

FINAL DRAFT Bell County Community Plan December, 2009

Introduction

The Bell County Community Plan reflects the hopes and dreams of several hundred Bell County residents who participated in 5 different opportunities to help define the vision and goals for this plan. In December 2008, about 110 residents met at Pine Mountain State Park to discuss these questions:

- What do you do well as a community?
- What are the key challenges facing Bell County?
- What is your vision for Bell County? In other words, how do you want Bell County to be different in twenty years?
- What specific actions need to be taken to begin moving toward this vision for Bell County?
- What is one thing that Bell County can start working on right now to show that this community has started the journey to a better tomorrow?

Over the next few months three open focus groups were held to develop a better idea of people's hopes and dreams on these topics:

- Small business development
- Downtown revitalization
- Tourism

A planning committee comprised of representatives from diverse backgrounds worked with a facilitator to translate the ideas gathered in these public meetings into a community plan. In July, 2009, nearly 100 residents gathered at the Middlesboro Community Center to review and revise the draft of the community plan and to establish action priorities for the coming year.

VISION

In 20 years, Bell County will be a community with

- ***A diversity of good-paying jobs at different skill levels in a variety of industries and home-grown businesses***

GOAL 1

Develop a comprehensive marketing program for Bell County with a strong web presence

GOAL 2

The business parks will be fully occupied with firms that offer a diversity of employment opportunities at different skill and wage levels

GOAL 3

Entrepreneurial and small business development will stimulate new job growth

GOAL 4

A workforce with diverse skills and a strong work ethic because adult educational and vocational attainment have increased

GOAL 5

Increase high school graduation rates

➤ ***A thriving and diverse tourism economy***

GOAL 6

Develop signature tourism attractions

GOAL 7

Develop the infrastructure (facilities and services) to support growth in tourism

➤ ***Dynamic downtowns providing residential and diverse retail and lifestyle choices and activities year-round***

GOAL 8

Make both downtown places that are attractive investment sites for property owners and businesses

GOAL 9

Increase downtown residential choices

GOAL 10

Increase and diversify downtown retail, professional, and entertainment choices

➤ ***The public and private infrastructure to support continued growth and development***

GOAL 11

Expand and enhance health services including those addressing the needs and concerns of older persons

GOAL 12

Address transportation needs and concerns in the community

GOAL 13

Open a community center with recreational and health education facilities and activities

GOAL 14

Insure public services (water, sewer, police, fire and emergency services) are of sufficient scale and quality to meet the needs of a growing community

➤ ***Local governments that collaborate creatively to maximize the effective use of local and other resources for community betterment***

GOAL 15

Identify ways to diversify and enhance revenue streams to local government

GOAL 16

Evaluate local government expenditures to identify ways to reduce costs without diminishing the scope or quality of services and facilities

GOAL 17

Periodically review and modify as needed the community plan

December, 2009 Identification of action priorities

Immediate - one year

Hire a Bell County Development Director

- Write a job description for this position
- Seek agreement among the 3 local governments to cost-share this position
- Advertise position
- Select candidate

Complete the development/implementation of a marketing plan

- Determine the brand logo/identity
- Obtain approval and commitment to adopt from: local governments, Tourism Commission, Chamber of Commerce and other community associations
- Implement the branded marketing campaign

Set aside \$1 million for marketing once the marketing plan/brand package is completed

- Build community awareness of the marketing effort and build knowledge of community strengths and assets. Make everyone a Bell County Ambassador by utilizing civic, social, and religious associations to provide information

Establish a Pineville Welcome Center, possibly a kiosk on wheels

Expand term of office for members of Tourism Commission to 4 years on a staggered basis to increase continuity in policy initiatives and actions

Mid-term - one to three years

Improve highway signage to tourism sites

- There is a need for a particular emphasis on a "Welcome to Kentucky" sign at state lines
- Place signage along US 23 from Barbourville to Bell County

Initiate a community pride program that emphasizes beautification and an increased knowledge of the assets of Bell County

- Utilize resources available through PRIDE and work with local school systems to build community pride from the youth on out

Conduct hospitality training for the following groups:

- Local retail businesses
- High school students
- Staff and volunteers at local tourism sites

- Hospitality training can be available through the Cooperative Extension Service as well as SEKCTCS

Increase trail access to private lands

- Identify tracts of property adjacent to existing public trails

Host an informational workshop for landowners to explain legal and insurance issues as well as entrepreneurial opportunities associated with tourism

Expand outdoor activity options to include bicycling, hiking, and horse back riding

Identify appropriate locations for multiuse trails

Move toward developing a county-wide interconnected trail system that bring persons to both of the downtowns

Establish a small business incubator in downtown Pineville and Middlesboro

Help people establish businesses that compliment tourism -- tourism-related businesses

Market existing small business loan opportunities and technical assistance already available in Bell County

Conduct a gap analysis to identify the essential tourism-related businesses that are missing from the community

Develop a targeted development/recruitment program designed to establish the essential businesses within Bell County

Support this effort by identifying and giving small business persons or entrepreneurs access to incentives, financial and technical assistance

Increase housing for tourists

Host a workshop on establishing a Bed and Breakfast

Identify a potential location for another hotel and seek a developer

Long-term - three to five years

Workforce development that is tied to economic niches that reflect Bell County strengths

Help faculty in local schools enhance their ability to deliver advanced courses

Expand Project Lead the Way (a pre-engineering program) from high school to middle school and expand focus to include biomedical engineering to compliment degrees at Lincoln Memorial University

Increase the proportion of Bell County youth completing their high school degrees

Increase the proportion of Bell County adults with a GED

Offer college scholarships to high school students through the community foundation and/or loans. If use loans, reduce the payback for each year the individual spends working in Bell County

Capitalize on aging of national and state population combined with the significant out-migration during the '50s and '60s by increasing the attractiveness of Bell County as a retirement community

Develop assisted living and long-term care housing opportunities

Develop senior support/assisted living services and small businesses

Provide incentives to develop housing choices in downtown for young professionals

Increase public housing options

Build a youth activity center

**Bell County Community Plan 2009-2010 Action Priorities
July 26, 2009 Summit**

Action Priority	Goal	Who Initiates
Complete a comprehensive marketing plan for Bell County with a single brand identity	1	Local governments Private consultants
Enhance Bell County's web presence through an Internet marketing strategy	1	Local governments Private Consultants Chamber Tourism Commission
Increase participation in dual credit programs for high school students seeking to attend college or vocational or technical certification AND Identify programs and funding channels that support workforce development and adult education working together to increase the number of adults with GEDs in Bell County	3 and 4	Rick Mason Jay Williams Craig Brock Vic Adams Crawford Blakeman Chuck Blank Local high schools Career counselors Vocational/Technical school SEKYCTCS Chamber
Conduct an industrial and commercial supply-demand gap analysis	2	Marvin Marshall Industrial Development Foundation Chamber SEKYCTCS UK Center for Business and Economic Research
Continue to support Bell County as site for a demonstration clean coal power plant	2	Stacy White J.T. Bingham KY Highlands (Steve Taylor)
Develop a centralized informational web site for small business owners and entrepreneurs that includes access to all required governmental forms, property availability, and downtown amenities	3	Kassie Hauser Claire Smith Main Street Programs Chamber Stephen Taylor
Centralize information on incentives and opportunities for property improvements for downtown property owners	8	Evelyn Farmer Glynn Brown Norman Cornelius Kassie Hauser Main Street Programs Chamber
Increase code enforcement in the downtowns	8	Glynn Brown Main Street Programs City governments

Post more effective signage to tourist attractions and significant locations including a welcome to Bell County sign with the marketing brand at major entrances to the community	7 and 12	Tourism Commission County Road Dept KY State Highway Dept Private consulting firm
Appoint an assisted living facility exploratory committee	11	Paul W. Ison Elaine Smith Local governments
Identify collaborative local government strategies for enhancing the number and quality of public services by advertising services jointly to obtain more competitive prices	16	Local governments

**DRAFT December 2009
Bell County Community Plan**

**GOAL 1
Develop a comprehensive marketing program for Bell County with a strong web presence**

Strategies	Tactics	Time frame	Action initiated by
Develop a single brand identity (logo and slogan) for Bell County to be used on all governmental and quasi-governmental agencies as well as all private businesses and organizations who choose to adopt	Develop a request for proposal (RFP) that can be used to establish a contract with a public relations provider		Private consulting firm
	County and city governments formally adopt the brand identity for all governmental communications		Local governments
Establish a coordinated marketing strategy for Bell County and partner organizations	Determine and adopt a common marketing theme and presentation		Private consulting firm
	Develop business and industrial marketing plan for Bell County		Private consulting firm Industrial Development Foundation Chamber
	Develop a "downtowns" marketing plan: Develop a list of downtown businesses Evaluate opportunities for regional/multi-state promotion of downtowns		
	Design and implement a tourism marketing plan Establish a Bell County tourism brand consistent with county marketing effort Coordinate tourism marketing with Bell County marketing efforts to create a seamless presentation of Bell County assets		Private consultant Tourism Commission Fiscal Court

Re-design and enhance county web site as a “one-stop” site for all Bell County organizations and agencies	Work with ADD or a consultant to re-design county web site		Chamber Private consulting firm Local governments SEKYCTCS
	Hire a county communications and information coordinator to serve as web-site administrator		Chamber Local government
	For Industrial recruitment: Post Industrial Development Foundation information on the enhanced county web site List industrial properties on Co-Star		Industrial Development Foundation
	Centralize access to new business start-up information Identify all types of information and permits required to start-up a new business Create a “new business information” link on the enhanced county web site Provide electronic forms and submission procedures for all required permits for new businesses on the new business information link on the enhanced county web site List availability and locations of commercial properties Provide demographic and economic information required for market analyses		Chamber
	For downtown development create a downtown web page: Develop a list of downtown assets (e.g., properties available for rent or purchase, land available, infrastructure) Start a "what's happening downtown" blog		
	Redesign the recreation portion of the enhanced county web site:		Tourism Commission

	<p>Enhance web presence through linkages of all public and private tourism venues through a Bell County site</p> <p>Develop video on tourism opportunities suitable for placement on YouTube</p> <p>Create MySpace and Facebook page</p> <p>Develop public/private promotional videos, publications and initiatives</p> <p>Develop virtual tours (descriptions of subject-centered activities that can be done on a 1, 2, 3+ day visit) that are posted to web site and available in brochures</p>		Jon Grace
Provide assistance to local businesses to increase their web presence	Assist local businesses in developing web sites and Internet-based marketing		Chamber Local governments
	Provide links to local business web sites on Bell County web site		Chamber Local governments
<p>GOAL 2 The business parks will be fully occupied with firms that offer a diversity of employment opportunities at different skill and wage levels</p>			
Strategies	Tactics	Time frame	Action initiated by
Conduct a supply-demand gap analysis	Identify retail, professional, consumer service, and other goods and services utilized as inputs by local businesses but acquired outside the county		Chamber Small Business Development Center EKU UK Center for Business and Economic Research Center for rural Development
	Conduct feasibility studies to assess whether it is possible to satisfy supply-demand gaps with existing or new county businesses		EKU UK Center for Business and Economic Research
Host an existing industries summit to identify critical challenges and to establish an Industrial Council to be the			

voice of local industries			
Develop strategies that target technology-based firms	Explore county-based incentives directed at technology-based firms	6-18 mos	Bell County local governments
Implement a recruitment program targeted to specific sectors of the economy that match community assets, workforce capacity and infrastructure	Identify the comparative advantages of the local economy within the context of the region, the state, and the nation		Chamber Industrial Development Foundation
	Utilize evaluation to identify potential types of employers for recruitment		Chamber Industrial Development Foundation
	Develop a targeted recruitment plan by economic sector		Chamber Industrial Development Foundation
	Strengthen relationships with the Cabinet for Economic Development and others (e.g., utilities) to broaden opportunities for promoting Bell County as a business location		Chamber Industrial Development Foundation Local government officials
Become a model for innovative environmentally sound uses of coal to produce energy			Industrial Development Foundation Local government officials
GOAL 3			
Entrepreneurial and small business development will stimulate new job growth			
Strategies	Tactics	Time frame	Action initiated by
Review market analyses in other adventure and cultural heritage tourism locations to identify types of consumer goods and services in these markets	Identify possible incentives (e.g., occupational or property tax breaks; access to venture capital, access to local credit, asset swaps) to encourage private development of essential tourism-related consumer businesses		Chamber Tourism Commission Adventure Tourism Committee
Conduct a small business retention and expansion survey	Contact UK (Rick Maurer) for assistance in conducting a BRE analysis		Chamber Main Street Programs
	Organize a local team to coordinate the BRE analysis		Chamber Main Street Programs
	Conduct BRE survey		Chamber Main Street Programs

	Evaluate results of BRE survey and implement recommendations of study		Chamber Main Street Programs
Increase technical assistance for entrepreneurs	Host regularly scheduled workshops to assist existing businesses to develop management skills		Chamber SBDC MACED KY Highlands SEKYCTCS
	Establish a small business owner to small business owner mentoring program		Chamber
	Foster a strong local business network that offers mutual support, and customer referrals to other small businesses in the community		Chamber
	Establish a young professional and business association to enable a new generation to network and build supportive relationships		Chamber
	Identify new ways to partner with LMU to stimulate small business and entrepreneurial development		Chamber LMU SEKYCTCS
Enhance financial assistance options for entrepreneurs	Explore the possibility of establishing a Bell County Venture Fund		Chamber MACED KY Highlands Local investors
	Explore directed loan programs by local banks		Chamber MACED KY Highlands Local investors
	Identify and evaluate approaches used in other communities to increase local investment in entrepreneurial development		Chamber MACED KY Highlands Local investors
Develop local incentives for small businesses	Evaluate tax breaks such as a portion of the occupational tax is retained by a new or expanding small business for one or two years		Chamber Local governments
Increase technical assistance for small business owners	Host regularly scheduled workshops to assist existing businesses to develop management skills	9-15 mos	Small Business Development Center Chamber of Commerce SE Community College Lincoln Memorial University

	Establish a small business owner to small business owner mentoring program		Chamber
	Foster a strong local business network that offers mutual support, and customer referrals to other small businesses in the community		Chamber
	Identify new ways to partner with LMU to stimulate small business and entrepreneurial development		Chamber LMU
	Establish a young professional and business association to enable a new generation to network and build supportive relationships		Chamber
Implement a joint marketing program for local businesses			Chamber
Implement programs to increase local purchasing	Conduct an informal survey of local consumers to determine what they purchase out-of-county and share this information with local businesses		Chamber Main Street Programs
	Evaluate opportunities to adapt the "Berea Bucks" program for Bell County - if someone shops at a local business they receive "Bell County Bucks" good for a discount at this or another local business		Chamber Main Street Programs
	Sponsor a "Buy Local Day" once a month		Chamber Main Street Programs
	Implement an educational program for local residents on what happens when consumer dollars are spent locally vs out-of-county (focus on multiplier effects)		Chamber Main Street Programs SEKYCTCS
	Encourage local officials to speak publicly on the importance of local businesses for the future of the community		Chamber Local governments
Encourage the establishment of logistics support businesses (e.g., ground transport, office supplies)			Chamber Industrial Development Foundation

GOAL 4 A workforce with diverse skills and a strong work ethic because adult educational and vocational attainment have increased			
Strategies	Tactics	Time frame	Action initiated by
Increase partnership activities between workforce development and adult education entities	Identify programs and funding channels that support workforce development and adult education working together		
	Workforce development should provide financial assistance to adults to complete their GED		
Link people and businesses to local resources for workforce development			
Increase the local scholarship funds available for students wanting to attend community or technical college	Assess the prospect of diverting a portion of local occupational tax to a scholarship for local students to attend KCTC -- with a focus on those interested in a trades-associated degree or certificate		
	Sponsor fund-raising activities for a local scholarship fund for vocational education		
	Form a committee to explore ways to raise sufficient funds for scholarships for Bell County high school graduates to attend the SECC for one year at limited or no cost		
Expand workforce development activities in Bell County	Survey existing businesses to identify general workforce skills and training as well as firm-specific training needed		Chamber SECTC Local schools and career counselors Bell Co. Technical School SEKC-Bruce Ayers
	Build partnerships in support of two workforce training programs a year – general workforce training or skill upgrade training to be offered locally		Chamber SECTC Local schools and career counselors Bell Co. Technical School SEKC-Bruce Ayers
	Work with K-12 and post-		Chamber

	secondary schools to develop more focused workforce development programs		SECTC Local schools and career counselors Bell Co. Technical School SEKC-Bruce Ayers
	Develop new opportunities for dual credit courses at high school level especially for vocational and trade courses		Chamber SECTC Local schools and career counselors Bell Co. Technical School SEKC-Bruce Ayers
Help skilled trades workers prepare to pass the certification tests that will enable them to work in their own businesses	Assess whether it would be possible to offer incentives to these persons for completing their certification		
Build skill base in "green" trades so skilled tradesmen can work in both residential and business markets			
Develop an on-line job board for local businesses to post job openings in the community			
Evaluate opportunities for a school-to-work internship program for high school students			
Evaluate current level of vocational and technical education in both high school and post-secondary levels to identify ways to enhance utilization and impact			
Implement a business/youth mentoring program to assist youth in understanding vocational/career options			
Implement a business and industry visitation program for middle and high school teachers to build their knowledge of knowledge and skills associated with different careers	Establish a 2-3 hour teacher in-service program		

Develop cooperative programs with local industries and businesses to increase GED completion rates among their employees and staff	Evaluate the Cumberland Gap Provisions employee GED program and use as a model for similar initiatives		Chamber SECTC Local schools and career counselors Bell Co. Technical School SEKC-Bruce Ayers
Develop business mentoring programs for high school students and adults			Chamber SECTC Local schools and career counselors Bell Co. Technical School SEKC-Bruce Ayers
Coordinate workforce development efforts on a tri-county basis in order to maximize the attractiveness of the area to employers			Chamber SECTC Local schools and career counselors Bell Co. Technical School SEKC-Bruce Ayers
Insure that secondary and post-secondary programs have access to EKCEP (Crawford Blakeman)			

GOAL 5
Increase high school graduation rates

Strategies	Tactics	Time frame	Action initiated by
Implement aspects of early intervention programs that have worked in communities with similar demographics to Bell County's school systems and	Identify similar school systems with successful intervention programs		
	Evaluate what aspects of their intervention programs can be adapted by local schools		
	Determine a strategy for adapting successful interventions to Bell County schools		
Form a team of primary, secondary, and post-secondary educational institutions to coordinate efforts to increase educational attainment in Bell County	Identify strategies for emphasizing the importance of educational attainment and the value placed on it by parents and the community Stress the value of vocational education and the trades		

	Host an annual recognition of academic achievers including those in general education, vocational education, and the trades		
	Host an annual recognition of students with perfect attendance		
Strengthen community support for K-12 educational achievement	Increase community support of K-12 educational efforts through activities such as: -Mentor reading program for youth -Mentor program for youth-at-risk -Community sponsored incentive programs for achievements in math and reading Encourage extracurricular involvement in more than sports		Local school systems and counselors School-based youth service centers
GOAL 6 Develop signature tourism attractions			
Strategies	Tactics	Time frame	Action initiated by
Create a comprehensive tourism development plan	Develop a strategy for how Bell County will be recognized and visited as the “gateway to the first west” and the first thing the original pioneers saws when they came through the Cumberland Gap		Tourism Commission John Grace Adventure Tourism Committee Private consultant
	Determine how annual and special events will create and/or take advantage of linkages between the adventure and cultural heritage assets of the region		John Grace Adventure Tourism Committee Tourism Commission
	Integrate adventure tourism development into comprehensive tourism development plan		John Grace Adventure Tourism Committee Tourism Commission Private consultant
Establish an adventure tourism development plan	Assess opportunities for multiuse trails by consulting with representatives of hiking, biking, horseback riding and ATV user groups		John Grace Adventure Tourism Committee Tourism Commission
	Develop list of needed public/private facilities to build adventure tourism sector		John Grace Adventure Tourism Committee

			Tourism Commission
Nurture development of entrepreneurial tourism-related businesses	Inventory existing tourism-related businesses		Tourism Commission Chamber
	Identify gaps in tourism-support businesses		Tourism Commission Chamber
	Assess local interest in starting up required tourism-support businesses		Tourism Commission Chamber
	Develop a plan to recruit new tourism-support businesses		Tourism Commission Chamber
	Conduct annual hospitality training to enhance quality of tourism experience		Tourism Commission Chamber
Encourage the establishment of local sports and recreational organizations (e.g., hiking or trail riding clubs) to advise and support in tourism development			Jon Grace Adventure Tourism Committee

GOAL 7
Develop the infrastructure (facilities and services) to support growth in tourism

Strategies	Tactics	Time frame	Action initiated by
Create an integrated adventure tourism infrastructure development plan	Identify needed infrastructure improvements		Tourism Commission Jon Grace Adventure Tourism Committee Chamber
	Create a tourism capital improvements plan that identifies and values all needed capital improvements		Tourism Commission Local governments Jon Grace Adventure Tourism Committee Chamber
	Access state development grants for needed infrastructure improvements and/or expansions		Tourism Commission Local governments Jon Grace Adventure Tourism Committee Chamber
	Obtain a 25 year lease (rather than current 5 year lease) on the 9,000 acres currently being developed as		Jon Grace Adventure Tourism Committee

	an ATV park		Chamber
Contact bus tour vendors to determine expectations for communities placed on their list of stops			Tourism Commission SEKTDA
Provide safe access to adventure and cultural heritage tourism opportunities in county	Conduct an assessment of possible locations for overlooks and turn-offs for visitors		Tourism Commission Bell County Road Dept KY Dept of Transportation
	Complete cost estimates for development of these sites		Tourism Commission Bell County Road Dept KY Dept of Transportation
	Evaluate relative value of charging parking fees at particular sites to cover the cost of hired security for that location		Tourism Commission Bell County Road Dept KY Dept of Transportation
Increase public awareness and support of tourism as a component of the local economy	Develop informational program for local residents on economic value of tourism		Tourism Commission
	Offer hospitality training for local businesses and organizations		Tourism Commission
Create and implement a plan for consistent signage for all tourism venues and critical resources in the community (e.g., hospital, tourism information, public restrooms, police/fire/EMS)			Tourism Commission Bell County Road Dept KY Dept of Transportation
Increase and diversify overnight lodging options in Bell County	Complete the Pineville Hotel project		Local governments Tourism Commission Chamber
	Complete the road and extend public utilities along 119 to the industrial park and the adjacent ATV park		Adventure Tourism Committee
	Identify potential locations for RV parks and campgrounds		Tourism Commission

	Host an informational workshop on operating a bed & breakfast and/or cabin/campground rentals for local landowners		Tourism Commission Chamber
	Work with hotel representatives to identify factors that might influence a decision to develop a hotel in Bell County		Chamber Fiscal Court Pineville and Middlesboro City Commissions
	Identify possible incentives (e.g., occupational or property tax breaks; access to venture capital, access to local credit, asset swaps) to encourage private development of essential lodging choices		Chamber Fiscal Court Pineville and Middlesboro City Commissions
Evaluate number and location of public restrooms in the community to insure sufficient access	Assess quality and availability of existing public rest rooms and develop a plan to fill in gaps		Tourism Commission
Evaluate the pros and cons of adopting historic district standards to insure that the exteriors of significant historic buildings are protected			Tourism commission Fiscal Court Pineville and Middlesboro City Commissions
Demonstrate the history of the community	Creating an historic walking tour of the downtowns		Tourism Commission Main Street Programs Bell County Historical Society and Museum
	Photos reflecting the history of the community		Tourism Commission Main Street Programs Bell County Historical Society and Museum
	Place biographical and/or event plaques on buildings		Tourism Commission Main Street Programs Bell County Historical Society and Museum

GOAL 8 Make both downtown places that are attractive investment sites for property owners and businesses			
Strategies	Tactics	Time frame	Action initiated by
Identify and implement incentives to make downtown attractive for residential development investment	Survey local developers to determine what incentives might encourage more downtown residential development		
Identify and implement incentives to encourage downtown growth and development	Gather information on existing incentives (state and federal) for Main Street redevelopment and share with property owners and local organizations		
	Explore options for using TIF (tax incentive funds) bonds for redevelopment		
	Explore waiving property taxes (all or part) for a one or two year period to encourage renovation of existing buildings		
	Explore waiving occupational and/or property taxes (all or part) for a one or two year period if existing businesses create new jobs through expansion, weatherization, or other redevelopment activities		
	Explore opportunities for a commercial rent step program to encourage new businesses in downtowns		
Identify and implement incentives for property owners who renovate their property for new uses	Consider use of local coal severance funds (\$20,000 each to Pineville and Middlesboro) to seed an incentive fund for downtown redevelopment		Fiscal Court
	Evaluate prospects for matching funds from local governments for grants received for or related to downtown redevelopment		Local governments
	Assist local property owners in conducting building energy evaluations to capture potential savings		MACED Energy Savings Program Main Street Programs

Increase utilization of grants to enhance downtown redevelopment	Assist local property owners in accessing grants for property redevelopment (e.g., HUD, Tour SEKY)		Local government Main Street Programs Chamber SEKYCTCS KY Highlands KY Housing Corporation
	Develop a package of redevelopment projects that can be funded as a total		Local government Main Street Programs Chamber
Evaluate existing commercial building, nuisance and property maintenance codes and develop new ones if needed to protect property owners' investment	Appoint a building code evaluation team to review existing ordinances and identify needed codes		Local governments
	Local governments jointly hire a building inspector/code enforcement officer		Local governments
	Local governments adopt recommended ordinances and codes to ensure enhancement of downtowns		
Develop informational programming for local property owners on incentives and enforcement	Develop informational materials for local property owners on the financial returns to upgrading properties		
	Provide information to local property owners on tax incentives, tax credits and grants for upgrading properties		
GOAL 9 Increase downtown residential choices			
Strategies	Tactics	Time frame	Action initiated by
Explore what incentives might encourage more downtown residential development	Survey local residents to identify what amenities would attract them to live in downtowns		
	Identify and acquire grants for downtown revitalization including increasing the number of downtown apartments		

Work with a local developer to create one new downtown residential project			
Explore options for focusing on new residential growth as a retirement community	Explore the advantages and disadvantages of becoming a certified retirement community		
	Evaluate amount and quality of facilities and services available to senior citizens		
	Conduct focus groups with older residents of Bell County to identify desired facilities and services		
Encourage downtown infill with residential choices			
GOAL 10			
Increase and diversify downtown retail, professional, and entertainment choices			
Strategies	Tactics	Time frame	Action initiated by
Facilitate the opening of a co-op market for local artisans and other entrepreneurs to sell their products			
Identify ways for the Main Street Programs to collaborate on shared projects and initiatives			
Conduct a retail market analysis to identify gaps in consumer, business and professional services	Contact potential providers (e.g., UK Center for Business and Economic Research; Area Development District) for scope of study and cost estimates		
	Develop a contract with a provider		
	Conduct retail market analysis		
	Evaluate results of retail market analysis and implement recommendations of study		
Evaluate scope and diversity of consumer sector (retail, business, commercial, professional)	Identify current consumer-related businesses and services		

	Assess local interests in consumer-related businesses by conducting a consumer interest survey		
	Place market analysis on enhanced county web site		
	Evaluate barriers to expansion of the consumer sector of the local economy		
Implement a targeted consumer-related business development and recruitment program	Identify barriers to accessing financial resources for consumer-related business development		
	Identify potential locations for consumer-related businesses that would maximize accessibility for the consumer		
	Develop a recruitment strategy for marketing consumer-related business opportunities in targeted sectors to firms outside of the county		
	Evaluate opportunities to provide incentives to local entrepreneurs to develop consumer-related businesses in targeted sectors		
	Develop an economic marketing plan for Bell County to include commercial, service and tourism businesses		
	Present market analysis to area and regional commercial associations and developers		
GOAL 11			
Expand and enhance health services including those addressing the needs and concerns of older persons			
Strategies	Tactics	Time frame	Action initiated by
Establish an assisted living exploratory committee to evaluate the need for and the economic feasibility of operating an assisted living facility in Bell County			Bell County Senior Citizens (Betty Jordan) Local hospitals Local governments

Develop information on the economic impact of health-related goods and services on Bell County	Identify health services sought outside the county		UK Ag Economics Extension, Alison Davis
	Determine the economic value of lost health services		UK Ag Economics Extension, Alison Davis
Identify and evaluate incentives that could be used to expand specialized health care in Bell County	Develop strategies for offering out-of-county services in Bell County		Local hospitals Local health dept
Conduct a health services assessment to identify opportunities for new service development	On-going by local hospitals and health-related services		
GOAL 12 Address transportation needs and concerns in the community			
Strategies	Tactics	Time frame	Action initiated by
Establish more effective signage to tourist attractions and significant locations throughout the county	Evaluate current signage and identify gaps		Tourism Bell County Road Dept State Highway Dept
	Post new signage		
Expand and upgrade the local airport	Conduct an evaluation of local airport facilities and services		R-TEC
	Conduct an airport enhancement feasibility study to assess costs and benefits of potential enhancements		
	Develop an airport enhancement plan		
	Identify funding for airport enhancement plan		
Establish some type of public transportation within Pineville and Middlesboro and linking the two cities	Create a county-wide public transportation committee to explore options		
	Conduct an on-line review of other similar sized communities and Federal Transportation Administration to identify public		

	transportation strategies being employed		
	Obtain information on the cost of trolleys, small vans and mini-buses that could be used for public transportation		
	Obtain assistance to plot potential routes that maximize coverage of the county and at minimal cost		
	Develop a set of strategies for funding public transportation and evaluate the strengths and weaknesses of each strategy		
Develop a proposal to state highway department for traffic calming interventions	Complete an analysis of problem points in Middlesboro, Pineville and county-wide		
	Propose use of traffic calming interventions such as: angled parking, traffic islands, brick crosswalks, timing of street lights		
Develop linkages between existing hiking/biking trails to alternative transportation routes (biking, golf carts) through downtown			
Evaluate opportunities to establish a "greenway" through downtown along existing alternative routes			
GOAL 13			
Open a community center with recreational and health education facilities and activities			
Strategies	Tactics	Time frame	Action initiated by
Establish a county-wide committee to develop a proposal for the construction or acquisition and operation of a community center	Identify the characteristics of the ideal location for a community center		Local governments Bob Vaughn
	Identify the facilities and activities that you would have in an ideal community center		
Create a county -wide recreation committee			Local governments

Expand county recreational facilities and programs to attract recreation-based visitors	Inventory existing recreational facilities and determine the kinds of recreation-based programs that would attract visitors		Recreation Committee Local governments Civic organizations
	Develop a plan for enhancing facilities for recreation-based visitors including expansion of existing facilities		Tourism Commission Recreation committee
GOAL 14			
Insure public services (e.g., water, sewer, police, fire and emergency services) are of sufficient scale and quality to meet the needs of a growing community			
Strategies	Tactics	Time frame	Action initiated by
Explore advantages and disadvantages of establishing a Bell County Community Foundation to serve as fiscal agent for grants and to receive community donations			
Identify collaborative local government strategies for enhancing the number and quality of public services	Establish an intergovernmental committee to evaluate programs and services offered by all local governments		
	Develop cost/benefit analyses of cooperative services among the three local governments		
	Explore intergovernmental sharing of equipment and/or staff		
	Advertise for goods and services for cities and county jointly to obtain more competitive pricing		
Develop access to broadband services county-wide			
Develop a capital improvements plan to phase in the cost and construction of needed facilities and services	Evaluate current capacity of public infrastructure and develop projections of future needs		
	Based on current capacity, estimated needs, and growth projections, develop a capital improvement master plan with these components: Water and sewer development		

	<p>Transportation development</p> <p>Police, fire, emergency services development</p> <p>Human and social services development</p> <p>Recreation development</p>		
	Utilize ADD's Geographic Information System for managing community data on infrastructure, services, and land use		
Establish development and operational budgets for each component of the capital improvements master plan	Evaluate revenue advantages and disadvantages of establishing a sequestered capital improvements fund for future development		
<p>GOAL 15 Identify ways to diversify and enhance revenue streams to local government</p>			
Strategies	Tactics	Time frame	Action initiated by
Diversify and enhance the revenue streams for local government	<p>Hire a consultant to conduct an evaluation of the revenue advantages of:</p> <ul style="list-style-type: none"> -An occupational tax -Designation of special taxing districts (KRS 065.182) -More extensive and intensive use of franchise fees -Increasing county and municipal administrative fees -Capital improvements bonding -Increasing rates/fees for county and issuing of bonds for capital improvements -Joint sewer agency (KRS 76.232) -Community improvement district with the right to issue bonds, assess an ad valorem tax and to borrow money (KRS 107.310) <p>Explore opportunities for</p>		

	establishing county-wide financing districts for: Fire services Sewer service Water services Emergency service		
	Evaluate the results and present recommendations to the local governments		

GOAL 16
Evaluate local government expenditures to identify ways to reduce costs without diminishing the scope or quality of services and facilities

Strategies	Tactics	Time frame	Action initiated by
Identify areas of collaborative purchasing and planning among local governments and the three school districts	Evaluate opportunities for joint purchasing in commodities and services in order to obtain more competitive prices		
Identify opportunities for exchange of goods/services among local governments and the three school districts			

GOAL 17
Periodically review and modify as needed the community plan

Strategies	Tactics	Time frame	Action initiated by
Establish a calendar for periodic review of the community plan	Review the community plan		
	Revise the community plan to recognize completed strategies and incorporate new strategies in response to changing conditions		