



# CITY OF **BEREA**

## STRATEGIC PLAN 2019



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





# Introduction



As the new year began in 2019, the newly seated mayor and city Council took the opportunity to review the 2017 City Council Work Plan through the lens of what has been accomplished, what should continue, stop, start, or in some cases, restart. From their efforts, the 2019 City of Berea City Council Work Plan was established.

The City of Berea chose to engage the public in a community conversation about the future of the city. Their desired outcome was to establish their vision and goals for the next two to four years in governing the City of Berea.

To allow for the exchange of ideas, the city contracted with the Kentucky League of Cities

Community Development Services (KLC CDS) to facilitate the community conversations, review the current situation, evaluate the city's resources and provide an assessment of opportunities. With input from residents as well as city leaders and staff, community development strategies were developed to guide their leadership efforts.

The 2019 City Council Work Plan and the outcomes from the public meetings are incorporated into this strategic plan. The desired result of this plan is for the City of Berea to effectively implement these recommendations to produce positive results.

*“We’re really fortunate in Berea to have the quality of life amenities that people enjoy and expect in their hometown. That’s why I wanted us to go through with this strategic planning process. The Berea City Council is very interested in providing services our citizens want, and we want to utilize their tax dollars accordingly.”*

**- Mayor Bruce Fraley**



# Early History of Berea – A Unique Kentucky City



Cassius Clay, a supporter of the abolition cause, owned a large farm in the Glade, the area now known as Berea. He sold land to well-known non-slave holders to encourage abolitionist missionaries to come to the area.

In 1853, Clay provided ten acres of free land to his friend, Rev. John Fee. There, Fee established a church, school and a small hamlet with the support of other missionaries from the American Missionary Association. Berea was named after the Biblical town where people received the word with all "readiness of the mind."

Fee and nearly 100 other abolitionists were run out of town in 1859-1860 by prominent slaveholders. Once the Civil War ended, Fee and others returned to Berea and opened the Berea Literary Institute which welcomed blacks. Many former slaves moved to the town and in 1889, more than 450 students were enrolled in the school. The college sold lots and encouraged white and black families to live alongside one another and indeed, neighborhoods were integrated.

The Kentucky Legislature passed the Day Law in 1904 which forbade interracial education and the Berea College began to focus on educating whites

from the mountains. Frustrated by the lack of opportunities, most blacks moved away.

As the college grew, they created a committee to help with the development of the town around them. Streets were laid out, a fire department was created, and wells were dug for water. In the 1870s, the Kentucky Central Railroad came through Berea. In 1890, local leaders obtained the city charter and for the first time, separated the town from the college.

During the 1890s there was a growing interest across America in Appalachian arts and culture. College President William Frost recognized the opportunity to market traditional crafts, so he established the Berea College Fireside Industries and encouraged craftspeople to move to Berea.

Frost and his wife saw increasing numbers of people visiting the community. These visitors were usually lodged and fed at the president's home until the numbers grew too large. Boone Tavern, a college guest house, opened in 1909 and continues to welcome visitors to Berea, today.

Sources: <https://www.visitberea.com/history> and <https://www.boonetavernhotel.com/about/history>



# Berea Highlights



Berea Tourism touts Berea as home to a thriving population of weavers, instrument makers, furniture artisans, jewelry designers, glass workers, potters, painters, sculptors and musicians. With the brand “Where Art’s Alive,” Berea’s artisan community is a charming village conveniently located off I-75 in central Kentucky.

The city is closely interwoven with the historic Berea College, the first interracial and coeducational college in the South. Berea has a longstanding tradition of diversity, social justice, environmental responsibility and community service.

The Berea Tourism Commission provides a free trolley tour originating at the Kentucky Artisan Center which makes three stops in the Arts District. Those stops around town include:

**Local Artists:** Stop at a variety of shops clustered together in the area of the city known as Old Town Artisan Village. There you can meet with professional artists and master craftspeople to experience any art form you can imagine.

The Kentucky Artisan Center at Berea provides a perfect introduction to the exciting array of Kentucky crafts and arts. More than 700 Kentucky artists are featured, including many from Berea. The Center’s 25,000 square-foot Kentucky limestone facility features special exhibits and convenient shopping as well as an information center.

Anchored by Boone Tavern Shopping at College Square is a “must stop and see” that has been a part of Berea’s arts and crafts offering for over 100 years. The square offers beautiful galleries, studios and a selection of local eateries.

In the center of downtown Berea are even more shopping opportunities, found along well-traveled Chestnut Street.

## Other Local Attractions

**Public Art:** Sculptures of mythical beasts, vibrantly painted hands, fountains, stained glass, and historic architecture are a few of the delights on the Berea Public Art Tour. Go to [BereaPublicArt.com](http://BereaPublicArt.com) and hear the voices of artists and local historians telling the story behind the art. Plus you can experience live art by visiting one of several studio artists, who invite you to watch them at work, or by joining local musicians at a weekly jam festival.

John B. Stephenson Memorial Forest Anglin Falls is a scenic, wooded ravine that protects Anglin Falls, a wet-weather waterfall of nearly 75 feet. The foot trail to the base of the falls is about a mile in length and is moderate to strenuous, over uneven terrain.

The Pinnacles in the Berea College Forest were recently recognized as the best hike in Kentucky according to Outside magazine. The publication’s April issue listed the best hikes in each state, and the Pinnacles topped the list in Kentucky for their beautiful views, proximity to Daniel Boone National Forest and easy access to local attractions.

The Boone Trace Trail is the trail blazed by Daniel Boone and his 30 companions in 1775 from North Carolina through the Cumberland Gap to Boonesborough. No other road is of greater significance to the founding of Kentucky, and Berea sits alongside the route known as “that little road.”

# A Sampling of What Citizens Said

## Strengths of Berea

- Berea College
- Walkability and safety of neighborhoods
- Places established because of racial equity
- Number of nonprofits helping others
- Highly engaged residents
- Diversity of ideas and demographics
- The Arts
- Kentucky-certified trail systems
- Environmental concerns
- Religious-based community
- I-75
- Municipal utility, two great libraries and hospital
- Diverse economy
- Berea College Forest and the Pinnacles

## Weaknesses—Challenges

- Drug epidemic and homelessness
- Lack of sidewalks, parking, pedestrian crossings and public transit
- Lack of grocery options
- Will we go wet?
- Deteriorating infrastructure
- Old Town and other empty buildings
- Broadening the tourism market
- No energy efficiency programs
- Need to expand the industrial park
- Need to keep young people here, need a convention center, gym or a multi-purpose center, activity center
- Better utilization of tourism money
- Lack of a bold vision for the future
- High percentage of rental and low homeownership
- Lack of gathering spaces





# A Sampling of What Citizens Said

## Opportunities

- Expand industrial park
- Promote our trails, adventure tourism and capitalize on tourism opportunities
- Energy efficiency programs, recycling
- Better communication between college and citizens
- Affordable parks, quality community center and Farmers Market Pavilion
- Recreation and jobs for youth
- Expanding bypass creating a connector
- Increase water availability and quality
- Parker Seals building
- Capitalize on minimalistic lifestyles, tiny house and age-friendly movements
- Wet sales
- Expand international opportunities
- Airport integration
- Strategic use of city-owned properties
- Plan for effects of the shutdown of the Bluegrass Ordnance
- Create an historic district
- Develop mountain biking trails
- Advocate for a roundabout at U.S. 25 and Chestnut



## Threats

- End of Madison County Emergency Management Agency (EMA) and the Chemical Stockpile Emergency Preparedness Program (CSEPP) funding
- Having an interconnected strategic plan among agencies – need to work together
- Loss of unique identity
- Water supply
- Facilities, services to help an aging population
- Moving munitions for neutralization
- Economic crisis and loss of industry
- Insensitivity to the younger generation
- Opioid epidemic
- High-risk retail environment
- Lack of viable employment for young people – brain drain
- Post de-chemicalization by-products Superfund
- Closure of Depot
- Us versus them mentality
- Lack of health care opportunities
- Urban sprawl
- Too much reliance upon the arts and not enough on other economic opportunities to co-exist
- Vacancies and neglected properties
- Homelessness
- Lack of code enforcement





# Community Values



## Compact and Safe

The residents of Berea value the size of the city. The city has two exits from I-75 and great navigational signage. Plus, it is easy to walk around and provides a sense of safety and accessibility.



## Hospitable and Open

Education, faith and open-mindedness were the founding principles on which Berea was established. With its feet planted in racial equity,

the college grew, and the town soon formed around it. Today, residents tout their highly engaged population, service-oriented nonprofit organizations, the local arts and crafts scene and the natural environment. These services and marketable amenities invite residents and visitors to slow down, appreciate their surroundings and enjoy what is being offered throughout the town.

## Culture of Creative Minds

Residents of Berea recognize and cherish the diversity of their population from all walks of life. In addition to the native population, they value the woodcrafters, weavers, artists, musicians, foodies, writers, poets, and intellectuals which the community has produced and still wants to foster.

## Interested in Relevance

Providing a modern quality of life for residents is a priority of the community. People are concerned about the environment and recognize that services, access and connectivity are most important to offer citizens the best quality of life possible.

# So, Is Berea Growing?

## BEREA POPULATION

2010: 13,561

2018: 15,787

**15.5% Increase**

### 2010-2018


Of Kentucky cities with population over 10,000, Berea is the second fastest growing.

- |                  |       |
|------------------|-------|
| 1. Georgetown    | 17.8% |
| 2. Berea         | 15.5% |
| 3. Bowling Green | 15.3% |
| 4. Shelbyville   | 14.9% |
| 5. Richmond      | 13.3% |




How will the City of Berea pay for the added infrastructure costs that residential development brings?




Finding revenue sources is vital for the Berea city government in order to accommodate growth.



<http://ksdc.louisville.edu/data-downloads/estimates/>


[ABOUT](#) - [MEMBER COLLEGES](#) - [WORK LEARNING SERVICE](#) - [RESOURCES](#)

### MEMBER COLLEGES

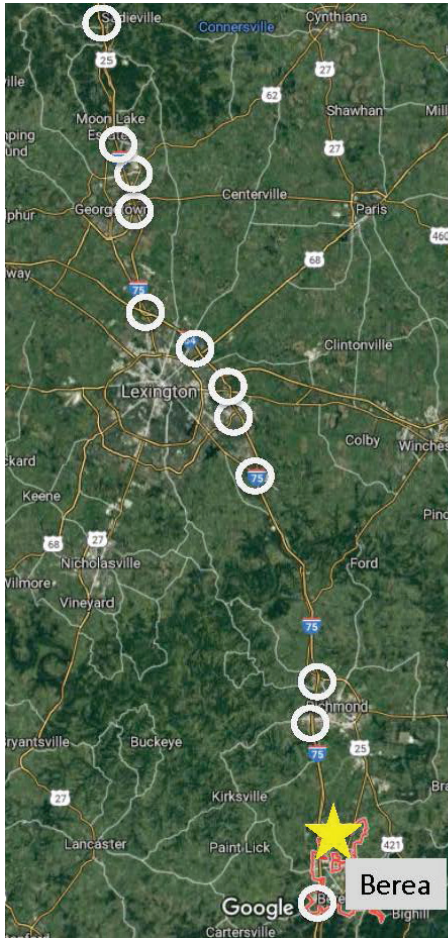




**Berea is the fastest growing host city of a "Work College."**

# VISION: The “Last Frontier” of the city is now the “New Frontier.”



## BEREA'S NEW FRONTIER

- Last (relatively) undeveloped urban interchange between Berea and Sadieville
- An opportunity to define the last entrance into the City
- Sets the tone for the future growth of the city – diverse opportunities, environmentally friendly, local culture

Berea needs to innovate to manage growth, offer more economic and quality of life opportunities, and retain its identity.

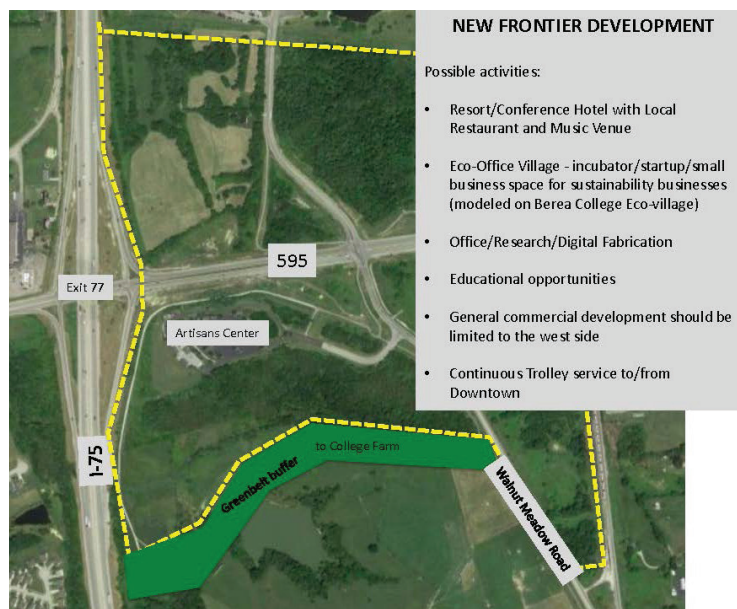
Envision Exit 77, the last urbanized underdeveloped exit at the I-75 interchange between Berea and Sadieville, as the city's New Frontier by planning for diverse, environmentally friendly, and quality growth that both retains and enhances Berea's character.

- Diversify the economy by including agricultural and technology-related businesses and services as well as other industries that need to be incorporated into the city's business plan
- Support existing employers
- Revisit efforts to leverage Berea's geographic location along I-75, the railroad between two industrial parks and a growing regional airport and update as needed
- Continue to support and encourage the extension of the bypass
- Investigate shared office space locations for persons working at home
- Review the approval process for building permits to expedite efficiencies and investigate how other cities have established "one-stop shops" for planning and zoning conveniences



# VISION

## BEREA'S NEW FRONTIER



## Strategies to Reimagine the Southside of Berea:

With the new addition of the Farmers Market Pavilion scheduled for development next to the existing Tolle Building, the City of Berea has the opportunity to reimagine the south entrance to the city.

**Strategy:** Create the Chestnut Street Cultural Corridor. This concept will entail a facilitated process to engage and align a wide variety of interests in a dialogue about ways to elevate Chestnut Street as a place to reinforce community identity through public art, beautification, environmental sustainability, and local business presence.

From I-75, Chestnut Street is the most commonly taken access road leading to Berea College and other attractions in the city. If the City of Berea, with help from community partners in both the private and public sectors, will commit to an improved vision implemented over time for this corridor, Berea will have a face and symbol for their world-famous art. This concept allows for a warm and welcoming invitation to residents and visitors who traverse Chestnut Street.

Here are a few possibilities for discussion and further study:

- Development of branding themes around local history and community identity
- Identification of desirable locations for public art installations and interactive spaces well-placed outdoor sculptures could be placed along the thoroughfare and eventually extend into the downtown and Old Town to integrate a walking/shopping tour of the town.

# VISION

## BEREA'S NEW FRONTIER

### Benefits:

- Drives Berea's "Sustainability" and "Quality" brand
- Encourages small business development
- Provides new revenue opportunities
- Diversifies employment opportunities
- Increases entertainment/meeting/event hosting choices
- Requires ecologically appropriate developments
- Preserves greenspace entrance into the city



For a current example, investigate the bronze sculptures throughout the Kentucky Cities of Greenville and Henderson

- Highlight creative businesses, studios and art galleries by using existing storefronts along the corridor to feature small art installations as a partnership with local businesses, service providers, organizations and churches
- A welcome sign designed and developed by local artists reflective of the uniqueness of the city
- Flowers and other low-to-the ground decorative plants to add color and show the warmth of the city
- Banners on street poles featuring local arts
- Decorative crosswalks, innovative intersection treatments and painted designs on sidewalks, curbs and gutters
- Wall murals painted on the sides of existing buildings which could integrate the history of Berea and its formation as an inclusive community
- Wayfinding themes
- Lighting treatments
- The pursuit of grant funds for capital projects
- Low Impact Development (LID)

# VISION

## **Strategy: Highlight the Farmers Market Pavilion as a Community Center**

Mayor Bruce Fraley likened the Tolle building as the “face of the city,” opening the opportunity to use the building as a symbolic welcome to Berea. Using these properties as an anchor and the remainder of Chestnut Street as a canvas for the community to show off their pride, we propose the Tolle Building and new Farmers Market Pavilion as a welcoming entrance to the Chestnut Street Cultural Corridor.

By moving the proposed structure of the pavilion closer to the main street and placing the parking toward the other end, the city can create a more welcoming entrance with signage and landscaping. The new Farmers Market Pavilion is the city’s one chance to make a splash and draw attention.

The Berea Farmers Market Pavilion will provide more than a place for locals to buy and sell food. The market already partners with numerous different groups who have “mutual interest and shared goals,” making it a big local attraction in the community. With a permeant location, the Farmers Market will be a cornerstone of the community and should be leveraged as a community food hub.

Local food events provide an opportunity for local chefs to show off their specialties and for the community to come together. Events do not have to be elaborate. The pavilion will provide a natural rallying space in the community for activities and programming such as a day where local food trucks show up and musicians, dance teams and artists converge for a celebration of the arts.

The Farmers Market and its food partners may also be marketed as a champion of locally sourced food for improved health in Berea. Forming more strategic partnerships will not only help the market achieve its mission but help grow a community of support among Berea residents.

## **FACT #1**

Studies have shown that one of the most common reasons consumers go to farmers markets is social interaction.

## **FACT #2**

Downtown Development Association founder and expert Roger Brooks reports that a city should have 250 days of activity within a downtown for it to be vibrant. By focusing on activities rather than events, a city will grow. By activities, Brooks suggests things like yoga, street art, quilt shows, cruise-ins, dog or pet contests, pop-up parks, cafés and movies.



# VISION

## Gateway to the Bluegrass Ped/Bike Bridge

Illustration for discussion purposes only



### **Strategy: Create a Gateway to the Bluegrass Bridge over I-75.**

Much of the ride on I-75 past the Kentucky border is full of beautiful scenery but it's lacking in notable landmarks. We propose that Berea establish itself as a "Gateway to the Bluegrass." This bridge would be a pedestrian/bike connection that links the western city with the center core, creates better connections throughout Berea to the east and west, as well as giving Berea an unmatched iconic identity symbol. This bridge would link the ends of two streets that dead end above the highway cut, right before the "Chestnut Street Cultural Corridor" exit from I-75. This would also tie into a strong trail connection through the southern part of the city linking it to the downtown area as well as to the Pinnacles. Travelers passing by would recognize Berea as the gateway to the bluegrass.

### **FACT #3**

One example of a similar concept is the Clyburn Pedestrian Overpass on I-277 south of Columbia, South Carolina. This overpass serves as a symbol as well as a useful tool to the citizens who live there. The bridge was named for the acting House of Representatives Majority Whip James Clyburn. Clyburn represents a mostly African-American district and has fought against racism his entire life. This bridge means a lot for the citizens who see it every day, and it is a memorable landmark for those who are driving by.

# VISION

## Strategy: Connecting City Spaces

Residents like the close-knit community they live in and find accessibility to be a desirable aspect of their quality of life. Add that element with a desire to expand the umbrella of tourism to include local history and ag-related products, dance, music (Irish and Bluegrass), craft alcohol, local foods, trails, Berea Forest, the Pinnacles, retail shops and alternative economic options such as bed-and-breakfast options, tours, shopping, and cultural programs, there's even more reason to connect city spaces.

As part of the Berea City Council's 2019 Work Plan, a goal was established to keep Berea's infrastructure in the best possible condition while planning for future developments. In part, this goal will:

- address sidewalks, particularly ADA concerns
- map areas where improvements are needed
- prioritize for repair and new installation

## Connecting City Spaces



**Old Town..to..College Square..to..Downtown**

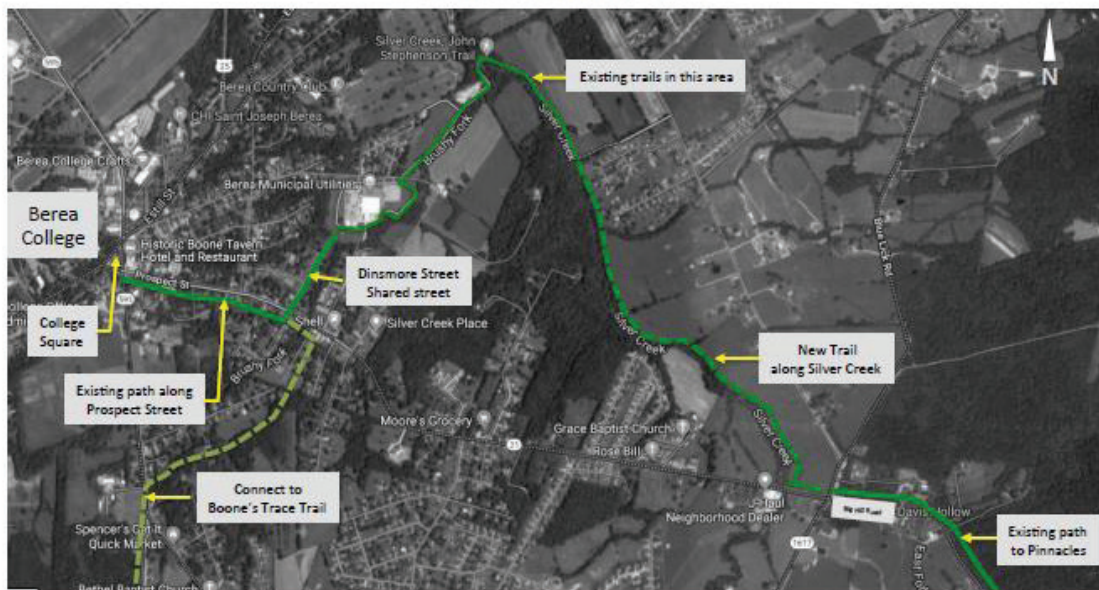


# VISION

## Bike and Pedestrian Connection Old Town to Downtown



## Bike and Pedestrian Connection to the Pinnacles



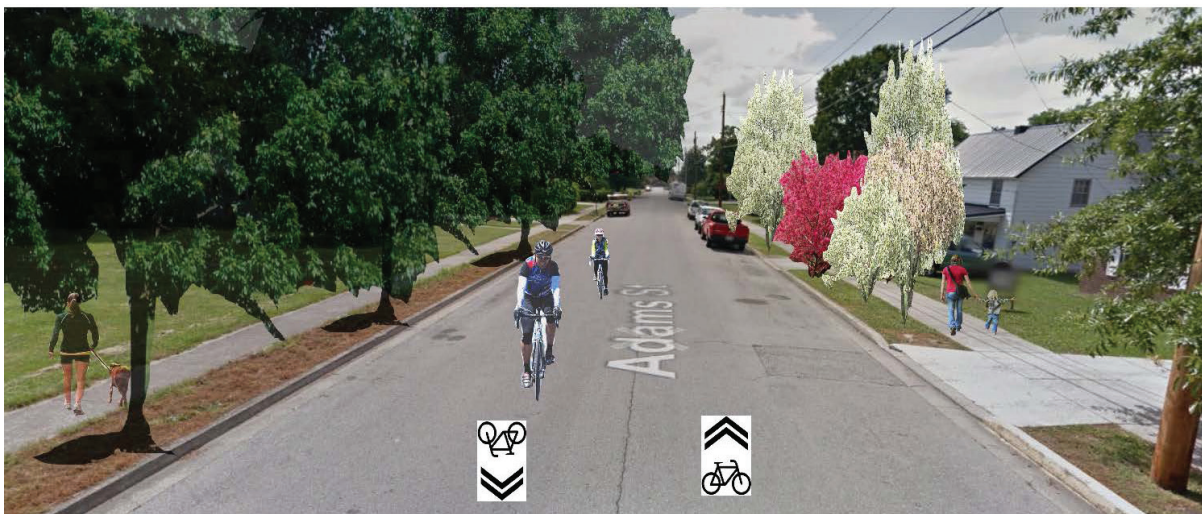


# VISION

## Bike and Pedestrian Connection Old Town to College Square



## Bike and Pedestrian Connection Old Town to College Square





# VISION

## **Bike and Pedestrian Connection Old Town to College Square**



**New Bike Lane Along Chestnut Street**

## **Bike and Pedestrian Connection Old Town to College Square**



**New Bike Lane Along Chestnut Street**

# VISION

## Bike and Pedestrian Connection Old Town to College Square



## Bike and Pedestrian Connection Old Town to College Square



**Chestnut Street Crossing – Potential for a Heritage Plaza**



# VISION

## Strategy: From Connecting Places to Connecting People

City government has the power to convene...

People

Ideas

Action

Within the City of Berea there are a number of nonprofit organizations with a vested interest in the community. Their interests vary including how the community they love will grow in the future, sustainability, eco-friendliness, and social equality. The city council has the opportunity to engage residents in healthy conversations regarding the assistance and services the city is providing, as well as how residents tax dollars are being spent.

We recommend the City of Berea use its convening powers to engage these disparate groups so that all and ideas may be heard as decisions are being made.

The City of Berea can empower action. Without their endorsement, these nonprofit organizations and private sector service providers are left to make inroads where they can, which may not be accomplished in the most equitable manner and perhaps will be in direct opposition to what city leaders had intended.

By establishing desired outcomes for these conversations on the front end, a mutually acceptable agenda may be set, and all interested parties will have the opportunity to participate. By employing an uninvolved meeting facilitator to moderate the conversations, a well-balanced, reasoned conversation may be conducted.



The city council will organize a series of convenings on specific topics that will address issues of mutual concern among local organizations.

- Work with local organizations to identify key contact(s) and specific issues
- Determine topics, ground rules and mutually agreed upon outcomes
- Develop the agenda, meeting date, location and time
- Identify facilitator, note taker, materials needed
- Promote to all audiences that share similar interests
- Conduct meeting, share outcomes and assess need for another session
- Repeat as needed

# Empowering Actions

## Three Recommended Convenings

### Economic Development

With the current vacancy of the position of Economic Development Director, the time is right for the Board to work with the city, Berea College, existing businesses and other partners (hospital, tourism, Chamber of Commerce, Downtown Business Association, schools, etc.) to re-think industrial and other types of business recruitment. With the changing economy, technological advancements and recent developments in the city and county, a new plan of action should be discussed, planned, mapped, aggregated over a five-year time frame and work toward identify funding sources.

In doing so, comments from the public such as those below will be addressed.

- Need to expand industrial park.
- Address the end of C-SEPP funding in plans going forward.
- Bypass connector – U.S. 25 and Chestnut.
- Reuse of Parker Seals building as well as the Train Depot and the Tolle Building.
- Evaluate all city-owned properties for highest and best use.
- Consider the development of a conference center, perhaps a combination space for indoor/outdoor recreational spaces and an events space to accommodate 200-300 people.
- Address vocational school concerns (staying or leaving).
- Tie things together for higher impact and broader exposure – include tourism in the city's overall economic development plan.
- Leverage the city's location along I-75, the railroad between two industrial parks and the airport.
- Seek opportunities for all educational partners to work together toward common



goals – includes vocational, college, arts and cultural programming. Consider retiree's and elderly populations as a trained workforce. Specifically address training for trades and services which are not being met in vocational or college training.

- Investigate and seek to offer job opportunities for persons with disabilities.

# Empowering Actions

- Revisit the grocery study; determine how best to capitalize on the study and evaluate gaps in retail to identify what recruitment is needed.
- Determine if Berea can be marketed as a successful minimalistic living community with tiny houses, ability to age in place, and other innovative concepts – is there enough already being done? If not, how much more is needed to make it marketable?
- Consider incubator for shared work space for those who work from home.
- Diversify the economy by working to develop and attract tech-related and agritourism jobs.
- Sidewalks – Address ADA concerns. Map areas where improvements are needed and prioritize for repair. Also identify where new sidewalks are needed.
- Include city council’s concerns related to water supply and stormwater flooding.
- Improve the city’s permitting process.
- More public transit – consider dock-less bike share.
- Some people are concerned about expanding broadband, though city leaders would like to expand at least throughout the parks system to address safety concerns.
- Bypass Connector. New bypass back to 595 need sidewalks/paths. Need connectors. Ninety percent of paths on land owned/donated by Berea College.

Further, we recommend the master plan for economic development include elements such as infrastructure (utilities, transportation, broadband, etc.) as the following concerns were raised during the public comments and interviews:



# Empowering Actions



## Arts and Tourism

While the Tourism Commission has its own strategic plan, there remains a need for a comprehensive strategic plan to pull all Berea attractions into one complete package. The City of Berea should convene representatives of the Kentucky Artisan Center, The Berea Arts Council, Berea College, Old Town Artisan Village and the

Chestnut Street business leaders, COC and any other interested parties such as SBAs, MACED, Plan Berea and any others, to develop a cohesive arts and tourism development plan for drawing traffic to all attractions.

Potential outcomes include:

- Develop a tourism signage plan and seek local artists to create them.
- Consider a Berea Volunteer Ambassador program similar to Paducah's Ambassadors see <http://paducahky.gov/paducah-ambassadors> for information.
- Include elderly and disabled activities as well as training these audiences for the local market workforce.
- Continue to enhance the city's relationship with Berea College as a tourism draw. Exploit Berea's national and international reputation.
- Consider an awards program or some type of weekly feature to recognize a local entrepreneur. Perhaps a Public Art Trail could be developed throughout Berea connecting all things that are tourism, arts and crafts related.
- Integrate history, ag-related businesses, craft alcohol, local foods, trails, Berea Forest, Pinnacles, retail and alternative economic options such as bed-and-breakfast, tours, shopping, and cultural programs so not totally reliant upon the arts and crafts.
- Continue to broadly promote free parking and the exiting shuttle from Arts Center at Exit 77, to the city, into Old Town and Chestnut Street. Expand the free shuttle service as feasible to operate more days each week.
- Identify all empty store fronts, vacant land and underutilized spaces then develop concepts for highest and best uses. Especially look for potential gathering spaces around town for people to congregate. Provide this information to the Berea Office of Economic Development.

# Empowering Actions

- Expand the Berea attractions plan to include recommendations from the 2019 Strategic plan.
- Assess possible next steps related to alcohol sales.
- Consider organizing more special events and create more opportunities for performers, musicians, storytellers and others with products (food and beverage) and talents (storytelling, re-enactments) that fall under the umbrella of an expanded tourism, arts and crafts purview.
- Continue to identify and integrate next generation artists from all areas of tourism-related industries.

As a secondary strategy for this convening, consider how to integrate local parks and natural environments so that each is marketing the other.

For the most exposure, Berea should connect all parks, local amenities of arts and tourist attractions to nearby county and regional trail systems (i.e. Boone's Trace to Daniel Boone Trail, along Brushy Fork, the Kentucky Bourbon Trail and Kentucky Bike Trails). Identify the Berea Information Center as the

Berea Trail Head. This allows for several outcomes including:

- Identify the Berea Information Center as one of the Berea Trail Heads. Provide public parking, restrooms and tourism information at this site.
- Coordinate marketing efforts in a manner that allows for the arts and crafts industry to cross promote other tourism-related activities within the community and vice versa.
- Identify types of businesses related to adventure tourism and the gaps in Berea's offerings.
- Determine where the Trail Head, free parking and restrooms will be offered as a way to expand adventure tourism and tie it to the local arts and craft markets.
- Expand local parks and youth activities.
- Use the John G. Fee Park as a gateway to the community.
- Considering transportation options from downtown, Old Town and Chestnut.







# Quality of Life Initiatives

During the city council retreat and the public listening and design sessions, issues related to the quality of life for local citizens were top of mind. The following recommendations will address the remaining elements brought to the attention of the city.

## **Strategy: Evaluate Current Availability and Variety of Housing**

Work with community partners and leaders in the local real estate industry to study and evaluate the current market for housing. In addition to senior living, rental and subsidized housing options, also examine the need and availability of market rate as well as higher-end housing for executives, managers, retirees, independently wealthy- making Berea's quality of life so attractive that housing opportunities for everyone are included. Berea should be a place that people of all means will want to live.

Identify which quality of life items (e.g., walking and bike paths and assisted living), should be priorities and include in ongoing planning efforts.

Work with state partners to conduct a housing study to evaluate existing housing and determine what direction the city should take to provide the appropriate mix, which should include affordable, assisted living and rentals.

Consider:

- Coordinate efforts with the Berea Community Resource coordinator.
- Include a survey among local business and industry of varying sizes to assess needs of all level wage earners.
- KY River Foothills scheduling change.

## **Strategy: Evaluate current Transportation Options**

Collaborate with existing parks committee to gain a broad understanding of current plans and assess what should be added or expanded.

- Ongoing review of public transportation.
- Consider additional public transit options such as dock-less bike share.
- Investigate broadband expansion in the city's parks, particularly for areas without Wi-Fi-this issue was raised during the public meeting in terms of a sense of safety while enjoying outdoor adventure opportunities.



# Acknowledgements

Bruce Fraley, Mayor  
Steve Caudill, Councilmember  
Emily LaDouceur, Councilmember  
John Payne, Councilmember  
Cora Jane Wilson, Councilmember  
Jim Davis, Councilmember  
Jerry Little, Councilmember  
Ronnie Terrill, Councilmember  
David Rowlette, Councilmember

David Gregory, City Administrator  
Randy Stone, former City Administrator  
Cheryl Chasteen City Clerk

Daniel Brindley, IT Director  
Kerri Hensley, Tourism Director  
Shawn Sandlin, Fire Chief  
Tom Moreland, GIS Director  
Dwayne Brumley, Public Works Director  
Susan Meeks, Finance Director  
Amanda Haney, Codes and Planning  
Cheryl Chasten, City Clerk  
Priscilla Bloom, Parks Director  
Zienna Hensley, Community Resources  
Dale Ballinger, Tourism Commissioner  
Charles Saunders, Tourism Commissioner  
Cole Dutton, NAIL  
Gabriella Epley, NAIL  
Zachariah Leatherman, NAIL  
Dr. Diane Hatchett, Berea Independent Schools  
Derrick Singleton, Berea College  
David Gilliam, Madison Co. BOE  
Lisa Edwards, Berea Senior Center  
Shelly Howard, Ky River Foothills  
Doris Wyatt, Housing Authority of Berea

Teresa Scenters, Berea Chamber of Commerce  
Katie Heckman, Berea Home Village  
Sandra Rose, St. Joseph's Berea  
Brittany Arthur, White House Clinics  
Stephanie Moore, White House Clinics

Katie Startzman, Native Bagel Co.  
Melinda Carter, Peoples Bank  
Matt Wilson, U.S. Bank  
Tyler Johnson, Fahe  
Pam Johnson, Fahe  
Donna Angel, Community Trust Bank  
Rodney Short, Red Colt Properties  
Kevin Slemph, Berea Baptist Church  
Sierra Marling, Room at the Inn

Those who sent in comment cards or emails:

Scharme Price  
Robert Berger  
Leslie Berger  
Jeff Richey  
Sune Frederiksen

A special thanks is also extended to all who attended the public meeting as well as to those who made suggestions in person to city officials and staff.

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**Kentucky League of Cities**

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

**2019**