

***Corbin 2020 Vision Team
Strategic Planning***

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Meeting Participants

Tom Blair

Corbin Chamber of Commerce

Erin Blount

City of Corbin

Bruce Carpenter

Corbin Economic Development Agency

David Cox

Corbin Independent Schools

Cheryl Ellis

Corbin Industrial Development Commission

Don Estep

Corbin Chamber of Commerce

Ron Herd

Corbin Industrial Development Commission

Mayor Willard McBurney

City of Corbin

Steve McBurney

Corbin Tourist and Convention Commission

David Myers

Whitley County

Sharae Myers

Main Street Project

Anthony Powers

Baptist Regional Medical Center

Suzie Razmus

Corbin Tourist and Convention Commission

Joan Rich

Corbin Economic Development Agency

Sandra Stevens

EKU Corbin Campus

Tim Thompson

Grace on the Hill United Methodist Church

Judge Pat White

Whitley County

Meeting Observer

Pat Bradley

Community & Workforce Education

Meeting Facilitator

Karen Russell

Facilitation Center at EKU

Ground Rules

The following ground rules were developed by the participants and posted in the meeting room for each meeting:

- ∞ Leave past baggage in the past!
 - Remain positive to move forward together, but have honest dialogue
- ∞ Please turn cell phones off or on silent (leave room for calls or messaging)
- ∞ We develop ideas to their fullest potential
- ∞ We let an idea live for now
- ∞ We limit our air time
- ∞ We will listen to each other

Corbin 2020 Vision Team

Mission Statement

The 2020 Vision Team will work toward creating a plan that initiates positive change to improve the quality of life for all citizens in the Greater Corbin Area.

Vision Statement

The City of Corbin aspires to become a contributor to a growing, dynamic and diverse region while valuing a strong sense of community and fostering progressive thinking.

Guiding Values

Cooperation ~ Excellence ~ Integrity ~ Moral Accountability ~ Open-Mindedness ~ Welcoming

Goals

Diversity:

Our goal is to create a culture where diversity is valued, desired and practiced across all spectrums of the community.

Education:

Our goal is to provide high quality, diverse, collaborative educational opportunities for all members of our region.

Public Relations:

Our goal is to promote positive public relations.

Tourism:

Our goal is to increase tourism in our region by promoting Corbin's unique heritage, charm, entertainment, outdoor recreational activities and natural resources.

Economic Development:

Our goal is to achieve sustainable economic growth by enhancing regional cooperation and workforce development, which will create an environment where businesses can thrive and prosper.

Strategies & Action Plans

The participants were asked to develop objectives, strategies and action plans for each of the goal areas:

Goal #1: Diversity

Lead – Tim Thompson

Our goal is to create a culture where diversity is valued, desired and practiced across all spectrums of the community.

Objective 1.1 Create a “Task Force” to begin the process of developing and promoting a positive diversity plan.

Strategy 1.1.1 Create a clear and concise Task Force purpose.

Strategy 1.1.2 Sell the idea of the Task Force to a targeted group of citizens.

Strategy 1.1.3 Invite 8-12 people to serve on the Task Force, adhering to the following stipulations:

- ∞ The Task Force will include both cultural and professional diversity and people that are passionate about diversity; and
- ∞ Initially, the Task Force will include members from the Corbin and Whitley County area only; however, as other members of the Region become interested and involved, the membership on the Task Force could expand.

Strategy 1.1.4 Develop the Diversity Strategic Plan.

Objective 1.2 Promote victories (no matter how small) with photos and **positive press** on the City’s website.

Goal #2: Education

Leads – Sandra Stevens and David Cox

Our goal is to provide high quality, diverse, collaborative educational opportunities for all members of our region.

Objective 2.1 Establish a regional education task force.

Measurement By June 30, 2009 the first meeting of representatives from K-12 and post-secondary institutions located in the tri-county area will have met, adopted at least one short-term and one long-term goal with objectives for each, and will have agreed to serve on the base team committed to establishing a regional educational task force.

Strategy 2.1.1 Create a base team that will establish a regional education task force.

Strategy 2.1.2 Invite representatives from K-12 and post-secondary institutions within the tri-county area to an organizational meeting on June 26, 2009.

Action Steps	Person Responsible	Timeframe	Resources
∞ Contact lead representatives of K-12 and post-secondary institutions to send at least one representative to the June 26 th meeting	∞ David Cox K-12 leaders ∞ Sandra Stevens post-secondary leaders	Initial contact made to both groups by May 29, 2009	∞ Email, phone, paper <i>Provided by those making the contacts</i>

Strategy 2.1.3 Host organizational meeting to form base team from members of tri-county area and establish regional task force.

Action Steps	Person Responsible	Timeframe	Resources
∞ Plan and prepare for meeting	∞ David Cox ∞ Sandra Stevens	First meeting to be held July 10, 2009 from 11:30am-2:30pm at the Corbin Campus.	∞ Food & drinks ∞ Paper, pens, folders, etc. <i>Provided by ECU Corbin</i>

Goal #3: Public Relations

Leads – Cheryl Ellis and Tom Blair

Our goal is to promote positive public relations.

Objective 3.1 Coordinate inter-agency website to include professional marketing plan.

Measurement Inter-agency website is developed

Strategy 3.1.1 Contact KAED to get input regarding their opinion about best city websites to research.

Action Steps	Person Responsible	Timeframe	Resources
	∞ Cheryl Ellis	Next 30 days	∞ CEDA ∞ Mike Mangeot KAED Director

Strategy 3.1.2 Determine funding sources.

Action Steps	Person Responsible	Timeframe	Resources
	∞ Tom Blair	Next 60 days	∞ Chamber ∞ City of Corbin ∞ Tourism

Strategy 3.1.3 Provide input from City of Corbin.

Action Steps	Person Responsible	Timeframe	Resources
	∞ Tom Blair ∞ Cheryl Ellis	Next 90 days	

Objective 3.2 Designate public relations point of contact (POC) as liaison to all media.

Measurement Public relations point of contact designated.

Strategy 3.2.1 Determine who will hold this position; possibly City of Corbin employee.

Action Steps	Person Responsible	Timeframe	Resources
∞ Establish job description and expectations for this position ∞ Discuss with City Government ∞ Determine financial viability	∞ Form committee	Next 6 months	∞ Chamber ∞ City of Corbin ∞ Corbin High School Media Department ∞ Local Colleges ∞ Local Media ∞ Tourism

Strategy 3.2.2 Inter-agency designee will provide community information and events with POC.

Objective 3.3 Arrange Public Awareness Training for local businesses in order to present a positive reception to customers and visitors to the Corbin area.

Measurement Public Awareness Training conducted and the number of individuals attend the training.

Strategy 3.3.1 Contact “Pickle” representative to determine cost and feasibility of program.

Action Steps	Person Responsible	Timeframe	Resources
∞ Contact Chamber of Commerce to determine sponsorship	∞ Tom Blair ∞ Cheryl Ellis	Next 90 days and ongoing	∞ EKU ∞ Tech Center ∞ TourSEKY

Goal #4: Tourism

Lead – Suzie Razmus

Our goal is to increase tourism in our region by promoting Corbin’s unique heritage, charm, entertainment, outdoor recreational activities and natural resources.

Objective 4.1 Increase marketing efforts.

Measurement Restaurant tax dollars and transient tax dollars.

Strategy 4.1.1 Hire a Tourism Director.

Action Steps	Person Responsible	Timeframe	Resources
<ul style="list-style-type: none"> ∞ Vote to hire ∞ Get job description ∞ Advertise position ∞ Interview prospects ∞ Establish pay scale ∞ Hire 	<ul style="list-style-type: none"> ∞ Board ∞ Interview subcommittee 	6 months	<ul style="list-style-type: none"> ∞ Kentucky Tourism Council ∞ Tour SEKY ∞ Kyle Perkins, Board CPA ∞ Board members’ experience and expertise ∞ Checkbook

Strategy 4.1.2 Create a new website.

Action Steps	Person Responsible	Timeframe	Resources
<ul style="list-style-type: none"> ∞ Speak with city to coordinate efforts ∞ Research past mistakes and successes ∞ Meet with city’s new web-designer ∞ Investigate other city websites for ideas 	<ul style="list-style-type: none"> ∞ Board 	6 months	<ul style="list-style-type: none"> ∞ Internet, ∞ Google search engine ∞ Web-designers

Strategy 4.1.3 Fund current projects and explore new projects to help stimulate tourism traffic.

Action Steps	Person Responsible	Timeframe	Resources
<ul style="list-style-type: none"> ∞ Begin talks with city leaders regarding bike trail plans ∞ Fund current and explore new beautification projects for downtown ∞ Fund community and tourism events <i>Other ideas:</i> <ul style="list-style-type: none"> ∞ Fund an LED Expo. billboard 	<ul style="list-style-type: none"> ∞ Board 	Ongoing	<ul style="list-style-type: none"> ∞ Kyle Perkins, Board CPA ∞ Checkbook

Strategy 4.1.4 Market Corbin as “Adventure Tourism” hub.

Action Steps	Person Responsible	Timeframe	Resources
<ul style="list-style-type: none"> ∞ Research advertising and marketing firms with similar experience 	<ul style="list-style-type: none"> ∞ Board 	6 months	<ul style="list-style-type: none"> ∞ Tour SEKY ∞ Kentucky Tourism Council

Strategy 4.1.5 Pursue Colonel Sanders musical project.

Action Steps	Person Responsible	Timeframe	Resources
<ul style="list-style-type: none"> ∞ Tie-in bike trail project in some manner ∞ Pursue grant monies ∞ Continue dialogue with KFC and Bo List 	<ul style="list-style-type: none"> ∞ Board subcommittee 	<ul style="list-style-type: none"> 5 years 	<ul style="list-style-type: none"> ∞ Bo List ∞ Institute of Outdoor Drama ∞ Tour SEKY ∞ Kentucky Tourism Council ∞ KFC

Strategy 4.1.6 Strengthen relations with Cumberland Falls.

Action Steps	Person Responsible	Timeframe	Resources
<ul style="list-style-type: none"> ∞ Appoint board member to Friends of the Falls group ∞ Have Lisa Davis, current Falls Manager, attend quarterly board meetings to discuss upcoming events and possible partnerships with Corbin Tourism, etc. 	<ul style="list-style-type: none"> ∞ Board 	<ul style="list-style-type: none"> Ongoing 	<ul style="list-style-type: none"> ∞ Kyle Perkins, Board CPA ∞ Checkbook

Goal #5: Economic Development

Leads – Bruce Carpenter and Ron Herd

Our goal is to achieve sustainable economic growth by enhancing regional cooperation and workforce development, which will create an environment where businesses can thrive and prosper.

Objective 5.1 Increase awareness, communication and promote cooperation among all the **local** groups directed toward economic development.

Measurement Board appointments and meeting scheduled

Strategy 5.1.1 Establish an Economic Development Executive Committee.

Action Steps	Person Responsible	Timeframe	Resources
∞ Invite Chairs of CIDC, Chamber of Commerce, Tri-County Authority, SEKY Industrial Authority, Tourism, the Whitley County Judge Executive and the City of Corbin to sit-on the committee	∞ CEDA	Three Months	∞ CEDA
∞ Schedule a meeting for July 2009 and have quarterly meetings thereafter			

Objective 5.2 Increase communication, awareness and fellowship among **regional** economic developers.

Measurement Planning, participation

Strategy 5.2.1 Hold an Economic Development Partnering Showcase.

Action Steps	Person Responsible	Timeframe	Resources
∞ Schedule an annual luncheon hosting regional economic developers, county judges and local economic development boards	∞ CEDA	Three Months	∞ CEDA

Strategy 5.2.2 Showcase regional industry at an annual Industrial Banquet.

Action Steps	Person Responsible	Timeframe	Resources
∞ Open the event to the six county area, expanding the event to the new arena	∞ CEDA	6 – 12 months	∞ CEDA ∞ Sponsorships

Objective 5.3 Develop a Regional Recruitment Program.

Measurement Response from the counties within the region

Strategy 5.3.1. Promote and sell business & industries on choosing SEKY region by presenting a regional concept.

Action Steps	Person Responsible	Timeframe	Resources
∞ Regional marketing	∞ CEDA	Three years	∞ CEDA ∞ Regional funding

Objective 5.4 Participate in the Kentucky Cabinet for Economic Development Marketing Plan and the KAED Marketing Plan.

Measurement Participation, publication

Strategy 5.4.1 Market Corbin and the SEKY Business Park as a premiere location for expansion and relocation.

Action Steps	Person Responsible	Timeframe	Resources
∞ Solicit sponsors and participation in the Kentucky Economic Development Marketing Plan	∞ CEDA	In place	∞ Chamber of Commerce ∞ City of Corbin ∞ CIDC ∞ SEKY Industrial Authority ∞ Tri-county Industrial Authority and Tourism

Objective 5.5 Expand CEDA office personnel.

Measurement Extent of cooperation

Strategy 5.5.1 Increase funding through cooperation.

Action Steps	Person Responsible	Timeframe	Resources
∞ Hire additional personnel to meet office needs	∞ CEDA	6 months	∞ Undetermined

Appendix

Vision Activity

In 2020, Diane Sawyer will be coming to Kentucky to do a story on Corbin. The strategic planning by this group has been wildly successful. What is your vision for how Corbin will be portrayed in this national broadcast?

The participants were divided into teams and given 30 minutes to do some brainstorming on the question. Each team reported their ideas back to the entire group.

Following a dynamic discussion about what the group and the community really are aspiring to become and change in Corbin, the following Vision Statement was agreed upon by group:

Vision Statement

The City of Corbin aspires to become a contributor to a growing, dynamic and diverse region while valuing a strong sense of community and fostering progressive thinking.

Mission Activity

The participants were asked to create a Purpose Statement by answering the following questions:

- ∞ Who are you?*
- ∞ Who do you serve?*
- ∞ What do you do?*
- ∞ Why do you do it?*

Planning Group's Mission

The 2020 Vision Team will work toward creating a plan that initiates positive change to improve the quality of life for all citizens in the Greater Corbin Area.

Internal Analysis

The group was asked to identify the internal strengths and weaknesses of Corbin. They are as follows:

What are the internal strengths of Corbin?

- ∞ Agriculture / Exposition Center
- ∞ Assisted living / nursing facilities
- ∞ Available land
- ∞ Available workforce
- ∞ Economic development / tourism organizations
- ∞ Educational entities
 - ECU Corbin Campus
 - Union College
 - University of the Cumberlands
- ∞ ECU Technology Center
- ∞ Improved communication within community
- ∞ Location (I-75 accessibility)
- ∞ Low cost of living
- ∞ Outdoor recreational areas
- ∞ Quality of workforce
- ∞ Regional Medical Center
- ∞ Retail businesses
- ∞ School performance
- ∞ Spec. Building
 - Job fairs adult education, health / fitness activities
- ∞ Tourism assets

What are the internal weaknesses of Corbin?

- ∞ Annexation – lack of regional cooperation
 - Lack of inter-local agreements between Knox, Whitley and Laurel Counties
- ∞ Economy
- ∞ Lack of full-time Tourism Director
- ∞ Lack of openness to “new” people
- ∞ Low number of new businesses considering Corbin
- ∞ Low number of recent business expansion
- ∞ Number of economic develop organizations (lack of focus)
- ∞ Lack of one user-friendly website for The City of Corbin which links to other community partners
- ∞ Lack of ethnic diversity
- ∞ Potential loss of tourism funds (being used for other purposes)
- ∞ Residual divisions within the community
- ∞ Topography of existing industrial parks and available land

External Analysis

The group was asked to identify the external opportunities and threats/barriers to Corbin. They are as follows:

What are the external opportunities available to Corbin?

- ∞ Arts and culture
- ∞ Baby boomer population (relates to Movement away from urban areas)
- ∞ Exercise (fitness), bike trails and hiking
- ∞ Federal funds for education
- ∞ Movement away from urban areas
- ∞ Need for more specialization of skills
- ∞ Transparency of this planning process
- ∞ People are traveling closer to home
 - Using economic situation to our advantage (i.e., local vacations)

What are the external threats to Corbin?

- ∞ Acceptance of regional concept
- ∞ Appalachian stereotypes (PR issues)
- ∞ Economic competition
 - Competition from surrounding communities
 - Proximity to larger areas (i.e., Lexington, Knoxville)
- ∞ Economy
- ∞ Global competition
- ∞ Lack of ethnic diversity
 - The Planning Group had concerns and discussion surrounding the historical perception of Corbin's lack of welcoming diversity into their area
- ∞ Lack of trust for any type of authority
- ∞ Privacy / isolation threatens community, i.e., computer-based lifestyles
- ∞ Tri-County government fracturing

Guiding Values

The participants identified many values that they deemed important. After careful review and group discussion, the broad range of ideas were grouped into headings that best reflected the initial values. The six (6) core values are denoted in bold with the values listed beneath each header for reference purposes.

In our collective vision of Corbin's future, what values should represent the core priorities of the culture?

Cooperation

- ∞ Cooperation
- ∞ Generosity
- ∞ Not self-centered
- ∞ Team oriented

Excellence

- ∞ Community pride
- ∞ Entrepreneurial spirit
- ∞ Perseverance
- ∞ Positive minded
- ∞ Quality minded
- ∞ Sense of pride
- ∞ Success driven

Integrity

- ∞ Do the right thing
- ∞ High morals
- ∞ Honest / ethical
- ∞ Integrity
- ∞ Moral responsibility
- ∞ Pure intent – pure motive
- ∞ Self-control

Moral Accountability

- ∞ Family oriented
- ∞ Guided by faith
- ∞ Religious beliefs
- ∞ Religious commitment
- ∞ Responsibility
- ∞ Traditional family values

Open-Mindedness

- ∞ Flexible
- ∞ Growth is good
- ∞ Open-minded
- ∞ Openness to change
- ∞ Optimistic
- ∞ Vision
- ∞ Visionary

Welcoming

- ∞ Diversity
- ∞ Friendly / open
- ∞ Inclusive
- ∞ Kindness / loving
- ∞ Welcoming new people

Key Actions

The group was asked to write key actions that would answer the following four questions:

1. How can we use our strengths to take advantage of the opportunities?
2. How can we use our strengths to avoid threats?
3. How can we reduce / minimize our weaknesses to take advantage of the opportunities?
4. How can we minimize weaknesses and avoid threats?

The group then clustered the key actions into common theme areas, which would then be used to help create goal statements and strategic directions. Individuals volunteered to serve as the leader for each of the following five areas:

Diversity

Lead – Tim Thompson

- ∞ Show diversity in action on the web
- ∞ Spotlight and promote ethnic culture / businesses
- ∞ Through major employers, promote diversity in upper level management

Education

Lead – Sandra Stevens

- ∞ Appoint someone to research potential funding sources
- ∞ Computer education to open-up lines of communication
- ∞ Establish committee to match funders with community goals / needs
- ∞ Improve communication skills through workplace education
- ∞ Provide professional development to retailers (enhance their presentations)
- ∞ Publicize access to / use of modern technology
- ∞ Researcher and committee coordinate education applications

Public Relations

Lead – Sharae Myers

- ∞ Advertise high quality of life – available and affordable
 - Low cost of living
 - Outdoor recreation areas
 - Regional Medical Center
 - Retail businesses
- ∞ Create website (for positive aspect promotions)
- ∞ Develop one user-friendly website with link to tourism / recreation
- ∞ Enhance opportunity for economic growth
- ∞ Hard to identify and access available arts opportunities
- ∞ Invite links to our website for Tri-County Tourism and services
- ∞ Issue positive press releases about area

- ∞ Market “positives” of our education (performance and opportunities)
- ∞ Positive public relations for the community
- ∞ Promotion of all listed internal strengths
- ∞ Write press releases about community events / attractions

Tourism

Lead – Steve McBurney

- ∞ Collaborate with Tourism / Chamber of Commerce in other communities within days drive
- ∞ Common recreation activity for all
- ∞ Develop tourism / recreation link on city website
- ∞ Develop unified marketing plan utilizing city website link (location, natural resources)
- ∞ Encourage area participation and support for arts and programs
- ∞ Encourage participation in Eastern Kentucky Highlands Board and Tour South Eastern Kentucky to promote regional tourism
- ∞ Hire Tourism Director with professional background applicable to job
- ∞ Initiate steps for Bacon Creek pedestrian / bike trails
- ∞ Leverage existing marketing strategies with Tour South Eastern Kentucky
- ∞ Package Exposition Center events with local business and recreation activities
- ∞ Promote cultural opportunities (education / arena)
- ∞ Promote more community activities
- ∞ Pursue current plan (i.e., Exposition Center Horse Trails)
- ∞ TV / radio advertisements targeted to areas within days drive

Economic Development

Lead – Bruce Carpenter

- ∞ Build regional cooperation (publicize collaborative projects)
- ∞ Committee that consists of regional representatives
- ∞ Comprehensive Plan
 - Golf Course
 - Residential Housing
 - Walking / bike trails, etc.
- ∞ Consolidate economic organizations
- ∞ Contact existing nursing homes about expansion potential – available land
- ∞ Cooperation on a regional basis among leadership
- ∞ Create interest in business investment – low number of business expansions
- ∞ Develop a regional economic development team
- ∞ Develop forum for locals to comment on new businesses
- ∞ Development of metro-county government
- ∞ Downtown revitalization
- ∞ Draw on educational resources to help promote a regional concept
- ∞ Encourage regional chamber initiatives
- ∞ Establish inter-local agreements (between education entities)
- ∞ Have an inter-regional forum
- ∞ Invite Northern Kentucky Representative to speak on “Regional Success”
- ∞ Invite region to enjoy new trail
- ∞ Local and national marketing of regional workforce and location and education
- ∞ Market Technology / Exposition Center to entire region
- ∞ Promote economic growth regionally
- ∞ Work through available resources to increase opportunity awareness

Goal Statements

The participants were asked to create goal statements by weaving together the cluster components from each goal category from the Key Actions activity. They are as follows:

Goal #1: Diversity

Our goal is to create a culture where diversity is valued, desired and practiced across all spectrums of the community.

Goal #2: Education

Our goal is to provide high quality, diverse, collaborative educational opportunities for all members of our region.

Goal #3: Public Relations

Our goal is to promote positive public relations.

Goal #4: Tourism

Our goal is to increase tourism in our region by promoting Corbin's unique heritage, charm, entertainment, outdoor recreational activities and natural resources.

Goal #5: Economic Development

Our goal is to achieve sustainable economic growth by enhancing regional cooperation and workforce development, creating an environment where businesses can thrive and prosper.