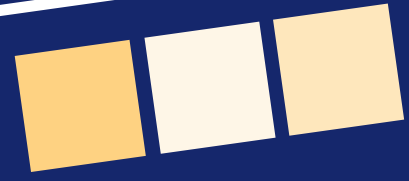




CAMPBELLSVILLE

STRATEGIC PLAN 2015



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



ABOUT THE 2015 CAMPBELLSVILLE STRATEGIC PLAN

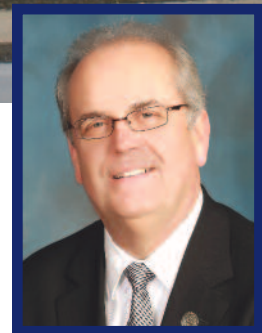
The City of Campbellsville and the Campbellsville Planning Commission engaged the Kentucky League of Cities (KLC) to update the Campbellsville Comprehensive Land-Use Plan. A part of the update includes a set of strategic recommendations to guide the city for the next five years.

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.

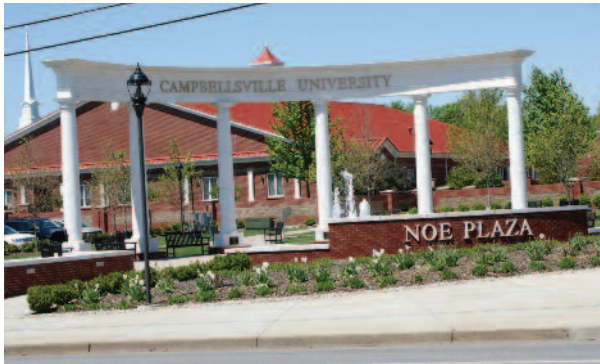
Rebuilding Campbellsville as a Regional Hub

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 prosper it. Economic prosperity depends upon it.
- ◆ Determine if there is a downtown parking problem, and if so, focus efforts on finding solutions.



EXHIBIT ONE
CAMPBELLVILLE
KENTUCKY

C-1

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

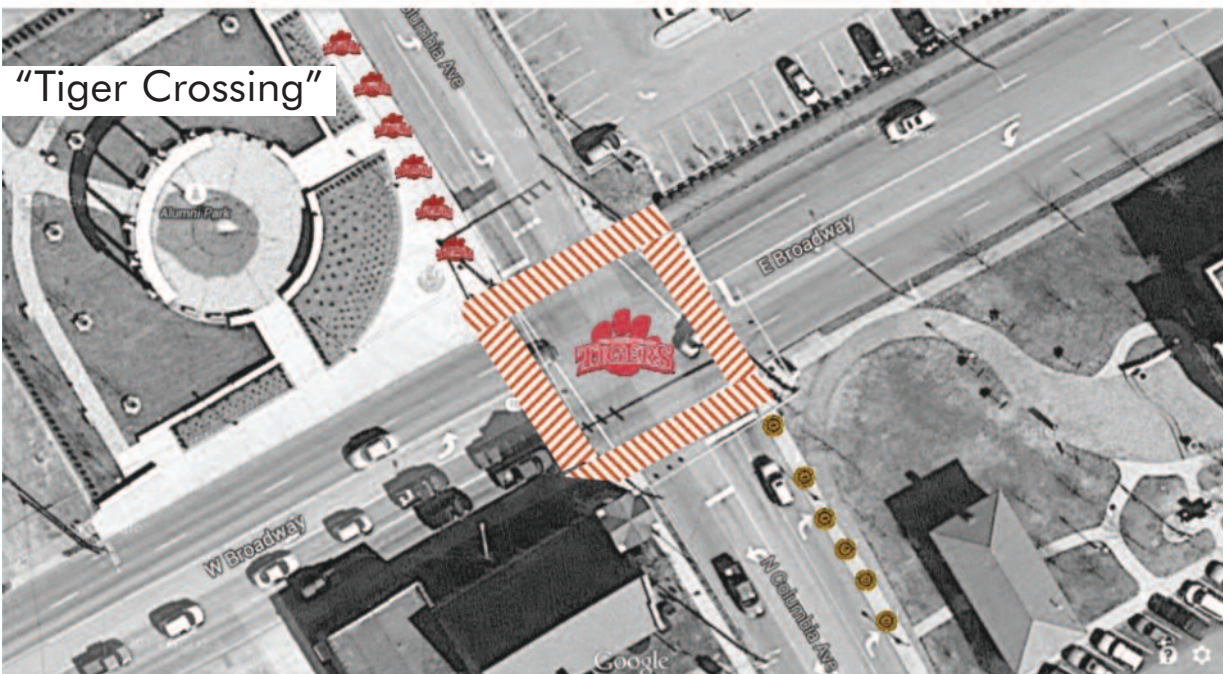


Saturday morning - Main Street is closed to traffic

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.



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 Campbellsville and Taylor County, through the efforts of local history trails and the Trail Town initiative.

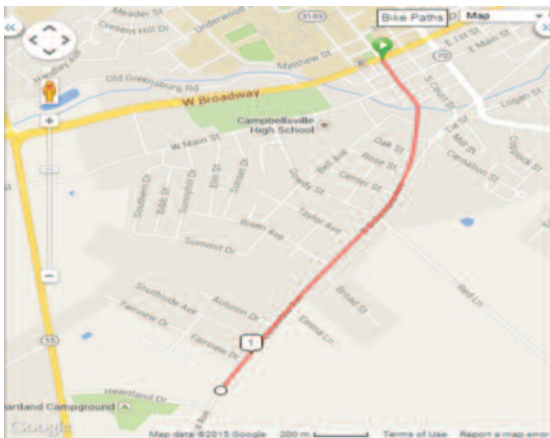
We Recommend

Trails

A group of Campbellsville 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



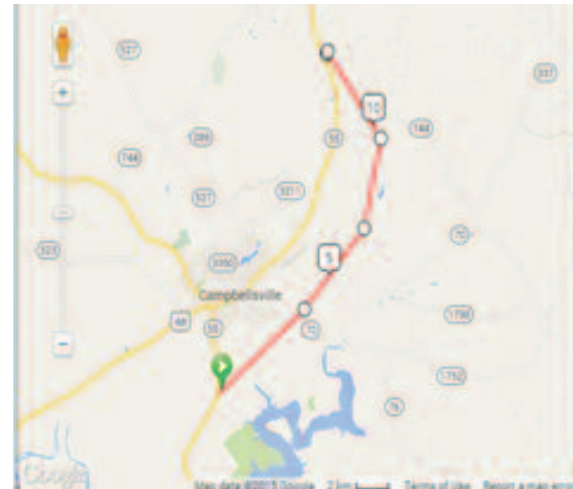
- ◆ Trace – Pitman Greenway

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

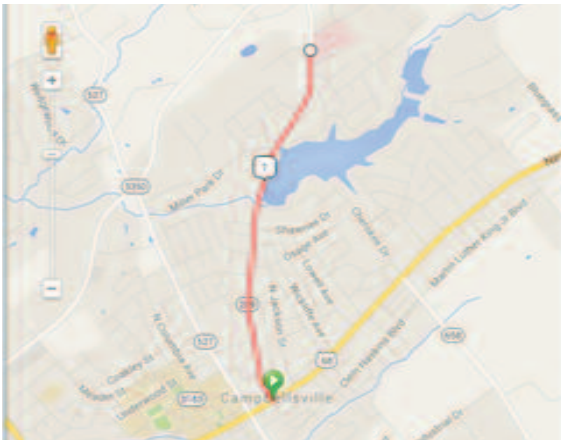
As the right-of-way is being acquired, and the area is developed, it is important to have trails, bike lanes and safe road crossings.



Recreation Hub

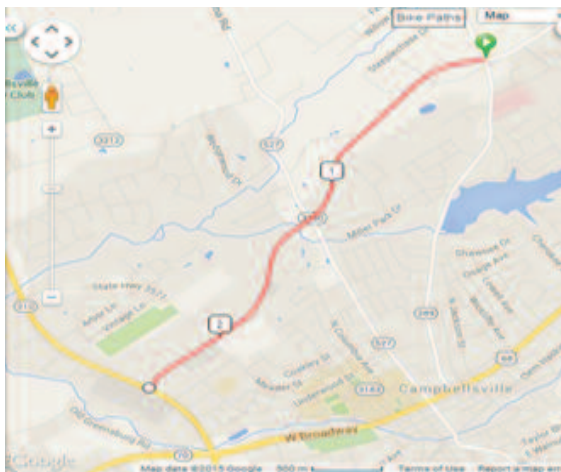
- ♦ Walkway from town to Taylor Regional Hospital

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:

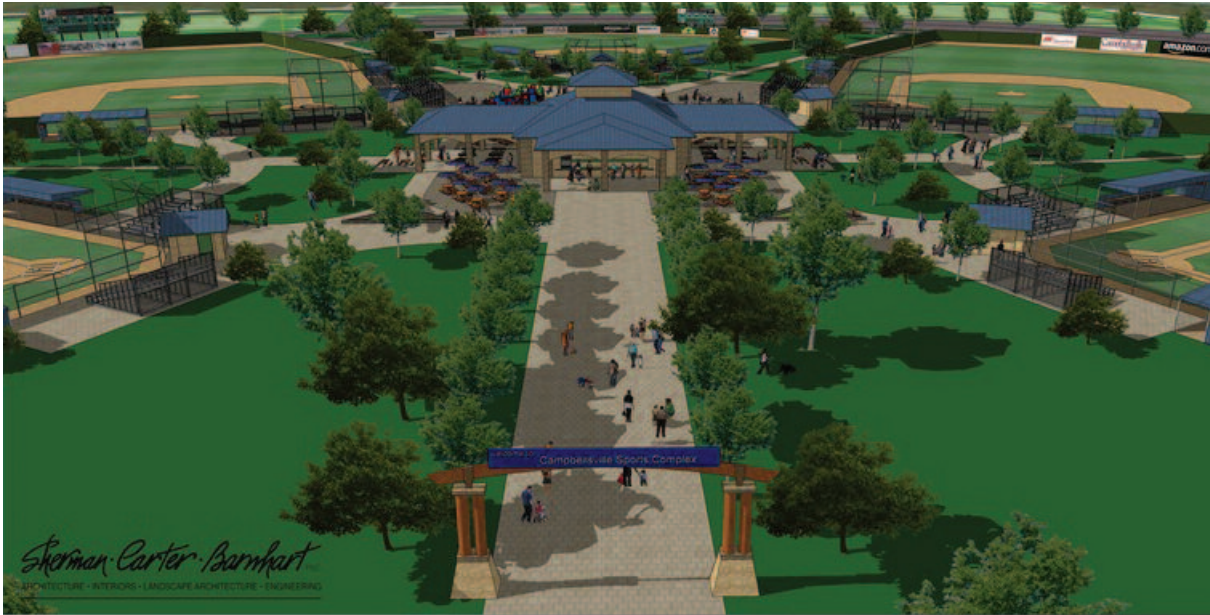
- ♦ Zip line/rec at lake
- ♦ Investigate the Spurlington Tunnel as a walking trail
- ♦ Organized athletic center w/greenspace
- ♦ Greenspace development on 210
- ♦ Miller Park redevelopment
- ♦ FUN
- ♦ Main Street – downtown lofts/sports bar with local lounge – hangout
- ♦ Arts/statues downtown
- ♦ Accessibility – 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

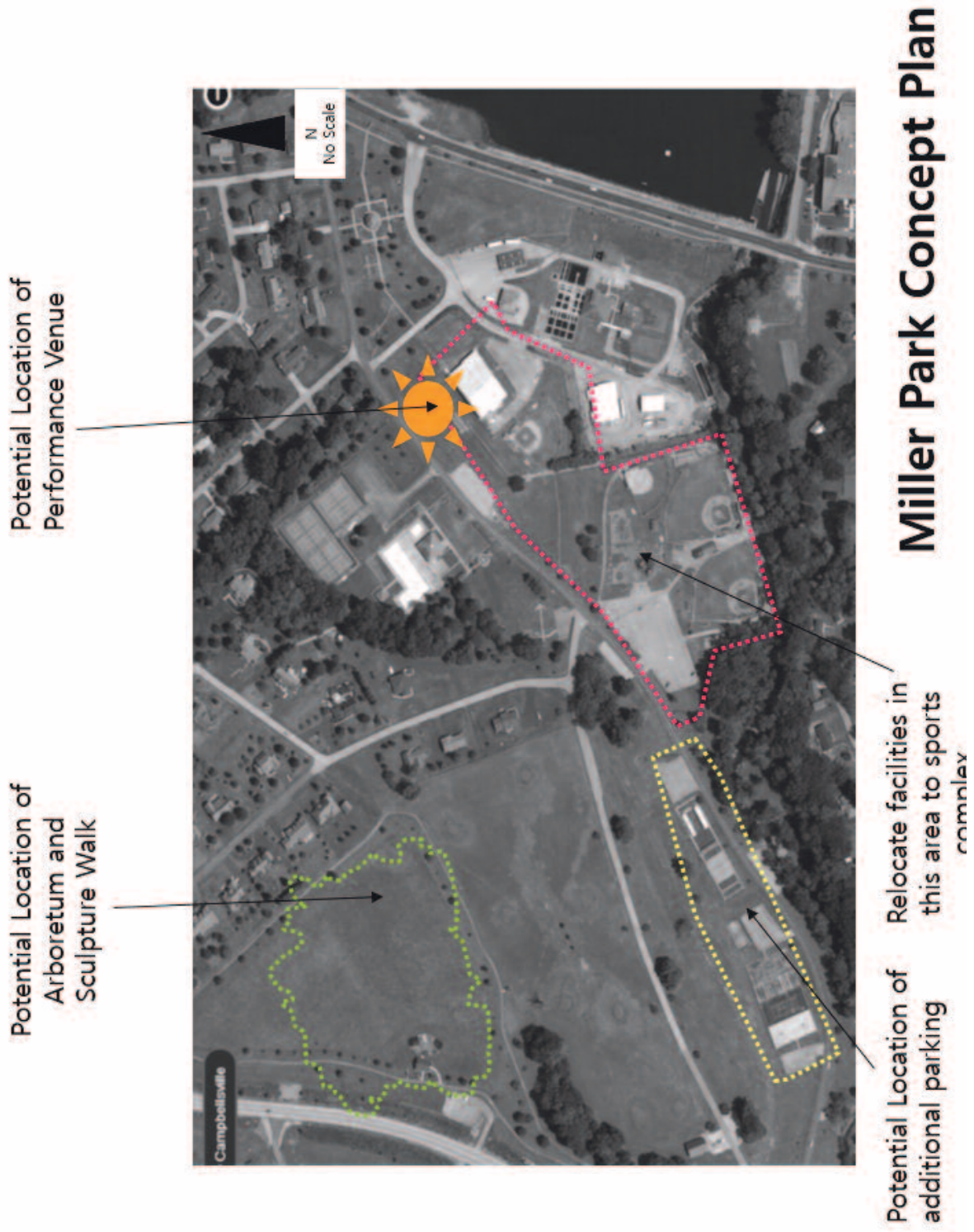
Miller Park is the community's main sports and recreation facility within the city limits. The park is plagued by flooding and the sports facilities are now small and inadequate for the city's population. As the community begins to develop the new recreational facility, Miller Park could be repurposed 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

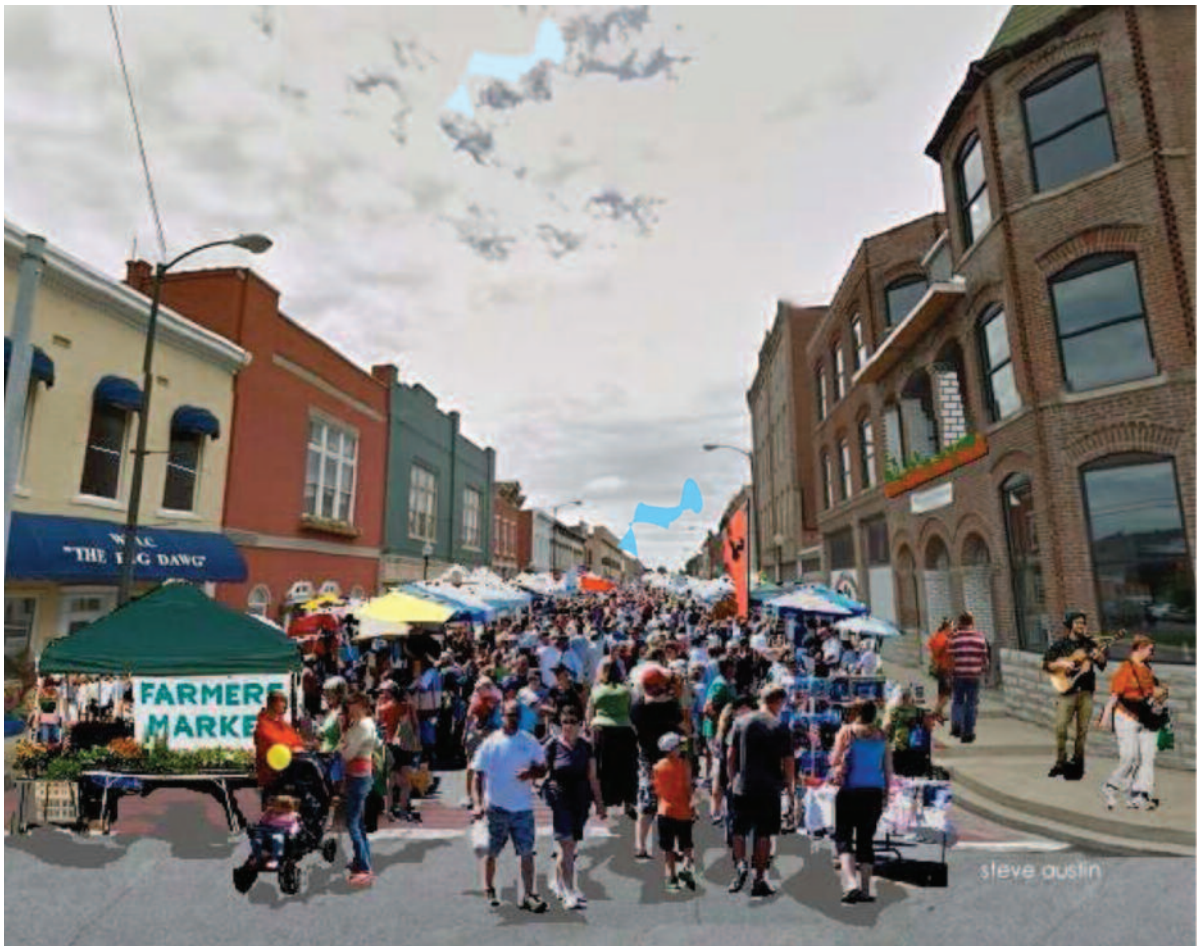
Encourage that representatives from each of these initiatives meet regularly so that resources can be shared and allocated appropriately.



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

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