Marshal’s Office, the department has several certified fire inspectors that perform annual fire inspections to local businesses for the purpose of maintaining code compliance. Additionally, firefighters perform countless hours of fire prevention and safety education to students and civic organizations throughout each year.

Annual training or certifications include:

- All career personnel are 400-hour certified through the Kentucky Fire Commission, with approximately 90% of all volunteers having either a 150-hour certification or 400-hour certification through the same agency.
- Career staff is certified through the Kentucky State Fire Marshal’s Office as Level 1 Fire Inspectors.
- While not a requirement, many of the personnel (both career and volunteer) have various accredited certifications through the International Fire Service Accreditation Congress (IFSAC). Examples of this include Firefighter I, Firefighter II, Hazardous Materials, Instructor level I, Instructor level II, driver/operator, and aerial operator.
- Three (3) of the nine career personnel are paramedics and five (5) are Emergency Medical Technicians (EMT), with the other attempting to obtain EMT certification. Several of the volunteer firefighters are EMTs as well.

Regarding the aspects of rescue the following is included in annual training and certifications:

- There are twenty three (23) members of the Special Operations Team. Fifteen (15) of these are certified to the technician level in Hazardous Materials, trench rescue, rope rescue, confined space rescue, swift water rescue, dive rescue, ground search and rescue, and vehicle extrication. The remaining member’s certifications vary. However they are working towards these certifications.
- All members of the Special Operations Team train eight (8) hours per month (at a minimum). Additionally, each member of the Special Operations Team devotes training twice annually in each of the disciplines listed above (i.e. trench rescue, rope rescue, Hazardous Materials, etc.).

Anticipated needs for future facilities or equipment:

- The apparatus fleet within the department is becoming old and depleted. A new rescue engine is needed, and there is need to replace a ladder truck. Additionally, a new heavy rescue truck will be needed to replace an existing one within the next two years.
- A kitchen renovation is planned for the fire station in 2015.

## **Public Health Services**

Health services in Campbellsville cover a broad array of care including the following:

- Regional hospital
- Kidney dialysis
- Clinics
- Health department
- Medical and health care practitioners
- Trauma Center

**Taylor Regional Hospital** is located at 1700 Old Lebanon Road, Campbellsville and provides medical care for the 110,000 people who live in Campbellsville and the regional service area. The hospital is affiliated with Louisville-based KyOne and has 42 doctors on staff, plus additional courtesy and consulting physicians.

The five-member board appointed by the Taylor County Fiscal Court is responsible for the governance of the hospital. They serve four-year rotating terms and all meetings are open to the public. This board is responsible for determining future plans of the hospital.

The CEO of the hospital oversees the operations and is responsible for coordinating and supervising all hospital policies, medical services, personnel qualifications as well as the financial stability of the hospital.

The hospital is supported by tax revenue, up to 10 cents on each \$100 of property assessment. These funds are used for debt retirement and capital improvements. Ongoing maintenance and operation expenses are paid through income received for services.

There are 640 employees in total, making the hospital one of the largest employers of the community.

The hospital's mission is education and efforts to educate the community on health issues are ongoing. For example, health fairs are frequently provided whereby the hospital offers free screenings and tests for things such as colon and prostate cancer or blocked arteries. At one such health fair in 2015, the hospital staff met over 1,000 individuals for these free screenings.

Specialties offered at the hospital include:

Allergy & Immunology Anesthesiology  
Cancer Center at Taylor Regional Hospital  
Cardiology  
Cardiopulmonary Rehab Dermatology  
Emergency Services  
Level III Trauma Center  
Family Practice  
Gastroenterology  
General Surgery  
Hand Surgery  
Hospitalist Services  
Internal Medicine  
Nephrology  
Neurology  
Nuclear Medicine  
Obstetrics/Gynecology  
Oncology

Ophthalmology  
Oral & Maxillofacial Surgery  
Orthopedic Surgery  
Otolaryngology  
Outpatient Surgery – Vein Center  
Pathology  
Pediatrics  
Pediatric Dentistry Physical Medicine &  
Rehabilitation  
Pulmonary Diseases  
Radiology  
Rehabilitation  
Sleep Medicine  
Urology  
Vascular Surgery  
Wound Healing Center

The Level III Trauma Center at Taylor Regional Hospital is one of only three Level III Trauma Centers in the state of Kentucky. A Level III Trauma Center provides prompt assessment, resuscitation, emergency operations, and stabilization through the prompt availability of a surgeon.

In addition to the Trauma Center, the emergency department at Taylor Regional Hospital is available 24 hours a day, seven (7) days a week with a physician on staff at all times.

The hospital works with community partners to provide transportation for patients that need cancer treatments. Details of the number of trips, miles traveled, patient age and locations visited are shown in Attachment D.3.

The current facility does adequately serve the community. There are plans to expand the rehab services and add a partial retail pharmacy. In terms of services, there are plans to add pulmonary, and to expand the hospitalist program.

## **Public Health**

The Taylor County Health Department is one of 10 county health departments that make up the Lake Cumberland District. The counties of the Lake Cumberland area are Adair, Casey, Clinton, Cumberland, Green, McCreary, Pulaski, Russell, Taylor, and Wayne. Administrative offices are located in Somerset, Kentucky.

The Taylor County Health Department is led by a 12 - member board, 10 of which are appointed by the Secretary of the Department of Human Resources, and must consist of three physicians, a registered nurse, and a dentist. The other members are the current County Judge Executive and someone appointed by Fiscal Court. Open meetings are held annually.

The 2014-2015 Lake Cumberland District Health Department budget utilizes various sources for funding. The funds needed for the Health Department operations are allocated as follows:

- 14% from state government;
- 21% from federal government funds;
- 17% from local public health taxes;
- 41% will be generated through service fees; and
- 8% from previous year's reserves.

The staff consists of registered and practical nurses, support services associates, an environmentalist, a health educator, a diabetes educator, and HANDS team members. The responsibilities of staff cover a wide spectrum including: preventing and controlling of communicable diseases, implementing quarantines, sanitation and inspections, health promotion and policy development and home visiting.

Unfortunately, due to decreasing state and federal funds and the down-turn in the economy, the number of district-wide staff have been, and will continue to be reduced, accordingly, moving towards a break-even financial budget.

The department is located at 1880 North Bypass Road and is housed in a county owned building.

The facility is currently adequate for operating needs. No changes are anticipated to the facility or the equipment therein over the next three to five years.

Currently the County has the following health related facilities:

Clinics: 4

Assisted Living: 2

Physicians: 33

Pharmacies: 8

Eye Institute: 1

Adult Day Care: 1

Nursing Homes: 2

Home Health Agencies: 4

Dentists: 9

Ambulance Services: 1

Counseling Facilities: 3

The Taylor County Health Department partners with various agencies and entities in order to “increase knowledge of the importance of healthy lifestyles – promote healthy nutrition, physical activity and tobacco cessation for adults and youth.” Some of those community partners are:

21st Century Program

Bicycle Friendly Campbellsville

Campbellsville Board of Education

Campbellsville High School

Campbellsville Schools

City of Campbellsville

Friends of Green River Lake

Green River Lake State Park

Taylor Co. Cooperative Extension Service

Taylor Co. Senior Center

Family Resource Youth Services Center  
Taylor Regional Hospital  
Campbellsville-Taylor County Anti-Drug Coalition  
U.S. Army Corps of Engineers-Green River Lake  
Campbellsville University

Some community-based programs that are currently underway are:

- Farm to School Program
- Tobacco Cessation
- 24/7 Tobacco Free School Campuses
- Community Physical Fitness/Wellness Activities
- Trail Town Certification

There is also a Taylor County Wellness Coalition which works to promote and coordinate all available community resources in health related activities

### **Public Utilities**

For citizens to have affordable and adequate utilities, a public utility program is established to provide safe water, natural gas, and electricity, with provisions for sewage treatment and garbage disposal.

Campbellsville and Taylor County are served by the following utilities:

- East Kentucky Power Cooperative - 859-744-4812
- Inter-County Energy Cooperative - 859-236-4561
- Nolin RECC - 270-765-6153
- Taylor County RECC - 270-465-4101
- Kentucky Utilities (a PPL company) - 800-500-4904

### **Kentucky Utilities**

KU in Campbellsville is located at 101 Old Greensburg Road. KU and its sister company, Louisville Gas and Electric Company, are part of the PPL Corporation (NYSE: PPL) family of companies. They are regulated utilities that serve a total of 1.2 million customers and have consistently ranked among the best companies for customer service in the United States. LG&E serves 321,000 natural gas and 397,000 electric customers in Louisville and 16 surrounding counties. KU serves 543,000 customers in 77 Kentucky counties and five counties in Virginia.

KU continually invests in its system and is planning for the future with ongoing infrastructure projects to continue environmental compliance and enhance safe, reliable service for customers. The utility is well-poised to serve future growth in Kentucky while keeping rates among the lowest in the nation.

KU is a proud member of the Campbellsville community and supports many events and organizations in the region, including:

- Plant for the Planet, Campbellsville University
- Environmental Education Teacher Academy, Campbellsville University
- Taylor County High School Project Graduation
- Big Maroon Club Golf Classics
- Taylor County Public Library Summer Reading Program
- Distinguished Young Women of Taylor County
- Campbellsville-Taylor County Youth Leadership Program
- Campbellsville-Taylor County Chamber of Commerce Golf Scramble

More information is available at [www.lge-ku.com](http://www.lge-ku.com) and [www.pplweb.com](http://www.pplweb.com).

### **Taylor County RECC**

Taylor County RECC is headquartered at 625 West Main in Campbellsville. It provides electric service to member owners in the central Kentucky counties of Adair, Casey, Cumberland, Green, Hart, Marion, Metcalfe, Russell and Taylor. There is a seven member board of directors.

Taylor County RECC was formed over 75 years ago for the purpose of providing electric service to its member owners. Currently Taylor County RECC provides service to nearly 26,000 members over 3,220 miles of electric line.

Taylor County is served by five substations and additional capacity is available as needed.

### **Atmos Energy**

Atmos Energy is located at 336 Commonwealth Dr. Campbellsville. Atmos has a four-county area that operates and maintains a natural gas distribution system. System improvements are performed as needed. The company serves approximately 176,158 customers in Kentucky. Gas service is available within three or four miles of the city and at the Campbellsville Industrial Park. They have expanded service for some larger customers, but only on an as needed basis.

### **Water and Sewer**

The Campbellsville Water and Sewer Office is located at 110 South Columbia Avenue in Campbellsville. The office is open from 8 a.m. to 5:00 p.m. The office prepares bills, collects payments for water and sewer service, and manages customer service issues for approximately 9,500 customers. Customers are served by using the mail, drive-thru window, night deposit, or in person, at the counter. Water and sewer rates are shown for 2015 in Attachment D.4.

Office personnel handle all payroll and human resource functions for the water and sewer company employees. All accounting processes including accounts payable, asset management, general ledger and financial statements are done by office personnel.

Because of a former factory, (Fruit of the Loom), the Water Treatment Center was built to treat a lot of water. Once the industry left, the city has excess water and has been trying to sell water to

neighboring communities. The Treatment Center has the capacity to take in nine million gallons of water each day from Green River. On average, they currently use three million gallons each day, and the treatment system can cover about five million gallons daily.

The 2014 Water Quality Report for the Campbellsville Municipal Water and Sewer Company is included in Attachment D. 5. A Violation Notice was received in 2015 and a list of ways in which the violations and wastewater treatment plant overflows are to be rectified are included in the Attachment D.6.

One of the areas that needs to be improved is the transmission line from City Lake to the water treatment plant.

Current staffing levels at the Water Company includes:

- 1 Administrative
- 1 Controller
- 1 Payroll and human resources
- 5 Customer service and billing

There are no planned upgrades for the foreseeable future either in staffing or office facilities. The building in which they are located was constructed in 1999. There is a Water Company Committee which works with the water company engineer to create recommendations for the city council to review and prioritize in order to allocate funds when needed.

There are several projects which are currently under review for prioritization by the Water Committee:

- Phase 2 of the downtown water system, replacing old water lines.
- Regional water supply project, a transmission line to wholesale water to neighboring communities.
- Constructing a new 1-million gallon water tank in the Earlington area (NE section of community).
- There is a new school being built, so a new water and sewer extension project will occur in the near future. Design plans have been approved.
- A new 1-million gallon tank to be built near Taylor Regional Hospital.
- Need to form a triangulation of tanks and water system to better supply quality and quantity to customers.
- Waste Water Treatment Plant desires to upgrade the existing treatment process to sodium hypochlorite. This change was just completed in the treatment plant, now the Water Company wants to accomplish the same update to the wastewater.
- Miller Park has a sewer line that overflows every time there is a big rain. They are now working to replace this line.

## **Water Treatment Plant**

The Campbellsville Water Treatment Plant has two untreated water sources. The primary source since 1988 is the Green River Reservoir which was impounded in 1965 by the Corps of Engineers. The Campbellsville city reservoir (City Lake) was impounded on Trace Fork Creek in

1952 and is used only as a backup source in the event the pump station at Green River Reservoir is not in operation.

The plant was built in 1952 and has received improved modifications in 1962, 1979 and 1998. The only upgrades include new pumps, and changing from gas to liquid. Ongoing operations are financed with fees paid by the users of the system based on the amount of water they use each month. No plant upgrades are anticipated for the immediate future.

## **Water Treatment Process**

The raw water is treated to remove impurities in the settling basins and water is filtered through a mixture of charcoal, sand and gravel to further clear impure particles. Chlorine bleach is added to disinfect the water and fluoride is added to improve dental health.

The purified water is stored on-site in clearwells for pumping into the distribution system. A phosphate blend is added before the water reaches distribution to control corrosion. The current clearwell storage capacity is approximately 1.4 MG.

Currently, there are five different tanks for water storage and pressure. The height provides the pressure as water is fed through the system. These tanks are located throughout the community, and these are the tanks mentioned above that will be triangulated to enhance the entire system.

University tank is the newest one million gallon storage tank and is located in the south west portion of the city.

The city wants to triangulate with a new tank to be built at Regional Hospital, which will then be connected to the tank located at the bypass. These main tanks will provide water for the whole system, as well as store water to be used throughout the county, and sold to neighboring counties.

Other storage:

- 100,000 gallon tank is located at Richardson Road
- 100,000 located at Speck Ridge
- 100,000 in Spurlington

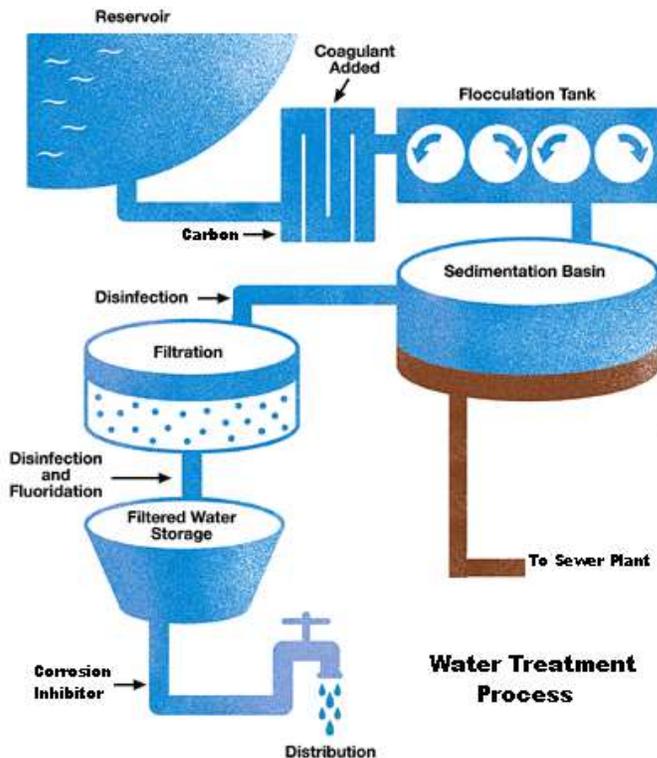
The tank at Spurlington is emptied and filled up three times a day, necessitating a larger, longer tank for a regional wholesale project.

Currently, the water company is wholesaling water to the following:

- Green County
- Taylor County
- Adair County
- Columbia Water District
- East Cayce County Water Company
- Marion County
- Larue County

Water quality analyses are performed to insure the safety of the finished product. The state of Kentucky requires that some of these tests be performed by a commercial laboratory certified by the state.

In 2015, there is one supervisor and seven staff members working at the Water Treatment Center. These employees must obtain ongoing training, working towards Class III certification. These certifications must be renewed bi-annually.



## Water Distribution

The Water Distribution System begins at the Water Treatment Plant with water mains going out into the city and county to meters, hydrants, and water storage tanks. There are over 600 miles of main lines in the system and about 9,500 customers. There are six water storage tanks and five booster pump stations. Six large master meters measure the water that is sold to the surrounding counties and water districts.

The original Water Distribution System was installed in the 1930s with many expansions since that time. Eleven employees in the Water Distribution department operate and maintain the system. This includes reading the 9,500 meters each month; installing new main lines and water meter services; repairing main line leaks, hydrants, pumps; collecting water samples for testing; and maintenance of water storage tanks. The system is a Class III distribution system. Seven employees are certified operators with licenses issued by the Kentucky Division of Water.

This department provides emergency service 24 hours per day, seven days per week.

There are no immediate plans for new facilities other than the tanks previously noted as part of distribution.

### **Wastewater Treatment Plant**

Campbellsville Municipal Wastewater Treatment Plant (WWTP) is a 4.2 MGD (million gallons per day) Biological Treatment facility. An average of 1.5 MGD of wastewater is treated at the plant. Numerous tests of the wastewater are performed on-site to ensure that there is no negative impact on the environment. Additional bio-monitoring and metals tests are completed by a commercial laboratory to ensure the safety of the wastewater.

A belt filter press is used to remove solid waste from the water. Those solids are then transported to a landfill in Louisville. This transport is required two to three times each week.

A flow diagram of the current Water Treatment Plant is shown in Attachment D.7.

Current employees include a supervisor and two employees, and all three must have certification training. There are no proposed upgrades anticipated for current needs. The system is in the final stages of going from gas to liquid, eliminating an unstable chlorine gas, and upgrading to a more stable hypochloride.

### **Wastewater Collection System**

The Wastewater Collection System serves the incorporated areas of the City of Campbellsville and also the Horton Camp at Green River Lake and the old landfill. This is an area of about 5,300 acres and encompasses approximately 4,600 homes and businesses. There are 150 miles of gravity-flow sewer mains and about 20 miles of force-flow sewer mains.

The Wastewater Collection Department consists of six personnel, and these individuals also must maintain Class III certification training as well. The department has jet-cleaning equipment, sewer line camera system, and other heavy equipment. In addition to the line maintenance, this department services and maintains 26 lift stations (pumping systems). The base of operations is near the Wastewater Treatment Plant on Hodgenville Road.

This department provides emergency service 24 hours per day, seven days per week for wastewater issues and personnel is on-call at all times.

### **Communications for Campbellsville**

Broadband service is provided by two providers: Comcast Communications and Windstream Corporation. In addition to Internet options, these companies provide varying choices of basic, digital and high definition services to commercial and residential customers in the community. The community is served by one newspaper, the *Central Kentucky News Journal* which began operations in 1910. The paper publishes twice a week to subscribers and a shopper guide goes to every home in the county on the third day. Their main focus is Taylor County, but they do report

on news from other larger counties as deemed appropriate. The paper is owned by Landmark Press, but the office in Taylor County is located at 200 Albion Way, off Broadway, in downtown Campbellsville.

There are four radio stations covering the area: 99.9 FM – WVLC; Q104 – WCKQ; WLCU FM 88.7, Taylor County Police, Fire, and Rescue; and WTCO -1450 AM. There are two television stations, WBKI the CW which offers entertainment, and WLCU which is a religious station.

### **Building Inspections**

Taylor County does not require a building permit for single-family dwellings or agricultural buildings. Residential buildings such as duplexes and larger, commercial type buildings, and businesses are required to be permitted.

In the City of Campbellsville only commercial type buildings less than 20,000 feet or with an occupancy of less than 100 is eligible to be permitted locally. Campbellsville is served by both a code enforcement officer and a building official who issues permits.

### **Planning Commission**

In order to promote the health, safety, and general welfare of the citizens of Campbellsville, the city council enacted a zoning ordinance in line with the provisions of KRS chapter 100. A City Planning Commission has been appointed and regulations established in accordance with the Campbellsville Comprehensive Plan. The Planning Commission is scheduled to meet on the fourth Tuesday of every month. The Commission may not meet if there has been no business presented for that month.

### **Board of Zoning Adjustment**

A Board of Zoning Adjustment, comprised of five members, is appointed pursuant to KRS Chapter 100 and assumes the responsibilities pursuant to Chapter 100, including but not limited to conditional use permits and dimensional variances. The Campbellsville Board of Adjustments operates on an on-call basis

The current zoning map is shown in Attachment D.8.

### **Religious Facilities in Campbellsville**

With an early county history of Christian education via Campbellsville University, originally known as Russell Creek Academy, the community is well established with faith-based facilities and programs. In Taylor County, the percentage of population affiliated with a religious congregation is 73.96%, compared to the national average of 50.2%. There are 67 congregations in the county, with the largest segment falling in the Southern Baptist category.<sup>2</sup> A compiled directory of local churches is shown in Attachment D.9.

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<sup>2</sup> <http://www.city-data.com/county/religion/Taylor-County-KY.html#ixzz3clcxshm2> accessed June 11, 2015.

## **IX. Community Profile – Historic Element**

## **IX. Community Profile – Historic Element**

Campbellsville is the only incorporated city within Taylor County. The city was founded in 1817 and laid out by Andrew Campbell, who had moved there from Augusta County, Virginia. Campbellsville became the county seat when Taylor County was separated from Green County in 1848. The city agreed to sell the public square to the county for one dollar so a courthouse could be built.

Taylor County was created in 1848, from the northeast corner of Green County. Green County was formed in 1792 out of Nelson and Lincoln counties. Early records for Taylor County may be found in Jefferson, Nelson, Lincoln, and Green counties. The county was named for General Zachary Taylor, who was at that time, a hero of the Mexican War.

During the Civil War, Campbellsville was on the invasion routes of both the northern and southern armies. Two brigades of Federal troops passed through the town on their way to the Battle of Mill Springs in 1862. The Civil War skirmish on Main Street when the Magruder Confederates raided the town in November 1864, and John Hunt Morgan's movement through the county six times, and the burning of the Courthouse by Confederate General Hylan Lyon provides Campbellsville and Taylor County with several notable historic events and locations. For those interested in history, the Tebbs Bend – Green River Battlefield Driving Tour, the Civil War Walking Tours of Downtown, and the John Hunt Morgan Heritage Trail, are excellent venues to learn more about the past history of the community.

After a rail spur between Lebanon and Greensburg was opened in 1879, Campbellsville entered a new era of development. From 1910 through 1950, Campbellsville's population grew by over 25 percent each decade. However, in the 1950s it registered a 100 percent increase due to the coming of Union Underwear Company.<sup>1</sup>

Highways serving Campbellsville and Taylor County are US 68, 55, 289, 70, 210, 527, and 744. These major thoroughfares disperse traffic to the major urban areas of the state. Campbellsville is located approximately 90 miles from Lexington, Louisville and Bowling Green.

There are three significant water systems within the area: Pitman Creek in the west section, Robinson Creek in the northeast, and Green River on the south side. The county is bordered by Adair, Casey, Green, Larue and Marion counties.

Over the course of time, the town has had three courthouses on the Court House Square. The current courthouse on the square is a modern design, built in 1965-66. The federal style Old Clerks Office, built in 1865-1866, is still standing on the Square, constructed after the first courthouse was burned, and is listed in the National Register of Historic Places. A new Justice Center was built in 2008-09 at a site on Main Street because of the demand for a more modern courthouse and county jail.

Home to Campbellsville University (CU), the community fully embraces the Baptist College, formerly named Russell Creek Academy. With more than 3,000 students on campus each year,

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<sup>1</sup> <http://www.taylorcounty.ky.gov/about.htm> accessed April 8, 2015.

the university is located on 80 acres of land, adjacent to the downtown. Among its many strengths, such as the Science Department, Campbellsville University is known for its exceptional Music and Art program.

Campbellsville has been home to a number of professional athletes including current PGA professional, John “J. B.” Holmes. Others include Clem Haskins, former college and professional basketball player and college basketball coach, Zack Cox, former Arkansas Razorback baseball player, and current professional baseball player, as well as Garfield Smith, former college and professional basketball player.

Campbellsville-Taylor County is fortunate to have a number of historic sites listed in the National Register of Historic Places. The Campbellsville Historic Commercial District includes several blocks of Main Street. The 100 and 200 blocks of Main Street are lined with brick and stone buildings, some with a cast iron facade dating from the 1870s. Since 1979, Campbellsville continues to manage revitalization in the historic district with the help of a Main Street Manager. The town also has a residential district in the National Register of Historic Places. A map of the downtown historic district is shown Attachment E1.

Due to the efforts of the Main Street program, several incentives have been implemented to assist in economic growth. Those incentives are shown in Attachment E2.

Research and investigation into Taylor County’s historic resources has revealed that surveys and national register nominations have been conducted on a regular basis since 1975. As a result of these surveys, 59 historic resources in Campbellsville and 115 resources in Taylor County have been recorded on Kentucky Historic Resources Inventory Forms. In 1982, a survey of the Campbellsville Commercial Historic District was conducted and 41 resources were listed in the National Register of Historic Places in 1983. These historic sites are identified within Attachment E3.

In August 2002, the mayor established the Campbellsville Renaissance Historic Preservation Commission, appointed nine citizens to serve on the commission, and the city adopted a Historic Design Ordinance. In October 2002, Campbellsville was designated a Silver Renaissance Kentucky City. The current Main Street manager coordinates preservation-related activities with the Campbellsville Historic Preservation Commission, the Campbellsville/Taylor County Chamber of Commerce, the Downtown Business Association, the Main Street Program, the Taylor County Historical Society, the city and the county as well as property owners, and local businesses. She is instrumental in applying for grants, creating new incentives, designing brochures, writing ordinances and applications that are preservation-related to help the City of Campbellsville and Taylor County further their preservation efforts.

On June 30, 2005, Campbellsville was formally designated a Preserve America Community in Washington, D.C. In September 2005, the City of Campbellsville revised and adopted a new Historic Preservation Ordinance. In November 2005, the City of Campbellsville was designated a Certified Local Government. On May 31, 2006, the City of Campbellsville became a certified Renaissance on Main city. In December 2006, the city adopted a revised Historic Preservation Ordinance and amended the ordinance in January 2015.

The city was named an All-Kentucky City by the Kentucky Chamber of Commerce for many years, and was added to the All- Kentucky City Hall of Fame in 1972. The quality of life in Campbellsville has also been recognized the first in the state to be designated a Certified Kentucky Retirement Community.

Campbellsville and Taylor County are also recognized for the talented wood craftsmen, particularly in the realm of cherry wood furniture production, wood cabinetry, and wood trim products. It also manufactures church steeples that have been shipped all over the United States. Its talented sewing work force, once employed at Union Underwear, is still demonstrated at Campbellsville Apparel.

Throughout the 20th century, Campbellsville and Taylor County were considered a regional economic hub, providing a strong mix of industries offering a variety of jobs for area residents. The latter part of the 1990s brought some setbacks which the community continues to overcome.

For decades, the largest employer was a textile business, Union Underwear, later known as Fruit of the Loom. Shortly after this company closed in 1998, so did another large employer, Batesville Casket Company.

The community rallied, local leaders went to work and as the 21st century unfolds, the economic outlook for the community is much improved. Industries such as Campbellsville Industries, (the Steeple People), Amazon, Murakami, Infac and Clarcor, are providing much needed jobs to the area, along with the Taylor County Hospital and Campbellsville University.

Another up and coming industry for the area is in the realm of tourism, as community leaders draw attention to the community's natural and historic resources such as Green River Lake, Green River State Park and Tebbs Bend Battlefield.

According to a March 2011 edition of *Site Selection* magazine, Campbellsville is ranked among the top micropolitan communities, ranking tied at 41st out of 576 communities.

## **Overview of Historic Preservation Efforts**

The Taylor County Historical Society has an office in the Old Clerks Office on the Courthouse Square and the board meets regularly. There are approximately 200 members. There is a quarterly newsletter sent to all members. Since 1982, the Taylor County High School Chapter of the Kentucky Junior Historical Society has produced a Taylor County historic calendar, which is used as a fund raiser. The profits go into projects such as placing markers along walking and driving trails, and developing exhibits within the Hiestand House-Taylor County Museum and the Atkinson-Griffin Confederate Hospital. Current work is ongoing to develop a hospital exhibit in the Confederate Hospital by the Tebbs Bend Battlefield Association. The Taylor County High School Junior Historical Society Chapter sometimes assist with these historical projects, winning preservation awards through the years for their work.

The Tebbs Bend-Green River Battlefield Association, Inc. manages the nearly 900 acres which is in the National Register of Historic Places. Some of the land is protected through agricultural easements. A Preservation Plan was conducted in 2010 and is shown in Attachment E4.

The Battlefield is on the National Civil War Discovery Trail and has been researched thoroughly, and the John Hunt Morgan Great Raid may be eligible for designation as a National Landmark in the near future. The Battlefield Tour consists of 10 stops along a three-mile driving trail along Tebbs Bend Road coupled with a stop at Green River Park, U.S. Army Corps of Engineers, where the Atkinson-Griffin House Confederate Hospital is located.

The Tebbs Bend-Green River Nature Trail System of 185 acres is owned by the Taylor County Fiscal Court and is operated by Taylor County. It was purchased with license plate funds of the Kentucky Heritage Land Conservation Fund Board and donated to the county. This entity comprises one mile of river frontage, and 5.2 miles of developed trails. Part of this area is where the Civil War took place, and where Morgan's men, the 8th and 10th Kentucky, attacked Michigan troops on the other side of the bridge at Green River Ford. Tate's Landing is also on this property where tobacco was loaded in hogsheads, placed on flatboats, and poled to New Orleans, where it was sold at market, and the workers walked back home to Kentucky using the Natchez Trace and the Cumberland Trace.

The Homeplace on Green River is designated as "Kentucky's Outdoor Classroom" and works in cooperation with the Nature Area. It is owned by three counties, Adair, Green and Taylor, with a 24-member board of directors which is comprised of volunteers from each of the three counties. Daily operations are conducted by a seven-member executive committee who make decisions about things such as crops, maintenance of buildings, and special events. There are approximately 200-plus acres located there. Currently, both the Nature Area and this property are helped by volunteers, the Taylor County Road Department, and the prison laborers supervised by employees of the County Jail.

When combining Tebbs Bend Battlefield, the Tebbs Bend-Green River Nature Trail System, and the Homeplace on Green River, there are approximately 1,300 acres of contiguous land in the National Register of Historic Places.

The Hiestand House – Taylor County Museum, Inc. oversees the stone house which was built in 1823 and relocated to a new location, which the City of Campbellsville provided. It also is in the National Register. It was built by Jacob Hiestand, one of the town's first lot owners. He was also a colonel in the 99th Kentucky Militia. Students in local schools, local banks, civic clubs, and individuals within the community raised money. Grants from the Lake Cumberland Area Development District, the Bingham and Houchens Foundations were secured, and the house was rebuilt. The Kentucky Heritage Council calls it one of the finest examples of rebuilding a property anywhere. The site also offers a dog trot log cabin which was the servants quarters, a spring house, and gardens, along with a family cemetery.

A small museum is located in the servants quarters, focusing on the community's African-American history. There are scrap books with photos available, and a wall of achievement features historic accomplishments of African-Americans from Taylor County. Two of the county's most famous persons were Clem Haskins, a professional basketball player and college coach, and Margaret (Buckner) Young, an author of children's books and a delegate to the United Nations. In addition to the museum, there is an African-American driving tour. The museum also offers history about local industry such as Fruit of the Loom, an overall history of the community, downtown Campbellsville, the railroad, WWI, WW2, and there is a room of tools reflecting the farm way of life from years past.

The museum is currently working to develop a website: [Taylorcountymuseum.org](http://Taylorcountymuseum.org). The Hiestand House has around 20 people actively engaged in its operations. A golf scramble is scheduled in 2015, along with BBQ and bluegrass music, to raise money for ongoing operations.

In 2017 the county will celebrate its 200th anniversary. Some historians are currently working on a written history which may be published in time for this anniversary.

There is community interest in building a genealogical library so the community can continue to attract visitors. In addition to a large collection of materials already available at the public library, there is a local woman willing to give her vast genealogical collection to the city if there is a location determined for such an archive. The current library facility does not have enough space for such an addition. There is some interest in this type of facility being located at the Hiestand House, though it may require a new structure be built to house the collection. With such an addition, the community would be prepared to host conferences, and offer space for research.

Another project of note includes the Atkinson Griffin Log House. It was to be torn down, so the public raised the necessary money and moved the house to the Corps of Engineers at Green River Lake. It served as a Confederate Hospital and there are more than 130 pictures of Morgan's men who were stationed there. This is a big draw for visitors who are interested in Civil War history.

Campbellsville University holds the Clay Hill Memorial Forest as a natural trust. It is open to the public and private educational institutions as an outdoor laboratory and teaching resource. The Forest is managed by personnel from the Department of Biology of the Natural Science Division of Campbellsville University and overseen by an independent Board of Advisors whose

members are noted authorities in forestry, forest ecology, environmental education and conservation.

Clay Hill Memorial Forest consists of about 158 acres. The forest is accessible by five miles of trails that vary in grade from gentle to difficult and in length from 1-3 miles. The Joan White Howell Environmental Education Center and pavilion are the main teaching facilities. The Center is a fully equipped classroom/laboratory suitable for about 25 students.

The Forest is also the former site of Civil War troop encampments as they moved from north to south along the road.

The Spurlington Tunnel is located to the north of Highway 68 in the community of Spurlington, running under Muldraugh Hill. The railroad was abandoned and the tunnel is no longer in use, yet should be considered as the overall trail system develops.

Another historic site that the public is encouraged to visit is the Friendship School house at 300 Ingram Avenue. It is a one-room school museum representing education methods from the past.

## **Cultural Resources**

### **Background**

Research and investigation into Taylor County's historic resources has revealed that surveys and national register nominations have been conducted on a regular basis since 1975. As a result of these surveys, 59 historic resources in Campbellsville and 115 resources in Taylor County have been recorded on Kentucky Historic Resources Inventory Forms. In 1982, a survey of the Campbellsville Commercial Historic District was conducted and 41 resources were listed in the National Register of Historic Places in 1983.

The Main Street Program began in Kentucky in 1979 and has been an integral part of Campbellsville's growth and development since the early-1980s. Ms. Beck Ford served as Main Street manager from 1984-1986, followed by Ms. Linda Sneed from 1986 until 1988. Ms. Gwynette Sullivan served as Main Street Manager from 1988 until 1992. On July 1, 2004, Preservation Architect, Donna G. Logsdon, with over thirty years of experience in historic preservation, was hired as the Downtown Development Coordinator. During the last 31 years, these Main Street Managers in conjunction with property owners, tenants, and interested parties have dedicated their time and efforts towards historic preservation activities, goals and objectives in downtown Campbellsville.

Governor Paul Patton developed the Renaissance Kentucky Program in 1998. This new program served as the impetus for the citizens of Campbellsville to boost their preservation efforts. In 2001, a group of concerned citizens worked together to prepare a Renaissance Kentucky application. In August 2002, the Mayor established the Campbellsville Renaissance /Historic Preservation Commission appointed nine citizens to serve on the commission and the city adopted a Historic Design Ordinance. In October 2002, Campbellsville was designated a Silver Renaissance Kentucky City. Currently, Ms. Logsdon coordinates preservation related activities with the Campbellsville Historic Preservation Commission, the Campbellsville/Taylor County Chamber of Commerce, the Downtown Business Association, the Main Street Program, the Taylor County Historical Society, the City and the County as well as property owners, and local businesses. She is instrumental in applying for grants, creating new incentives, designing brochures, writing ordinances and applications that are preservation related to help the City of Campbellsville and Taylor County further their preservation efforts.

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*See 2016 revision of Main Street, National Register and Local Historic District Map*

## **X. Housing**

## X. Housing

Much like other cities in Kentucky, Campbellsville developed from the center of the city along major transportation routes. Residential land uses have occurred along highway corridors, primarily KY 55, KY 289 and KY 70. The predominant use in the city is single-family which has created a low density residential environment.

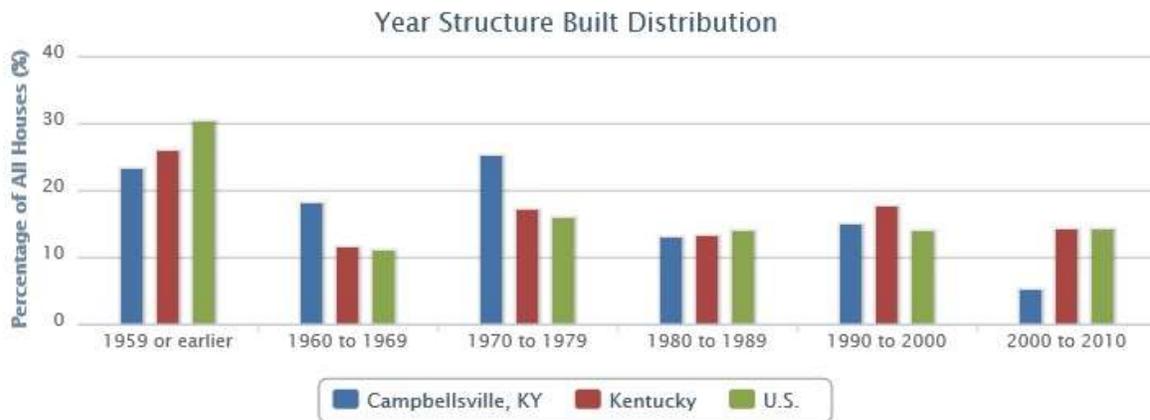
Over the past several years several of the older neighborhoods within the city limits have fallen into disrepair. Even with ordinances in place and an enforcement officer carrying out the duties of the ordinances, aging stock, vacancy rates, economic conditions and foreclosures have exacerbated the problems in and around the city.

Very few new housing developments have occurred over the past 10 years, with the notable exception of the market rate, single-family housing located at Pinnacle Point, next to the Country Club. Bluegrass Estates still has a number of lots available. A ten-year view of building permits is shown in Attachment F1 for both residential and commercial.

### Year Structure Built

Median Built Year, #186

Campbellsville, KY	Kentucky	U.S.
1973	1977	1975



One new property development is that of recently annexed land with the specific intent of locating a mobile home park. The infrastructure for this development is underway in 2015. Mobile homes and mobile home parks are a substantial component of residential land use, with several scattered throughout the residential portion of Campbellsville. The greatest number of sites occur in south Campbellsville neighborhood. There are three parks of notable size: Indian trail at 68 and Broadway, Purcells Court within Halls Hill neighborhood, and Smith Ridge Road and Roland Streets.

A review of the past 10-year Census data reports a drop of 318 occupied housing units. The 2013 numbers reflect 4,114 in total housing units while the 2000 Census record shows 4,432 total units. This discrepancy is caused by several annexed areas, including one subdivision with more

than 200 houses, being left out of the last census count. Two other explanations for the difference in numbers is that several properties have been torn down due to their condition, and several others have been purchased by Campbellsville University in order to expand the campus.

Rental units comprise nearly 28% of local housing occupancy. Mobile home numbers have gone up 41% as of 2013; up to 293 from 207 in 2000.

### Housing Occupancy

	Campbellsville, KY		% Kentucky	U.S.
Total Housing Units	4,114, <a href="#">see rank</a>		100%	1,927,164 131,704,730
Occupied Housing Units	3,764	91.49%, <a href="#">see rank</a>	89.25%	88.62%
Owner Occupied	1,891	45.96%, <a href="#">see rank</a>	61.30%	57.69%
Renter Occupied	1,873	45.53%, <a href="#">see rank</a>	27.95%	30.93%
Vacant Housing Units	350	8.51%, <a href="#">see rank</a>	10.75%	11.38%
For Rent	125	3.04%, <a href="#">see rank</a>	2.96%	3.14%
For Sale Only	50	1.22%, <a href="#">see rank</a>	1.42%	1.44%
Rented or Sold, Not Occupied	33	0.80%, <a href="#">see rank</a>	0.61%	0.48%
For Seasonal, Recreational, or Occasional Use	27	0.66%, <a href="#">see rank</a>	2.00%	3.53%
For Migrant Workers	0	0.00%, <a href="#">see rank</a>	0.03%	0.02%
Other Vacant	115	2.80%, <a href="#">see rank</a>	3.73%	2.77%

\*Based on 2010 data. View [historical housing occupancy data](#).

The Taylor County PVA 2014 Annual Report indicates the median price for housing has been steadily increasing, showing a sustainable growth trend for the past three years. The 2014 median home price was just under \$99,000. Local real estate professionals indicate that current average prices are at the \$100,000 to \$110,000 range and that the market is slowly improving, but not yet fully recovered. Further, the average time on the market varies according to the price of the property. Homes priced above \$200,000 take longer to sell, averaging as much as 240 days, while those under that figure may sell in around 180 days.

The current property tax rate for Campbellsville residents is .1930. A comparison of how Taylor County ranks with surrounding counties in terms of taxes, population and other segments is shown in Attachment F2.

Taylor County has four taxing districts, aligned by school and city limit boundaries. Every person that owns property is taxed by state, county, library, hospital, health and the extension office. A detailed overview of each of these taxes is provided in the PVA 2014 Annual Report which is shown in Attachment F3.

The PVA report indicates what a taxable assessment looks like for \$100,000 in property taxes when comparing to other counties:

<b>County</b>	<b>Population</b>	<b>Property Tax Bill (based on a \$100,000 assessment)</b>
*Marion	20,045	\$870.00
<b>Taylor</b>	<b>24,649</b>	<b>\$962.00</b>
Lincoln	24,370	\$962.00
Anderson	21,811	\$1,031.00
Boyle	28,013	\$1,075.00
Mercer	21,349	\$1,105.00

### **Campbellsville Housing and Redevelopment Authority**

The Housing and Redevelopment Authority Board of Commissioners is appointed by the mayor and city council. There is paid staff consisting of a director, assistant director, counselor/grant writer, comptroller and maintenance. The office is located at 400 Ingram Avenue in Campbellsville.

Campbellsville Housing and Redevelopment Authority maintains public housing units for rent as well as Section 8 vouchers. Jackson Street Towers is a housing development for the elderly. It is a five-floor high-rise, apartment complex centrally located to downtown.

The Authority provides housing counseling services as well as several neighborhood programs. These programs include:

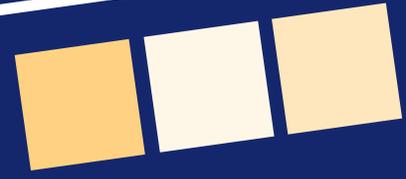
- Neighborhood Networks which provides funds to operate the Housing Authority's TECH place – a computer and Internet access location to assist public housing residents in computer and job training.
- Family – Resident Services provides supportive services which include life-skills training, job training and other support services.
- Section 8 Self-Sufficiency provides a combination of services such as housing, transportation, daycare, education and training assistance to help families achieve financial independence.
- Home Center at Ray Street works to provide children living in housing developments to receive tutoring with their homework.

## **XI. Strategic Plan**



# CAMPBELLSVILLE

## STRATEGIC PLAN 2015



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



# ABOUT THE 2015 CAMPBELLSVILLE STRATEGIC PLAN

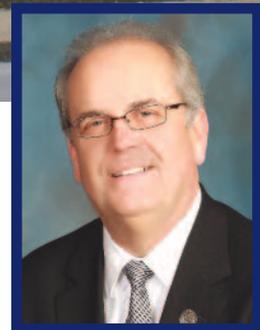
The City of Campbellsville and the Campbellsville Planning Commission engaged the Kentucky League of Cities (KLC) to update the Campbellsville Comprehensive Land-Use Plan. A part of the update includes a set of strategic recommendations to guide the city for the next five years.

KLC proposed creating an entire strategic plan for the city that would provide more context and deeper strategic steps. The Campbellsville Strategic Plan will serve as a guide so that the city can envision, prioritize and implement strategies. It is our desire that this process and these strategies will lead to a better quality of life for all of the residents of Campbellsville.

- The KLC Community Consulting Team



*“I am so pleased with the ideas that our citizens, particularly our young people, have contributed to our community vision. This plan really is about the future that we envision for our great city!”* – **Mayor Tony Young**



# Campbellsville – A Brief History



Campbellsville is the only incorporated city within Taylor County. The city was founded in 1817 and laid out by Andrew Campbell, who had moved there from Augusta County, Virginia. Campbellsville became the county seat when Taylor County was separated from Green County in 1848. The city agreed to sell the public square to the county for one dollar so a courthouse could be built.

During the Civil War, Campbellsville was on the invasion routes of both the northern and southern armies. Two brigades of federal troops passed through the town on their way to the Battle of Mill Springs in 1862. The Civil War skirmish on Main Street when the Magruder Confederates raided the town in November 1864, and John Hunt Morgan's movement through the county six times, and the burning of the Courthouse by Confederate General Hylan Lyon provides Campbellsville and Taylor County with several notable historic events and locations. For those interested in history, the Tebbs Bend – Green River Battlefield Driving Tour, the Civil War Walking Tours of Downtown, and the John

Hunt Morgan Heritage Trail, are excellent venues to learn more about the past history of the community.

Over the course of time, the town has had three courthouses on the Court House Square. The current courthouse on the square is a modern design, built in 1965-66. The federal style Old Clerks Office, built in 1865-1866, is still standing on the Square, constructed after the first courthouse was burned, and is listed in the National Register of Historic Places. A new Justice Center was built in 2008-09 at a site on Main Street because of the demand for a more modern courthouse and county jail.

Home to Campbellsville University (CU), the community fully embraces the Baptist College, formerly named Russell Creek Academy. With more than 3,600 students on campus each year, the university is located on 100 acres of land, adjacent to the downtown. Among its many strengths, such as the Science Department, Campbellsville University is known for its exceptional Music and Art program.

# Campbellsville – A Brief History



Campbellsville and Taylor County are also recognized for the talented wood craftsmen, particularly in the realm of cherry wood furniture production, wood cabinetry, and wood trim products. It also manufactures church steeples that have been shipped all over the United States. Its talented sewing work force, once employed at Union Underwear, is still demonstrated at Campbellsville Apparel.

Throughout the 20th century, Campbellsville and Taylor County were considered a regional economic hub, providing a strong mix of industries offering a variety of jobs for area residents. The latter part of the 1990s brought some setbacks which the community continues to overcome.

For decades, the largest employer was a textile business, Union Underwear, later known as Fruit of the Loom. Shortly after this company closed in

1998, so did another large employer, Batesville Casket Company.

The community rallied, local leaders went to work and as the 21st century unfolds, the economic outlook for the community is much improved. Industries such as Campbellsville Industries, (the Steeple People), Amazon, Murakami, Infac and Clarcor, are providing much needed jobs to the area, along with the Taylor Regional Hospital and Campbellsville University.

Another up and coming industry for the area is in the realm of tourism, as community leaders draw attention to the community's natural and historic resources such as Green River Lake, Green River State Park and Tebbs Bend Battlefield.

In 2014, *Site Selection* magazine ranked Campbellsville-Taylor County as the second best in Kentucky and the 23rd best in the nation among micropolitan areas in terms of job creation and investment. Taylor County had seven new and expansions of businesses worth about \$8 million investment with over 170 new jobs. Team Taylor County directs and coordinates economic and community development efforts for Campbellsville and Taylor County

Campbellsville has been named an All-Kentucky City, a Preserve America Community, a Certified Local Government, a certified Renaissance on Main City and a Certified Kentucky Retirement Community.



# What We Heard – From Citizens



On February 26, 2015, a community listening and design session was held at the Campbellsville Civic Center. Residents worked in teams to identify the unique characteristics of the community and discussed some of the weaknesses, opportunities and threats. The information was used to determine the core values of the city and assist the consultants in preparing a series of strategies to enhance the positive attributes and address the challenges. This is a summary of what we heard and saw.

## **Strengths and Uniqueness**

- ◆ Friendly
- ◆ Good health care
- ◆ Campbellsville University
- ◆ History of the community
- ◆ Good recreation
- ◆ Small town charm
- ◆ Tourist attractions
- ◆ Green River Lake
- ◆ Churches
- ◆ Safe community
- ◆ Diverse community
- ◆ Local financial support
- ◆ Airport
- ◆ Pride in property
- ◆ Reasonable tax rates

## **Weaknesses**

- ◆ Lack connections to interstates
- ◆ Lack of businesses and parking downtown
- ◆ Obsolete park system
- ◆ Obsolete school facilities
- ◆ Lack of bike paths
- ◆ Not pedestrian friendly
- ◆ Need transitional housing
- ◆ Lack of abuse shelters
- ◆ Lack of variety of local restaurants
- ◆ Need to work together

# What We Heard – From Citizens

## Opportunities

- ◆ History tourism
- ◆ Sports complex development
- ◆ Trail Town/multi-use paths
- ◆ Prepared for industry
- ◆ Arts center
- ◆ Two city lakes
- ◆ Space for loft apartments
- ◆ Liquor sales
- ◆ Technology expansion
- ◆ Alignment of job needs with workforce skills
- ◆ Could be a “cool” city that attracts young people

- ◆ 200th birthday of Campbellsville celebration
- ◆ Spurlington Tunnel for trails

## Threats

- ◆ Could lose small town atmosphere
- ◆ Negative impact of a bypass on the downtown
- ◆ Lack of broadband infrastructure
- ◆ Lack of funding for big projects
- ◆ Fear of change
- ◆ City and county need to support each other
- ◆ Need to upgrade infrastructure
- ◆ Loss of young people
- ◆ Drug abuse
- ◆ Need a qualified workforce



# What We Heard – From Campbellsville High School Students

On February 27, 2015, students from Campbellsville High School met to discuss their vision for the city. Here are a few of their thoughts.



## What Is Unique?

- ◆ Sports/facilities
- ◆ Downtown is becoming more urban/restaurants
- ◆ Small town - relationships
- ◆ Interaction with Campbellsville University
- ◆ Lot of room/land to do stuff
- ◆ You can get settled in very quick/comfortable
- ◆ Most people want to stay
- ◆ Lot of hospitality
- ◆ People are open to change

## What We Heard – From Campbellsville University Students

On March 31, 2015, Campbellsville University Students participated in a listening and design session to share their perspective of the city as it relates to the university.



## What Are the Strengths?

- ◆ Small businesses make you feel welcome, particularly downtown
- ◆ Everything is close by, can walk to most amenities
- ◆ School offers bus service for things that are needed
- ◆ Sense of safety, sort of like Mayberry
- ◆ Everyone knows everyone else, very close knit
- ◆ Very religious
- ◆ Downtown is fun to walk around

# What We Saw



Participants at the Campbellsville Design Session used maps, photos and markers to visually illustrate what they wanted for their city and where they wanted things to be located. This information is very useful in creating a vision for the future.

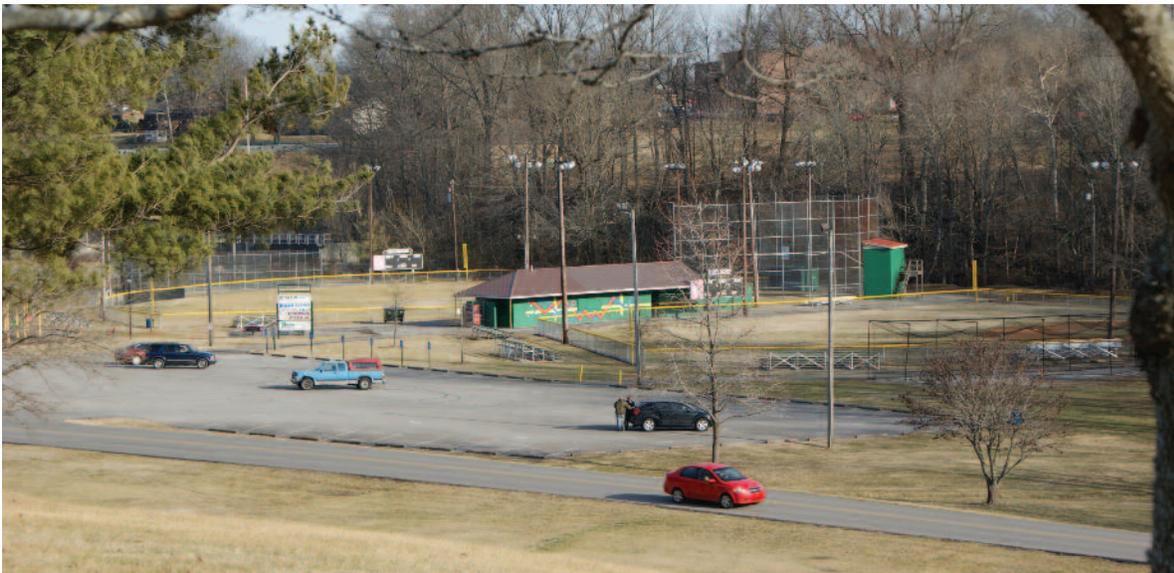
- ◆ Need to expand our parks and recreational opportunities
- ◆ Diversify jobs – higher wage industry and startups
- ◆ Improve signage
- ◆ Connect to Green River/Lake
- ◆ Reimagine Main Street
- ◆ Connect the city’s destinations – parks, river, shopping, downtown, campus
- ◆ Expand the variety of events – need more events



# Community Core Values

As the listening and design sessions were conducted, certain common themes and community values began to emerge. These are the Community Core Values that we heard from Campbellsville’s residents and students.

- ◆ Caring
- ◆ Historic
- ◆ Friendly
- ◆ Innovative
- ◆ Resilient
- ◆ Nature/Outdoors
- ◆ Education



# A Dose of Reality – The Evolution of Regional Hubs



Throughout Kentucky’s history, regional hub cities have served as the economic and political centers for the residents of the commonwealth. These hubs developed for a variety of reasons including access to markets through various modes of transportation including roadways and waterways. Regional hubs were connectors for people and markets.

During the mid-to-late 20th century, the technology revolution and the build-out of the highway system shifted the landscape from an economy bound by physical location to one bound by technological interconnectivity. Regional hubs are still the primary centers for political decision-making. The economic centers, however, are more diffused so that now any place with a qualified workforce and high-speed broadband can participate in the global economy because of one thing – global connectivity.

Locally, the changing landscape of the global economy has created a perception that Campbellsville and other traditional regional hubs have lost some of their cachet. Even though Campbellsville-Taylor County is prospering economically by any measure, the perception is that

the physical location of Campbellsville is no longer the strong draw that it once was. Reclaiming Campbellsville’s regional identity through connectivity is the foundation of this strategic plan.

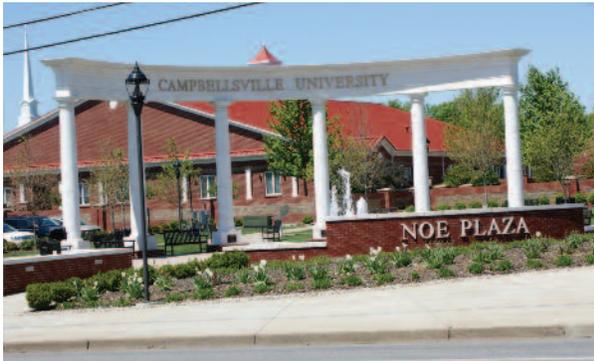
## Rebuilding Campbellsville as a Regional Hub

### Elements of a Regional Hub

- Economic Hub
- Vibrant Downtown Hub
- Recreation Hub
- Education Hub
- Healthcare Hub
- Transportation Hub
- Artistic & Historic Hub

# What is the Campbellsville Brand/Identity?

One of Campbellsville's most powerful brands is the town/gown relationship between the city and Campbellsville University. The city and CU need to develop a synchronous identity that complements the strengths of both entities.



The CU motto is "Find Your Calling." The city should consider ways to co-brand this phrase. One way to build on the CU motto could be "Campbellsville is Calling You."

The city and university should create a collaborative campaign to leverage the broad name recognition of both entities. This campaign could serve as an attractor for businesses, visitors and residents.

How?

- ◆ Businesses are attracted to places that have a strong creative community and work-ready workforce. The city and university should play on this important academic and economic aspect of the community's fabric.
- ◆ Visitors come to Campbellsville and CU for a variety of reasons including shopping, student recruitment, parents' day, sports activities, music and arts, adventure tourism, potential jobs and meetings. Engaging visitors effectively across various marketing platforms can brand Campbellsville as a multi-day destination.
- ◆ Residents benefit from all of the activities that can be generated through a strong brand identity. Some residents may not understand or know the full extent of the "draw" of this relationship. More visitors and more business mean more local opportunities and additional local revenues for business, enhanced quality of life and community amenities.

## We Recommend

- ◆ Implement a cross-marketing campaign that builds on the strengths of the city and the university.
- ◆ Launch an initiative among CU/Campbellsville and the other Mid-South Athletic Conference cities.
  - Learn and exchange ideas regarding the town/gown relationships in each city and college.
  - Initiate competitions among the cities beyond sports. These competitions could be community service projects, start-up business initiatives, music and art festivals, blood drives and most hospitable city/campus.
  - Establish "sister city" type relationships and exchanges. Make the conference cities and campuses a center of "best practices" for other college towns to emulate.
  - Brand it!

# Communication and Marketing

- ◆ Difficult to find out about the community
  - Many websites
  - Need a coordinated communications and marketing plan
  - Need address and phone numbers – easy to see and access
  - Optimize searches
- ◆ Reclaim the “regional hub” title
- ◆ Coordinate event calendars more effectively
- ◆ Need a social media/website coordinator



## **We Recommend**

- ◆ Inventory and audit the community’s websites and marketing materials.
- ◆ Create a unified platform that makes navigation of the community’s websites easier.
- ◆ Explore ways to optimize the city’s points of interest on mapping web apps such as Google maps for mobile phones.
- ◆ Brand the hub – “The Center of Central Kentucky” for example.
- ◆ Establish a central point of contact for all community event information.

# Economic Hub

Campbellsville was recognized by Site Selector as the second best in Kentucky and the 23rd best in the nation among micropolitan areas in terms of job creation and investment. Team Taylor County along with many other partners have done a remarkable job in rebuilding the local economy over the past two decades. The challenge for Campbellsville is to avert apathy because of past success and to further diversify the economic mix so that the community is not overly dependent on any one economic sector.

One of the “leftovers” from the Fruit of the Loom departure is the property where the factory was located. Local developers have created a development plan to make this property economically viable again.



## We Recommend

- ◆ Local first in all decisions
  - Government
  - School Systems
  - Education Campaign – Choose local first
- ◆ Identify gaps – Why do people go out of town to shop? Recruit businesses to fill the gaps.
- ◆ Reduce barriers to entry into business– allow pop-up businesses in order to lower the cost of testing a new business concept.
- ◆ Link successful incubator startup businesses to permanent locations.
- ◆ Intensify the recruitment of entrepreneurs to locate in the downtown.
- ◆ Expand Wi-Fi availability. Specifically, Campbellsville and Taylor County should make high-speed broadband its #1 priority. Business and industry require it. Economic prosperity depends upon it.
- ◆ Determine if there is a downtown parking problem, and if so, focus efforts on finding solutions.



# Economic Hub

Small businesses are where growth at the local level occurs. Economic development is community development. Campbellsville has an advantage over many Kentucky communities because the city already has vibrant small businesses in the downtown and throughout the community. Use this as leverage to gain traction with other entrepreneurs.



## We Recommend

- ◆ Set up and populate Team Taylor County’s StateBook webpage to inventory and market downtown buildings, commercial buildings and industrial sites. StateBook also aggregates quality of life amenities and data points about the local community.
- ◆ Mentors/Entrepreneurs – The cost of national chains to a local economy is that profits flow out of the local economy – identify local people that have a desire to start a business.
- ◆ Create internship opportunities for young people across all sectors of the community. Young people want meaningful work to do and want to learn how to “do” things whether in business, management or governance.
- ◆ Coordinate job needs/job creation/business and industry recruitment with the workforce that is and will be available.
- ◆ Young people want a YMCA, skating rink, Internet café, Sky Zone, paint ball, and activities after ball games – assess whether there is local interest within the community to startup such a business.
- ◆ College students want a place to “hang out” off-campus – can a current business fill this need by an expansion or addition to current operations?
- ◆ A significant number of participants at the high school want “trade jobs.” New businesses can be created around these job skills.

## About StateBook

As a part of the Campbellsville Strategic Plan, we recommend that the city and Team Taylor County conduct an extensive and comprehensive building inventory of available space for potential businesses to locate. Through a unique partnership, this economic development tool is available to Campbellsville at no cost (a \$30,000 value). Team Taylor County StateBook pages are already created and a local website administrator has already been established through Taylor County RECC. Additional administrators can be added by contacting KLC. Here is some more information about StateBook.

## What Is StateBook?

StateBook is an information aggregation site used by companies (and even countries) interested in locating a business in Kentucky. The online platform matches company needs to demographic, education, workforce, tax, utility, infrastructure and GIS-based data including local building inventories as well as quality of life information with more than

# Economic Hub

63,000 local (county), state and federal data points. It also allows cities and regions to promote their own unique assets with localized “micro sites.”

Information that could take days or weeks to search, filter and compile is now available in minutes on StateBook.

## Why Is this an Important Tool?

More than 90% of site selection decisions are made online, before an economic development organization is ever contacted. StateBook provides a powerful tool to state your case - even before you know your region is being considered for investment. You only get one chance to make a first impression, or to make the cut as a potential selection site.



## The Kentucky Partnership

The Kentucky Cabinet for Economic Development, East Kentucky Power Cooperative, the Kentucky Association for Economic Development (KAED) and the Kentucky League of Cities (KLC) have formed a partnership to provide StateBook to their respective constituents and members. Participation is voluntary. Representatives from StateBook as well as Governor Beshear have said this type of partnership among business, government and an association representing cities is unique in the nation.

## What Are the Benefits of the Partnership?

The Kentucky partnership allows communities and regions to cover all the bases and promote local attributes by making the most of the micro sites. The Cabinet for Economic Development will keep the state and federal information updated.

In addition to using StateBook for site selection, your own community can use its data for grant writing and other case-building purposes. This key data is all in one place.

## Recreation and Tourism as Economic Development

People want to work, live and visit a community that is committed to a high quality of life. These efforts could also spur new business and attract entrepreneurs who see the business opportunities associated with a vibrant, healthy community.

## We Recommend

- ◆ Partner with Campbellsville University and Elizabethtown Community & Technical College for young adult involvement and broad appeal.
- ◆ Assess wellness activities already in place and determine how to exploit for new business opportunity and generate ideas of how to market to visitors.
- ◆ Capitalize on caring for local needs first – seek ways to highlight local foods as related to a healthy lifestyle.
- ◆ Use local historic sites such as The Hiestand House, The Homeplace on Green River, and Tebbs Bend Battlefield, to teach these skills of producing, preserving and preparing locally grown food to the next generation, while continuing to teach the history of the local area.
- ◆ Assist the jail, local schools, nursing homes and any others showing an interest in creating their own garden.

# Downtown Hub

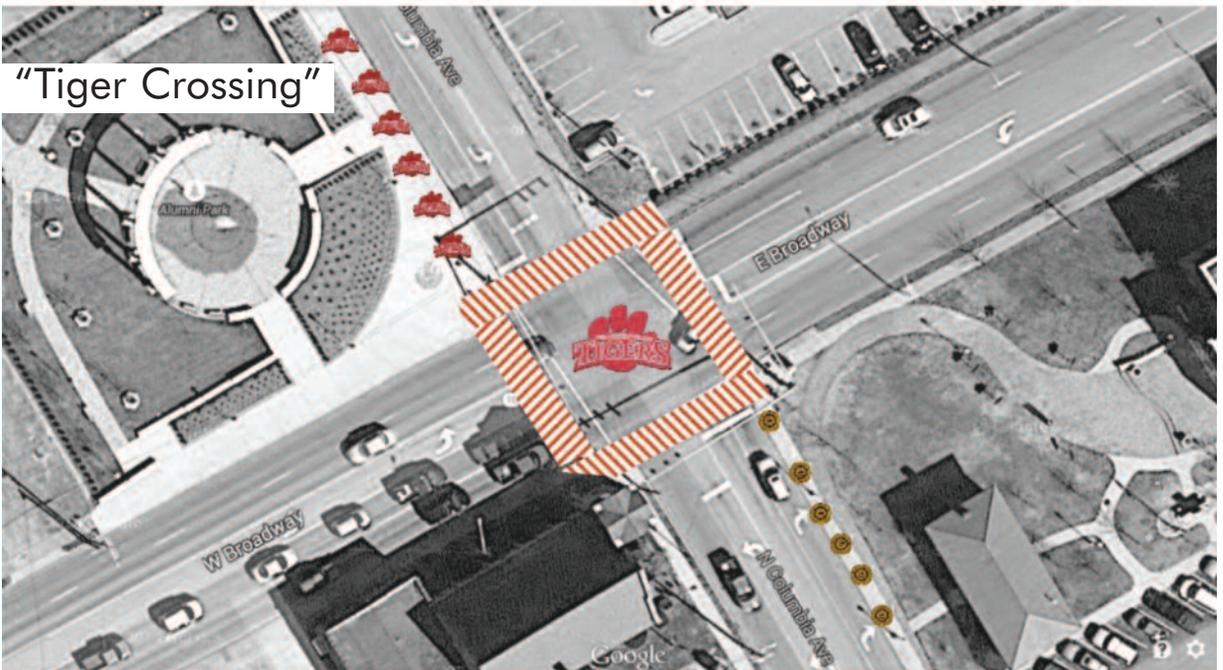


Saturday morning - Main Street is closed to traffic

Downtown Campbellsville should be the heart and soul of the community. Several businesses have had downtown locations for many years. These businesses are deserving of support and appreciation for their perseverance.

In recent years, the downtown core has suffered a decline. This is true of many cities throughout Kentucky. A renewed effort to attract business to downtown is underway. A core group of young

entrepreneurs have started new businesses recently. It is imperative that a critical mass of specialty businesses along with upper-story housing be developed. University students are attracted to these kinds of spaces and Campbellsville has a built-in audience. The opportunity has never been greater and Campbellsville needs to implement its downtown plan.



“Tiger Crossing”

# Downtown Hub

## We Recommend

- ♦ Develop a connected and mutually supporting ecosystem – live, work, eat, recreation, services, marketing, branding, development, and restoration
  - Link entrepreneurs to business opportunities, renovate buildings for housing, business space
  - Create a Dragon’s Den-style contest. Empanel a set of development and downtown experts to judge renovation pitches. Link this to funding and business incubation
  - Develop a coordinated signage strategy
- ♦ City leaders to convene a local summit of property owners, economic developers, builders, and realtors to work on solutions to improve business development and housing.
  - Explain ideas and recommendations that came through this planning process
  - Provide information related to current property trends, property values, and known gaps in business and housing
  - Invite discussion about current businesses, and note the ideas that arose from public meetings (shown in box).
  - Seek to determine what is prohibiting development, and what the city might be able to do to encourage more business and/or residential development in the community.

### CU students suggested the following ideas about downtown

- Diverse food options – other than Mexican and deep fried foods
- Coffee shop
- Art supply store
- Music store, particularly supplies for music and instruments
- Café/lounge for people to socialize off campus – a hang-out place
- Develop downtown housing – lofts, apartments
- Host a farmers market in the downtown area on Saturdays
- Connect Campbellsville University to downtown – coordinate efforts, consider a designated liaison from the city to work with the college
- Use the downtown as a laboratory and a showcase
- Create a better physical space between campus and downtown
- Build on the entrepreneurial spirit that is creating energy in the downtown
- Engage artists, performers and other creative folks to create interesting and different performance options for visitors
- Create the “Tiger Crossing” concept at Broadway and Columbia to calm traffic, build brand and improve safety for pedestrian traffic
- Implement the 4-Point Approach of the Main Street Program
- Downtown needs a unified identity – presently there are too many competing interests/plans

# Recreation Hub



Campbellsville’s location to the Green River is seen as an asset. Capitalizing on this natural component of the local community is logical from an economic, quality of life, recreational, and healthy lifestyle perspective. Further, we believe Campbellsville should do more to incorporate a regional perspective on planning for recreation.

- ◆ Utilize Regional Assets
  - Connect to Green River State Park
  - Collaborate with Greensburg to develop a River Regional Park

### Disclaimer Note

The following recommendation was made to Greensburg in 2012 during their Comprehensive Plan update. Now that both communities have expressed interest, we believe the timing is right for

both communities to work together towards common purposes.

### We Recommend

Green River Lake State Park – lies just 6.5 air miles from the City of Campbellsville, yet there is absolutely no connection to it. What Campbellsville should do is bring the park to the city.

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

This “Green River Regional Park” could have the following attributes:

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

# Recreation Hub



- ◆ 25 miles of canoe trail
- ◆ A resort lodge overlooking the river
- ◆ Bed and breakfasts
- ◆ Primitive and RV camping
- ◆ Numerous facilities for family picnics and community events
- ◆ Educational resource to encourage hands-on learning for our region's school children
- ◆ Showcase sustainable agriculture - reduce chemical use and siltation
- ◆ Protect and enhance the landscape for countless species of plants and animals
- ◆ Accessible fishing holes, canoe launches



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

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



# Recreation Hub

Many residents of all demographics noted recreation and the natural environment as an integral part of a vibrant community. Connecting the city to its natural resources is already well underway in Campbellville and Taylor County, through the efforts of local history trails and the Trail Town initiative.

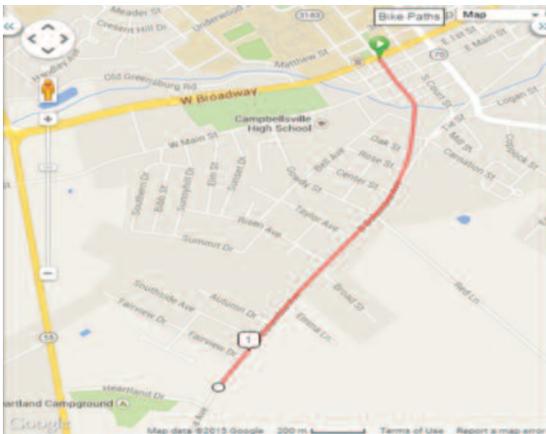
## We Recommend

### Trails

A group of Campbellville residents have been developing a Bike and Pedestrian Master Plan for the community. The goal is to identify all of the potential hiking, biking and walking trails that are developed or could be developed. Their work will increase the connectivity within the city and make critical connections through the county, region and state.

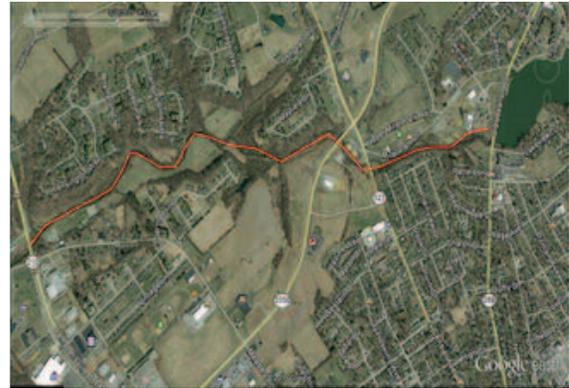
The plan is shown in its entirety in the Comprehensive Plan. In general, these are the priority initiatives:

- ◆ Sidewalk from Main Street to Amazon – the community’s largest employer



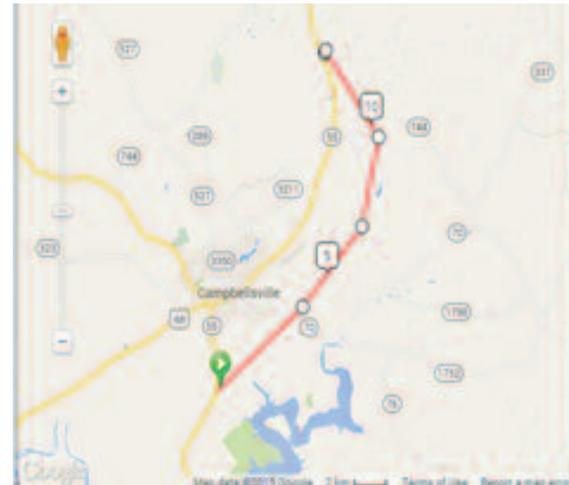
- ◆ Trace – Pitman Greenway

The plan is to connect Miller Park with Paul Osborne Park with a gravel greenway which will be approximately two miles in length.



- ◆ Bike and Walkways on the Southern Bypass

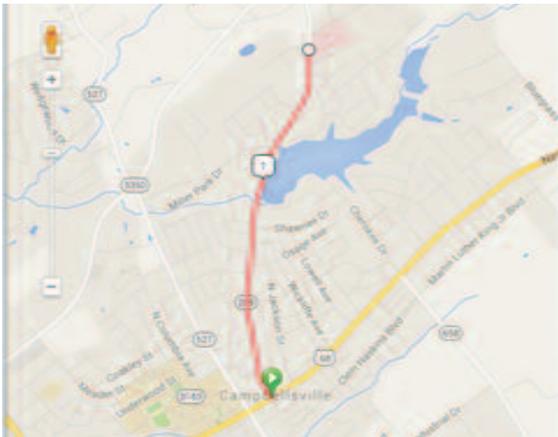
As the right-of-way is being acquired, and the area is developed, it is important to have trails, bike lanes and safe road crossings.



# Recreation Hub

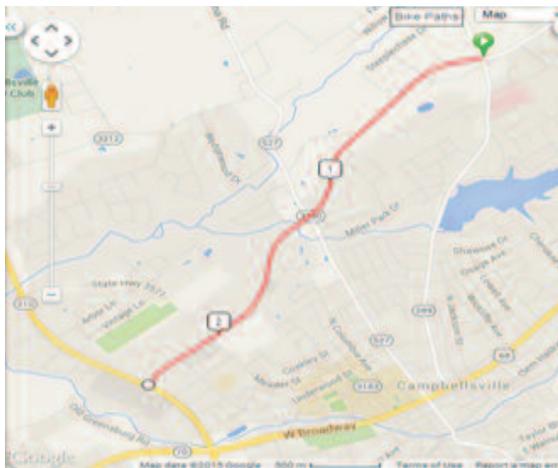
- ♦ Walkway from town to Taylor Regional Hospital

Repair existing walks and build new sidewalk from Miller Park to Taylor Regional Hospital.



- ♦ Northern Bypass of Highway 3350

Signage and marked bicycle/pedestrian lanes are recommended.



- ♦ Pedestrian Crossings

To develop safe pedestrian crossings for large groups of people to congregate and cross safely at busy roads or streets.

In addition to the existing plan, the following were a few of the ideas generated from Campbellsville University and high school students about youth recreational activities which they would enjoy seeing in their hometown:

- ♦ Zip line/rec at lake
- ♦ Investigate the Spurlington Tunnel as a walking trail
- ♦ Organized athletic center w/greenspace
- ♦ Greenspace development on 210
- ♦ Miller Park redevelopment
- ♦ FUN
- ♦ Main Street – downtown lofts/sports bar with local lounge – hangout
- ♦ Arts/statues downtown
- ♦ Accessibility – Connecting city to the lake
- ♦ Bike trails/sidewalks need to be developed
- ♦ YMCA/Athletic Complex
- ♦ Green River Lake – needs development – Frisbee golf, patios, grills, more seating, horseback riding
- ♦ By the lake - mini-parks for young people
- ♦ Kiddy park where the old hotel used to be
- ♦ Art Park - public arts space - out on the bypass by the hospital - it's empty space
- ♦ Trails need to be developed - by the hospital
- ♦ More organized athletics
- ♦ Mini-mall and skating rink

# Recreation Hub

## Parks

### New Park and Sports Complex

Develop the unused park land as a regional attractor for sports tournaments.



#### SITE FEATURES LEGEND

1. LAWN PLAY AREA
2. LAWN PLAY AREA, TENT & STAGING AREA FOR LARGE EVENTS & TOURNAMENTS
3. VOLLEYBALL, PLAYGROUND & PICNIC SHELTER
4. SPORTS PRACTICE FACILITY, MEETING SPACE
5. ARENA / PAVILION
6. PAVILION
7. PICNIC SHELTERS/HORSESHOES & CORNHOLE
8. AMPITHEATER
9. RESTROOMS/CONCESSIONS
10. MAINTENANCE BUILDING
11. SOCCER
12. FOOTBALL
13. YOUTH SOCCER FIELDS
14. 310' FIELD
15. 225' FIELD
16. BATTING CAGES
17. PRACTICE INFIELD
18. WALKING TRAIL (~3 MILES)
19. PLAYGROUND
20. EXISTING PARKING

# Recreation Hub



## Miller Park

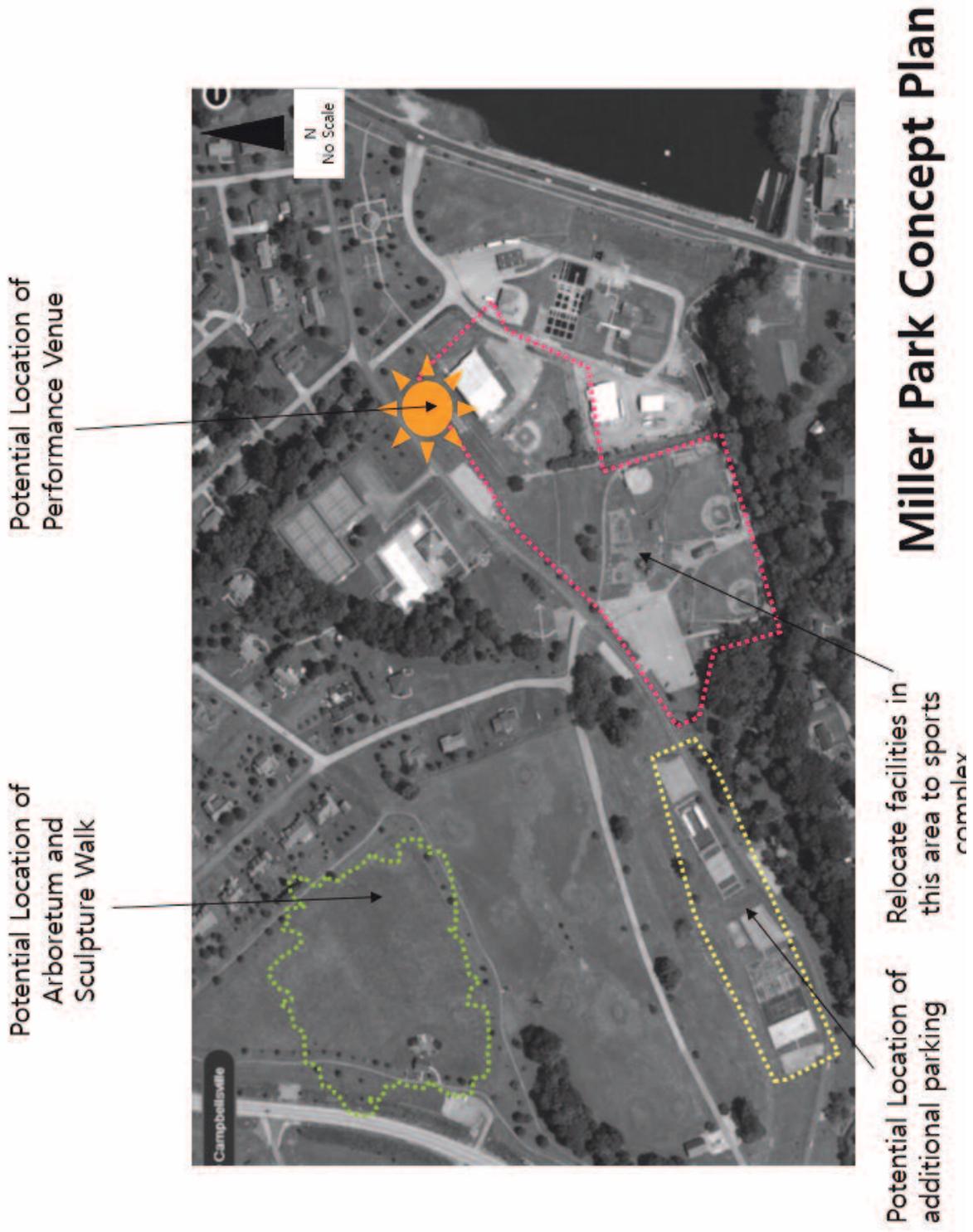
Miller Park is the community's main sports and recreation facility within the city limits. The park is plagued by flooding and the sports facilities are now small and inadequate for the city's population. As the community begins to develop the new recreational facility, Miller Park could be repurposed into a more imaginative and engaging green space for residents and visitors alike.

## We Recommend

- ♦ A Visitors Center – Miller Park could become the place where all recreation and tourism begins. Several participants in the listening

session suggested creating a Visitors Center. Hospitality specialists could provide information related to overnight accommodations; things to do; biking, hiking and walking trails; Green River outfitters and rentals; park and recreation opportunities within the city; historic tourism; community events in Campbellsville, Taylor County and Campbellsville University; and downtown events and accommodations.

# Recreation Hub



# Recreation Hub



## Miller Park

### We Recommend

- ◆ Multi-use Arts, Entertainment and Recreation Venue – Miller Park could be repurposed as an arts and entertainment venue with an outdoor amphitheater, arboretum and sculpture park. As large-scale sports events transition to the new sports complex, Miller Park could become a different kind of gathering place. Utilizing the space as an entertainment and arts venue would attract a new and different audience to the downtown. The park could support arts festivals, outdoor plays, musicians as well as spur original theatrical performances created by local playwrights.



- ◆ Splash Park – The city should consider closing the city swimming pool at its current location and installing a splash park at Miller Park instead. A splash park could potentially be less expensive to maintain and reduce the city's exposure to liability. The city should also consider creating a public-private partnership with the hospital to build an indoor swimming/therapy center near the hospital's campus. Tying a swimming facility to a health and wellness strategy could be a more viable option for both entities as well as the community. There are also some viable funding options for building a facility of this type that could potentially make it more affordable for the partners.



# Recreation Hub

## Miller Park

### We Recommend

- ◆ Bike Paths and Walking Trails – Miller Park could contain several walking trails for the public to use. With some creativity, it could also serve as a launching point for hikers and bike enthusiasts to begin their extended journey around Campbellsville, Taylor County and beyond. Miller Park is prone to flooding. As stormwater drains are replaced or installed, we recommend that paths and trails be constructed over the lines and around the manhole covers. Ideally, the installation plan would include a 10’ path to accommodate path/trail users and would provide easy access in the event that the stormwater lines had to be accessed in the future.



- ◆ Public Art – Miller Park’s topography lends itself to the establishment of legacy public art pieces. These works of art would withstand the weather elements, create an iconic landscape and entice more people to use the park if they were placed near the bike paths and trails, perhaps as rest stations around the park.



- ◆ Charging Station – The future of automobile travel appears to be electricity and natural gas. We recommend that Miller Park contain charging stations at the Visitors Center. A few cities in Kentucky, notably London and Lexington, have already installed these charging stations. Campbellsville could conceivably attract early-adopters of these technologies.



# Education Hub



With Campbellsville University being located within the community, several optimal opportunities exist for deepening local leadership skills among adult and student populations. While some of these ideas can be done by individual organizations, it may be advantageous to form a working group of leaders to organize and lead a concerted effort of building local leadership skills.

## We Recommend

- ◆ Draw upon Leadership Campbellsville/Taylor County alumni to develop new ideas for building leadership skills among local HS and college student populations.
- ◆ CU and ECTC to seek ways to incorporate service learning within the community.
- ◆ Explore the addition of learning programs targeted to local and regional needs.
- ◆ Strengthen links between the high schools to CU and ECTC and then to entrepreneurs.
- ◆ Students do not feel that the educational institutions and city provide enough opportunities for interaction. See recommendation within this plan related to intern opportunities.



# Healthcare Hub

Health and wellness aspects of any community are paramount to its success. Taylor Regional Hospital is recognized by residents as an asset. Recent growth and future expansion plans underscore the vitality of the hospital. As the city and hospital leadership continue to work together on things such as a wellness center, the quality of life for local residents will improve. Connecting these efforts with those of Campbellsville University and ECTC, as well as the trail development noted in other sections of this plan, there are many opportunities to create a hub around healthcare in Campbellsville. Here are a few other ideas to consider.



## **We Recommend**

### **Health and Wellness Campaign**

- ◆ Determine interest in a focused health campaign. Ideas may include weight loss, stop smoking or healthy eating.
- ◆ Work with partners throughout the community to organize and plan a campaign that involves children through senior citizens.
- ◆ Engage medical professionals in the healthcare industry to measure the extra benefits that result from efforts made. This may include things such as a decrease in weight, high blood pressure, diabetes and hypertension.
- ◆ Develop a website or add a page to existing websites offering tips on how to quit smoking, weight-loss advice, nutrition tips, health benefits and a map of the city's parks and trails.
- ◆ Organize fitness events such as marathons, runs, paddle races, or bicycle parades.
- ◆ Celebrate success – market and promote before and after results.
- ◆ Plan, organize and implement the next health challenge campaign.
- ◆ Give locally grown food to local organizations that assist families in need.
- ◆ Sell locally grown foods at the farmers market.
- ◆ Use these quality of life aspects to seek out grant opportunities for funding additional activities.
- ◆ Explore the possibility of the hospital, city and private investors joining in a public-private partnership to create a wellness/therapy/rehabilitation facility that would include a swimming pool for public use.

# Transportation Hub

Campbellsville has many opportunities as well as challenges in addressing the future transportation needs of the community. The implementation of the Heartland Parkway is a vital piece of the transportation puzzle. The parkway will alleviate downtown traffic, improve pedestrian safety at the main thoroughfare crossings within the city and facilitate orderly growth along the boundaries of the city limits.

## We Recommend

- ◆ Ease of access
  - Complete the Heartland Parkway
  - Improve signage
- ◆ Build upon Campbellsville as a “transportation hub” for shipping.
- ◆ Prevent the bypass from becoming clogged with traffic by limiting access and utilizing access roads.
- ◆ Expand and diversify transportation opportunities at the airport.
- ◆ Conduct a parking study throughout the city.
- ◆ Find ways to connect CU with the downtown.
- ◆ Assess all signage and sidewalks within the city limits.



Taylor County Airport (KAAS) should be reimagined to either expand its use or repurpose its use. We offer the following suggestions for the community to consider:

- ◆ Use as an Amazon drone pilot training and experimental program
- ◆ Partner with the proposed Regional Aviation Center that specializes in drones and robotics
- ◆ Use for growing the tourism industry
  - Market as a private destination spot
  - Market accessibility to all pilots, always looking for new places to fly into to get air hours
  - Annual weekend event where private jets come in, public can be spectators

# Transportation Hub

- ◆ Partner with CU, ROTC Air Force, and/or military to create an aviation program.
  - ECU and Morehead State University are currently the only schools in the state with an aviation program
  - CU has a homeland security major and ROTC program
- ◆ Turn the airport into something for public use
  - Family bicycling, rollerblading, running track, kite flying, corn-hole tournaments, dog park, Go-karts, car shows
  - Outdoor arena for concerts and music festivals/films/entertainment/firework show/air show
  - Faux Riviera/monument/public art
  - Recreational area featuring sports fields in the center, track around the fields
  - Urban gardening, cooking out, farmers
- ◆ Mixed-use development: housing, business, entertainment, industry
- ◆ Mixed-use development: housing, business, entertainment, industry

## Campbellsville Wayfinding System



# Artistic & Historic Hub



Tourists love authentic places to visit – market your effort to a broader audience. Connect the dots - create tourism maps which feature ALL the trails within the community. There are numerous existing amenities within the community (historic, educational, arts, and recreational) and each has stand alone marketing pieces. While this is vitally important, there is also a need to sell the entire community. Using the brand noted in the marketing and communications section within this document, seek ways to coordinate marketing and promotions for the entire trail system.

These were some of the ideas generated from local residents around Campbellsville and Taylor County history:

- ◆ Continue efforts to have Tebbs Bend recognized by the National Battlefield Site advisory panel in order to receive matching funds.
- ◆ Expand the Battlefield Preservation Plan to include a plan to purchase additional properties as they may come available over the next several years.
- ◆ Explore ideas such as a pedestal statue of Col. Moore, and a Civil War Museum.



- ◆ Develop the community’s genealogical resources into a full-fledged archival library, perhaps to be located at the Hiestand House. Consider a partnership with the public library and seek grant funds for implementation.

Tourism and city leaders must find ways to leverage local history as a means of bringing people into the city. Consider evening walking tours, weekend tours, and re-enactments for example.

The Courthouse square and other historic sites need signage for directions to local amenities

Encourage that representatives from each of these initiatives meet regularly so that resources can be shared and allocated appropriately.



# Artistic & Historic Hub

## We Recommend

- ◆ Develop a tourism plan which includes trails, history, local art, music, foods, and music amenities.
- ◆ Make Campbellsville a historic destination and market accordingly.
- ◆ Continue to preserve the historic character of downtown.
- ◆ Engage local musicians and artists – build a local economy around their talents.
- ◆ Redevelop the Campbellsville Cherry furniture brand/image/products.
- ◆ Expand the farmers market.



# Housing



Expanded housing options was a common thread among citizens during the public meeting and through student meetings. As noted on page 15 (downtown Hub section) of this plan, a coordinated meeting among local builders, developers and real estate professionals is suggested to ascertain the current status, identify gaps, and create interest in new and rehab housing opportunities. Use Kentucky League of Cities legal staff to assist with current code enforcement options.

## We Recommend

- ◆ Investigate the possibility of downtown housing development – identify what is preventing development and what incentives may be desirable to spur new or rehab housing developments.

- ◆ Create a Development Plan to redevelop the low to moderate-to-low income housing stock in Campbellsville
- ◆ Determine current situation related to upper-income housing and ascertain next steps.
- ◆ City may wish to investigate options of exchanging properties to get control of properties that need improvement (particularly next to the housing authority on Broadway and all the way to MLK).
- ◆ Evaluate current zoning regulations for trailer parks.
- ◆ Explore a niche for upper level rental in downtown.



# Conclusion

Campbellsville Kentucky offers a good quality of life. With an aging population, it is in need of infusing younger adults, those who are choosing to stay and raise a family. Providing jobs and an excellent quality of life is what will attract and retain these young people.

Campbellsville is poised for some immediate improvements. Local leaders need to consider:

- ◆ Energy, enthusiasm, and a “can do” attitude must be visible and sincere among local leaders.
- ◆ Coordinated efforts among local leaders and organizations is necessary.
- ◆ Cross branding and promotion must be incorporated into all efforts.

- ◆ Review and update existing zoning regulations, incentive packages, and overall economic development offerings.
- ◆ Make hi-speed internet a priority – find a way to make it happen immediately.
- ◆ Identify the right leaders, activate and empower them to implement the recommendations in this plan.

With determination and dedication to the task at hand, Campbellsville is poised to thrive economically. Its great people, institutions, and resources will pave the way for a better quality of life for years to come.



# ACKNOWLEDGEMENTS

## Steering Committee

Tony Young, Mayor  
Ron McMahan, EDA Director  
Alan Crabtree, Code Enforcement  
Randy Herron, Council Member  
Chris Tucker, Housing Authority  
Stan McKinney, Professor of Journalism  
Mike Hall, City Council and Lawyer  
John Miller, City Attorney

## Councilmembers

Jimmy Ewing	Mike Hall Jr.
Frank Hansford	Randy Herron
Allen Johnson	Terry Keltner
Stan McKinney	Dave Nunery
Paul Osborne	Patti Phillips
Greg Rice	Sharon Hoskins-Sanders

## Planning Commission

DeWayne Squires (Chairman)  
Barry Blevins (Vice-Chairman)  
Maurice Pickett  
David Revis  
Kenneth Fisher  
Ron Parson

## Community Assistance

Mitch Bailey, Campbellsville Police Department  
Ann Beard, Taylor County RECC  
Mark Bonta, Natural Resources Conservation Service  
Captain Adam Burruss, Taylor County Detention Center  
John Chowning, Vice President for Church and External Relations and Executive Assistant To the President, Campbellsville University  
Michael Close, Atmos Energy  
Judy Cox, Chamber of Commerce  
Kidada Dowell, Student, Campbellsville University  
Sheila Douglas, Office of Church and External Relations, Campbellsville University  
Sarah K. Ehresman, Kentucky State Data Center  
Natalie Fox, City of Campbellsville  
Carley Fudge, Building Inspector, City of Campbellsville  
Lori Garkovich, University of Kentucky  
Betty Jane Gorin, Historian  
DiAnne Harris, Taylor County Schools  
Danny Hawes, Natural Resources Conservation Service  
Tim Hazlette, Campbellsville Police Department  
Troy Hearn, Division of Planning, Kentucky Transportation Cabinet  
Jaclyn E. Hodges, Taylor County Health Department

Chris Kidwell, Campbellsville Independent School  
Andrea Lawler, Taylor County Public Library  
Donna Logsdon, Campbellsville Main Street  
Gary Magers, Campbellsville/Taylor County EMS  
Holland Milby, Campbellsville Street Department  
Alice McMahan, Campbellsville Cherry Reproductions, Inc.  
Leslie Moore, Central Kentucky News-Journal  
Jeff Moreland, Central Kentucky News-Journal  
Alisha Nelson, Taylor County Tourism Commission  
Cary Noe, City of Campbellsville  
Christy Parks, Taylor County Schools  
Melanie Puryear, City of Campbellsville  
Eddie Rogers, Taylor County Judge Executive  
Cindy Rose, Taylor Regional Hospital  
Thomas Sawyer, Kentucky State Data Center  
Mike Skaggs, Taylor County RECC  
Kyle Smith, Campbellsville Fire Department  
Brad Sowden, LG&E/KU/ODP  
DeWayne Squires, ReMax Realty Partners  
Cheryl Sullivan, Campbellsville Water and Sewer  
Chris Taylor, Campbellsville Fire Department  
Pat Thompson, Campbellsville Police Department  
Bill Brewer, Campbellsville Parks Supervisor  
Hack Marcum, Taylor County Jailer  
Jadie Tomlinson, KYTC Division of Planning  
Carl Watson, Taylor County Airport  
Jane Wheatley, Taylor Regional Hospital  
Dr. Shawn H. Williams, professor, Campbellsville University  
S.J. Harris, Graduate Student Intern, University of Kentucky  
Steve Austin, JD, ASLA

## Campbellsville Independent High School

Alex Bailey	Heather Bailey
Keniyah Barnett	Nakiyah Barnett
Caylie Blair	Vera Brown
Vivian Brown	Deston Ford
Ben Fitzgerald	Sidney Grady
Brooklyn Harris	Brooke Harris
Laura Lamb	Bryce Richardson
Shandi Russell	Zach Settle
Vonnea Smith	Ricky Smith-Cecil
Brenna Wethington	Kendon Young
Calen McKinney, teacher	



**Kentucky League of Cities**

Created by the residents of Campbellsville, Kentucky  
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