Community Strategic Plan
Updated June 2009
Sponsored by the Rockcastle County Development Board, Inc.
# Rockcastle County Community Strategic Plan

## Table of Contents

- Preface ...................................................................................................................... 2
- Executive Summary..................................................................................................... 3
- Background of Strategic Planning Process ................................................................. 5
- 2002 Strategic Plan Project Completions ....................................................................... 6
- History of Rockcastle County........................................................................................ 7

### Goals, Strategies and Renderings

- Education ........................................................................................................ 10
- Workforce Development ................................................................................... 13
- Leadership ....................................................................................................... 20
- Community Health Care .................................................................................... 23
- Beautification ................................................................................................... 26
- Land Use ........................................................................................................... 37
- Recreation ......................................................................................................... 40
- Tourism ............................................................................................................... 48

- Target Dates for Implementation ................................................................................ 58

### Appendices

- Community Information........................................................................................ 61
As the sponsor of Rockcastle County’s strategic planning process, the Rockcastle County Development Board, Inc. appreciates the efforts and ideas put forth by many residents who want to see our county prosper. The 2009 Rockcastle County Community Strategic Plan represents the goals and strategies expressed by community members through their participation in a number of community meetings and planning processes. During the next few years, individuals and organizations throughout the community will work to promote economic and quality-of-life development by implementing the strategies outlined in this plan. Development board members applaud the dedication of Rockcastle residents and we are proud to be the facilitators of a process that will move our county forward.

Chairman
Rockcastle County Development Board

June 30, 2009
Date

Development Board Directors

Michael Blount
Larry Hammond
Brud Black
Janine Norman
Jenny Sweet
Arielle Reese
Charlie Napier
Matt Hupp
Jeremy Reynolds
Martha Cox
Tom Mills
Rick Branham
Tammy Cox
Bob Fields

Standing Seats

Buzz Carlofts, County Judge Executive
Walter Cash, Mayor of Brodhead
J.C. Griffin, Mayor of Livingston
Clarice Kirby, Mayor of Mt. Vernon
Executive Summary

As the residents of Rockcastle County look to the future, they envision a prosperous community with opportunities for all residents. Achieving outcomes that will move Rockcastle County forward — while maintaining the qualities that make it unique — requires careful, well-informed planning. Successful community-driven economic development hinges on local leaders’ ability to plan strategically in partnership with area residents, businesses and organizations.

The Rockcastle County Community Strategic Plan is the result of a process that brought residents together to update the 2002 strategic plan. Through a series of task force and public meetings, issues were identified and strategies were defined to address needs.

The 2009 strategic plan addressed eight focus areas for community efforts:

- Education
- Workforce Development
- Leadership
- Health Care
- Beautification
- Land Use
- Recreation
- Tourism

The Education Task Force addressed the need for adult education and workforce training. The Christian Appalachian Project (CAP) focused on adult education in Rockcastle County until it closed in 2009. Realizing the benefits and needs of such a program, the task force recommends starting a community adult education program. Secondly, task force members feel early childhood education and custodial childcare are important to develop. Finally, members suggest building a new Rockcastle library in the future.

The Workforce Development Task Force suggests the Rockcastle County Development Board oversee quarterly industrial business council meetings. Several actions are necessary to market the industrial parks — erecting a spec building, evaluating the feasibility of a large rail-served site, hiring a full-time director and staff and improving the industrial park to include monument signage, fencing and street lighting. Although natural gas was a focus point in the 2002 strategic plan, a feasibility study still needs to be prepared. The task force also recommends collaboration with existing industries to ensure future generations are trained in the necessary skills. As jobs are created, it will be important to expand housing and utilities. Finally, members recommend developing a plan for alternative energy sources.

The 2002 strategic plan recognized leadership as key in moving projects forward. Leadership Rockcastle organized in 2004 and so far has graduated 70. Fifteen Leadership students will graduate with the 2009 class in November. Leadership Task Force members recognize continuing this program is imperative. The challenge will be to make it financially viable since donation support ended last year. The committee recommends leadership training for elected officials and developing and supporting a teen leadership program.

The Health Care Task Force emphasizes continuing cooperative partnerships and expanding the community health council. Improvements to health care access include offering dental service, a dialysis clinic and an urgent treatment center, among others. Through proper education and implementation, residents will achieve better health. Offering organized recreational activities and decreasing the number of tobacco users are also crucial steps to improving community health.

Beautification Task Force members are concerned with the welcoming impression the county makes. Existing clean-up programs must continue to keep Rockcastle County inviting to residents, tourists and potential business.
operators. Expanding the recycling center and program is important, especially as the county grows. Welcome signs and landscaping send an important message to visitors. The county’s three Main streets — Mt. Vernon, Livingston and Brodhead — must appear clean and inviting. Government buildings, neighborhoods and sidewalks must be well maintained and attractive.

The Land Use Task Force established several objectives: to preserve property, land values and owner rights; to provide residents with a public process for community development, to ensure that new developments have adequate infrastructure and are compatible with the surrounding environment; to preserve the agricultural community; to protect and conserve natural resources, and to promote tourism, historic preservation and commerce.

The Recreation Task Force suggests an expansion of current programs. In the future, members recommend building a sports complex and a health and recreation center. Rockcastle terrain encourages a variety of leisure activities that include horseback riding, canoe waterway trails, hiking trails, rock climbing, ATV trails and water activities at Lake Linville.

The Tourism Task Force suggests measures to encourage new tourism development. Building a tourism/conference/civic center was labeled as the top priority along with new and innovative marketing strategies to enhance advertising efforts. Members also suggest enhancing amenities at Lake Linville. An example would be the addition of a restaurant dining area to the existing marina with a deck that goes out into the water. Several recommendations were made to revitalize Mt. Vernon, Livingston and Brodhead. Members see a need to encourage private development of new tourist attractions in the Renfro Valley area.

The goals and strategies presented in the Rockcastle County Community Strategic Plan provide a launching point for future development. Community involvement and ownership of projects — from cleaning neighborhood streets to building a convention center — is crucial. We will pursue our visions of restoration, revitalization, beautification, planned growth, community health, recreation, increasing tourism, and attracting new industry and business opportunities in the hopes of improving the quality of life for all Rockcastle County residents and creating a future of which we will all be proud.
Background of the Strategic Planning Process

In July of 1998, a group of community leaders, realizing the need for economic development growth, established the Rockcastle County Development Board, Inc. The board was charged with developing a plan to map the way for continuous growth in all sectors – including health, recreation, leadership, education, tourism, and workforce development. Development of this board and placing an emphasis on planning was reinforced by county, state, and national agencies.

In fall 1999, the Rockcastle County Development Board became a sponsor of a Kentucky Appalachian Community Development Initiative Program application. This process resulted in an unprecedented attempt to collaborate with the entire county to design a comprehensive plan for future development. While Rockcastle County did not receive the community development initiative grant, the planning experience laid a foundation that strengthened future initiatives.

Rockcastle County received the opportunity to participate in the community assessment program sponsored by the Kentucky Cabinet for Economic Development and the Kentucky Industrial Development Council in February 2001. The report that was published in April of that year served as a critical data source for the 2002 strategic planning process.

Comprehensive planning in Rockcastle County began in June 2001 when development board received an Appalachian Regional Commission Kentucky Flex-E-Grant. This funding allowed the development board to create a strategic planning process that involved a high level of community input. Residents attended public meetings and task force committees were formed. The ideas and information collected from these meetings was compiled to create the 2002 strategic plan.

In January 2009, the Rockcastle County Development Board applied again for an Appalachian Regional Commission Kentucky Flex-E-Grant. The development board was eligible for another grant because members attended the Brushy Fork Annual Institute and because Rockcastle is listed as a distressed county. In the grant request, the development board sought funding to update the 2002 strategic plan. The grant was approved and the process began with a kick-off meeting Feb. 26. Eight task force committees then set out to gather community input to revise the document.
2002 Strategic Plan Project Completions

November 2002 - May 2009

Education
1. New vocational-technical facility was built and opened in fall 2008. When the Industrial Business Council was established in 2007, a representative of the school system attended meetings to facilitate communication between education and industrial leaders.

Workforce Development
1. Industrial business council was formed in 2007.
2. The South Industrial Park was expanded by 30 acres with a purchase of land in 2006.
3. Hwy. 150 road frontage (total 20 acres) was negotiated with several property owners in 2008 further expanding the South Industrial Park.
4. In 2007 a Workforce Opportunities Expo was held in a vacant industrial building. The Rockcastle County Industrial Development Authority negotiated with an existing company, Sourcecorp to construct a new building for them in the South Industrial Park, thereby retaining approximately 90 existing jobs in Rockcastle County, with the addition of approximately 150 more jobs in the near future.

Leadership
1. In 2004 the first Leadership Rockcastle class graduated 16 community members. A total of 70 community members have graduated from Leadership Rockcastle and have become members of the development board.

Community Health Care
1. The Rockcastle Hospital expanded by adding an Outpatient building which opened in 2007 with a new gym to promote exercise and wellness, as well as, rehabilitation services.
2. The hospital's Public Relations Director has organized many health fairs and activities. In 2008 the hospital installed a state-of-art 64 CT scanner.

Beautification & Land Use
1. The clean-up program first developed as Operation Clean the Rock and then the Pride Program was formed. Trash along our roads has been greatly reduced.
2. “Welcome” signs were installed at Hwy 461 and Richmond Street, and at the intersection of Main Street and Hwy. 25.
3. Mt. Vernon became a certified Main Street city in 2006. Beautification and revitalization projects have continued each year.
4. New sidewalks were constructed on Richmond Street in 2008.

Tourism
1. A restaurant tax was implemented which furnished the Tourism Board Commission with much needed funds in 2008.
2. Tourism Commission purchased 20 acres for a visitor’s center.
3. Tourism now has a representative on the Development Board which improves communication.
4. The State of Kentucky made streetscape improvements to Renfro Valley. The project included an underground tunnel that connects the ticket office to the performance area in 2007.
5. Developed brochures for the wildflower and quilt block driving tours.
6. Marketed and developed Anglin Falls as a tourist destination.
History of Rockcastle County, Kentucky

Early History

Rockcastle County, located in South Central Kentucky, is rich in tradition and history. In 1750, Dr. Thomas Walker noted a rock on a mountain above Livingston that resembled a castle, and in 1767 Isaac Lindsey named this formation Castle Rock. The river below was named Rockcastle River and when the county was formed, it was named Rockcastle County.

Three pioneer trails intersect in Rockcastle. Skagg's Trace was the first trail blazed by long hunters in 1770. In 1775, Boone's Trace led pioneers to Fort Harrod, and the Wilderness Road was established in 1790 so wagons could transport pioneer households.

Rockcastle’s past is filled with tales of early settlers, hunters and explorers who passed through the area and made their home in the wild, scenic foothills of the Cumberland Mountains. The seemingly endless forest – virgin timber – became the county’s first natural resource. Once pioneers settled, sawmills, tanyards, coal mines and gristmills began to appear. When the railroad arrived, the lumber industry boomed and small businesses opened in what later became Livingston, Brodhead and Mt. Vernon. Farms began to dot the countryside and the towns thrived for many years as agricultural settlements.

Community Development

Rockcastle County has three incorporated towns. Livingston is located seven miles southeast of Mt. Vernon on the Rockcastle River, at the foot of Wild Cat Mountain, the site of a famous Civil War battle. The City of Brodhead, known as the home of the Little World’s Fair, is located seven miles northwest of Mt. Vernon at the head of Dix River. Mt. Vernon, the county seat, was founded by Stephen Langford and named for the home of George Washington. Incorporated in 1818, Mt. Vernon has a population of about 3,000.

On Sept. 1, 1937, the first Mt. Vernon Volunteer Fire Department was formed. Today, all three towns maintain well-trained fire departments, as well as a county community fire department service. Brindle Ridge, Western Rockcastle and Pongo volunteer fire departments serve the county’s rural areas. A 911 enhanced emergency service system was implemented in 2006.

Rockcastle County schools are recognized year after year as one of the top school systems in Kentucky. The vision for a new vocational school was part of the 2002 strategic plan, and was realized when the new facility opened next door to the high school.

The health care sector plays a vital role in the economy of rural communities and Rockcastle County is fortunate to have Rockcastle Hospital and Respiratory Care Center Inc., Rockcastle County Board of Health, Cumberland Valley Comprehensive Care Center (including Hospice services), home health agencies and Rockcastle Health and Rehabilitation Center Inc. Rockcastle Hospital realized its dream of expanding service when its outpatient building opened in 2008.

Economic Development

Rockcastle County Industrial Development Authority’s early efforts to attract industry to the county were successful. Rockcastle Manufacturing Company, Mt. Vernon Plastics Corporation, Image Entry Inc., B&H Tool Works Inc. and Integrity Mold & Die opened in two industrial parks. EST Tool and Machine Inc. located its business near Brodhead. Attracting new business was difficult for several years because of increased competition with surrounding cities that offered attractive packages. The development authority also did not have a director to market the county’s industrial parks. Rockcastle County residents were concerned about
“brain drain” — that there would not be enough jobs or opportunities for the county’s bright young people, forcing them to seek employment elsewhere.

In 2007, an economic development consultant was hired to actively pursue a marketing plan. The consultant created a new brand and logo, a county Web site and assisted with the transition of the closed Alcoa plant to a new owner, Plasticware.

In fall 2008, Rockcastle County Fiscal Court made a major, although difficult, decision to pass a 1 ½ percent occupational tax. Magistrates saw a need for an economic development funding appropriation to develop the industrial parks and attract new business. With the support of the tax, the RCIDA proceeded with the creation of a development master plan which included major improvements to the south business park including additional land acquisition and the construction of a new access road into the development.

The improvements helped facilitate the successful retention/expansion with another existing company SOURCERCORP BPS. This decision enabled the RCIDA to retain SOURCERCORP BPS and produce about 150 new jobs. The construction of a new building for SOURCERCORP BPS and the development improvements represented an investment of $5.7 million dollars for RCIDA through the support of the Rockcastle County Fiscal Court.

Occupational tax funds are also allocated to capital projects, tourism and recreation, among other projects, to promote growth. Rockcastle County is believed to be the only county to apportion its occupational tax revenue, by ordinance, to specific areas.

The Rockcastle County Industrial Development Authority made the decision to separate from the Rockcastle County Development Board, which is a private, non-profit organization.

Tourism

Since the early 1940s, Rockcastle County has benefited from the tourist trade provided by Renfro Valley, which is located two miles north of Mt. Vernon. In the late 1930s and early ’40s, this venue played host to local and unknown musicians, who, under the direction of founder John Lair, became prominent country music stars. Big-name entertainers such as Red Foley, Slim Miller, Lily May Ledford and the Coon Creek Girls got their start in the music business at Renfro Valley. Headline country entertainers still perform there. The Renfro Valley Barn Dance, one of Lair’s visions, was broadcast from the old barn in Renfro Valley in 1939 over WLW radio station. It was a success from the first Saturday night broadcast. These early performances, along with those on the Sunday Morning Gathering, not only represented an economic opportunity for the organizers and the county, but also represented a major development in radio history.

Following Lair’s death in 1985, Renfro Valley changed hands and is now privately owned. Don Evans and his wife, Vera, were Renfro Valley fans for many years and decided to purchase it in 2005. They made numerous improvements to the entertainment center. The state made major road improvements, added new sidewalks, streetlights and a tunnel to connect the ticket office to the show barns in 2008.

A group of residents interested in preserving Renfro Valley’s heritage and documenting Kentucky music history began working in the 1990s to create the Kentucky Music Hall of Fame and Museum. The Commonwealth of Kentucky provided funding to restore, construct and develop the facility, originally the Lair horse barn at Renfro Valley. A groundbreaking ceremony was held in 1999, and the grand opening in May 2002. Thousands of tourists visit each year. In February 2002, 12 Kentucky musicians were inducted into the Kentucky Music Hall of Fame and the process continues every two years.

Renfro Valley is a stone’s throw from I-75, and in this valley is another county asset – Lake Linville. The 480-acre lake was developed in the late 1960s as the water source for Rockcastle County. The mayor at that time, Clyde Linville, realized in order for the county to grow, water had to be a part of the infrastructure. The lake, located behind the Renfro Valley Lodges, adds to the beauty of the area and provides residents and businesses with water and recreational opportunities.
EDUCATION

TASK FORCE

MEMBERS

Ralph Baker
Carol Bryant
Anthony Coffey
Jason Coguer
Leon Davidson

Jamie Fain
Larry Hammond
Donna Hopkins
Rebecca Isaacs
Jennifer Mattingly

Charles Napier
David Pensol
Jenny Sweet
The mission of the Education Task Force is to focus and engage the community on improving an existing educational structure that will ensure maximum learning opportunities for each citizen.

When the state of Kentucky adopted the motto “Education Pays,” the residents of Rockcastle County agreed wholeheartedly. Education Task Force members acknowledged the long-term value of an educational system that produces capable, skilled citizens ready for the workforce. They agreed that continued development of the county’s educational system should emphasize improving communication with all agencies related to community educational programs. The focus should remain on strengthening the transition from high school to post-secondary education while emphasizing the importance of eliminating local barriers for Rockcastle County residents as they pursue educational and job training goals.

As an approach to improving the community educational system, the task force identified local barriers and other issues that need to be addressed as part of this plan.

Identified barriers and other issues:
- Lack of community support for educational opportunities
- Lack of consistent communication between business/industry and the educational system
- Lack of local post-secondary educational opportunities
- Lack of child care for adults to pursue employment, job trainings and educational opportunities
- Limited encouragement from employers for employees to take advantage of betterment opportunities, no incentives to upgrade their skills
- Lack of coordination and communication of services available by a community education coordinator or a one-stop agency which knows all the possibilities that exist in the county
- No publicity for success stories
- Lack of public space for community education programs

While this list is not inclusive of all barriers and issues, it builds a framework of focus for the Education Task Force work. Three strategies have been developed to address the issues the task force identified.

**Strategy 1: Offer adult education and workforce training**

Partner with Rockcastle County Schools and Rockcastle County Fiscal Court to provide a designated space for a Rockcastle County Adult Education Center. These activities would include a community focus on providing a variety of adult education programs in one location. Activities may include state adult education services, post-secondary classes, short-term and long-term workforce trainings, parenting, family skill development and general meeting space for educational opportunities. As part of this strategy, an adult education council will be created to work with community partners to develop a comprehensive adult education program and to coordinate all existing efforts to meet the adult educational needs of Rockcastle County residents. This comprehensive education program would include continued dialogue with local businesses and industry to identify current and on-going training needs of the workforce. Identification of trade programs such as machine tool technology, health care, entrepreneur skill development and expansion of tourism markets will remain the priority for a local training focus.

**Strategy 2: Express need for early childhood education and custodial child care**

Continue to identify and publicize the need of additional child care. Affordable child care has been identified as a critical issue for individuals that pursue adult educational opportunities and employment. The education task
force will facilitate a meeting with childcare agencies and other interested parties to meet and discuss childcare availability and early childhood education shortfalls in the county. If the initial meeting verifies the need for additional early childhood programs and improved childcare options, a committee will be formed to research funding sources and other resources to meet the need. A future vision for Rockcastle County childhood education and custodial child care may be a unified community effort that would focus on establishing and maintaining a state-of-the-art facility for the purpose of educating and caring for our youngest residents. This facility would give a central focus to Rockcastle County’s early childhood education and could be used to expand all local early childhood agencies’ current efforts. The intent of this strategy is not to eliminate existing programs or efforts by individual agencies but to bring together a comprehensive long-range plan that all parties would support and work toward as we move forward to improve opportunities for the early learner.

**Strategy 3: Complete a new Rockcastle County Library**

Work with the Rockcastle County Library Board, Rockcastle County Fiscal Court and other agencies in an effort to secure a future location and architectural plan for a new Rockcastle County Library facility. The education task force will work closely with all stakeholders to build momentum and support for the upgrade of the library facilities, programs, inventory and equipment.
WORKFORCE DEVELOPMENT

MEMBERS

Rick Branham
Corey Craig
Jim Holton
Steve Taylor
Workforce Development

The Workforce Development Task Force was formed in early 2009 to restructure the 2002 Workforce Development Strategic Plan. The task force created a new strategic plan for Rockcastle County’s future and assisted in creating a rendering of the incubator office in the Jones building.

Accomplishments were revealed when the task force reviewed the 2002 Workforce Development Strategic Plan. Many of the strategies set forth in this plan were completed or addressed in some way. Though the old plan served as a model, the 2009 plan incorporates revisions and adds new ideas. For example, the task force recommends Rockcastle County use natural gas and alternative energy sources as a key strategy for growing the workforce.

At a public planning session April 16, 2009, industry leaders and the public shared opinions and ideas about the strategic planning process. Attendees reviewed the rendering of the Jones building incubator office and provided feedback. See floor plans.

The following strategies to build Rockcastle County’s workforce were identified:

- Expand/develop Industrial Business Council
- Market Rockcastle business parks
- Perform natural gas service feasibility study
- Continually expand job training programs
- Develop housing and utilities plan
- Develop alternative energy plan

**Strategy 1: Expand/develop Industrial Business Council**

Since its inception, the Industrial Business Council meets inconsistently with undetermined goals and objectives. Council members represent local businesses. The council serves as a forum to express needs and create a plan of action to address these concerns. However, a lack of direction has caused a lapse in communication between the council and the development board.

This task force recommends the Industrial Business Council meet quarterly. The Rockcastle Development Board will oversee the council and will be responsible for arranging the first meeting. The development board will send invitations to all existing businesses for the initial meeting with a time, date and place it has determined sufficient. A spokesperson will be selected at the first meeting to represent the council at development board meetings and a time, date and place for future meetings will be selected.

At the initial meeting, council members will determine the structure of future meetings, including, but not limited to, agenda development and minutes recording. The purpose of the council is to address needs of local businesses and develop a plan of action to address those needs. The council spokesperson will address the development board during its meetings about items discussed, action taken and any assistance needed.

The first council meeting should be conducted no later than the end of the first quarter 2010. As efforts to improve Rockcastle County continue into the future, a sustainable Industrial Business Council is vital to the county’s success.

**Strategy 2: Market Rockcastle business parks**

The Rockcastle Business Park South will be a premier business/industrial/warehouse/distribution site in Kentucky and the I-75 corridor. Long-range planning and a 1.5 percent countywide occupational tax will make this possible. Forty percent of the occupational tax, according to county ordinance, is committed to economic development efforts. In order to continue building momentum for this project, the RCIDA must consider and act
on the following:

- Complete all work associated with development of the property prior to year-end 2009. This work includes, but is not limited to, landscaping, street lighting, deeds and covenants development, attractive perimeter fencing in strategic locations, monument signage at the entrance and a uniform sign program for the entire development.
- Aggressively seek business deals with companies that are interested in long-term lease opportunities. RCIDA will lease all properties and should only sign those leases that make financial sense and do not give away financial resources.
- Communicate with the Kentucky Cabinet for Economic Development about all changes in the community. This is critical to the overall success of the program.
- Evaluate the appropriate size needed for a speculative building in Rockcastle Business South Park and identify potential funding sources to supplement the cost of construction.
- Develop a budget from occupational taxes committed to economic development, which will ensure the long-term viability of the organization. A full-time executive director and one support staff should be hired to work with existing industries and recruit new business to the county. This should be completed one year from the date of 2009 strategic plan publication.
- Create job descriptions for executive director and support staff outlining specific responsibilities for each position. This should be completed before the organization's budget is developed and prior to hiring these individuals.
- Evaluate the feasibility of a large rail-served site in Rockcastle County and create a budget for this project once Rockcastle Business Park South is complete.

For Rockcastle County to continue to build on the recent success it has achieved, it cannot afford to back off of current efforts to be a strong competitor in community economic development.

**Strategy 3: Perform natural gas service feasibility study**

With Rockcastle County's strategic location for business development on I-75, the cost of developing natural gas service in the county must be evaluated and a feasibility study conducted. Because the cost of this study could be substantial, the county should seek any funding available at the state and federal levels to hire an engineering firm to complete this study. Rockcastle County Fiscal Court should be prepared to match any funds received from state or federal resources.

When funding has been secured, then an appropriate engineering firm should be selected to conduct the feasibility study. The following criteria should be included:

- Who are potential gas service providers?
- What would the cost of bringing natural gas to the county be with each company?
- Identify all aspects of transmission line ownership, maintenance and natural gas providers available to provide the best long-term relationship for the county.
- Identify the process for the county to own and maintain the natural gas business once the service is available.
- Determine any profit margin that may result and how long it will take to pay off the costs associated with infrastructure.
- Estimate the number of potential residential, commercial and industrial applications that exist in the county and the revenue that could be generated.
- Estimate the number of residential, commercial and industrial applications that could be recruited to the county if natural gas service were available and the revenue that could be generated.
- Evaluate the viability of natural gas as an energy resource in Rockcastle County compared to other energy resources available.

The company will be asked to help identify federal or state grant funds to implement the construction of the transmission and distribution lines. Once the study is completed, business leaders and elected officials will begin lobbying efforts to secure state and federal funds for the project. Rockcastle County should also pledge a
portion of occupational tax funds to the effort to demonstrate the community’s commitment to finding new energy resources. This project should begin immediately and the study should be completed no later than year-end 2009.

**Strategy 4: Continually expand job-training programs**

After successful completion of the county’s technical school, we must continue to collaborate with existing industries to ensure future generations are trained in the skills necessary to meet the county’s evolving needs. More importantly, we must identify what skills emerging technologies will require and align curricula accordingly. Our children will need to be trained to service the alternative energy solutions of the future, from how we power our houses, schools and communities to how we power our cars, trains and planes.

As technology changes rapidly, it is imperative we act responsibly to identify what skills our children need in order to have prosperous careers.

Educators and industrial leaders need to work together, and RCIDA should facilitate ongoing communication with the Kentucky Industrial Development Council, the Cabinet for Economic Development, the Cabinet for Workforce Development and the Bluegrass State Skills Corporation.

During the next year, RCIDA should work closely with educators and industrial leaders to identify students’ needs. In the next one to three years, these groups should begin acquiring funding necessary to establish the appropriate curriculum. Finally, during the following three to five years, these groups must reevaluate students’ needs and acquire funding to ensure students are receiving the best education in the state with the most advance curriculum to secure jobs in evolving markets.

**Strategy 5: Develop housing and utilities plan**

In order to develop and expand Rockcastle County’s workforce, the county must have all of the essential resources in place. Two of the most essential resources for the county’s economic development program are housing and utilities.

The first step is to assess the county’s current housing inventory and utility infrastructure using local realtors, utility companies and the property valuation administrator as resources. Local realtors can provide a list of homes on the market, utility companies can identify new customers and those who have recently cancelled service and the PVA can provide a breakdown between owner-occupied and non-owner occupied housing. Utility providers include the City of Mt. Vernon, the City of Brodhead and the City of Livingston for sewer and water; Jackson Energy and Kentucky Utilities for electric; and Windstream for telephone and high-speed Internet access.

The next step is to compare this information with what the county’s anticipated needs are during the next 20 years. It is critical to know where most future development will occur in Rockcastle County. This falls within the scope of a formal planning and zoning program for Rockcastle County, where development areas are identified and current housing and utility data is maintained for easy access.

A possible funding source for this strategy is the Rural Communities Advancement Program (RCAP) through the United States Department of Agriculture (USDA). Rockcastle County was selected several years ago as a RCAP site. The purpose of this program is to assist small communities who have low per capita incomes to develop strategies to spur economic development. RCAP provides flexibility in more funding among certain programs to allow most critical needs to be met and to assure full utilization of allocations. RCAP includes three areas of funding: rural community facilities, rural utilities and rural business and cooperative development. Generally, applications may be filed year-round.
Strategy 6: Develop alternative energy plan

In Kentucky and much of the United States, coal has long been the primary resource used to create the electricity we consume. With the uncertainties of coal’s longevity — cost, effects on the environment — it is crucial that Rockcastle County develop a plan for alternative energy sources. This plan is essential to the county’s ability to affordably compete and recruit employers in the 21st century. It would not set out to completely replace coal, but simply subsidize it and diversify the county’s options.

This process will take several years and will require such partners as the City of Mt. Vernon, City of Brodhead, City of Livingston, Rockcastle County Fiscal Court, Rockcastle County Industrial Development Authority, Rockcastle County Chamber of Commerce, Rockcastle County Development Board Inc., Leadership Rockcastle, Rockcastle County Board of Education, Rockcastle County Area Vocational and Technical School, state and congressional leaders, local land owners, Mountain Association for Community Economic Development (MACED), Federation of Appalachian Housing Enterprises (FAHE) and the Appalachian Regional Commission.

MACED has an alternative energy program that will be an important resource. The program is called E3, which is focused on providing energy audits, recommendations and implementation to various types of businesses. The county should work with MACED to see how its E3 program might be expanded to incorporate a broader scope focused on a larger footprint than just an individual business or company.

FAHE could be a potential funding source and another partner that could provide valuable information to the county for this type of plan. While FAHE focuses on the development of low-moderate housing projects, it has a need to better manage subsidizing utility costs within these developments. FAHE could be a viable partner to provide funding for an alternative energy plan that would offer more affordable long-term energy resources. A lower-cost energy source that would make owning a home a more attainable goal in Rockcastle County would certainly be consistent with FAHE’s focus, since Rockcastle County has a large population that by definition is low-moderate income.

Though the goal of this plan is to provide more affordable long-term energy resources in Rockcastle County, a by-product is the creation of a trained workforce to manufacture, install and service equipment associated with new energy — such as solar cells, solar panels and wind turbines. This training could be incorporated into the curriculum at Rockcastle County Area Vocational and Technical School.

While this strategy is ambitious, it is essential to have this as a part of the strategic plan in order to plan for the future. The future will be focused around alternative energy and ideas and products that can be improved with alternative energy resources, and it is Rockcastle County’s goal to be at the forefront of these issues.
LEADERSHIP

TASK FORCE

MEMBERS

Shelley Raines Lewis
Tom Mills
Kathy Robinson
Lynn Tatum
The mission of the Leadership Task Force is to ensure that Rockcastle County has a program in place that offers residents training and networking exposure to enable them to participate in the future growth and development of the county, as well as to continue to expand the pool of residents engaged in civic leadership.

The 2002 Strategic Plan addressed the need for a pool of leaders to tackle challenges in Rockcastle County. The plan proposed the creation of a program that would enhance and develop leadership skills at all levels of the community.

In 2004, the first class of 16 community members graduated from a nine-month course, Leadership Rockcastle. Brushy Fork Institute’s Peter Hille facilitated monthly meetings. Leadership Rockcastle has continued each year, graduating, on average, 15 residents. After graduation in 2009, there will be a total of 85 alumni members. In 2008, Leadership Rockcastle, which is sponsored by the Rockcastle County Development Board, organized the graduates into an alumni group. They began meeting on a monthly basis to discuss a wide range of community issues and became known as “the action group” on the majority of community topics. Going into 2009, the alumni group became members of the Rockcastle County Development Board. This re-organization ensures that new members’ ideas reach development board meetings. The merger made sense because both groups were discussing the same community issues.

The Leadership Task Force has developed three strategies to ensure the advancement of the leadership program.

**Strategy 1: Continue leadership program**

The mission of the 2002 strategic plan has been realized. The formation of Leadership Rockcastle has moved Rockcastle County forward. The graduates and local officials want to keep building “the action army,” as it is known. The Leadership Task Force realizes that we must continue the program; however, the challenge will be to make it financially viable in the future.

**Strategy 2: Sustain the leadership program**

In the past, donations from the City of Mt. Vernon, Rockcastle Hospital, Citizens Bank and Community Trust Bank to the development board operated the office and program. These donations ceased in 2008 and the development board is operating on limited funds. The following options are available:

- Seek potential funding from Rockcastle County Fiscal Court and all city governments
- Seek donations from local businesses and civic organizations to fund the Leadership Rockcastle program
- Establish fee sponsorship from local business and organizations
- Work with Brushy Fork Institute to reduce program cost

These reductions should be considered:

- Reduce retreat cost
- Use graduates and local leaders to facilitate meetings
- Revise session plan to incorporate tour of local infrastructure, business and industry, which would not require a trained facilitator
- Assemble class binders instead of using Brushy Fork Institute
Strategy 3: Offer leadership training for elected officials and additional training for community leaders

As the community deals with increasingly complex issues, it is important that leaders have all training options available. Officials should be encouraged to participate in Leadership Rockcastle and have their fees paid by the appropriate governing entity. The League of Cities and Department for Local Government offer training for mayors and city council members. Brushy Fork Institute offers a variety of subjects that would be beneficial to elected officials.

Strategy 4: Begin teen leadership programs and increase youth involvement with community action projects

We recognize the need to introduce leadership skills to Rockcastle’s youth and offer opportunities for them to make contributions to the future of their community.

There are several high school clubs that offer leadership activities. Graduates of Leadership Rockcastle have initiated a student two-day retreat. Leadership Rockcastle should partner with high school leadership students to:

- Invite students to participate in leadership meetings
- Involve students in community discussions through surveys, etc.
- Create a panel discussion with students during the Leadership Rockcastle sessions
- Involve students as much as possible with community projects
COMMUNITY HEALTH CARE

TASK FORCE

MEMBERS

Melissa Brock
Dwain Harris
Jeannine Parsons
Arielle Reese
Lynnette Renner
Community Health Care

The Healthcare Task Force is committed to identifying community health needs, utilizing resources to meet the needs and partnering with appropriate community organizations to address the needs.

In the 2002 Community Strategic Plan, the Healthcare Task Force noted that medical needs for the county at that time appeared to be well-addressed by the hospital, local physicians and other agencies. Members of the task force identified three issues to be addressed to move health care forward in the county — the need for a community health and recreation center, the need to expand the hospital size and in-county services and the need to address public health issues.

Members of the 2009 Healthcare Task Force agree all of these issues remain important to Rockcastle County. The Wellness Center at Rockcastle Hospital is a recreational center in the community, but the need for a larger facility with greater amenities is needed. The hospital continues to expand and the Community Health Council members work hard in the community.

**Strategy 1: Expand the Community Health Council**

The Community Health Council — comprised of representatives from the hospital, health department, school system and other organizations — continues to address public health needs. In order to assess public health needs and propose solutions, the Community Health Council should continue to expand in such a way to facilitate coordination of various health groups and agencies in the county. Continued cooperative partnerships between the council and other organizations play a key role in addressing public health needs.

**Strategy 2: Improve access to health care**

Rockcastle Hospital is recognized regionally for providing ventilator care. Acute care hospital service remains a vital, strong asset to the community. Based on the hospital's reputation as an excellent provider of long-term ventilator care, expansion of ventilator service could lead Rockcastle County to be recognized as a major center and leader in this type of care. The community would benefit from the influx of highly skilled medical employees and required support services, while the state and region would benefit from the services provided. The expanded hospital could serve educational purposes as well.

In addition to ventilator care, a priority of the hospital is enhancing access to needed healthcare services that support the practice of a healthy lifestyle and maintenance of good health. Prevention and early detection are important aspects of a healthy lifestyle.

It will be a community effort to obtain necessary healthcare services for the county. The hospital, health department and other organizations must work to improve access to health care. One service specifically needed in the county is dental service. Other possibilities include a dialysis clinic, urgent treatment center, etc.

**Strategy 3: Develop healthy environments**

Without proper education and implementation, Rockcastle County residents will not be healthy. Agency, community and volunteer collaboration and cooperation will optimize health education. It will be a group effort to foster an environment where people know how and want to get healthy. Possible options for healthier environments include:

- Fast food restaurants labeling and identifying healthier options on their menus
- Publicizing farmers’ markets
- Working with civic organizations to encourage healthier menus at events, conferences and meetings
• Hosting an annual community forum on topics
• Complete streets and safe routes to school
• Smoke-free facilities

**Strategy 4: Enhance awareness of available health opportunities**

Various groups in Rockcastle County are hosting organized recreation activities, which promote residents’ health and community stability. A centralized location to advertise and promote physical fitness opportunities could be utilized through the Internet and the cable access channel. These activities contribute to the health of the community in several ways and are most beneficial with organized communication. These activities promote exercise, provide an opportunity for family interactions and foster a sense of community. Organized promotion of these events will eliminate duplication and will help efficiently use resources.

**Strategy 5: Expand tobacco education**

Through various community channels (county residents, school system, physicians, cooperative partnerships, etc.) we hope to expand education on tobacco. Decreasing the number of tobacco users will improve the health of Rockcastle County. Educating, advising and establishing partnerships will raise awareness about tobacco use, second-hand smoke, prevention, etc.
BEAUTIFICATION TASK FORCE

MEMBERS

Carolyn Brandenburg
Aletha Bryant
Martha Cox
Joannie Edgington
Tarina Helton
Sheila Lovell

Kathy McCauley
Freda Renner
James Renner
Lynn Tatum
Beautification

The mission of the Rockcastle County Beautification Task Force is to identify areas countywide that would benefit from enhancement, creating a welcoming impression and a sense of pride for our residents.

Strategy 1: County clean-up program

Pride Spring Cleanup Weeks and Roadside Pride Month have replaced the Operation Clean the Rock and Keep it Clean campaign, which was outlined in the 2002 strategic plan, as county clean-up initiatives. During these two event time frames, specific attention is given to cleaning up roadside litter. Pride clean-ups are conducted annually and rely heavily on a core group of volunteers. The solid waste coordinator decides which roads will be cleaned, giving first priority to roads with the greatest needs.

Volunteer group photos and accomplishments are published in the Mt. Vernon Signal after each clean-up event. In years past, Pride volunteers have also cleaned numerous illegal dumps throughout Rockcastle County.

Rockcastle County has also participated in the state litter abatement grant program for the last five years. Rockcastle County receives money to clean roadside litter in the state each January based on road mileage. The county is required to pick up one-third of its equivalent road miles three times per year — including all county, city (unless the city receives its own litter abatement grant) and state roadways. Any roadside clean up, regardless of who performs it, counts toward this requirement. Inmate labor cleans the majority of Rockcastle’s roadways.

Roadside litter clean up has become a year-round project; however, we are still plagued with the problem because anti-litter laws are difficult to enforce. Educating young people is the key to controlling roadside litter. We need more school programs that teach anti-littering and recycling habits. Recruiting volunteers for clean-up activities also raises awareness about littering problems because they see the tremendous amount of work and expense involved in litter abatement.

Strategy 2: Establish mandatory garbage pick-up

Efforts to establish mandatory garbage pick-up in Rockcastle County have been unsuccessful. Rockcastle County Fiscal Court must establish such a program by ordinance.

Illegal dumping in Rockcastle County has significantly decreased during the last five years. We only have about six or seven known dumpsites left in Rockcastle County. Most trash found by the solid waste coordinator now is in small amounts, (like Wal-Mart size bags and occasionally a large trash bag). It is rare to find a large load dumped in these areas.

Rockcastle County has a trash pick-up participation rate of 69 percent, according to the 2008 annual report. Eighty to 90 percent is the state’s preferred rate for non-mandatory counties. Rockcastle’s participation rate would be much higher if more people were honestly reporting to our permitted haulers (haulers are required to report first to the county and subsequently to the state). Individuals are sometimes reluctant to tell the hauler exactly how many households are going to be using the service — both dumpsters and door-to-door — because it may cause the bill to be higher.

We should not give up on mandatory garbage service. The task force should present fiscal court members with reasons mandatory garbage pick-up is beneficial and ask them to consider making it a requirement. The court should also review Rockcastle County Ordinance 90-3 to make changes that would make enforcement easier.
Strategy 3: Expand recycling center and program

The Rockcastle County Recycling Center opened in March 2007. We also have two recycling trailers that circulate in communities throughout the county. As money becomes available, we would like to obtain six more recycling trailers to position as drop-off points throughout Rockcastle County. We would also like to install compactors at the recycling center in order to streamline recyclable handling.

Recycling keeps a tremendous amount of material out of landfills. It needs to become a habit, not a chore. The Rockcastle County school system is helping in a big way. Not only are recyclables being collected at each school, recycling education is also being incorporated into the curriculum. Schools will be a major key in the future of recycling. Eventually, we would like to be able to offer door-to-door recycling pick-up.

Strategy 4: Add welcome signs and landscaping

The Beautification Task Force recognized the “Welcome to Mt. Vernon” sign located at Ky. 461 and Richmond Street made a positive impression. This sign project was identified in the 2002 strategic plan. After reviewing signage in other areas, we found numerous sign/landscaping projects that need to be completed.

- **Directional “Welcome to Mt. Vernon” sign**
  A new “Welcome to Mt. Vernon” sign with directions to historic downtown Mt. Vernon needs to be placed immediately off I-71 exit 62. Contact landowners or the state highway department to find a suitable location. The sign should be attractive and instruct the driver to turn left at Richmond Street (McDonald’s). At this time, there are no clear directions that lead visitors to our downtown area. Partners for this project are the City of Mt. Vernon, the state highway department, tourism and the Main Street program. Funding sources include the City of Mt. Vernon, donations from downtown business operators, the Main Street program and Tour SEKY grants.

- **“Welcome to Rockcastle County” sign**
  This sign is proposed on U.S. 25 as travelers enter Rockcastle County from Berea. Partners include the Pride program, the solid waste manager, Rockcastle County government, the Beautification Task Force and the garden club. Funding sources include the Pride program and county government.

- **Livingston welcome signs**
  Livingston is adding a new welcome sign at the north entrance to Main Street, but an additional sign is needed at the south entrance. The City of Livingston, the Beautification Task Force, Livingston volunteers, the garden club and Livingston volunteer students will work with the mayor to suggest sites. Funding sources include the City of Livingston, yearly care show funds and donations.

- **City of Brodhead, fairgrounds sign**
  There is no fairgrounds sign at the main entrance. Task force members propose a sign to highlight the fairgrounds property and the Little World’s Fair. The concrete box, which houses a drainpipe, should be improved with stonework and the remaining area landscaped. Enter and exit signs should also be placed at the entrance. Partners include county government, the City of Brodhead and the garden club, with funding sources including the two government entities and civic organization donations. See rendering.

- **Triangle Park historic sign and landscaping**
  Historic information sign at Triangle Park that gives the history of the Wilderness Road which is Mt. Vernon’s Main Street. See rendering.

Strategy 5: Revitalize and beautify Main streets

Main streets in Mt. Vernon, Livingston and Brodhead need to be revitalized to emphasize their unique qualities.
Improvements will lead to increased tourism, new homeowner appeal and establishing new business and community pride.

Progress has been made in Mt. Vernon through the Main Street program and the assistance of city and county governments. But there are many projects yet to be completed. Many beautification issues will be addressed by the city’s master plan, which is underway.

Mt. Vernon’s Main Street sidewalks should be top priority. Some sections are difficult to walk on and the appearance is unsightly. Building owners should continue receiving assistance to upgrade facades.

The City of Livingston does not meet the criteria to join the Main Street program; however, the Beautification Task Force suggests the following:

- Hang banners that emphasize music events, canoeing and horseback riding
- Hang planters
- Add wrought iron fencing
- Landscape and add planters to street
- Add awnings to building fronts
- Paint buildings
- Add architectural details, such as cupolas

Refer to the concept rendering prepared for the City of Livingston.

Partners for Livingston revitalization include the city government, volunteers, local business operators and county government. Funding sources include city and county government, local businesses, fundraisers and grants.

The City of Brodhead is also not eligible for the Main Street program; however, efforts should be taken to improve the attractiveness of the downtown area and the main roads leading to town. A new city park at Dix River, widening U.S. 150 and fairground improvements will make an impact. The downtown area needs a facelift. Paint, awnings and banners would add a fresh look. Refer to the concept rendering prepared for the City of Brodhead.

Partners for Brodhead revitalization include the city government, volunteers, local business operators and county government. Funding sources include city and county government, local businesses and fundraisers.

**Strategy 6: Improve the appearance of city and county government buildings**

- A plan has been created to upgrade the Rockcastle County Courthouse’s façade. The Beautification Task Force recommends adding a cornice, portico, stone wall, water fountain and landscaping. Refer to the concept rendering for the courthouse. Funding sources for this project — which is the responsibility of Rockcastle County Fiscal Court — include Tour SEKY CITY funding, coal severance, general fund money and grants. See rendering.

- The gravel parking lot below the courthouse should be improved for city and county parking. The space could be defined with a stone wall similar to the one proposed for the corner of the courthouse. Incorporating lighting and landscaping would turn this unused piece of property into an integral part of the city. City and county government should partner in this initiative, providing funding and also seeking funds from Tour SEKY and other grants.

- The City of Mt. Vernon should consider remodeling city hall into a more architecturally pleasing building. The mansard roof could be replaced with a gabled roof to eliminate water problems and
help the building be more prominent. A city hall sign on the side of the building would be attractive and helpful to visitors. The fire department doors could be replaced with French doors. A second floor could be added to increase office space and enhance the property. City government could seek grants to help offset the cost of this project.

- Western Rockcastle Fire Station façade improvement. See rendering.

**Strategy 7: Clean debris, rock and Kudzu at major entrances**

Contact landowners at major county entrances for approval to control and eradicate Kudzu. The first priority is on Richmond Street and Sally J. Brush around the rocky area along the road needs to be cut out, rocks need to be removed and Kudzu controlled. The state should be contacted to assist in eradicating Kudzu. Partners in this project include city maintenance crews, work release crews, the state highway department and the Pride program. Funding sources include the City of Mt. Vernon, the Pride program, state government and grants.

**Strategy 8: Clean abandoned property and unsightly landscape**

Since all cities in Rockcastle County have nuisance ordinances in place, the only step should include contacting city governments to ask that abandoned and unsightly properties be cleaned.

**Strategy 9: Develop a neighborhood improvement program**

Investigate developing a program to assist homeowners, especially along major roads, to create a positive impression. Some homes might benefit from a new coat of paint or landscaping.

**Strategy 10: Add sidewalks and make additional improvements**

Good and attractive sidewalks are needed in all Rockcastle communities. A sidewalk to connect Mt. Vernon Middle School to sections of West Main and downtown is important. The City of Mt. Vernon and the state highway department should collaborate on this project, with funding sources including Safe Routes to School and other grants.
New Signage for Brodhead Fairgrounds
LAND USE
TASK FORCE

MEMBERS

Deb Bledsoe
Rick Branham
Larry Centliver
Tamara Cox
Eddie Fields
Bob Fields

Everett Harper
Matt Hupp
Don Jones
Sheila Neal
Jerry Pensol
Justin Prewitt

Jeremy Reynolds
Paul Rice
Steve Towery
Harvey Whittemore
The mission of the Land Use Task Force is to promote public health, safety and welfare by facilitating the orderly and harmonious development and implementation of a plan for managed land use, structural integrity and community growth.

Our county faces a serious challenge of preserving its rural heritage and it requires balancing the rights and responsibilities of land ownership with the broader interests of the community. For some people, growth management may represent unwarranted regulation. Educating our local government and the public about the advantages of land use management is a crucial component of changing this mindset. Managing growth through a countywide development plan represents the best way Rockcastle County can preserve its rural heritage and balance the future challenges we face. It should be a priority that future generations are given a Rockcastle County that is greater and more enriched than the county we inherited.

The Land Use Task Force has established several objectives:

- To preserve property, land values and owner rights
- To provide residents with a public process for community development
- To ensure that new developments have adequate infrastructure and are compatible with the surrounding environment
- To preserve our agricultural community
- To protect and conserve our natural resources
- To promote tourism, historic preservation and commerce

Actions should be taken to achieve these objectives in three timelines — short-term, mid-range and long-term.

**Short-Term Timeline (within one year)**

**Strategy 1:** The Rockcastle County Development Board (RCDB) will continue to facilitate the education and development of a plan for managed land use and growth for the entire county. The RCDB will continue with a committee of residents to study other counties that have successfully implemented land-use planning.

**Strategy 2:** The RCDB will host public forums with concerned residents and local government to share information and listen to the concerns of those attending.

**Strategy 3:** The RCDB will schedule educational meetings with residents and local government to address public concerns. The committee will also facilitate publishing educational articles about planning and zoning in the local news media.

**Strategy 4:** The RCDB will work with the county to adopt an ordinance requiring local building permits, inspections and certificates of occupancy for residential structures. (Currently, builders must meet the Kentucky Residential Building Code; local inspections of residential structures are optional.)

**Strategy 5:** The RCDB will work with city and county governments to implement and/or enforce local nuisance ordinances that support the above stated objectives.

**Mid-Range Timeline (one to three years)**

**Strategy 6:** The RCDB and its committee will facilitate the petitioning of a planning unit by the cities and county. A countywide planning unit including all cities is strongly recommended. *(If this is established, then strategies 7-11 will apply.)*

**Strategy 7:** The planning unit (participating county, city or combination) would establish a planning commission. The planning commission will consist of at least five but not more than 20 residents appointed to serve...
staggered four-year terms. (KRS 100.143)

**Strategy 8:** The planning commission must prepare and adopt a comprehensive plan. A comprehensive plan shall serve as a guide for public and private actions and decisions to assure planned development based on research, analysis and projections for the community served.

**Strategy 9:** The planning commission will prepare and adopt land use and zoning regulations within the parameters of Kentucky Revised Statute (KRS) guidelines. Examples of zoning classifications include:

- Agricultural zones — Generally for areas ranging from agricultural, recreational, natural preservation and uses not defined below.
- Single-dwelling zones — Generally developed with detached single-family residences and some attached single-family residences and duplexes.
- Multi-dwelling zones — Generally developed with apartments, condos and duplexes.
- Commercial zones — Generally developed with commercial uses. Some of the zones encourage commercial areas that serve the surrounding neighborhoods, while other zones serve a larger, often regional, market.
- Employment and industrial zones — Generally for areas that are reserved for industrial uses and for areas that have a mix of uses with a strong industrial orientation.

**Strategy 10:** A board of adjustment must be appointed for the planning commission. The board of adjustment will consist of three, five or seven members, all of whom will be residents and not more than two of whom may be members of the planning commission, appointed to serve staggered four-year terms. (KRS 100.217)

**Strategy 11:** The planning commission will adopt regulations for subdivision management. Subdivision management regulations shall apply to the sub-dividing of any real property within a designated area. A planning commission may adopt regulations for the subdivision of land within its boundaries once it has completed objectives, a land-use plan, a transportation plan and community facilities within a comprehensive plan. (KRS 100.273)
RECREATION

MEMBERS

Roy Adams
Mike Blount
Jennifer Carpenter
Rebekah Gevedon
Jennifer Goff
Brad McNew

Amy Nicely
Scott Parkey
Wayne Silverthorn
Tricia Taylor
The Recreation Task Force is committed to improving the quality of life for all Rockcastle County residents by providing a wide variety of leisure activities, special events, facilities and services that encourage health and opportunities for community involvement.

**Strategy 1: Expand on current programs**

The first priority will be to provide events and activities using available resources. Existing parks and sports fields should be improved to encourage league tournaments and instructional lessons.

Existing resources include:

- Lake Linville
- Brodhead fairgrounds
- City parks in Mt. Vernon, Livingston, Brodhead

Potential events:

- Fishing tournaments at Lake Linville
- Teen dances at Brodhead fairgrounds
- Soccer fields at Lake Linville
- Volleyball tournaments at Lake Linville

**Strategy 2: Build sports complex**

In the next two to three years, we want to provide an outdoor complex to accommodate Rockcastle County youth in football, baseball and softball. This complex will provide revenue from tournament participants outside the county.

**Strategy 3: Build a health and recreation center**

A long-term goal is to build a health and recreation center. This center could include a fitness center, indoor pool, walking tracks, a regulation size basketball court and a community room. The health and recreation center would be available for both youth and adults, and should be tied in with the sports complex activity fields. See rendering.

**Strategy 4: Construct rural community centers**

The first rural community center was completed at Quail Park. The community building seats approximately 100 and is used for many functions. Adjacent to the building is a small playground that provides activity for children. The county would like to construct four to five additional facilities in other rural areas of Rockcastle County. See rendering.

**Strategy 5: Create leisure activities**

Rockcastle County’s landscape has potential for many outdoor activities. The following suggestions would provide activity for our community and encourage the state’s Adventure Tourism initiative. The Recreation Task Force should work closely with tourism in order to maximize the potential for both local residents and tourists.
Suggested leisure activities to be developed or expanded:

- **Horseback riding trails** – Red Hill Horse Camp offers 100 miles of horseback riding; however, this camp does not provide horses to ride. We need to investigate the possibility of horseback riding trial rides that would offer tourists the opportunity to see the natural beauty of our county.

- **Canoe waterway trails** – Rockcastle River is a great resource for promoting Adventure Tourism. A canoe launch location exists in Livingston; however, there is no signage. A sign needs to be added so visitors can find the location. In the future, we should apply for a grant through Recreational Trails to make further improvements to this launch area.

- **Hiking trails** – Considering the bountiful scenic beauty that Rockcastle has, we have limited hiking trails that allow residents and visitors to truly experience it. Brodhead intends to establish Dix River Park. The city has a total of 16 acres and the park will have trails along and around Dix River. See rendering.

- **Rockcastle River hiking trail** – A long-term vision is to create a combination horseback/hiking trail along Rockcastle River. Officials from three counties – Rockcastle, Pulaski and Laurel — are collaborating on this project.

- **Skagg’s Trace hiking trail** – It has been proposed to create a 3-mile hiking trail along a stretch of historic Skagg’s Trace trail. The advantages of this project would be two-fold — it would create an additional hiking trail and it would preserve a historic pioneer trail.

- **Rock climbing** – Rockcastle County should have potential for rock climbing adventure tourism.

- **ATV trails** – This is an area of leisure activity that requires a lot of review. There is no doubt that this is a popular activity and other counties have made it lucrative. It requires a lot of land and there are concerns about erosion, safety and liability. A committee should investigate the project’s potential and suggest a plan for consideration.

- **Lake Linville** – The addition of paddle boats at the Marina would allow more people to access the lake and enjoy the water in the heat of the summer. The Lake Linville Park should incorporate a toddler playground area, a water spray park area, and custom playground for older children. See renderings.

**Strategy 6: Organize a volunteer group**

Beyond the organization of the Recreation Task Force, we need to establish a group of active volunteers that will assist in several areas:

- Monitor playground areas to make sure playground rules are observed and minimize destruction to equipment and facilities.
- Organize and supervise event activities.

In order to achieve the Recreation Task Force’s mission statement and goals, it is imperative that we work with existing organizations, tourism, and city and county officials. It is important to establish a recreation board in order to plan and organize specific events throughout the county. In order to reach the ultimate goal of building a health and recreation center, property will have to be purchased or donated to the recreation board. Recreation Task Force members believe that county officials should be members of the recreation board, remaining volunteers. Once funding becomes available and a profit is made through recreation board efforts, a paid recreation director should be hired.
TOURISM

TASK FORCE

MEMBERS

Buzz Car loft is
Tamara Cox
Eddie Fields
J.C. Griffin
Clarice Kirby

Connie Hunt
Susan Laws
Gertha Mink
Janine Norman
Nate Patel

Jerry Pensol
Gene Philbeck
The mission of the Tourism Task Force is to encourage new tourism development and economic growth while preserving and promoting the natural beauty and resources throughout Rockcastle County.

The following strategies have been developed to achieve this mission, as part of the 2009 Community Strategic Plan.

**Strategy 1: Create partnership between tourism and economic development**

While it is evident that industrial facilities are an important component of economic development, we should not overlook that tourism is Kentucky's third largest industry, with a $10.7 billion economic impact. Tourism contributes to Kentucky's economy by creating jobs, keeping taxes low and improving residents' quality of life. Tourism is Kentucky's second largest private employer generating 176,900 jobs for the commonwealth.

The following points should be given consideration creating this partnership:

- Two of the three cities in Rockcastle County are located on I-75 with more than 30,000 potential visitors per day passing the exits. The greatest potential for economic growth lies within not only drawing those visitors off our exits, but also increasing tourism attractions and activities to keep them here for extended stays.
- New development of tourist facilities means additional laborer jobs and the incentive to become a private business owner with unlimited income possibilities to keep future generations in the county and not seeking employment in other communities.
- Tourism also offers jobs for high school students looking for part-time employment to fund either a college education or additional income to help with household expenses, an employment opportunity that is not usually found within factories.

**Strategy 2: Build a tourism/conference/civic center**

Building a tourism/conference/civic center was labeled as an “immediate need” and a “major priority” in development plans in 2000 and 2002. Several years ago, Congressman Hal Rogers helped seek a funding appropriation through HUD for $198,000 for architectural design and site preparation. Completion of the center remains a top priority as these funds must be spent on a tourism/conference center or the money will be forfeited. The tourist commission is presently working with HUD and the county judge-executive to release the funds and begin those phases of the plan. The only changes to the original application are the location and match. The center was originally to be located on Renfro Valley Entertainment Center property, using the donation of the land as the match. The center will now be located on land owned by the tourist commission and that property will be used as the match.

The following components will be vital in making the center an attraction within itself, thus attracting visitors off of I-75 who may have otherwise passed the exit, generating increased revenue for existing attractions, restaurants, motels and gas stations:

- High visibility is essential. The new tourism center will be located on 20 acres at exit 62 overlooking I-75, Lake Linville and Renfro Valley. The design must be unique and eye catching. Activities, education components and a gift shop will be included. The facility should be a regional tourism center dubbed as the "Gateway to Southern and Eastern Kentucky," promoting all areas within the Wilderness Road National Scenic Byway. Partners in this effort will be the Mt. Vernon-Rockcastle County Tourist Commission; federal, state and local governments; and TourSEKY. Funding will be sought through federal, state and local governments; grants; and the Mt. Vernon-Rockcastle County
Meetings, conferences and weddings will be targeted for use of the facility and will create revenue for the center. There will be a small conference/reception room (300 banquet seating) and a community room (75 banquet seating). The unique design, and the atmosphere it creates, will be an asset in the fact that it will draw more business conferences and weddings than the traditional design of most meeting facilities. The local community will have a place to host events and weddings. The Mt. Vernon-Rockcastle County Tourist Commission will partner with city and county governments and private entrepreneurs such as caterers and event planners to orchestrate this effort.

The tourist commission administrative offices will be housed in the facility along with other office and retail space available, offering additional retail space and rent revenue.

**Strategy 3: Create marketing plan**

The tourist commission will create new and innovative marketing strategies to enhance already existing advertising efforts.

Existing marketing efforts include:

- Printing the county brochure and distributing in rack services in several states and regions of Kentucky
- Offering a web presence with several tracking sites
- Distributing brochure via consumer travel shows in several states and at the Kentucky State Fair.
- Providing the Kentucky Music Hall of Fame with advertising dollars (pledge).
- Media ads (magazine and radio)
- Providing state and federal tourism entities with updated information for their promotions.

A new innovative marketing strategy needs to be utilized as funds permit. These efforts will include:

- TV commercials highlighting the entire county
- A presence on motel access channels and cable/satellite television
- Business-to-business cross-promotion (encouraging tourists to visit other businesses)
- Expand web presence with virtual tour, online reservations, etc., as 2006 statistics show that 87 percent nationwide search the Internet for vacation ideas
- Pooling resources among the tourist commission, countywide attractions and other tourism businesses to provide exposure in the major media markets as opposed to everyone trying to promote themselves in the smaller markets.
- Offer special rate packaging of multiple tourist attractions: one-stop ticketing, hopefully online as well as at each location
- Creating a comprehensive hospitality training program perhaps with the production of a video
- Creating billboards along I-75 inviting travelers to become visitors to downtown Mt. Vernon with a photograph showing Main Street or interiors of stores, etc.

The completion of the tourism/conference/civic center will be a vital marketing tool for attracting visitors. It will be necessary to provide signage with high visibility from I-75, marketing for meeting and wedding services and exposure from National Scenic Byway promotional efforts.

Future development in Rockcastle County will initiate promotions. New hotels and restaurants will generate more funds to tourism for promotions, and new tourism facilities (hotels, restaurants and attractions) will have their own marketing budgets to add to the overall promotion of the county. The more tourism businesses in the county, the more funds are available for cooperative ad promotions.

Partners of the tourist commission for this effort include state tourism, TourSEKY, local attractions, media, surrounding area tourist commissions and event planners. Potential funding sources include city and county
government, local attractions, tourism and a state matching funds program.

**Strategy 4: Enhance amenities at Lake Linville**

Today’s tourists are looking for hands-on experiences to share with their families and for that reason the Kentucky Department of Tourism has launched a statewide campaign to promote Adventure Tourism. Adventure Tourism at Lake Linville should be a top priority for development. The ultimate goal should not be to compete for the Lake Cumberland boater, but to try and offer a water experience that cannot be found at Lake Cumberland.

Existing lake amenities can be enhanced by cleaning up the entire area surrounding the boat dock, paving the parking area, improving the camping area, stocking the lake and providing frequent law enforcement patrol of the area. Separating the bait shop from the restaurant and creating seating outside on a deck area overlooking the lake will also be an effective change. **See rendering.**

An additional water attraction near the lake should be developed. The Tourism Task Force will work with the parks and recreation department to encourage sporting events and tournaments, which would increase the occupancy rates at motels and increase sales in restaurants. Other possible water experiences on the lake could include parasailing; romantic motorized “sail boat” rides to take couples for a sunset cruise to propose to their beloved, which will fit in with the wedding aspect of the conference center; dinner cruises; and sunset cruises to relax.

An activities director could be hired to host events in the beach area on a weekly basis that are designed for local teens and young tourists (Hawaiian Luau, ‘50s night, Karaoke, pig roasts, etc.).

The lead agency for this strategy is the City of Mt. Vernon, with partners including private donors, developers of surrounding properties, state and local tourism, the lessee of the marina, Adventure Tourism, PRIDE, the Department of Fish and Wildlife and the parks and recreation department. Potential funding sources include state and local government, grants and tourism.

**Strategy 5: Revitalize Livingston area**

The Rockcastle River and the entire Livingston area also have great potential for adventure tourism.

There is a multi-county plan to develop a water trail project along the Rockcastle River. The counties working together on this are Laurel, Pulaski and Rockcastle. Rockcastle County has submitted a grant application for its portion of the project.

There has been a canoe livery in operation on the Laurel County side of the river for several years. An outfitters business needs to be opened along the Rockcastle County side and offer both short and long trips down the river. Campgrounds along the river would be a great draw for outdoor lovers and perhaps efficiency cottages offering three bedroom, three bath, kitchen and living room area facilities so large groups can stay together. There is a great market for these types of facilities and should be considered in the Renfro Valley area as well. **See rendering.**

Livingston could revert to its previous tourism days, when Fort Sequoyah was open, developing trading-post type shopping, tee-pee rentals in the campground area, archery and shooting events and a restaurant that serves all American type food with an Indian twist such as a buffalo burger, roasting ears and other corn products. Horseback riding can be enjoyed by all ages and would be a perfect compliment to the Indian theme. Red Hill Horse Camp could be expanded to operating on a basis other than strictly reservations only. The beauty of the Red Hill trails would make it a popular destination for the horse riding enthusiasts and be an added adventure tourism component. The Red Hill trails could also be expanded to the multi-county river trails.
Possibilities for mountain bike trails should also be explored. Since ATV riding continues to grow in popularity, it should be considered at a location other than Cromer’s Ridge. Sand Hill and Cut Gap are areas that could easily be adapted for marked ATV trails. License plates would be required, generating revenue to enforce the registration of riders.

Fast food and other dining experiences will also need to be developed at exit 49. The location on I-75 should help with achieving this goal once tourism development begins.

The Tourism Task Force recommends that the City of Livingston once again have control of the Livingston School. The city now has money to maintain the property and would like to consider possible uses such as a community center.

The lead agency for revitalization of Livingston will be the City of Livingston, with partners including state and local tourism, private developers and Rockcastle County Fiscal Court. The fiscal court will be the lead agency for Adventure Tourism efforts in Livingston, partnering with private landowners, state and local tourism, the City of Livingston and Adventure Tourism. Funding sources include federal, state and local governments; private developers; and grants.

**Strategy 6: Increase tourism to Brodhead**

A plan should be developed to bring existing and future visitors into Brodhead, focusing on agritourism and scenic beauty to draw visitors. Brodhead is already included in the scenic driving trails brochure, which directs people to the area and shopping experiences. The continued development of shopping and tourist attractions in the area will provide more opportunities for the traveler along their drive.

Quilt blocks are throughout Brodhead, and will be included in the quilt block driving trail brochure; however there are no quilt blocks within the downtown area. Adding quilt blocks to the downtown may be something that should be considered for the future.

Agritourism with tours of dairy farms, orchards and other types of agriculture could be a tourist attraction. Many rural communities in Ohio have turned failing farms into tourist attractions by creating walking trails and wagon rides that highlight beauty of their land. In most of these cases they also have unique dining experiences and gift shops on the farms to provide further revenue much like wineries.

Raising Alpacas is another agritourism component in Ohio. There are an abundance of Alpaca farms in Ohio and a growing number in Kentucky. For more information, visit [www.kentuckyalpacaassociation.org](http://www.kentuckyalpacaassociation.org).

These types of tourism venues will compliment the Amish in neighboring Lincoln County and a partnership with them could prove lucrative for both Brodhead and Crab Orchard. Partners in this effort include the City of Brodhead, Rockcastle County Fiscal Court, state and local tourism, the Rockcastle County Extension Service, Amish farmers and farm and landowners. Potential funding sources include federal, state and local governments; grants; and private developers.

**Strategy 7: Increase tourism to Mt. Vernon**

As with Brodhead, we need to attract existing and future visitors into downtown Mt. Vernon.

There will be a master plan created which will further determine the steps toward this new direction that downtown could take. The plan should coordinate with the city of Mt. Vernon’s infrastructure and sidewalk projects.

One possibility would be to capitalize on the fact that Main Street in downtown Mt. Vernon has been documented as a part of the original Wilderness Road. Development could revolve around the history of the Wilderness Road and create a “step back in time” attraction. The Jones Building could be a center for genealogy and display the history of Rockcastle County. Local historians would be able to give valuable input on the
appearance of towns in that era and guide development.

Having an old-fashioned downtown lends the possibility of Old Fashioned Trading Days becoming a main event for the town. A second possibility would be to follow the lead of other downtown areas and beautify and create activity. The following components should be considered:

- Mid- to up-scale loft apartments above businesses
- Quaint, unique dining experiences
- Shuttles from the convention center
- Daytime and evening activity to draw the visitor

Shopping is the number one daytime attraction and must offer a wide range from antiques to bargains. Nighttime visitors are usually there for meals and then searching for some sort of entertainment such as live theater and music.

The lead agencies for increasing tourism in Mt. Vernon are the Mt. Vernon Main Street Program and the City of Mt. Vernon, including Rockcastle County Fiscal Court, the state Main Street program, state and local tourism and private business owners as partners in the project. Funding sources include city and county governments and state and local tourism.

**Strategy 8: Renfro Valley Area Development**

The focus in Renfro Valley will continue to be to draw the music lover with Renfro Valley Entertainment Center and the Kentucky Music Hall of Fame; however, destinations can no longer have only one niche. In Renfro Valley, we must encourage private development of new tourist attractions.

More daytime and youth activities need to be developed. While our plans in other areas include tourist activities that are geared towards youth (Livingston, Lake Linville), the Renfro Valley area will still need to have some activities for children. Adding new attractions will extend the average stay of the visitor thus generating additional revenue for existing tourist businesses. Possible private development could include a miniature golf course that is the caliber of those in Pigeon Forge, a short scenic train ride, laser tag, paint ball, an outdoor maze, an 18-hole golf course, a par-3 night golf course or a short children's golf course, an indoor lodge style water park or an outdoor performance theater. **See rendering.**

Driving tours in partnership with R-TEC to transport tourists from the Renfro Valley area to other attractions within the county should be developed, and should tourist activity in the winter months. The tourism/conference center will focus on attracting conventions during the winter. With the natural rolling hillside terrain in Rockcastle County, creating snowboarding or beginner ski slopes may also be a possibility. If these ventures prove successful, it may create a need to extend Renfro Valley's show schedule year-round. In addition to the regular shows in the Old Barn, the New Barn could be used as a movie theater during the winter months to provide more entertainment choices.

An outdoor facility for education performances at the Kentucky Music Hall of Fame should be developed. The location should be directly behind the museum in a picturesque setting between the hills and babbling brook. The facility could also be rented out for private functions.

A partnership between the tourism task force, Renfro Valley Entertainment Center and local governments could be formed to host more outdoor events in the festival area at Renfro Valley. This partnership is in the infancy stage and the group has already begun plans to expand the Fourth of July festivities to be an all-day event. Other events that could be hosted in the festival area include ROCKtoberfest, the Highland Games (already proven successful in Glasgow and Murray), Senior Games, rodeos, or any type of outdoor concert to bring visitors to the area.

Developing the tourism/conference/civic center property is also a priority. Encouraging private development of
other tourism ventures within the tourism center property will be necessary to continue to increase the number of visitors to the exit. Possible development could include a larger conference center, restaurants, lodging, wedding chapel, rock climbing wall, chair lift from Renfro Valley up to the tourism/conference center area, carriage rides or a dinner theater.

The grounds must be picturesque, soothing and almost “enchanted,” to create an environment that takes the visitor away from the cares left at home. Perfectly manicured grounds and horticulture have been proven to draw crowds of all types of people. Examples of such properties include the Biltmore House and the Opryland Hotel along with Bernheim Forest and Yew Dell Gardens, both of which are located in Kentucky. We need to take advantage of the flowers and trees that are native to our area such as the red buds, dogwoods and fall foliage to extend the tourist season.

Tourists will make repeat visits to areas that change with the seasons. Renfro Valley has been successful with “Christmas in the Valley” and light displays should be increased every year with the ultimate goal of lighting throughout the entire area.

Walking trails must be included on the grounds as people are becoming more health conscious. One trail should be connected to the streetscape in Renfro Valley, via the access road, so visitors can walk to the already existing attractions and future attractions. There are currently plans to make the Redbud Trail into a permanent walking trail.

The lead agency for this project will be the tourist commission, with partners including city and county governments, private entrepreneurs, private investors, TourSEKY, Rockcastle Hospital, the parks and recreation department, Renfro Valley Entertainment Center, privately owned Renfro Valley businesses and the Kentucky Music Hall of Fame. Funding sources include federal, state and local government; conference center event revenue; private developers and investors; and grants.
Marina Improvements
TARGET DATES
FOR IMPLEMENTATION
APPENDICES
# Target Dates for Implementation

## Education

<table>
<thead>
<tr>
<th>Strategy</th>
<th>2009</th>
<th>2010</th>
<th>2011</th>
<th>2012</th>
<th>Future</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strategy 1: Adult education and workforce training</td>
<td></td>
<td></td>
<td></td>
<td>July</td>
<td></td>
</tr>
<tr>
<td>Strategy 2: Early childhood education and custodial child care</td>
<td></td>
<td></td>
<td></td>
<td>July</td>
<td></td>
</tr>
<tr>
<td>Strategy 3: New Rockcastle library</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>5-10 years</td>
</tr>
</tbody>
</table>

## Workforce Development

<table>
<thead>
<tr>
<th>Strategy</th>
<th>2009</th>
<th>2010</th>
<th>2011</th>
<th>2012</th>
<th>Future</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strategy 1: Expand/develop Industrial Business Council</td>
<td></td>
<td></td>
<td></td>
<td>April</td>
<td></td>
</tr>
<tr>
<td>Strategy 2: Market Rockcastle business parks</td>
<td></td>
<td></td>
<td>December</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Strategy 3: Natural gas service feasibility study</td>
<td></td>
<td></td>
<td>December</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Strategy 4: Expand job-training programs</td>
<td></td>
<td></td>
<td></td>
<td>June</td>
<td></td>
</tr>
<tr>
<td>Strategy 5: Develop housing and utilities plan</td>
<td></td>
<td></td>
<td>June</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Strategy 6: Develop alternative energy plan</td>
<td></td>
<td></td>
<td></td>
<td>5 years</td>
<td></td>
</tr>
</tbody>
</table>

## Leadership

<table>
<thead>
<tr>
<th>Strategy</th>
<th>2009</th>
<th>2010</th>
<th>2011</th>
<th>2012</th>
<th>Future</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strategy 1: Continue leadership program</td>
<td></td>
<td></td>
<td></td>
<td>on-going</td>
<td></td>
</tr>
<tr>
<td>Strategy 2: Sustain the leadership program</td>
<td></td>
<td></td>
<td>December</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Strategy 3: Leadership training for elected officials</td>
<td></td>
<td></td>
<td>June</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Strategy 4: Teen leadership programs</td>
<td></td>
<td></td>
<td>January</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

## Community Health Care

<table>
<thead>
<tr>
<th>Strategy</th>
<th>2009</th>
<th>2010</th>
<th>2011</th>
<th>2012</th>
<th>Future</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strategy 1: Expand the Community Health Council</td>
<td></td>
<td></td>
<td></td>
<td>on-going</td>
<td></td>
</tr>
<tr>
<td>Strategy 2: Improve access to health care</td>
<td></td>
<td></td>
<td></td>
<td>on-going</td>
<td></td>
</tr>
<tr>
<td>Strategy 3: Develop healthy environments</td>
<td></td>
<td></td>
<td>January</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Strategy 4: Enhance awareness of available health opportunities</td>
<td></td>
<td></td>
<td>January</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Strategy 5: Expand tobacco education</td>
<td></td>
<td></td>
<td>July</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

## Beautification

<table>
<thead>
<tr>
<th>Strategy</th>
<th>2009</th>
<th>2010</th>
<th>2011</th>
<th>2012</th>
<th>Future</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strategy 1: County clean-up program</td>
<td></td>
<td></td>
<td></td>
<td>on-going</td>
<td></td>
</tr>
<tr>
<td>Strategy 2: Mandatory garbage pick-up</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>5 years</td>
</tr>
<tr>
<td>Strategy 3: Expand recycling center and program</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>5 years</td>
</tr>
<tr>
<td>Strategy 4: Welcome signs and landscaping</td>
<td></td>
<td></td>
<td>June</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Strategy 5: Revitalize and beautify Main streets</td>
<td></td>
<td></td>
<td>June</td>
<td>Livingston ready for Equestrian Games</td>
<td></td>
</tr>
<tr>
<td>Strategy 6: Improve appearance of government buildings</td>
<td></td>
<td></td>
<td></td>
<td>Courthouse Improvements</td>
<td></td>
</tr>
<tr>
<td>Strategy 7: Clean debris, rock and Kudzu at entrances</td>
<td></td>
<td></td>
<td>May</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Strategy Number</td>
<td>Task Description</td>
<td>Action Date</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>-----------------</td>
<td>----------------------------------------------------------------------------------</td>
<td>-------------</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>8</td>
<td>Clean abandoned property and unsightly landscape</td>
<td>June</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>9</td>
<td>Develop a neighborhood improvement program</td>
<td>June</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>10</td>
<td>Add/improve sidewalks</td>
<td>June</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Land Use**

<table>
<thead>
<tr>
<th>Strategy Number</th>
<th>Task Description</th>
<th>Action Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Facilitate the education and development of managed use plan</td>
<td>Additional discussion required.</td>
</tr>
<tr>
<td>2</td>
<td>Host public forums</td>
<td>Additional discussion required.</td>
</tr>
<tr>
<td>3</td>
<td>Educational meetings</td>
<td>Additional discussion required.</td>
</tr>
<tr>
<td>4</td>
<td>Adopt ordinance requiring permits, inspections, etc.</td>
<td>Additional discussion required.</td>
</tr>
<tr>
<td>5</td>
<td>Implement/enforce local nuisance ordinances</td>
<td>Additional discussion required.</td>
</tr>
<tr>
<td>6</td>
<td>Petitioning of a planning unit</td>
<td>Additional discussion required.</td>
</tr>
<tr>
<td>7</td>
<td>Establish a planning commission</td>
<td>Additional discussion required.</td>
</tr>
<tr>
<td>8</td>
<td>Establish a comprehensive plan</td>
<td>Additional discussion required.</td>
</tr>
<tr>
<td>9</td>
<td>Adopt land use and zoning regulations</td>
<td>Additional discussion required.</td>
</tr>
<tr>
<td>10</td>
<td>Board of adjustment</td>
<td>Additional discussion required.</td>
</tr>
<tr>
<td>11</td>
<td>Regulations for subdivision management</td>
<td>Additional discussion required.</td>
</tr>
</tbody>
</table>

**Recreation**

<table>
<thead>
<tr>
<th>Strategy Number</th>
<th>Task Description</th>
<th>Action Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Expand on current programs</td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>Build sports complex</td>
<td>June</td>
</tr>
<tr>
<td>3</td>
<td>Build a health and recreation center</td>
<td>5-10 years</td>
</tr>
<tr>
<td>4</td>
<td>Create leisure activities</td>
<td>on-going</td>
</tr>
<tr>
<td>5</td>
<td>Organize a volunteer group</td>
<td>December</td>
</tr>
</tbody>
</table>

**Tourism**

<table>
<thead>
<tr>
<th>Strategy Number</th>
<th>Task Description</th>
<th>Action Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Create partnership between tourism and economic development</td>
<td>Additional discussion required.</td>
</tr>
<tr>
<td>2</td>
<td>Build a tourism/conference/civic center</td>
<td>on-going</td>
</tr>
<tr>
<td>3</td>
<td>Create marketing plan</td>
<td>Additional discussion required.</td>
</tr>
<tr>
<td>4</td>
<td>Enhance amenities at Lake Linville</td>
<td>Additional discussion required.</td>
</tr>
<tr>
<td>5</td>
<td>Revitalize Livingston area</td>
<td>June</td>
</tr>
<tr>
<td>6</td>
<td>Increase tourism to Brodhead</td>
<td>Additional discussion required.</td>
</tr>
<tr>
<td>7</td>
<td>Increase tourism to Mt. Vernon</td>
<td>on-going</td>
</tr>
<tr>
<td>8</td>
<td>Renfro Valley Area Development</td>
<td>Additional discussion required.</td>
</tr>
</tbody>
</table>

The implementation dates for each task force committee strategy will be action dates that committees can follow to keep progress on course. Some strategies will require further investigation and discussion before implementation dates can be established.