



“The best of life is right here in Calvert City. That life is limited only by your imagination. So, let’s imagine BIG, another generation depends on us.”

– LYNN JONES, MAYOR OF CALVERT CITY (1949-2021)



STRATEGIC GOALS

2022-2028

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INTRODUCTION

Calvert City began the process of updating its strategic goals in Summer 2020. The Strategic Plan's purpose is to establish, redefine and prioritize the city's goals, which are vital to the city's continued maintenance and future growth.

The document is designed to assist the city in updating and defining long and short-term goals. Actions are created to make implementation of visions and goals easier and more effective for the city.

PROCESS

Information was collected from the Comprehensive and previous Strategic Plans. An online survey was distributed through the city's website and social media outlets to collect information from the community. Approximately 250 surveys were collected, including responses obtained from the 2020 Marshall County High School Senior Class. Survey results were presented during a city council video conference workshop.

Staff and department heads also discussed and prioritized their department projects and goals. An in-person city council session was held to compile information from all necessary sources. Goals were then refined and action steps identified.

This short, but effective process resulted in the following Strategic Plan. Key elements include recreation, mobility and transportation, infrastructure, housing, and quality of life.

Based on the community survey:

ASSETS

- Parks and Recreation
- Bike lanes and trails
- Residents
- Industrial Complex for employment and tax base
- Geographic location
- Low Crime Rate
- Access to Kentucky Lake
- Small Town Atmosphere
- Community Events
- Library
- Tourism Opportunities

LIABILITIES

- Housing - too many rental homes, decrease in property value
- Lack of growth - no new businesses or closures of existing businesses
- Potential loss of elementary school
- Drugs/crime
- Losing the small town feel

- Population decline
- Losing plant jobs
- Environmental quality
- Water quality
- Too much legislation and regulation
- Lack of diversity

KEY THEMES

The Council discussion on the survey responses resulted in several key themes:

RECREATION

- There are some great recreational opportunities in and around Calvert City
- There is room for more recreation activities
- Proximity to Kentucky Lake
- Protect and enhance natural amenities (lake, river, forest, etc.)

MOBILITY & TRANSPORTATION

- Bike Trails! Bike Trails! Bike Trails!
- Improve golf cart options/guidelines

BEAUTIFICATION & QUALITY OF LIFE

- Small-town Rural feel
- Need more housing options (price and type)
- Incorporate arts & culture

LOCAL ECONOMY

- Desire more local retail and restaurant options
- Need to develop around HWY 62
- Expand and vary employment sectors/labor market

PUBLIC UTILITIES & INFRASTRUCTURE

- Great City services
- Look at installing curb and gutter
- Improving Water and Sewer Infrastructure

HOUSING

- Need for accountability and enforcement of property codes.
- Improve rental market
- Expand options for entry and mid-level housing.
- Explore creative ways to improve existing housing stock.
- Increasing population

GOALS, OBJECTIVES + ACTION!

Calvert City is...

- > A thriving local economy.
- > A recreational trail hub.
- > An alternative transportation community.
- > A city revived.
- > A community with quality city services and infrastructure.
- > A great life with great opportunities.

A THRIVING LOCAL ECONOMY.

1. POSITION CALVERT CITY AS THE “AUTHENTIC” PLACE TO STAY AND VISIT IN THE REGION.

A. Look for and develop incentives to expand and attract businesses.

- Focus on local retail, lodging, and restaurant opportunities.
- Utilize recommendations from Retail Strategies market analysis to fill gaps in the local market and make moving to Calvert City more attractive and seamless for businesses .
- Make the process of moving a business to Calvert City more attractive and seamless.
- Reinforce local restaurant presence and support.
- Continue programs like Food Truck Fridays to advertise and support local entrepreneurship.
- Look into redevelopment agreements and special business districts to provide monetary incentive.

Champion	Priority	Potential Funding Sources
Calvert City Kentucky Tourism Retail Strategies	3-5 years	Grants, City Funded Opportunities, Community Involvement

B. Expand places for visitors to stay - locally owned B&Bs, micro-hotels, alternative travel lodging (airbnb, vbro, etc.)

- Ensure ordinances and regulations do not hinder locally owned operations.
- Nationally market Calvert City as a complete package: stay, bike, eat, repeat.

Champion	Priority	Potential Funding Sources
Calvert City Kentucky Lake CVB Kentucky Lake Chamber CADA	1-2 years	

C. Produce and promote locally and regionally made goods.

- Find space for an indoor craft market which provides rental space for local vendors.
- Offer incentives to businesses who sell locally made products.

Champion	Priority	Potential Funding Sources
Calvert City Kentucky Tourism Lakeland Event Center Local entrepreneurs School District, WKCTC, MSU	1-2 years	

OTHER OBJECTIVES IDENTIFIED, BUT NOT MADE AS HIGH A PRIORITY:

- *Create a City Center Focal Plan*
- *Create a Streetscape/Placemaking plan for 5th Avenue. Create a Main Street vibe. Include styles and elements unique to Calvert City - focus on local vibe.*
- *Fulfill Local Needs*
- *Leverage relation to outdoor activities (biking, hiking, hunting, fishing, water sports) to build tangent small businesses.*
- *Develop education curricula and mentorship programs to assist youth in developing businesses that support the brand identity.*
- *Outfitters, guides, equipment sales and repair, locally made gear.*
- *Continue to pursue and improve high speed access for all residents, businesses, and visitors.*
- *Improve cellular service.*
- *Research opportunities for expanding the Calvert City Airport as an educational tool for pilots and airplane mechanics.*
- *Continue to work with Retail Strategies to develop land around the interstate.*
- *Develop a career readiness camp during the summer that highlights careers in Calvert City.*
- *Maintain a quality relationship with the local industry.*

A RECREATIONAL TRAIL HUB.

1. CONNECT CALVERT CITY TO THE LAKES, RIVER, AND NEIGHBORING COMMUNITIES.

A. Create a trail connection to Grand Rivers.

- Recreational expansion for regional development
- Connect to destinations and sights between Calvert City and the Grand Rivers network, including retail/restaurants, local sights, recreational stops, etc.
- Enhance facilities at Haddox Ferry.

B. Connect and expand the multi-use trail.

- Reinforces connectivity of the community for all users and abilities.
- Provide connection between neighborhoods and the city to the highway commerce.
- Develop a marketing plan to market the finished trail system.
- Implement goals of the Biking and Pedestrian Master Plan.
- Design a plan to connect all neighborhoods to the multi-use trail system.

Champion	Priority	Potential Funding Sources
Bike Walk Kentucky, CADA, Grand Rivers	5-7 years	City and Grants
		Recreational Trails Program (FHWA)

C. Implement a bike/pedestrian network and culture that promotes a safe and active lifestyle.

- Create educational materials on bike safety.
- Reduce the speed on streets where appropriate.
- Ensure trails are golf cart friendly.
- Install exercise equipment in a section of the park.
- Apply for the League of American Bicyclist - Bicycle Friendly Community designation.
- Develop a plan for US 641 at Kentucky Dam for safe crossing of pedestrians and bicyclists.
- Adopt the Federal Highway Administration's Bicycle Pedestrian's initiative for rural cities.
- Each year, select one or more projects from the Bicycle Pedestrian Plan and implement.
- Install trail head signage and mile marker signage along the trail system.
- Create a long-term plan to install new features along the trail each year.
- When installing or improving roads, bike and pedestrian safety should be considered on all new designs.
- Work with healthcare providers to encourage use of the parks trail system as a "precription."

Champion	Priority	Potential Funding Sources
Calvert City, Bike Walk Kentucky	3-5	Paula Nye Memorial Bicyclist and Pedestrian Education Grant
NFS, Local Bicyclists, PADD		Recreational Trails Program (FHWA)

D. Promote Calvert City as a Recreation Destination.

- Initiate the IMBA Feasibility study and become a destination for bike riding/mountain bikers.
- Collaborate with the High School Mountain Bike Team and certify more trails.
- Promote and partner with Kentucky Dam Village State Resort Park.

OTHER OBJECTIVES IDENTIFIED, BUT NOT MADE AS HIGH A PRIORITY:

- *Continue the partnership between Calvert City and the Tennessee River Line.*
- *Continue to coordinate between the various jurisdictions of Grand Rivers, Land Between the Lakes, and Cadiz as the dam reconstruction is complete.*
- *Apply to the Kentucky Trail Town Program*
- *Implement a Trail Network Feasibility Study.*
- *Connect the Kentucky Lock Pedestrian Trail with the Grand Rivers Trails.*
- *Incorporate Old Calvert into the trail system.*
- *Connect a trail to Paducah and the Tennessee River.*

AN ALTERNATIVE TRANSPORTATION COMMUNITY.

1. DEVELOP A MOBILITY STRATEGY FOR CALVERT CITY.

A. Adopt the complete streets initiative

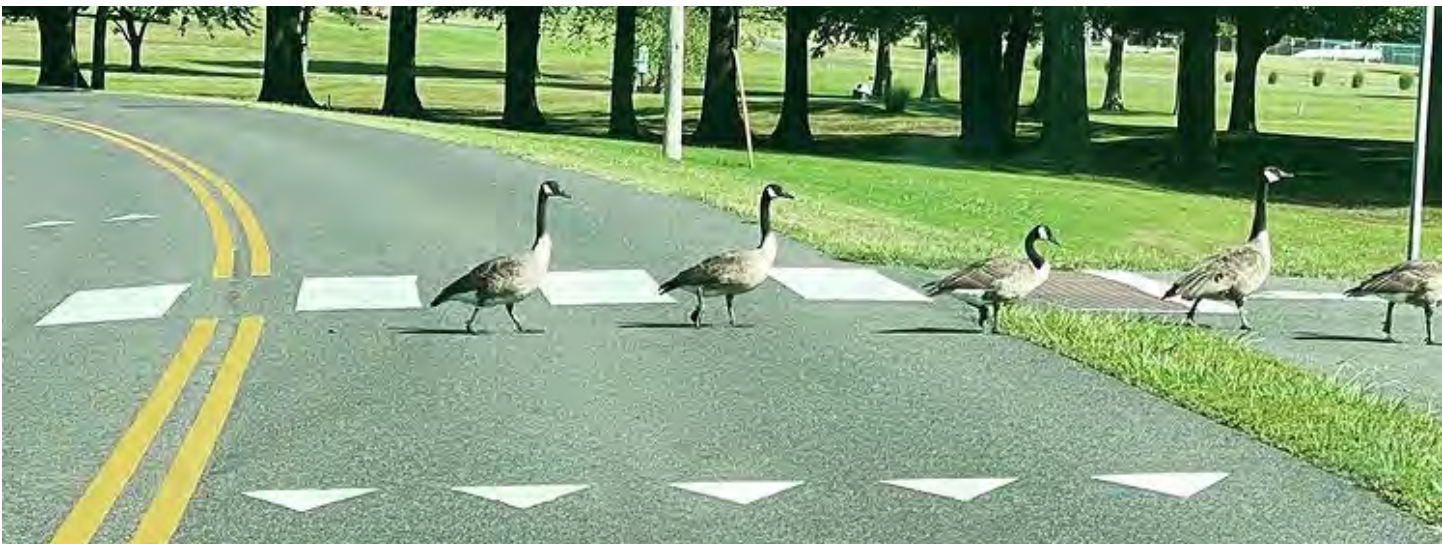
- Provide the framework for all transportation and development infrastructure improvements and upgrades.
- Develop a Safe Route to School campaign with Calvert City Elementary School.

Champion	Priority	Potential Funding Sources
Calvert City	1 year	General Fund - Low Cost

B. Create and implement a pedestrian plan for Calvert City

- Start with strategic locations for traffic calming designs (bump outs, narrower lanes, etc.)
 - Calvert City and 5th Ave
 - Princess Jennifer and Royal Park
- Assess key streets for “completeness” and set objectives as appropriate.
- Ensure all neighborhoods are connected by sidewalks
- Implement lighted crosswalks, possibly using lights in pavements
- Include more amenities along multi-use trails and parks (trash cans, lights, emergency call stations, bike racks, water fountains, etc.)
- Install art and interactive equipment along trail system (Musical instruments, tree identification, art sculptures, historical information, exercise equipment, etc.)

Champion	Priority	Potential Funding Sources
Calvert City / Parks and Recreation	On Going	General Fund
		Safe Routes to School



REVIVE CALVERT CITY.

1. IMPROVE CONDITION OF PROPERTIES THROUGHOUT CALVERT CITY.

A. Clean up abandoned or derelict properties.

- Review other cities Residential Redevelopment Incentives and develop a plan.
- Improve the quality of homes within Calvert City.
- Improve the rental home pool of homes/apartments.
- Hire a compliance officer to ensure rentals are being held to the city's standards.
- Investigate programming, skill-sets, and knowledge within the community.

Champion	Priority	Potential Funding Sources
Property Owners; City Inspection/ Enforcement; Churches/ Volunteer Groups	On-going	Residential TIF

B. Develop a volunteer program to assist with minor home improvement tasks.

- Utilize local talent.
- Encourage "neighbors helping neighbors"
- Improve sense of community.

Champion	Priority	Potential Funding Sources
Volunteers, Local Unions, Local Contractors	2-3 years	

C. Look at opportunities to "de-clutter" the rights-of-way.

Champion	Priority	Potential Funding Sources
Public Works; Utility Companies	5-7 years	Federal programs

D. Develop a plan for improving water and sewer infrastructure.

Champion	Priority	Potential Funding Sources
Public Works	5-10 years	Annual appropriations

2. CALVERT CITY IN BLOOM.

A. Become a "Pollinator City."

- Plant pollinators around retention ponds and along City rights-of-way.
- Encourage installation of pollinators with new developments and re-developments.
- Create educational program for residents on how to plant pollinators on their property.

Champion	Priority	Potential Funding Sources
CADA, WKRE, JPEC, Extention Office, Lake News, Photography Club	1-2 years	Small grants and local support

B. Create a Yard of the Season program.

- Recognize a yard each season that is maintained and well-manicured.

Champion	Priority	Potential Funding Sources
CADA	1-2 years	Small grants and local support

3. DEVELOP CALVERT CITY ART TRAIL.

A. Commission public art at key locations within the city.

- Source the art/sculptures locally.
- Find art that makes the corridors interactive.
- Tap into the regional art network.
- Utilize the Calvert City Calendar Photos.
- Look at opportunities for a meditation garden within the park system.

Champion	Priority	Potential Funding Sources
Regional Arts Council	Long-Term	



A COMMUNITY WITH QUALITY SERVICES AND INFRASTRUCTURE.

1. ADDRESS HEALTHCARE AND MEDICAL NEEDS OF THE COMMUNITY.

A. Ensure elder care is being addressed sufficiently.

- Work with developers and healthcare providers on existing and projected deficiencies.

Champion	Priority	Potential Funding Sources
Health Department, Elementary School, Nursing Home, Baptist Health, Churches	Long-term	Annual appropriations

B. Look for ways to catalyze urgent care.

- Create partnerships with regional hospitals.
- Identify potential sites for facility locations with appropriate infrastructures.

Champion	Priority	Potential Funding Sources
Calvert Utilities, Baptist Health	Long-term	Annual appropriations

C. Create career training for career paths locally.

- Work with local community college and high school for necessary classes and training.

Champion	Priority	Potential Funding Sources
Calvert City, Marshall County High School, WKCTC	5-7 years	

2. ENSURE EFFICIENCIES IN PUBLIC UTILITIES.

A. Water Treatment Plant.

- Implement current engineering study and plan.

B. Color coordinate fire hydrants to their pressure system.

- Paint as needed.

Champion	Priority	Potential Funding Sources
Public Works, Fire Department, Utilities	Long-term	Intergovernmental agreements

C. Participate in regional composting effort.

- Currently the yard waste goes to the landfill and a composting effort would be more environmentally friendly.
- Research the sustainability of this activity and the long-term costs and efforts.
- Organize a day to fill trucks full of compost in the spring.

Champion	Priority	Potential Funding Sources
Public Works, Mayor	Long-term	Annual appropriations

D. Identify Calvert City's basic infrastructure needs.

- Use this information to formulate where gaps in infrastructure exist.
- Designate water and sewer as a priority in infrastructure.
- Improve trail lighting along 5th Ave and multi-use trail filling dark spots.
- Create strategic plan for filling those gaps over the next 5 to 10 years.

Champion	Priority	Potential Funding Sources
Public Works, Mayor	On-going	Water fees, general fund, EPA.

- Update city lighting utilities to LED and automatic shut-off.

3. DEVELOP CITY OWNED PROPERTIES.

A. Continue to improve and invest in airport as a community asset.

Champion	Priority	Potential Funding Sources
Public Works, Mayor, water and sewer	On-going	Water fees, general fund, EPA.

- Promote workforce and educational opportunities in aviation related jobs.
- Recruit fix based Operator.
- Promote airport as an opportunity for local commerce.
- Host annual events.
- Install campsites and a pavilion for fly-in events.

B. Develop the retention pond on 6th Ave and Cedar.

- Deter Flooding
- Make the space pleasing to the eye and eco friendly.
-

Champion	Priority	Potential Funding Sources
Calvert City, Marshall County High School, West Kentucky and Community College	On-going	Sponsorship
Calvert City; FAA	Long-Term	FAA

C. Discuss the use of the Eco Park property near SharCal.

D. Develop a plan to improve Haddox Ferry

GREAT LIFE. GREAT OPPORTUNITY.

1. ADDRESS HOUSING NEEDS FOR BOTH EXISTING AND FUTURE RESIDENTS.

A. Research ability for City to hire a code compliance officer.

- revisit ordinances and refine processes.
- create a network of volunteers to assist with recurring compliance issues.
- Develop an inventory with utilities where there is no structure or an abandoned structure for realtors or others interested in open lots.

Champion	Priority	Potential Funding Sources
Calvert City, CADA, Churches	1-2 years	General Fund

B. Develop a “Housing Playbook” for easier investment in existing housing stock.

- Work with local university architecture/planning program.
- Create pattern book based on existing popular layouts.
 - Feature new floor plans
 - Pre-approved allowable additions to accommodate more living space (bathrooms, bedrooms, etc.)
 - Estimated costs for changes (with a range subject to finished chosen)
 - Sample photos of before and after upgrades.
 - Utilize as marketing tool for community and change the message about housing

Champion	Priority	Potential Funding Sources
City, Realtors, Contractors/Developers, University	1-2 years	Education grants for master’s project

choice within Calvert City

C. Host a workshop with developers, Realtors, staff and Council to establish what is needed to (re) develop housing in Calvert City and increase population.

- Identify ways to make Calvert City more competitive in the housing market.
- Identify barriers to development.
- Identify needed price points, sizes, and styles.
- Identify potential incentives for developers.
- Reviewing or revising zoning regulations to include mother-in-law rooms or apartments separate from the primary home.

Champion	Priority	Potential Funding Sources
Developers, City, Realtors	1-2 years	Creative partnerships

D. Look at other municipalities’ programs and policies for housing improvement and investment.

Champion	Priority	Potential Funding Sources
Calvert City	1-2 years	General Fund





COMMUNITY SURVEY

Between June 17 and July 10, 2020, Calvert City publicly released a community survey. The survey was designed to gather Citizen opinions on a range of topics relevant to updating the City's Strategic Plan. The survey covered imagining change, quality of life, city facilities and services, economic development, and housing preferences.

The survey was available in two forms: 1) digitally via the City's website and social media, and 2) via a paper survey available for pick-up at City Hall. Nearly 250 responses were received during this time, representing about 20% of the population. Additionally, a smaller survey was

given in April of 2020 to graduating high school seniors to gauge their future in Calvert City. The relevant results from this survey are called out along the community survey results.

The following provides a profile of respondents and main themes from survey responses. Complete survey data is on file with Calvert City.

The goals, objectives and strategies of a strategic plan support the community's vision for the future of Calvert City and address barriers and opportunities to realizing this vision. The feedback from the survey helps to shape and support that vision.

A snapshot of Calvert City in 2020



POPULATION
2,509



POVERTY RATE
17.2%



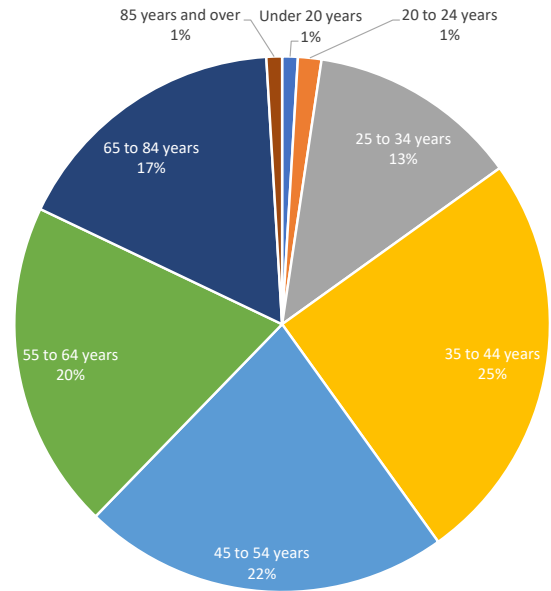
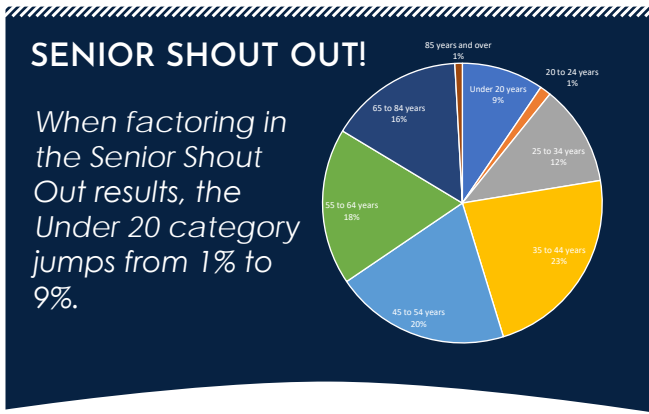
MEDIAN HOUSEHOLD INCOME
\$48,583



EMPLOYMENT RATE
50.7%

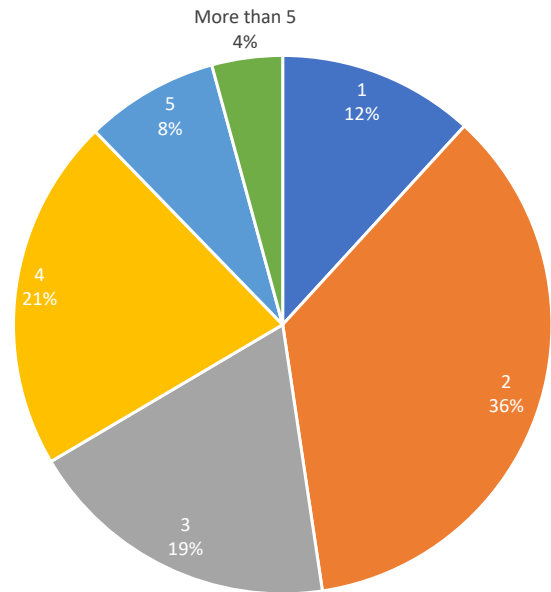
Q1. What is your age?

A large percentage of the respondents (38%) were between 25 and 44 years of age. This age cohort represents the next generation of Calvert City citizens.



Q2. How many people live in your household, including yourself?

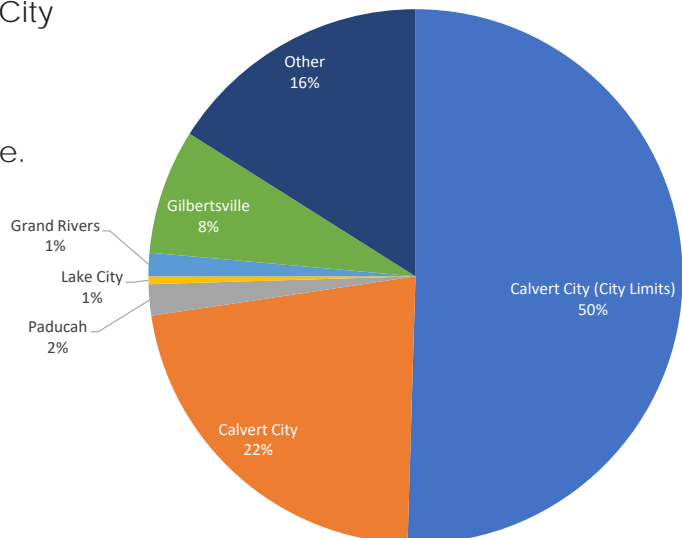
The survey responses reflect a range of single-person, two-person and more than two-person households. It appears as though many family units responded to the survey.



Q3. In what community do you live?

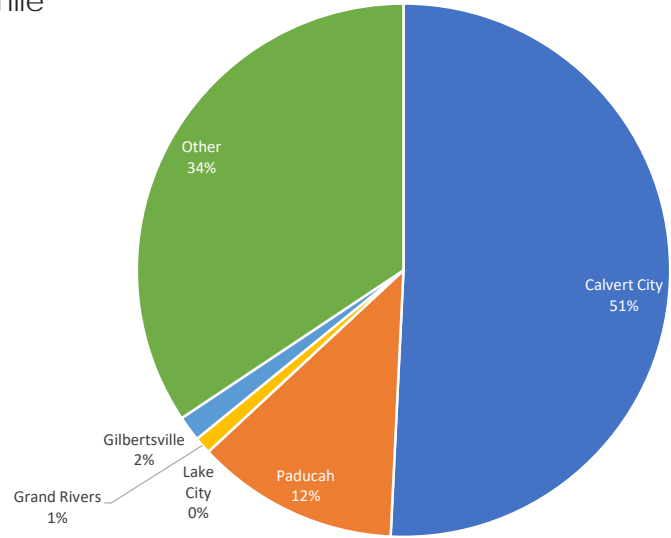
Nearly 75% of the respondents live within Calvert City with 50% being within the City proper.

Of those 16% that responded "Other," popular answers included Benton, Draffenville, and Sharpe.



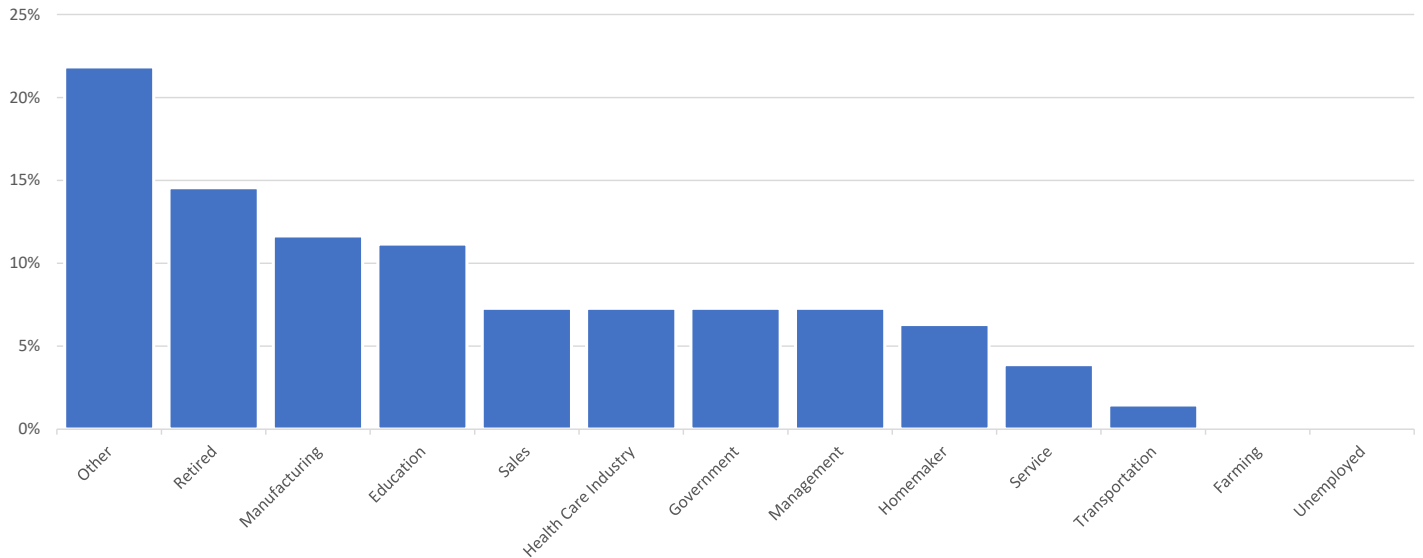
Q4. In what community do you work?

Half of the respondents work within Calvert City while others are employed throughout the region--the largest of which was the City of Paducah. Others included: Benton, Draffenville, and retired.



Q5. What is your occupation?

The field of employment ranges for the respondents. The most common "other" responses were for engineering, banking, administration, and construction.



SENIOR SHOUT OUT!

Occupations and fields the Seniors are currently considering include:



- Business
- Education
- Medical
- Engineering
- Music Theatre
- Dental Assistance
- Health Science
- Political Science
- Biology
- Chemistry
- Culinary Arts
- Management

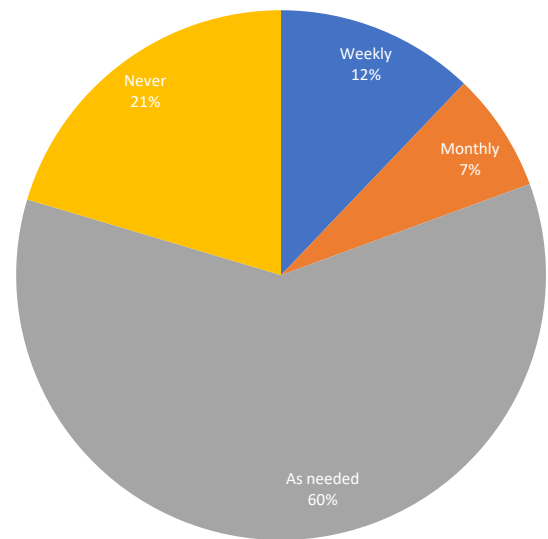
Q6. Do you own or rent your home?



Q7. How often do you visit Calvert City's website?

Only 21% have never visited Calvert City's website while other range from visiting monthly (7%), weekly (12%), and as needed (60%).

This information can assist the City with future site content as well as provide a metric for site visit growth.



Q8. Do you follow Calvert City via the following social media sites?

Facebook is the most popular (71%) social media site for respondents to follow for information on Calvert City. Instagram is a distant second (17%) and Twitter and YouTube are an even more distant third (7%) and fourth (5%). These sites are a vital way to keep residents and visitors engaged in happenings around Calvert City. This insight as to the most effective resources for communicating with residents and visitors is critical to the City.



FACEBOOK
71%



INSTAGRAM
17%



TWITTER
7%

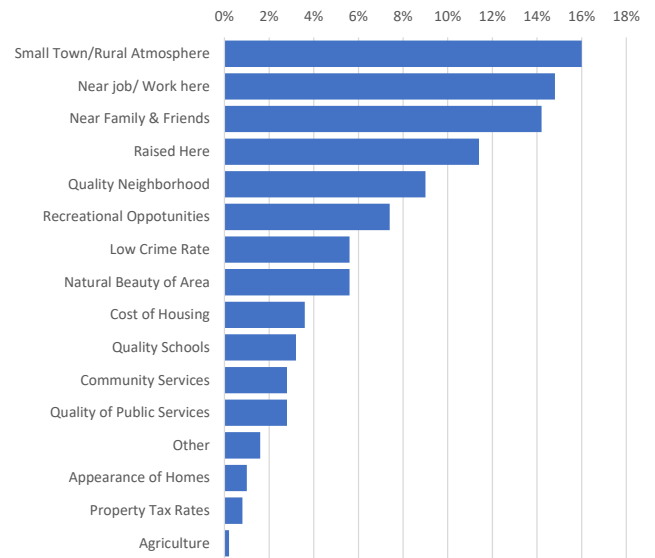


YOUTUBE
5%

Community Survey Results - Quality of Life

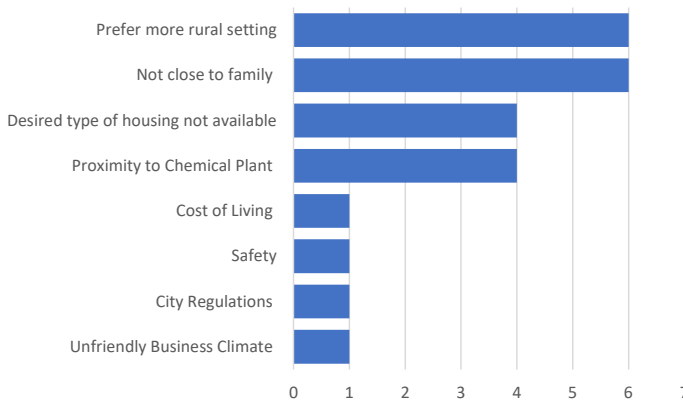
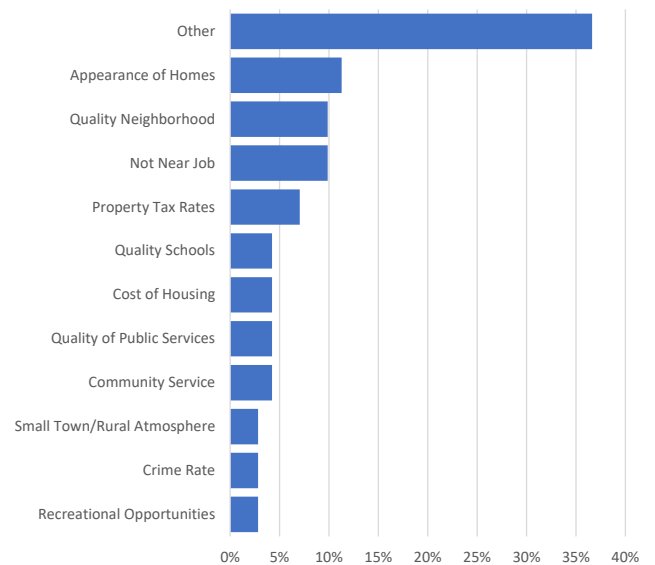
Q1. Top Reasons why RESIDENTS choose to live in Calvert City:

Respondents were asked to select the top three (3) reasons they choose to live in Calvert City. The top responses are shown at right. The small town atmosphere of Calvert City is most attractive to respondents. Location and proximity to employment and family and friends are also important factors.



Q2. What keeps you [NON RESIDENT] from living in Calvert City??

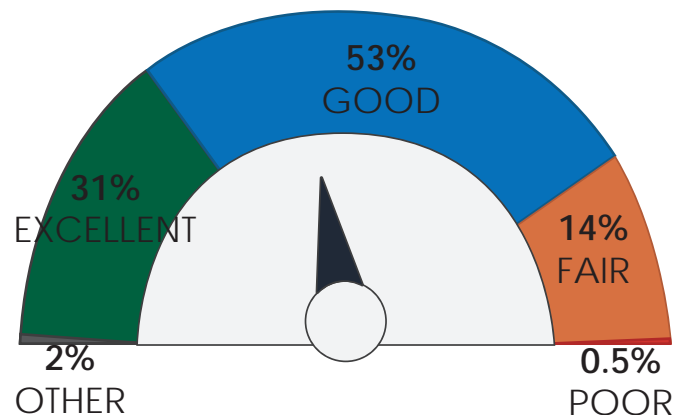
There were 52 non resident responses. The breakdown can be found at right with the "Other" category being the most popular. A break down of those responses can be found below. The other stated reasons include: Appearance of Homes (11%); Quality of Neighborhood (10%); and Not Near Job (10%).



Q3. Overall, how would you rate the quality of life in Calvert City?

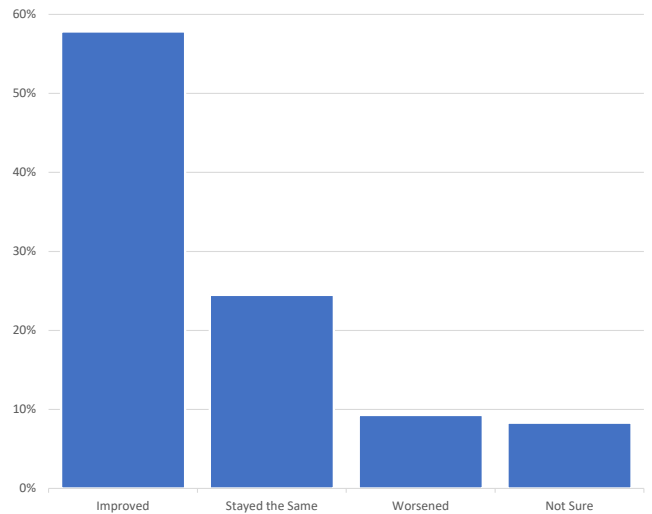
Overall, respondents believe the quality of life in Calvert City to be overwhelmingly good (53%) or excellent (31%). Select comments include:

- Great assets with parks, recreation and city services
- Great location to other cities and the lake
- Need more businesses (retail and restaurants)
- Need development around HWY62
- School District needs assistance



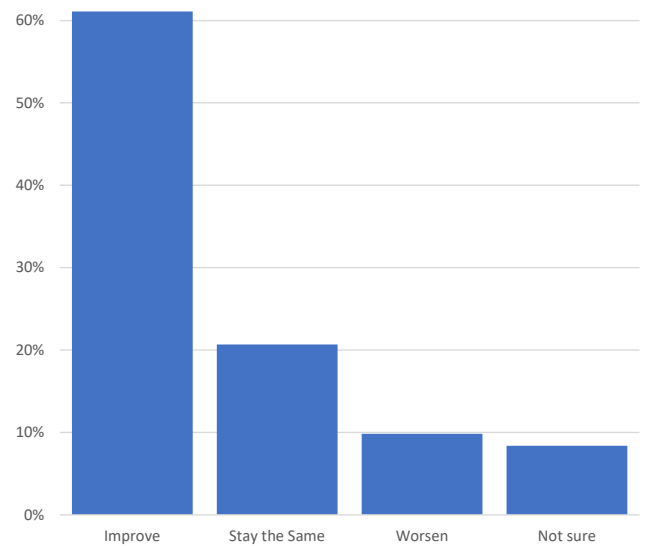
Q4. Over the past 10 years the quality of life in Calvert City has:

Most respondents (58%) carry the perception that the City is improving, or at least maintaining its standards.



Q5. Over the next 10-20 years, do you expect that the quality of life in Calvert City will:

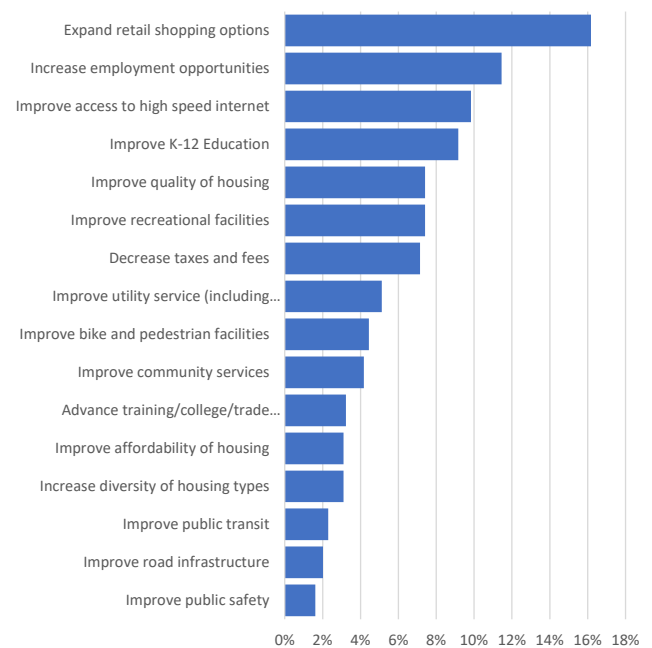
Similarly, most respondents (61%) see the City continuing the trend of improving. Very few (10%) see the quality of life in Calvert City worsening over the next decade.



Q6. Please indicate your top FOUR changes which you think would improve the quality of life in Calvert City?

In order to continue to improve the quality of life in Calvert City, respondents offered the following actions: to expand retail shopping options (16%); to increase employment opportunities (11%); to improve access to high speed Internet (10%); to improve K-12 Education (9%); to improve recreational facilities (7%); to improve quality of housing (7%); and to decrease taxes and fees (7%). Select comments include:

- Attract restaurants of all kinds
- Vary the labor market
- Continue expanding parks and recreation
- Focus on arts and culture



Q7. What is Calvert City's biggest asset?

While this open ended question returned a variety of results, several Calvert City assets surfaced to the top:

- The Industrial Complex for providing employment and a stable tax base
- Parks and Recreational opportunities
- Bike Lanes
- Residents
- Location
- Low Crime Rate
- Access to the Lake
- Small Town Atmosphere
- Community Events
- Library
- Tourism Opportunities

Q8. What is your biggest concern for the future of Calvert City?

While this open ended question returned a variety of results, several concerns surfaced to the top:

- Housing - too many rental homes, decrease in property value
- Lack of growth - no new businesses or closures of existing businesses
- Losing the elementary school
- Drugs/crime
- Losing the small town feel
- Population decline
- Losing plant jobs
- Environmental quality
- Water quality
- Too much legislation and regulation
- Lack of diversity

SENIOR SHOUT OUT!

What do you love about Calvert City?

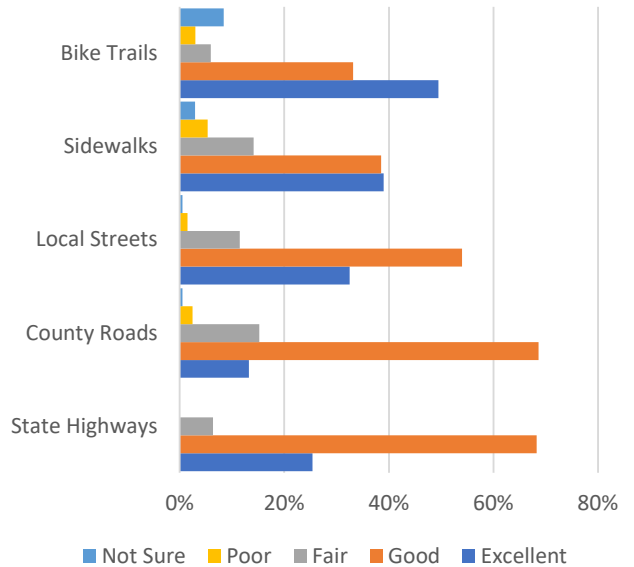
- *How everyone knows everyone*
- *Atmosphere, super friendly people*
- *Access to park and library, going on walks, viewing nature*
- *Friendly neighbors, the parks, churches*
- *The beautiful parks!*
- *Small-town atmosphere and closeness of community to support the youth*
- *The library*
- *Possum Trot*
- *You can walk everywhere!*

What could Calvert City improve for you to live in Calvert City after you graduate?

- *More restaurants!!!*
- *Nothing, Calvert City is doing good now*
- *Plan and provide fun and encouraging activities for high school students with positive role models leading the activities*
- *Continue to invest in the future, the youth.*
- *Stop building so many new places*
- *More restaurants*
- *The industrial emissions*
- *Dogs need to kept on leashes or in a fence*
- *More farmland*

Q1. Rate the following in Calvert City:

All categories of transit infrastructure rate with excellent or good.

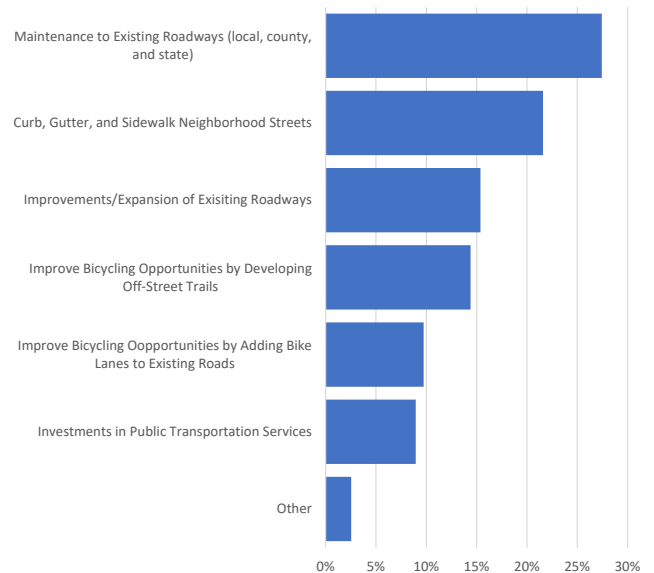


Q2. During the next 10 years, which of the following transportation investments do you support in Calvert City? Select all that apply.

Maintenance of existing infrastructure was important to the respondents. As was installing curb, gutter, and sidewalks along neighborhood streets.

Select comments include:

- Improve/increase sidewalks around town
- More golf cart options/guidelines
- Develop walkable/bikable access to HWY 62 businesses



Q3. What are Calvert City's strengths/weaknesses regarding Transportation Infrastructure?

This open ended question rendered a variety of responses, but several central themes emerged.

STRENGTHS:

- Trail system - can easily walk around town
- Interstate highways
- Existing roadways are well maintained
- Bike path to the dam

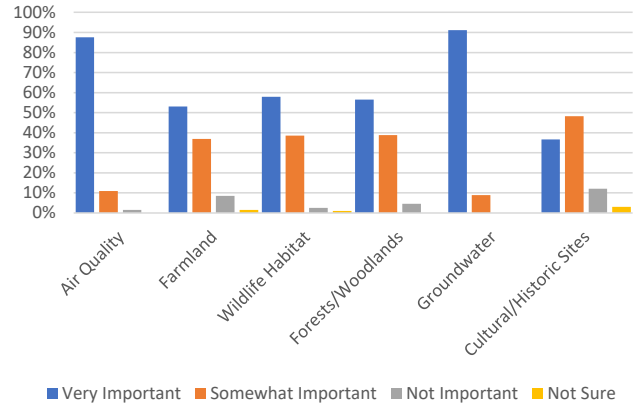
WEAKNESSES:

- No public transportation
- Side roads need work
- More paths on side roads/ connecting isolated neighborhoods
- Need curb and gutter improvements
- Speed limits too high/lack of law enforcement causing safety issues
- Better control of icy/snowy roads
- Golf carts on main roads
- Narrow roads
- Bike paths need rails/better marked to protect pedestrians
- Roads need repaved

Community Survey Results - Environmental, Natural, & Agricultural Resources

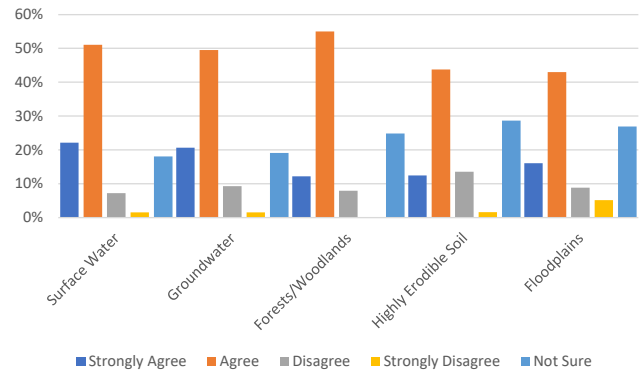
Q1. Please share your opinion on how important it is to protect each of the following resources in Calvert City:

Overwhelmingly, respondents feel it is important to protect the environmental, natural, agricultural and cultural resources in and around Calvert City.



Q2. In your opinion, current environmental policies and regulations in Calvert City adequately protect the following environmental area from damage or disruption:

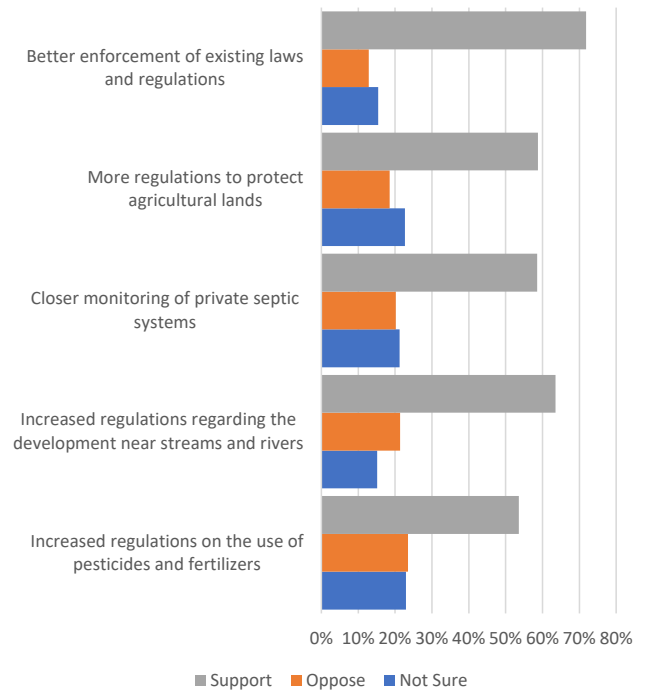
On the whole, most respondents agree that the current policies and regulations adequately protect Calvert City's resources, although several do appear to be uncertain about some of the categories.



Optional responses revealed that there was a lack of knowledge in Federal, State, and Local policies and regulations relating to the environment.

Q3: Initiatives to protect and improve the natural environment sometimes include increased monitoring and regulation efforts. Would you support or oppose the following efforts?

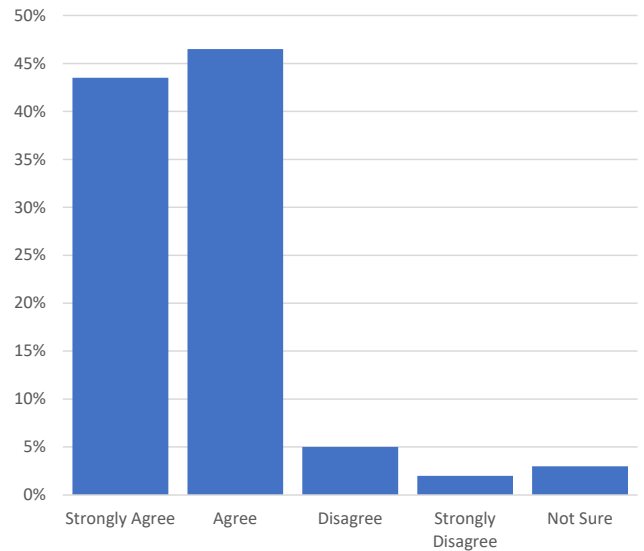
Respondents support increased monitoring and regulation efforts when appropriate based on comments received.



Q4. Current park and outdoor recreational facilities within Calvert City currently meet your needs.

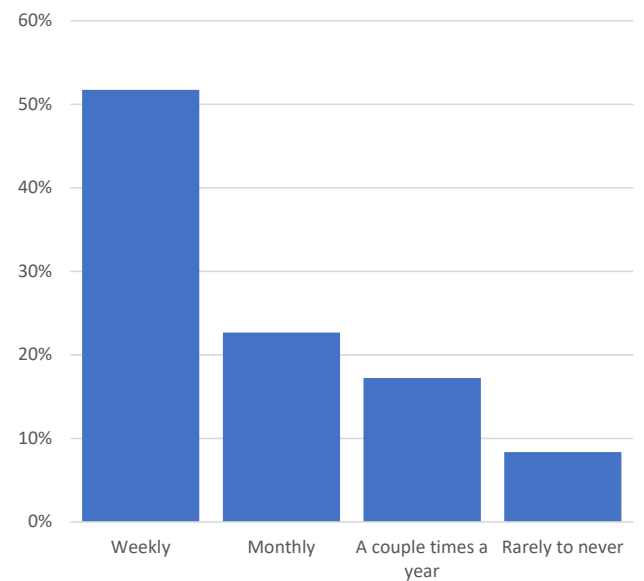
Most respondents strongly agree (44%) or agree (47%) that the current facilities meet their needs. Select comments include:

- I drive to Calvert each day to use the park paths
- This is the best thing we have going, and should always be improving. There is really no other reason to move to or stay in Calvert.
- The parks and outdoor recreational facilities are probably the main reason my family chose to move to Calvert City one year ago. We use them every single day that weather allows.
- We need a dog park! My yard in the city is too small for my dogs to run. A fenced dog park would be so nice.
- Still looking for new equipment updates at the old park. As well as the opportunity to make the all inclusive playground (like discovery park)



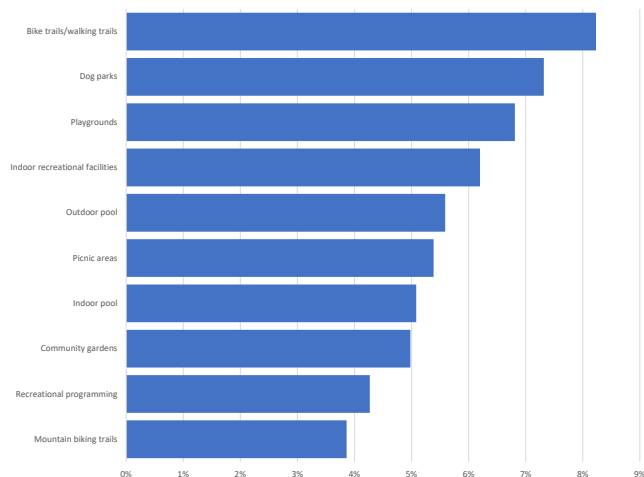
Q5. How often do you use recreational facilities within Calvert City (parks, golf course, trails, etc.)?

Over half (52%) of the respondents utilize recreational facilities on a weekly basis. This supports the importance of these amenities to residents to support a high quality of life.



Q6. Please indicate up to FIVE types of recreation amenities that you would like to see expanded or improved in Calvert City, either by the City or by the private sector.

Respondents were given 34 options for new recreation amenities from which they selected their top five (5). From there, ten (10) amenities received more votes than the rest: 1. Bike trails/ walking trails, 2. Dog parks, 3. Playgrounds, 4. Indoor recreational facilities, 5. Outdoor pool, 6. Picnic Areas, 7. Indoor pool, 7. Community gardens, 8. Recreational programming, and 10. Mountain biking trails.

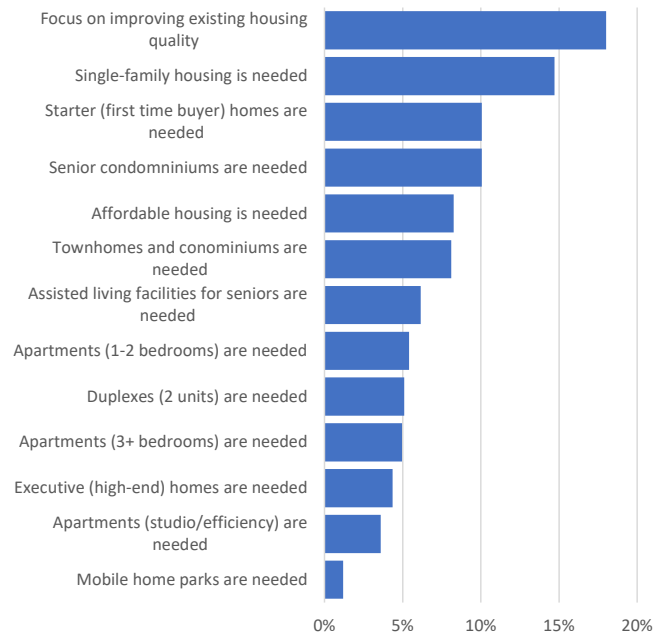


Other suggestions included places for fishing, safe connections to parks, and outdoor theatre.

Community Survey Results - Housing

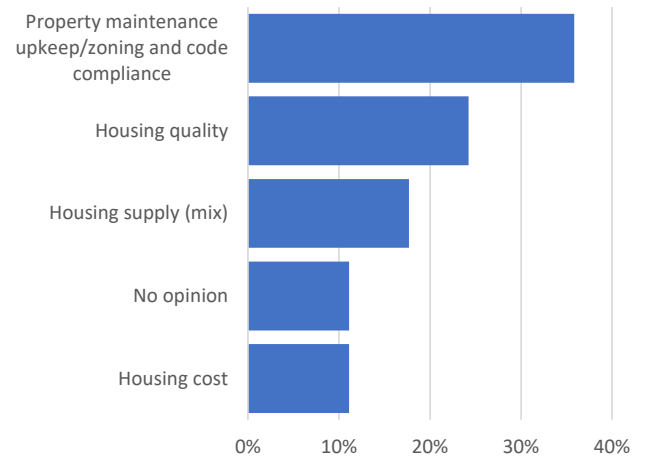
Q1. Please share your opinions about the types of new rental and ownership housing and housing improvements needed in Calvert City. Select all that apply.

The respondents would like to see investment in existing housing stock, single-family housing, starter homes, and senior condominiums.



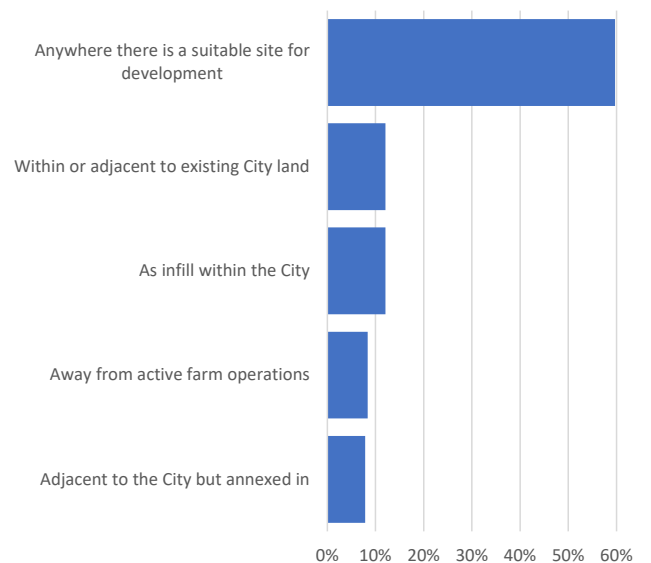
Q2. Which of the following aspects of housing is most important to improve in Calvert City?

Similarly, property maintenance (36%) and housing quality (24%) are important to the respondents, less so, is the cost of housing (11%).



Q3. In Calvert City, new residential development should be located:

Overwhelmingly, 60% of the respondents believe that the location of new housing development is not an important factor.

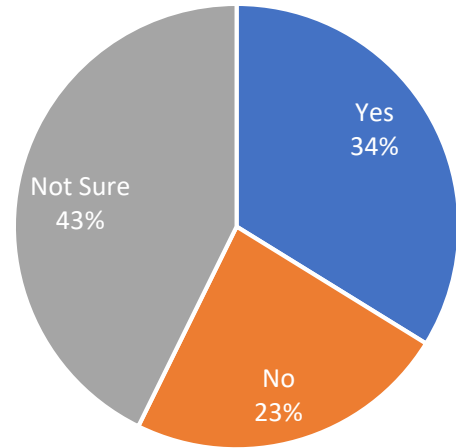


Q4. Does the City’s available rental units meet the need of renters today?

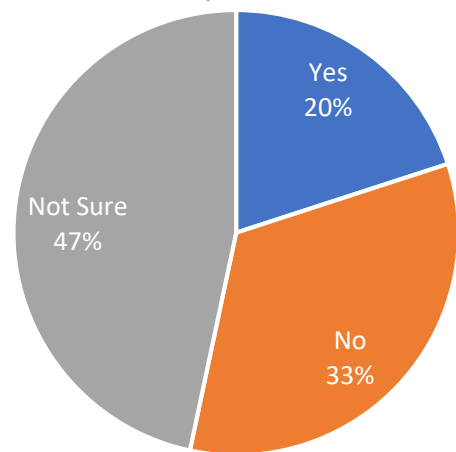
While 43% of the respondents were uncertain about the needs of renters, 34% thought that the rental housing needs were being met, and 23% did not feel they were being met.

It should be noted that 93% of the respondents indicated they owned their home which could be seen as a bias within the responses. To account for this, only the responses from the rental homes were analyzed. Not surprisingly, fewer renters (20%) felt that the current rental housing supply meets the needs of today’s renter. However, it is surprising that 47% were also unsure about the rental housing needs being met.

All Respondents



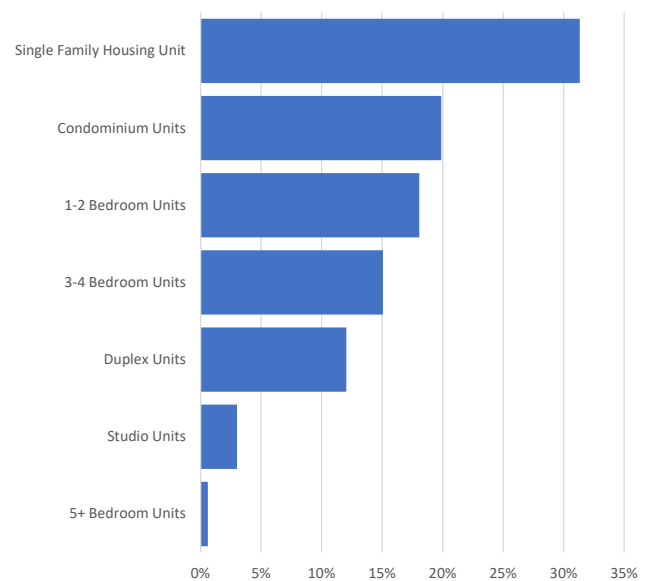
Home Renter Respondents



Q5. What types of rental options are needed in Calvert City?

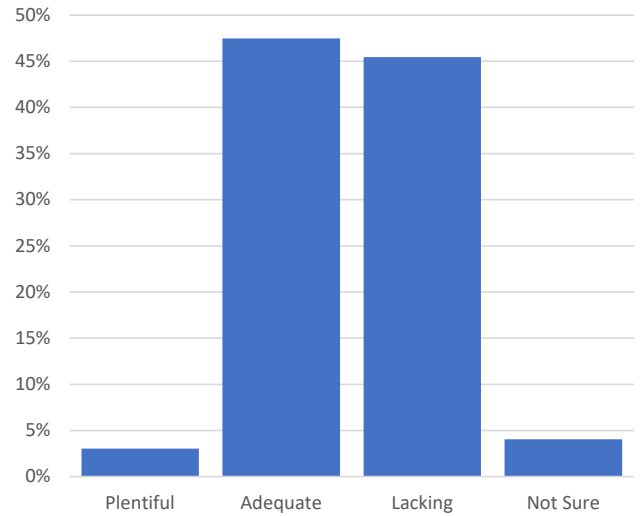
Respondents favored single family housing rental units (31%), condominium rental units (20%), and 1-2 bedroom rental units (18%).

Again, based on the number of responses from home owners, only the responses from the rental home respondents were analyzed. These results paralleled the full survey responses in that single family housing rental units were strongly desired (47%).



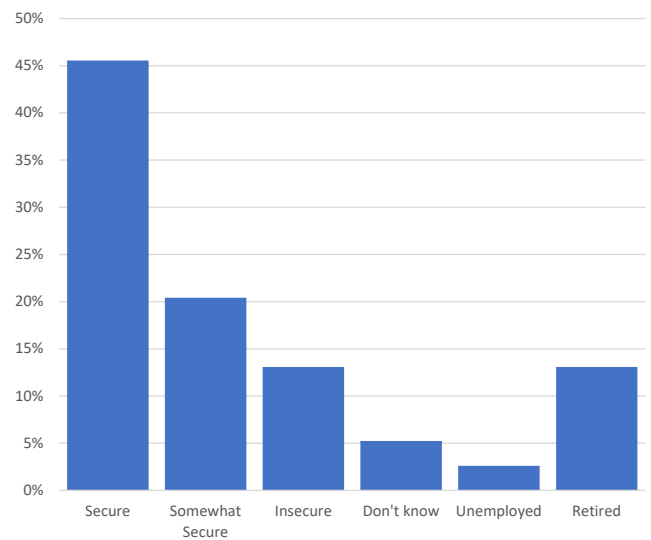
Q1. In your opinion, how would you describe the availability of employment opportunities in Calvert City?

Respondents were split on whether or not there were available employment opportunities within Calvert City; 47% said it was adequate while 45% said it was lacking. This split could be attributed to the category of industry familiar to the respondent.



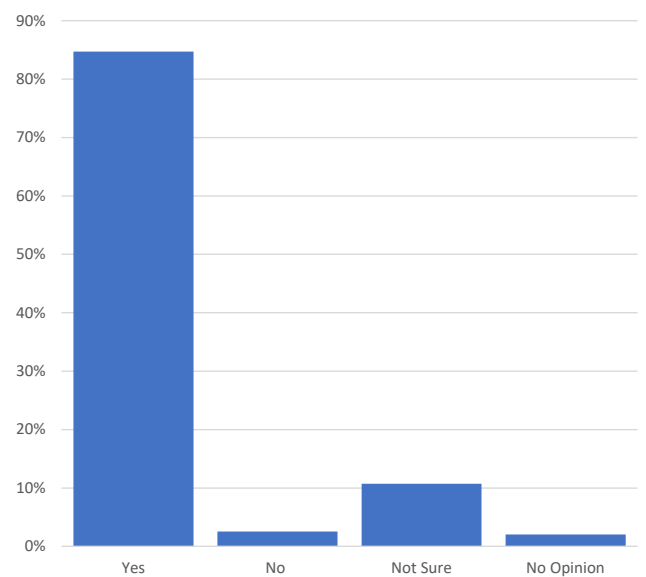
Q2. How secure do you believe your employment to be over the next 3-5 years?

Most respondents felt either secure (46%) or somewhat secure (20%) in their ability to retain employment over the next 3-5 years.



Q3. Do you believe Calvert City should commit funding to retain, attract or grow private sector businesses and jobs in the community?

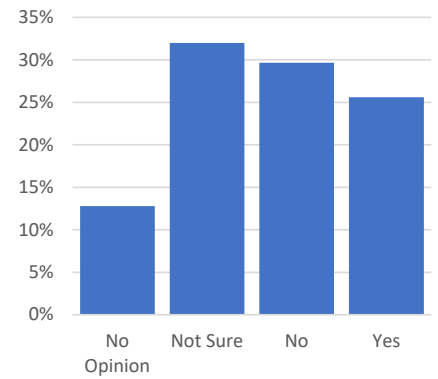
Overwhelmingly, 85% of the respondents believe that the City should commit funding to retain, attract, or grow private sector businesses and jobs in the community.



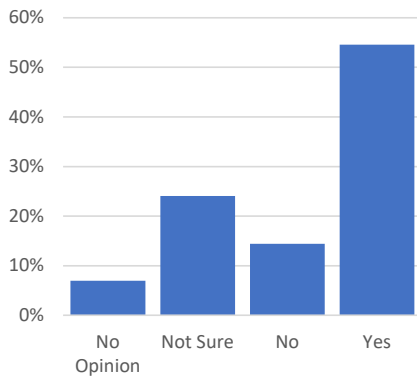
Q4. Should Calvert City offer financial incentives to encourage private sector development and investment in the following sectors:

With the exception of undeveloped lands, respondents are generally willing to support financial incentives to encourage private sector development within Calvert City.

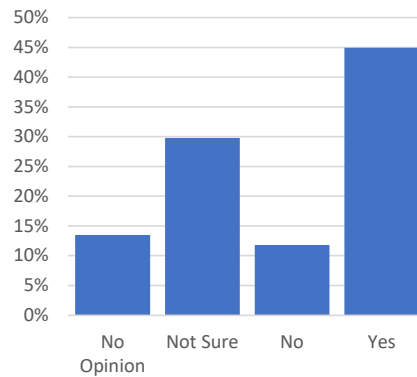
On undeveloped land (E.g. farmland)



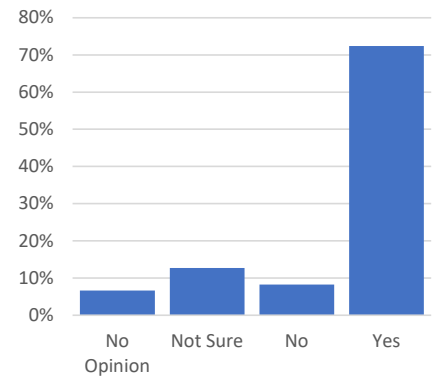
For residential development



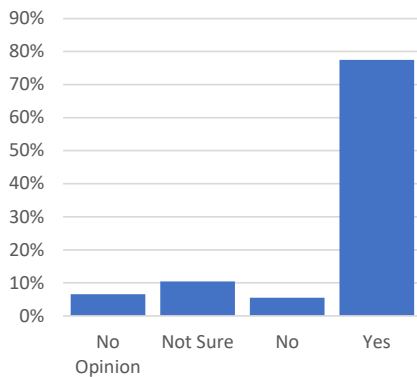
On vacant infill sites



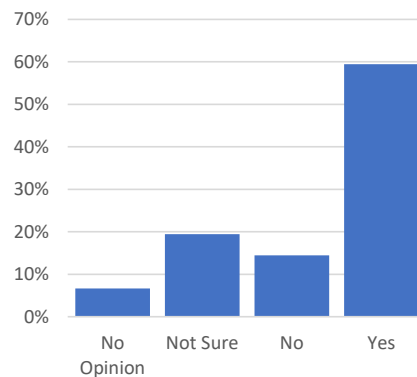
For manufacturing and support services



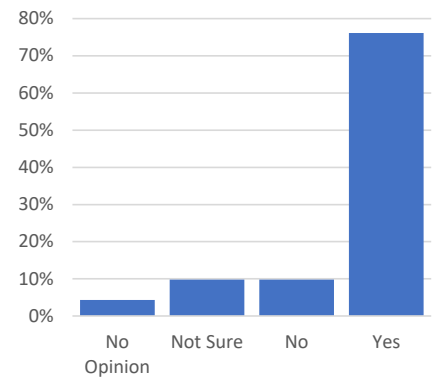
For local businesses



For non-retail businesses

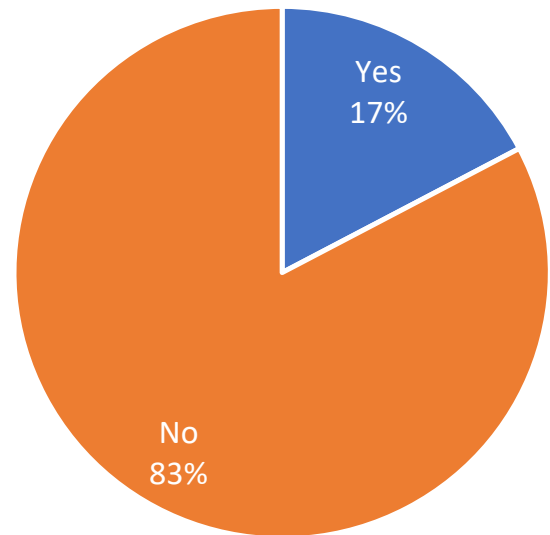


For retail businesses



Q5. Do you own or operate a business in the area?

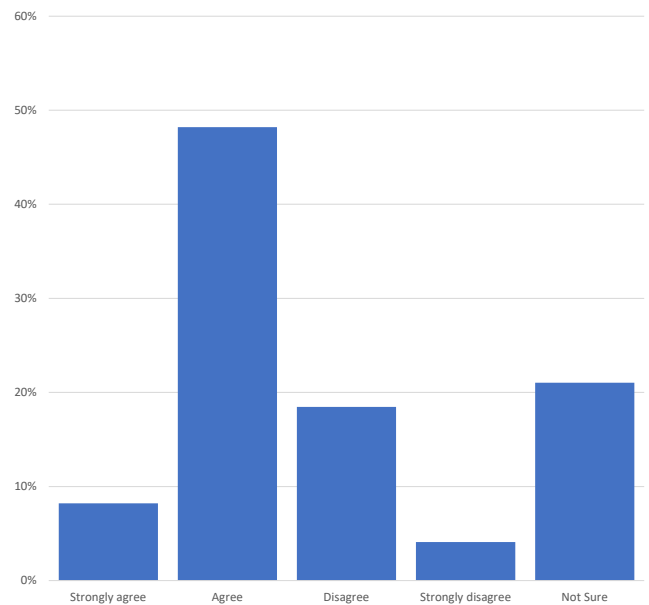
Nearly 20% of the respondents own or operate a business within Calvert City.



Q6. Please indicate your level of agreement with the following statement: "Calvert City is a good place to start a business."

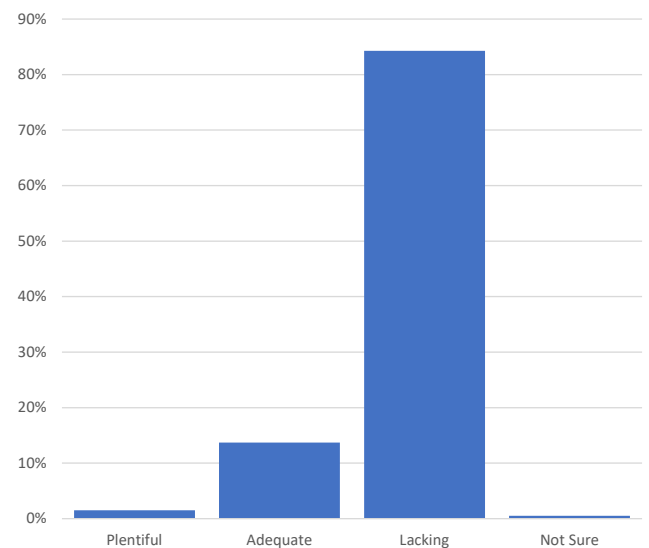
Nearly half (48%) of the respondents agree that Calvert City is a good place to start a business while 8% strongly agree. Eighteen percent (18%) disagree while 4% strongly disagree and 21% are unsure.

Several respondents commented that local regulations were the biggest factor in preventing new businesses from starting in Calvert City.



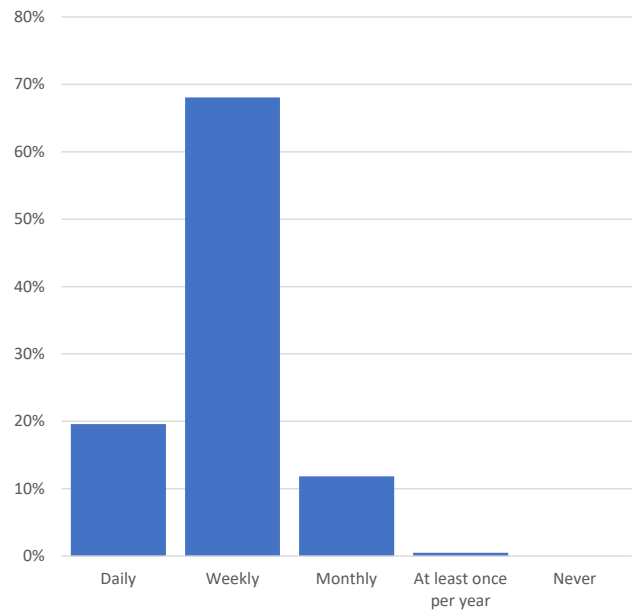
Q7. In your opinion, how would you describe the availability of places to shop in Calvert City?

Overwhelmingly, 84% of the respondents find retail lacking within Calvert City giving support to the proceeding question.



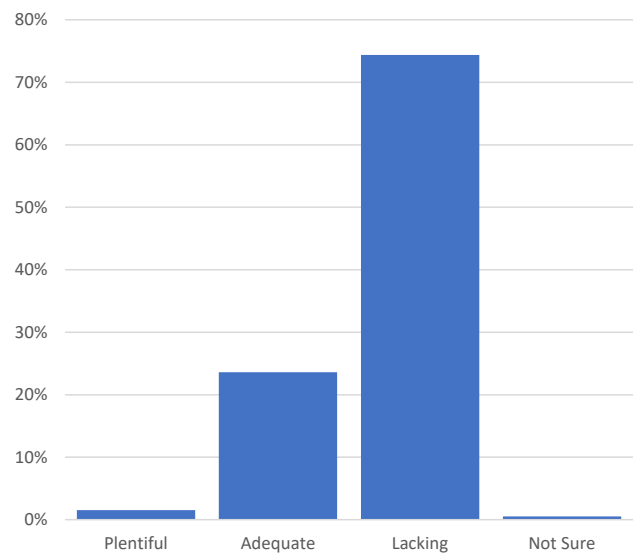
Q8. How often do you leave Calvert City to shop?

With most respondents finding the retail options lacking, it is not surprising that nearly 70% do their shopping outside of Calvert City weekly.



Q9. In your opinion, how would you describe the availability of places to dine in Calvert City?

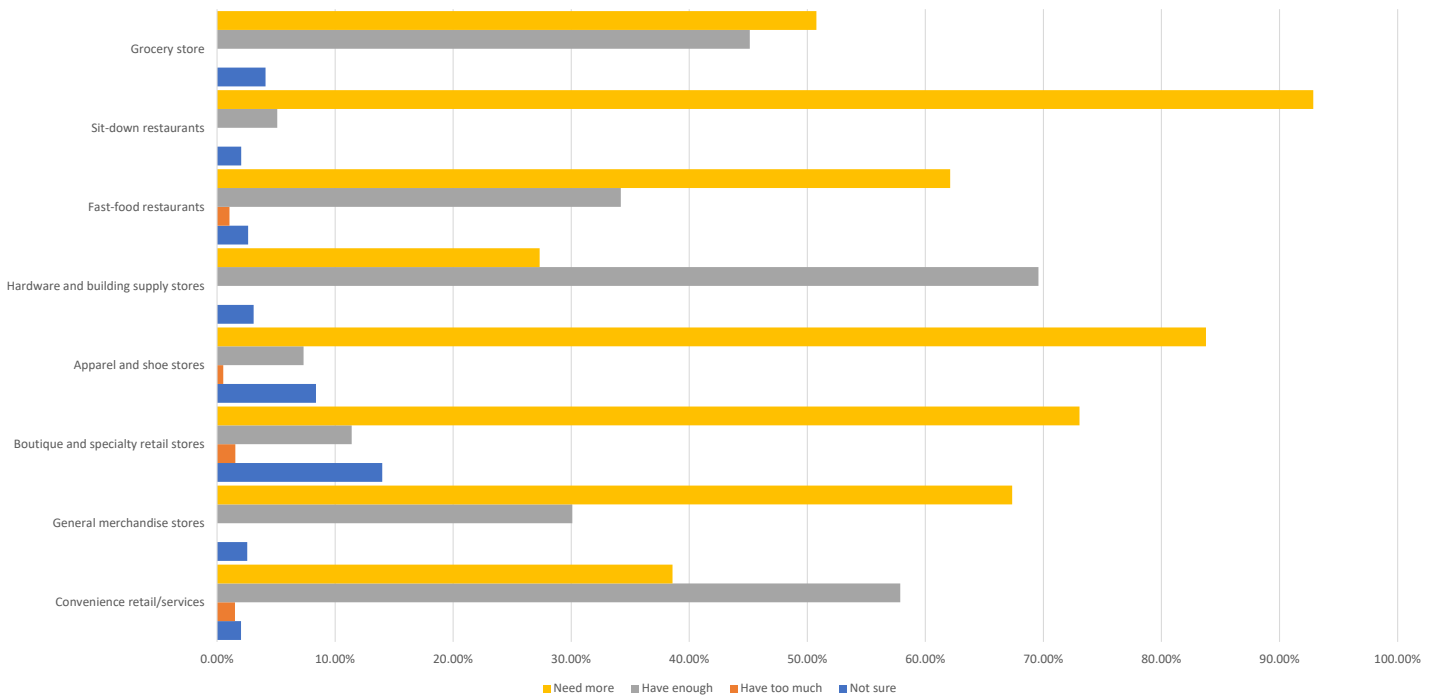
Similar to retail shopping, 74% of the respondents found the availability of places to dine in Calvert City lacking.



Q10. Please share your opinions about the various retail and service businesses in Calvert City.

To flesh out what type of retail and services were desired, respondents were asked their opinion of what they would like to see more of in Calvert City. Nearly 93% of the respondents would like to see more sit-down restaurants; 84% would like to see more apparel and shoe stores, 73% would like to see more boutique and specialty retail stores; 67% would like more general merchandise stores; 63% would like more fast-food chains; and 51% would like more grocery options.

Generally, respondents do not see any of the retail and services are overly abundant in Calvert City. However, they do feel that hardware and building supply stores are adequate (70%) as well as convenience retail/services (58%).



Q11. What restaurants would you like to have in Calvert City?

Below is a list of the most popular answers to this open ended question.

- Chick-fil-A
- Steak house
- Cheddars
- Sonic
- Applebees
- Mom & pop type
- Taco John
- Olive Garden
- Fazolis
- Taco Bell
- O'Charleys
- Healthy options
- Texas Roadhouse
- Longhorn
- Culvers
- Wendy's
- Long John Silvers
- KFC

Q12. What additional retailers would you like to have in Calvert City?

Below is a list of the most popular answers to this open ended question.

- Clothing and shoe stores/ boutiques
- Lowes
- Walmart
- Kroger
- Target
- Sporting goods
- Home Depot

Q13. Where do you shop for groceries?

Below is a list of the most popular answers to this open ended question.

- Food Giant
- Walmart
- Kroger
- Sam's Club
- Aldi
- Dollar General
- IGA

It should be noted that many respondents stated they shop at Food Giant for quick trips, but go out of town to whop weekly or monthly for items they can't find locally.

Q14. What goods/services are not easily accessible within Calvert City?

Below is a list of the most popular answers to this open ended question.

- Clothing and shoes
- Crafts
- Groceries
- Oil Change
- Hardware
- Delivery options for food
- Sporting Goods
- Pharmacies
- Restaurants
- Doctors

It should be noted that a popular answer was hardware, even though respondents previously indicated that hardware stores were ample.

Q15. In what city do you do most of your shopping?

Below is a list of the most popular answers to this open ended question.

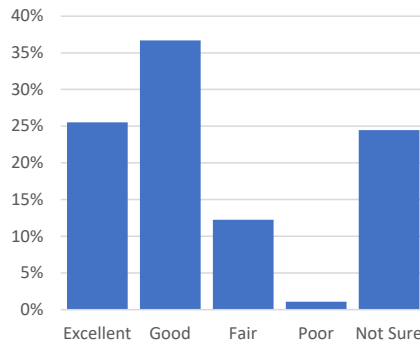
- Paducah (Overwhelmingly)
- Benton
- Calvert City
- Online
- Murray

Community Survey Results - Community Facilities & Services

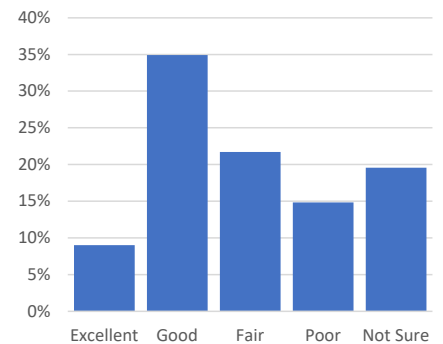
Q1. From your experience, please rate the following services offered in Calvert City.

Depending on the service, respondents rated the City from Excellent to Poor or were unsure. Areas that are poor include: cable/telecommunication/internet and the recycling program. Areas that rated excellent were fire protection, garbage collection, park and recreation facilities, law enforcement, and the public library.

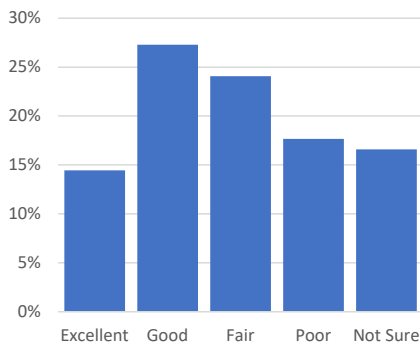
Ambulance Services



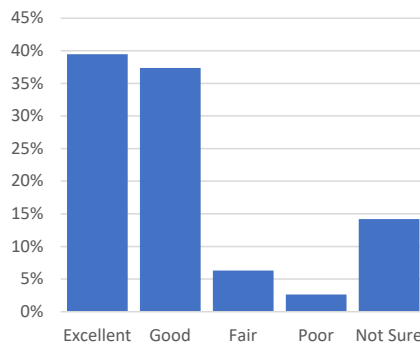
Emergency Care



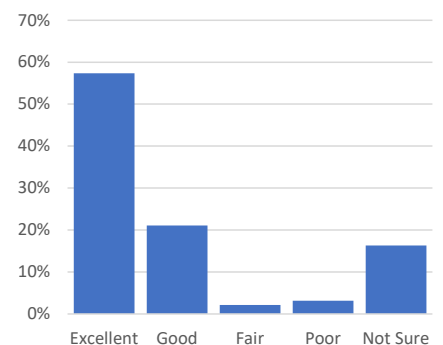
Family Practitioners



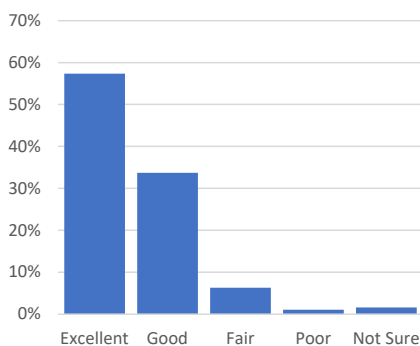
Fire Protection



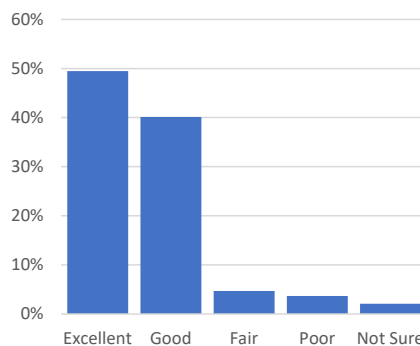
Garbage Collection



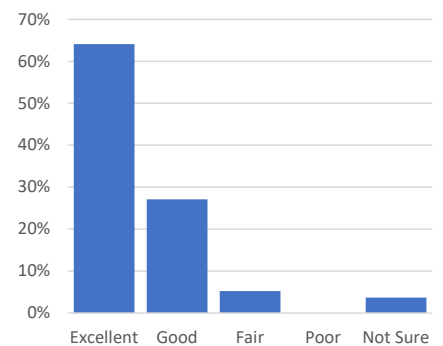
Park and Recreation Facilities



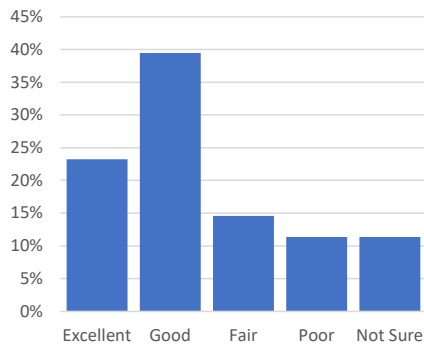
Law Enforcement



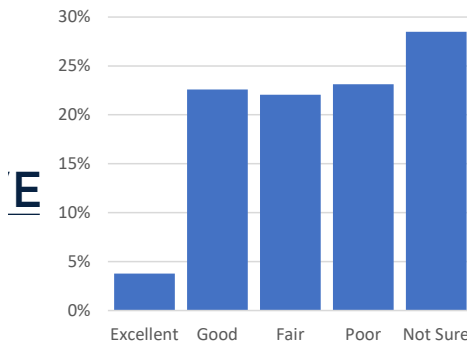
Public Library



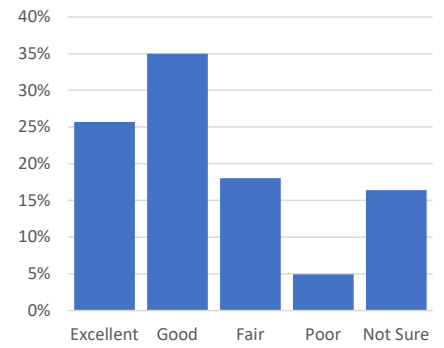
Public School System



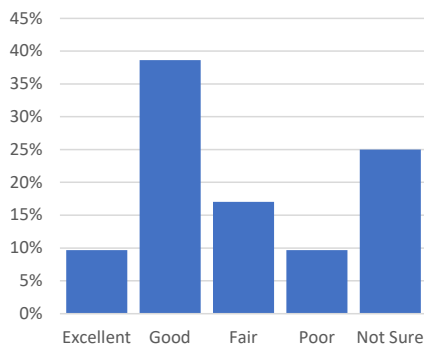
Recycling Program



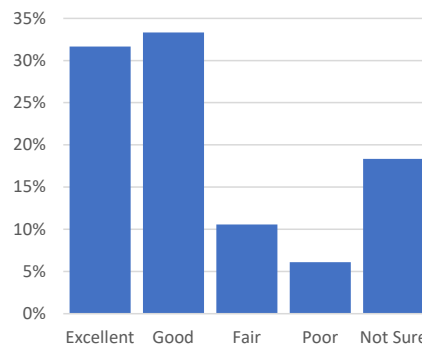
Snow Removal



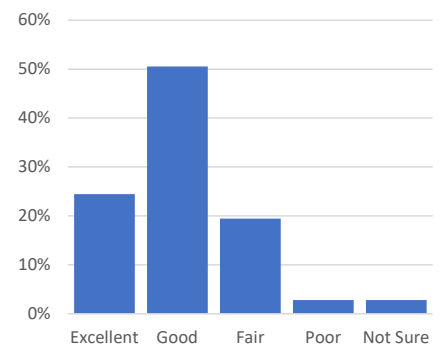
Stormwater Management



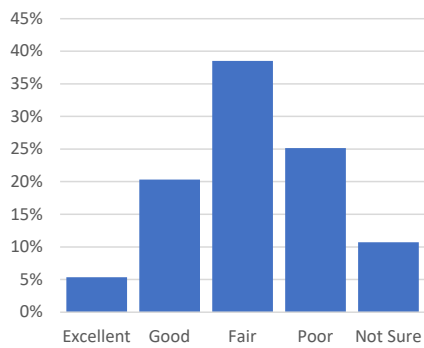
Yard Waste Disposal Options



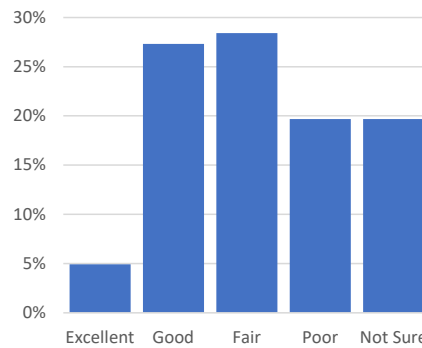
Street & Road Maintenance



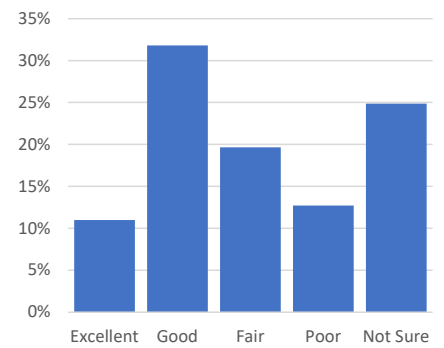
Cable/Telecommunication/
Internet, etc.



Programs for Youth



Long Term Care



Community Survey Results - Community Facilities & Services

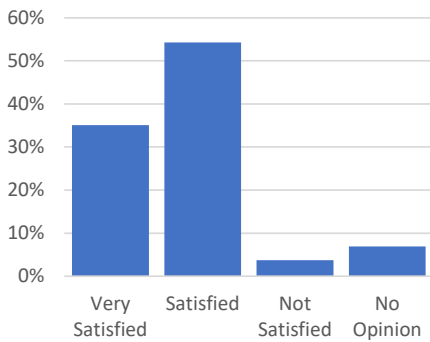
Q2. Calvert City supports many public services with a limited budget. How would you like the City to prioritize spending on these services? Please indicate your spending preference based on your satisfaction with these public services.

Overall, most public services were rated good or excellent with the exception of Arts & Culture Programs, Affordable Housing, Programs for

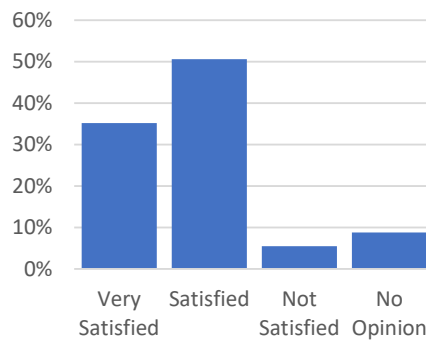
Seniors and Youth, and Economic Development.

Based on comments received along with the question, some respondents expressed dissatisfaction with curbside recycling, animal control, and internet options.

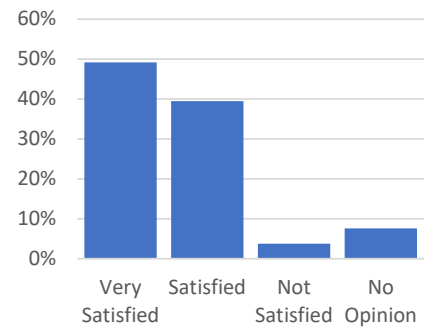
Police Services



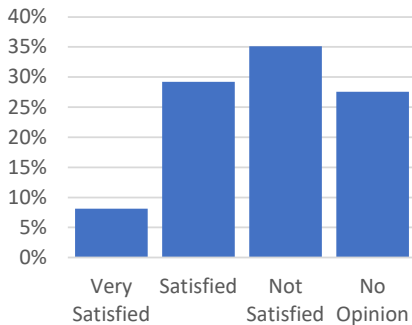
Fire & Emergency Services



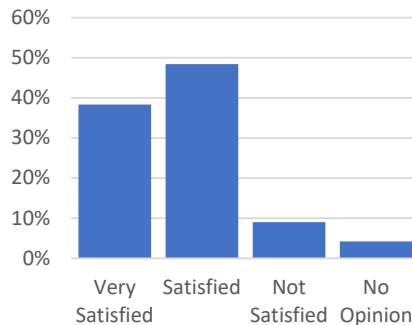
Library Services



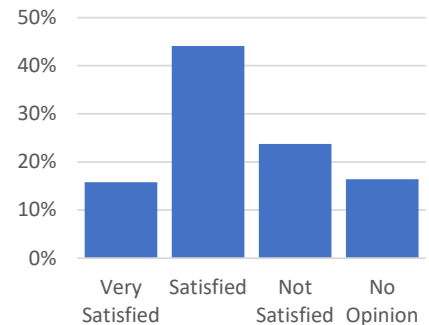
Arts & Culture Programs



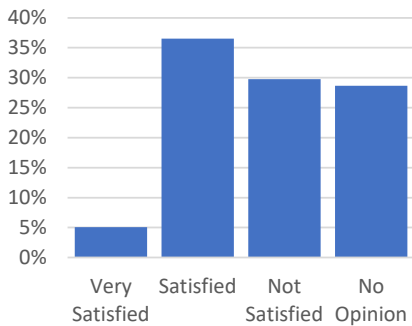
Parks & Recreation Facilities



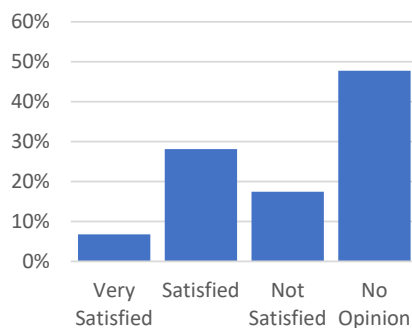
Parks & Recreation Programs



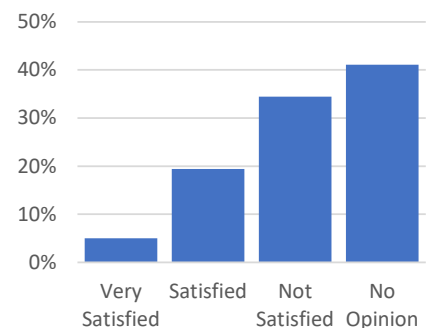
Affordable Housing



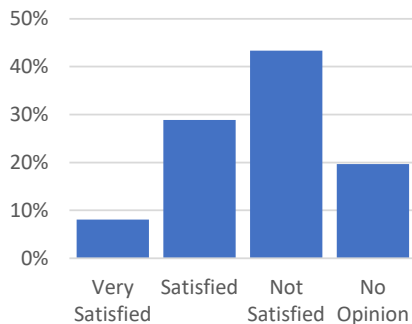
Historic Preservation



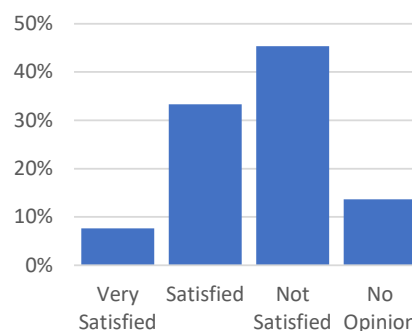
Programs for Seniors



Programs for Youth



Economic Development



Q3. What are Calvert City's strengths/weaknesses regarding its community services?

Below is a list of the most common answers to this open-ended question:

STRENGTHS:

- Parks
- Paths
- Trash pick up
- Communication
- Well maintained streets

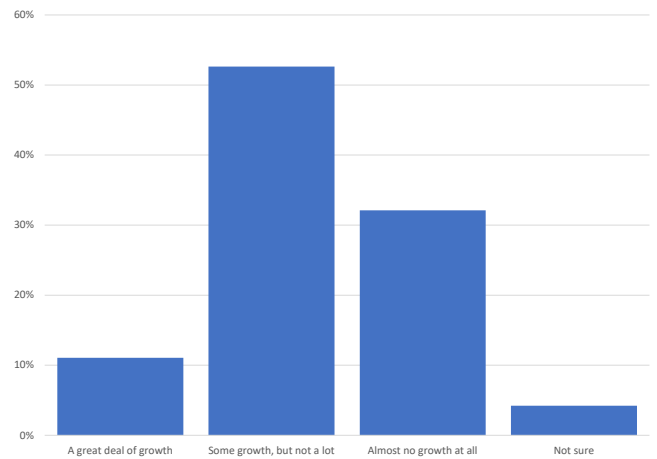
WEAKNESSES:

- Limited youth activities (other than sports)
- Emergency services
- Limited programs for seniors
- Limited family activities

Community Survey Results - Land Use

Q1. Over the past five years, how much growth do you think Calvert City has experienced?

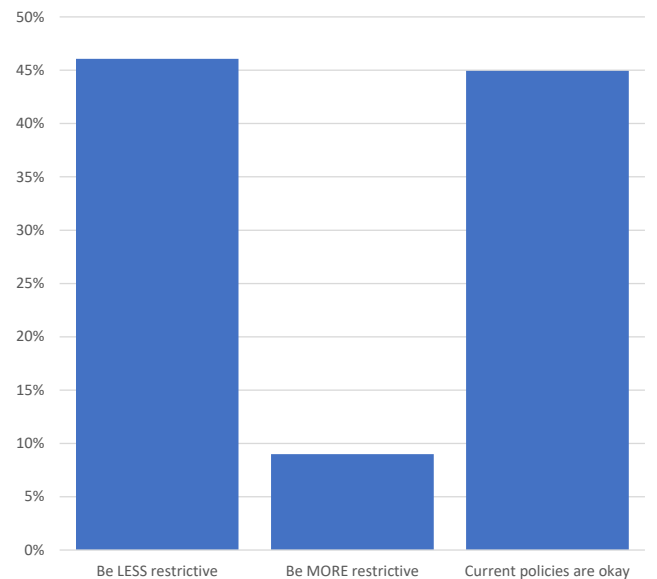
Overall, most respondents carry the perception that Calvert City has experienced some growth, but not a lot.



Q2. How would you direct your City leaders and Staff with regard to land use policies and regulations?

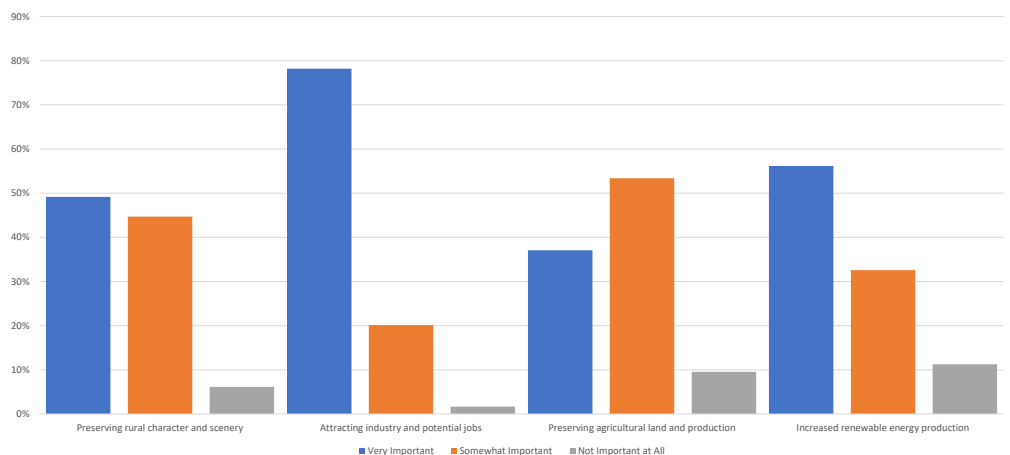
Respondents generally agree that they do not want stricter land use policies. However, they were split on whether existing policies were okay (45%) or if they should be less restrictive (46%).

In the comments, there were several complaints about current policies not being enforced fairly for everyone.



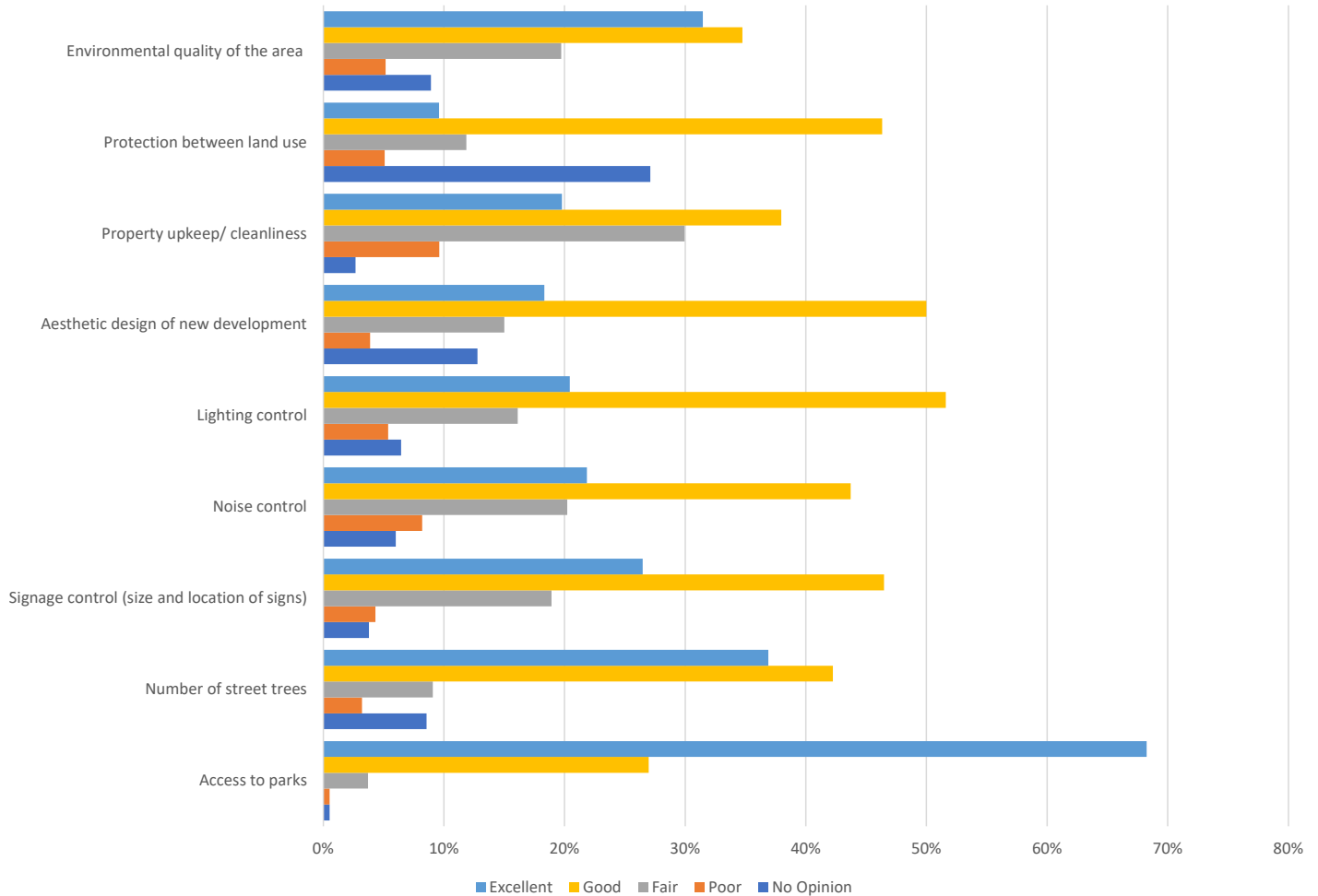
Q3. Whenever a development project is proposed, be it new homes, new commercial or manufacturing uses, or mining and energy uses, City leaders must balance competing interests. Please indicate the importance of each of the following to you:

Respondents are very interested in attracting industry and potential jobs (78%). Although, the other results also indicated that development should be sustainable and preserve the rural character of Calvert City.



Q4. How do you rate the following aspects of Calvert City:

Respondents were concerned about property maintenance and upkeep (30% Fair), the environmental quality (20% Fair), and noise control (20% Fair). But otherwise rated aspects of the community as good or excellent.



Q5. As the community continues to grow and change, what would be the ONE thing you would not want to see change in Calvert City?

Below is a list of the most common answers to this open-ended question:

- Small Town Feel
- Industry
- School
- Parks
- Golf Cart Usage