



PROUD PAST ~
HOPE FOR THE FUTURE
OLIVE HILL, KENTUCKY
LONG-TERM RECOVERY PLAN

February 2011

PROUD PAST ~ HOPE FOR THE FUTURE

OLIVE HILL, KENTUCKY
LONG-TERM COMMUNITY RECOVERY PLAN
February 2011

PREPARED WITH
ASSISTANCE FROM ~



LETTERS OF SUPPORT

These pages contain letters of support recognizing the tireless participation, community spirit and steadfast dedication of Olive Hill residents to create a long-term community recovery plan that provides the framework to rebuild a stronger, safer and revitalized community.



EMERGENCY MANAGEMENT

Steve Beshear
Governor

Department of Military Affairs
Boone National Guard Center
Frankfort, KY 40601-6168

John W Heltzel
Director

December 15, 2010

Mayor Danny Sparks
City of Olive Hill
225 Roger Patton Drive
Olive Hill, KY 41164

Dear Mayor Sparks,

One of the responsibilities of the Kentucky Division of Emergency Management is to support local governments throughout the Commonwealth when they are impacted by a disaster. As you are aware, KYEM has worked to assist Olive Hill with their recovery efforts by working through our federal and state partners to identify potential solutions to mitigate flooding in the city.

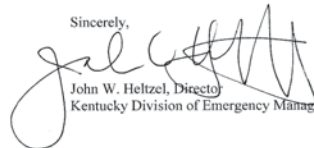
During our September and November meetings, you stated that the members of the community formed the Olive Hill Council for Planning and Restoration to work with FEMA's Emergency Support Function #14 Long Term Community Recovery Team to develop a community recovery plan that represents the community's collective vision for its recovery.

By taking charge of their own recovery efforts to develop a comprehensive recovery plan, the residents of Olive Hill validate their commitment and unbroken spirit to build a stronger Olive Hill.

Please consider this communication as my offer of support for the Olive Hill Council for Planning and Restoration and for the plan that has been developed. If there is anything that myself, or the Kentucky Division of Emergency Management can do to assist the Council in its recovery efforts, please feel free to contact us.

I look forward to working with you and the Olive Hill Council on Planning and Restoration on its journey down the road to recovery.

Sincerely,



John W. Heltzel, Director
Kentucky Division of Emergency Management



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Commonwealth of Kentucky

KENTUCKY SENATE



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18TH SENATE DISTRICT

Senator Robin L. Webb
102 South Hord St.
Grayson, Kentucky 41143
(606) 474-5380

January 20, 2011

Mayor Danny Sparks
City of Olive Hill
225 Roger Patton Drive
Olive Hill, KY 41164

Dear Mayor Sparks:

Over the past several months the City of Olive Hill has been victim to two devastating floods leaving residents and businesses spending their summer working to rebuild not just their homes but their lives. Even though Olive Hill physically sustained major damage throughout the city, the residents' passion and spirit to rebuild the city stronger than ever remains unscathed. This type of determination and community commitment makes Olive Hill one of the best places to live in Eastern Kentucky.

As the Olive Hill Council for Planning and Restoration works to develop a community recovery plan that encompasses the citizens' vision of recovery and the assistance of our government partners, I want to offer my support for the council's community recovery plan. The council taking on this task speaks great volumes to Olive Hill's commitment to rebuild stronger and this is a task that the city should not have to take on alone. If there is anything that I can do to assist you, the council and the agencies supporting your efforts, please do not hesitate to contact me. I have instructed my staff to utilize all the resources this office has been empowered with to assist Olive Hill.

Sincerely,



Robin L. Webb
State Senator



Kentucky Legislature
House District 96

Representative Jill York

702 Capitol Avenue
Annex Room 451D
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City of Olive Hill
225 Roger Patton Drive
Olive Hill, KY 41164

Phone: (606) 286-5332

Fax: (606) 286-8338

January 6, 2011

Mayor Danny Sparks
225 Roger Patton Drive
Olive Hill, KY 41164

Dear Mayor Sparks:

Because of the tenacity shown by the people of Olive Hill since the flooding this past year, I can say I have never been more proud to be the state representative for our area. I have heard relatively little complaining from the citizens of Olive Hill who are now counting their blessings and vowing to rebuild using the opportunities that are now available.

Faced with the daunting tasks of rebuilding your community, you have devoted endless energy, thought, and creativity to envisioning the "new" Olive Hill. I am pleased that FEMA has been able to assist you by providing technical expertise and a staff devoted solely to the development of this plan over the past three months, as well as the support of state and federal agencies.

I commend you on the progress you have made thus far and recommend the inclusion of the long-term recovery plan for Olive Hill. It is with great pleasure that I pledge my support for this plan. Please continue to call on me if I can help remove roadblocks or impediments to your progress in implementing your recovery plan.

Sincerely yours,

Jill York
State Representative

JY:sk

January 18, 2011

The year of 2010 brought unprecedented change to Olive Hill. People were rescued from their properties. Property was destroyed. Personal property that had been accumulated over decades was whisked away in minutes. Olive Hill, as we knew it, was changed forever.

Even as Federal, State and local agencies launched emergency response efforts, the people of Olive Hill recognized the need to do more than just replace what the floods had ruined. Our local community has been managing the task of cleanup while thinking about how, what, where and if to rebuild Olive Hill – particularly the hardest hit part of our community – the Downtown area.

Olive Hill citizens, City officials, and the Council for Planning and Restoration have worked long and hard with one of FEMA's specialized Long Term Community Recovery Team to create a map for our community's future. You've seized the opportunity to rebuild by developing a long-term recovery plan in a way that makes the most of our community's natural and economic assets, while preserving our historic rural character. Now we stand prepared to work with our partners, in all levels of government and private industry, to create a brighter future in the aftermath of these devastating flood events.

This long term recover plan will act a guide in rebuilding our community while creating opportunities for economic expansion. Rebuilding and creating economic vitality following the devastation of two major flooding events is a long-term effort. It will not be easy. It will not be quick, but now is the time to move forward in shaping a safer, more resilient, more economically sound Olive Hill.

Olive Hill can take pride in this achievement because it represents a tremendous spirit and willingness to do what it takes to recover and rebuild while revitalizing a safer, better community. This plan captures the collective community vision for Olive Hill's long term recovery. Working together has been integral to the success of this effort and will continue to be crucial as we move forward with project implementation.

I wish to express my deep appreciation to the Federal Emergency Management Agency's Long-Term Community Recovery Team.

I pledge to work tirelessly to the best of my ability to make the projects in this plan our new reality while taking care to keep as much of our past and history intact as possible.

Sincerely,

Danny Sparks, Mayor



Olive Hill Council for Planning and Restoration

*City of Olive Hill
225 Roger Patton Drive
Olive Hill, Kentucky 41164*

Phone: (606) 286-5532

Fax: (606) 286-8538

As we all know, Olive Hill was hit by two devastating flood events this year. Although parts of our town are forever altered, the community's spirit perseveres. We are committed, more than ever, to rebuilding and revitalizing our town.

The floods brought destruction and loss to parts of Olive Hill, creating crises that those who experienced them will never forget. But in the form of a hidden blessing, they also brought with them something else: an opportunity to rejuvenate and improve the city. In the aftermath of our storms, the citizens of our community have identified needs and prioritized projects necessary to foster the city's economic recovery and future well-being.

Through meetings with Olive Hill citizens and leadership, FEMA's specialized Long Term Recovery Team worked with city officials and the Council for Planning and Restoration to create a long-term community recovery plan that includes recovery projects specific to sustainable development in the City Of Olive Hill. On behalf of the citizens of Olive Hill, we look forward to working with State and Federal agencies and County officials to identify sources of funding for the recovery projects as we proceed with implementation.

This Recovery Plan will serve as a guide as the citizens carry their vision forward. The community will make this plan their own, selecting and further developing the projects that most closely fit our vision for Olive Hill. The partnerships fostered over the past three months form a strong foundation for a stronger, more resilient community in the future.

The citizens who contributed to the development of this plan deserve our sincerest thanks, and now we ask them for their dedication toward its implementation. This plan reflects the issues concerns expressed by members of our own community. The time has come to make our new vision into our new reality.

As President of Olive Hill's Council for Planning & Restoration (CPR), I pledge to do my best in leading the community as we work to make these projects come to life. Together, we will build a stronger and better Olive Hill.

Wishing for all of us the very best,

Debbie Baker Harman, President
Olive Hill Council for Planning and Restoration

December 20, 2010

To Whom It May Concern:

As we all know, Olive Hill was hit by two devastating flood events this year. Though parts of our town are forever altered, the community's spirit perseveres. We are committed, more than ever, to rebuilding and revitalizing our town. Olive Hill citizens, City officials, and the Council for Planning and Restoration have worked long and hard with one of FEMA's specialized Long Term Community Recovery Team to create a map for our community's future. Now we stand prepared to work with our partners, in all levels of government and private industry, to create a brighter future in the aftermath of these devastating flood events. Working together has been integral to the success of this effort thus far and will continue to be crucial as we move forward with project implementation.

The citizens that have contributed to the development of this Recovery Plan deserve a sincere thank you, and we ask everyone to join us as we move forward with its implementation. This plan reflects your issues and concerns. It is now time to implement our new vision.

I would also like to thank FEMA's Long Term Recovery Team for their guidance and their undying support of our little community. We could not have come this far without them.

I heartily endorse Olive Hill's Long-Term Recovery Plan for the City of Olive Hill. As a member of the Olive Hill City Council, I pledge my support to the implementation of this plan.

Sincerely,

Linda Lowe
Olive Hill City Council



RESOLUTION
2010-__

RESOLUTION OF THE OLIVE HILL CITY COUNCIL
CITY OF OLIVE HILL, KENTUCKY

WHEREAS, the Olive Hill City Council does hereby recognize the CPR (Olive Hill Council for Planning and Restoration) and FEMA for their support of long term recovery efforts due to flooding in Olive Hill.

NOW, THEREFORE, be it resolved that this city council does here by pass this resolution to acknowledge the good works of CPR and FEMA and to show its appreciation for same.

Enacted this 21th day of December 2010

By: *Danny Sparks*
Danny Sparks, Mayor

ATTEST: *Cheri James*
Cheri James, City Clerk/Treasurer

CPR Mission Statement -

Olive Hill Council for Planning and Restoration (CPR) is a volunteer group of citizens operating under the auspices of the City of Olive Hill seeking to rebuild and revitalize the community by making it attractive to residents and tourists by offering retail choices and employment opportunities.

CPR Vision Statement -

Olive Hill will be a community attractive to residents and tourists offering retail choices and employment opportunities.



Railroad Street, Downtown Olive Hill



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ACKNOWLEDGEMENTS

Danny Sparks, Mayor

Olive Hill City Council

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Jerry Callihan
Kenny Fankell
Enoch Hicks
Allen Stapleton
Tony Williams**

Council for Planning & Restoration (CPR)

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Kimberly King, Vice President
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David Fraley
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Chimila Hargett
Angela Johnson
Shayla Menville
Nicole Perry
Madeline Powell
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Judy Roark
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Lena Reynolds
Christopher Shelton
Jacob Thompson**

Advisors:

**Angela Johnson
Janena Reynolds**

Special Thanks to:

The Olive Hill residents who participated in the creation of this plan by voicing their visions for their community's future.

Lorraine Garkovich is a professor and state Extension specialist in the Department of Community Leadership and Development in the University of Kentucky's College of Agriculture.

Dr. Jeffrey "J" Marshall is the Executive Director for the Center for Regional Engagement at Morehead State University.

Carter Caves State Resort Park for meeting space for State-Federal Partners Meeting.

The Olive Hill Historical Society for providing office space for the LTCR Team.

All Olive Hill City employees for their hard work and dedication.

Technical assistance in developing this long-term community recovery plan for Olive Hill was provided by the Federal Emergency Management Agency (FEMA) through the Emergency Support Function #14 as defined in the National Disaster Recovery Framework.

Thank You to all of the people who graciously shared their photographs:

Melinda Rodgers
Mike Barker
Jennifer Duncan
John Stewart
Loretta Seagraves Mays
FEMA LTCR Team

**FEMA**



Looking across Tygarts Creek



INTRODUCTION

It was a brutal year for the western Carter County town of Olive Hill.

On May 1, 2010 Olive Hill's entire downtown received over 50 inches of rain and was swamped by flooding that was deemed to be among the worst in the town's history. Water reached depths of 3 to 5 feet in most of the buildings within the five-block area, which is comprised mainly of flower shops, restaurants and other small, locally owned businesses. Some merchants cleaned up and reopened, but a number of businesses remained closed.

Then, in July, 2010 the town was hit by a second round of flooding, this time originating from the Henderson Branch area. Several of the businesses that were spared in the May flood were hit in July.

Commonwealth of Kentucky Governor Steven L. Beshear requested federal assistance. Preliminary Damage Assessments (PDAs) were conducted by State, Federal and local authorities to estimate damages, and it was determined that an effective overall response was beyond the capabilities of the Commonwealth and the affected local governments.

President Obama signed a disaster declaration on May 11 and on July 23, making assistance from the Federal Emergency Management Agency (FEMA) available to the declared counties in Kentucky. Major disaster declarations were made for Carter County on May 17th and another on August 5th.



Flooding in Downtown Olive Hill

With these devastating floods occurring so close together, citizens of the town began in earnest to consider the possibility of taking action to address repeated flooding of the downtown, possibly relocating a portion of their downtown area which is currently located in the regulatory 100-year (or 1% annual chance) floodplain.

The Commonwealth of Kentucky identified significant recovery challenges in Olive Hill. The State discussed options for support, and, in consultation with the City of Olive Hill, accepted an offer of support from FEMA's Federal Coordinating Officer Terry Quarles for long-term community recovery planning assistance through Emergency Support Function #14 Long-Term Community Recovery (LTCR). The LTCR Advance Team arrived on August 26, 2010 to conduct a recovery analysis of potential long-term community recovery issues and community capacity level.

As a result of these assessments, the City of Olive Hill began to develop a long-term community recovery planning program, which would aid the community in identifying long term recovery goals, objectives and key projects. This LTCR planning process is intended to result in a plan that integrates community input with assistance from State and Federal agency partners to begin the long road to community-wide recovery.

THINK BIG!

The LTCR Planning Process is an opportunity to ‘think big’. Don’t limit yourselves to merely putting things back the way they were prior to the disaster. Keep in mind the quote attributed to Daniel Burnham, the pioneer planner and architect who supervised construction of the Columbia Exposition in 1893 and developed the original plan for Chicago in 1909.

“Make no little plans; they have no magic to stir men’s blood and probably will themselves not be realized. Make big plans; aim high in hope and work, remembering that a noble, logical diagram once recorded will not die.”

Olive Hill’s Mayor Danny Sparks met with the FEMA LTCR team on October 15, 2010, and assembled a recovery steering committee comprised of a cross-section of the Olive Hill community, including business owners, representatives from public agencies and civic organizations, and private citizens. Others have joined this committee now known as the Council for Planning and Restoration (CPR).

This Long-Term Community Recovery Plan reflects a community vision for recovery in the aftermath of these two severe flooding events. The Plan is the result of an intensive four month planning process that has involved many committee meetings, workshops and public presentations, along with numerous consultations with local, state, and federal officials.

Unlike a traditional comprehensive planning document, the Long-Term Recovery Plan serves as a guide to assist Olive Hill in making recovery decisions that will affect the landscape of the community. It provides a series of action-oriented projects intended to be used for assisting the city in making critical recovery decisions. It outlines a path forward to ensure a more sustainable and resilient future for Olive Hill.

DISASTER RECOVERY

The ideal disaster recovery process is one where the community proactively manages:

- *Recovery and redevelopment decisions to balance competing interests to constituents are treated equitably and long-term community benefits are not sacrificed for short-term individual gains;*
- *Multiple financial resources to achieve broad-based community support for holistic recovery activities;*
- *Reconstruction and redevelopment opportunities to enhance economic and community vitality;*
- *Environmental and natural resource opportunities to enhance natural functions and maximize community benefits; and*
- *Exposure to risk to a level that is less than what it was before the disaster.*

Source: Holistic Disaster Recovery: Ideas for Building Sustainability after a Natural Disaster.



Downtown Olive Hill



SECTION 2

HOW TO USE THIS PLAN

Olive Hill's newly formed Council for Planning and Restoration (CPR) is comprised of a cross-section of the Olive Hill community, including business owners, representatives from public agencies and civic organizations, and private citizens. This Long-Term Recovery Plan serves as a guide to the collective community's decisions and desired directions related to the city's long term recovery. The Plan is presented as a framework to guide future actions by the committee as well as local, state, and federal agencies.

While the CPR is not officially an arm of Olive Hill's government, its committee members include the Mayor and several City Council members as well as city staff. Action steps outlined in Sections 6 and 7 of this Plan have been developed with the understanding that they will only be successful if they have the full backing, support, and sponsorship of the city and community as a whole.

During multiple community forums, open house meetings and lengthy discussions, the community identified twelve goals for inclusion in this plan. When addressing these 12 Goals, consideration should be given to two general principles:

- Priority should be given to projects that will have the most impact on community recovery from the effects of disaster when completed. The projects with the highest recovery value are obviously of greatest concern to the community, and should be the major focus of the community's efforts.
- Projects of recovery benefit that can be completed quickly should be targeted for immediate action. While many of the projects will require a long-term focus, a list of short-term projects should also be kept on the table for action. Projects that can be completed quickly, have significant public support, or have current funding available, should be addressed to ensure the highest degree of success on the greatest number of projects. Their completion can also create significant visibility and help solidify political and community support.

The Recovery Plan should be viewed and used as a guide, rather than a fixed set of proposals. The proposed action steps, and even the 12 Project Goals (as listed on page 38) have been developed with the realization that priorities may shift and change as further planning occurs or the implementation program progresses. What is seen as being most important today may be replaced by other priorities. Flexibility and the ability to re-assess goals and objectives as the implementation program progresses will be the key to its success. Focusing on the overall vision and principles of the Recovery Plan are most important. In addition to focusing on individual action steps, progress can be evaluated and measured by the degree of cooperation and communication within the community as well as among the State and Federal partners. While success on specific action steps may be illusive, successful cooperation and planning efforts can result in greater rewards on future cooperative implementation efforts.



Sustainability Opportunities

Sustainable development projects are those that can help prevent acts of nature from becoming disasters. Sustainable development implies not only disaster-resistance, such as relocating a structure or restricting new construction in particularly vulnerable areas, but also resource efficiency, or the prudent use of energy, water, and natural resources to ensure healthy communities for future generations to come. Sustainability opportunities are described as a means of identifying the opportunities for rebuilding in a manner that can reduce the impact of future disasters while minimizing the use of resources in the process.



Recovery Value

Projects identified in a recovery planning process will have varying levels of impact on the recovery of a community. They encompass a broad range of issues that promote a functioning and healthy economy, support infrastructure optimization, and encourage provision of a full range of opportunities.



Flooding in Downtown Olive Hill

Funding Resources

A Community Recovery Resources CD is included with this plan. This CD contains a comprehensive guide which identifies many potential sources of funding and technical assistance. Although primarily developed for use by elected and appointed officials from municipal/county government agencies as well as resource and development professionals from non-profit agencies, many business owners and other organizations will find the guide very useful. Program profiles include brief descriptions and contact information on four types of programs:

- Disaster-specific recovery programs
- Disaster-applicable recovery programs
- Non-governmental and corporate giving programs, national in scope



- Non-governmental and corporate giving programs, Kentucky specific
The CD includes an extensive compilation of additional recovery aids and resources including the following.
- Job Descriptions and Aids
- Resource Identification Aids
- Case Studies
- Mitigation Planning Publications

Project Champions

Each of the 12 Goals presented in the following section has a designated Project Champion(s). This is an individual(s) from the community who has a clear understanding of the respective goal and moves it forward to completion.



Implementation Action Plan

Section 7 identifies the key implementation actions, including identification of recovery management, an initial Recovery Implementation Action Plan (attached as an appendix) for follow-up efforts.



Flooding in Downtown Olive Hill



Tygarts Creek - Flooding 2010



SECTION 3

REGIONAL AND HISTORICAL CONTEXT

Regional Context

Olive Hill is located in the foothills of northeastern Kentucky in Carter County, known geologically speaking as the 'Cumberland Plateau'. Surrounding hills range in elevation from 520 to 1,300 feet and abounds with coal, clay, iron ore, limestone and timber. It is part of the Huntington-Ashland, WV-KY-OH Metropolitan Statistical Area, and is an exurb county of those cities. The county seat is located in Grayson. Tygarts Creek drains the western and northern part of Carter County. The creek flows through Olive Hill, then into Carter Caves State Resort Park and onto Greenup County, where it flows into the Ohio River at the city of South Shore.

Over the years, Olive Hill has seen Tygarts Creek repeatedly overflow its banks, flooding the historical downtown area and homes along the creek. The creek runs throughout Carter County, west of and adjacent to the Little Sandy River Basin. It is roughly rectangular in shape - 42 miles long and 8 miles wide - with a drainage area of 339 square miles.

Tygarts Creek Basin is hilly, with elevations ranging from 485 feet NGVD at its confluence with the Ohio River to 1300 feet NGVD at its source. Flat Fork and Upper Tygart Branch join together to form the Tygarts Creek about 8 miles west of Olive Hill, in the southwest tip of Carter County. From there, Tygarts Creek flows northeast for 89 miles to its mouth. Soldier Fork flows into Tygarts Creek approximately 2 miles upstream from Olive Hill. From its headwaters to Olive Hill, Tygarts Creek flows in a valley that averages 1,000 feet in width. 20 miles downstream from Olive Hill, Tygarts Creek flows through a valley ranging from a few hundred feet to over a mile wide, averaging a 2,000 feet width. The average width of the stream channel ranges from about 30 feet in the headwaters to over 200 feet near the mouth. Stream banks vary from a height of a few feet near the source to approximately 30 feet near the mouth. The stream bed is predominately sand and gravel with outcrops of rock. The stream falls 615 feet

in its 89 mile length for an average fall of 6.9 feet per mile. The average fall in the lower 77.3 miles below Olive Hill is 3.3 feet per mile.

The United States Army Corps of Engineers (USACE) and the United States Department of Agriculture's Natural Resource Conservation Service (NRCS) have studied Tygarts Creek repeatedly to mitigate flooding in Olive Hill. Throughout the years, some of these studies have developed into projects.

1955 – USACE conducted preliminary examinations of the Little Sandy River and Tygarts Creek were conducted for Flood Control and Allied Purposes.

1958 – USACE completed field investigations to design a channel project to reduce flooding in the vicinity of Olive Hill during a flood event on Tygarts Creek. The project included channel improvements in Tygarts Creek from a point upstream from the damaged area to a point sufficiently far down-

stream so that backwater effects from the downstream channel conditions would practically have no effect on flood heights adjacent to the area prone to flooding in Olive Hill.

1959 – USACE started the construction of channel improvements on Tygarts Creek. These improvements were completed in 1960.

1998 – USACE conducted a reconnaissance study (Section 905B Analysis) to determine if there was a feasible plan to protect a section of the Hydreco Housing Complex which was constructed in 1969. The study deemed a flood warning system to be the only feasible option.

After the July 2010 floods, Brigadier General John Heltzel (Director, Kentucky Division of Emergency Management) convened a meeting of federal and state agencies on September 24, 2010 to identify what actions and programs each participating agency has that could assist the Olive Hill. General

Heltzel requested that the USACE, NRCS, FEMA Hazard Mitigation (HM) and Kentucky Division of Water Services (KDOW) conduct a team site visit to study the creek and develop recommendations to mitigate flooding. The following recommendations were then provided to the City of Olive Hill:

- USACE – The city should continue maintenance efforts on the Local Protection Project, including the channel and oxbow area.
- USACE – The city should request a Section 205 Study for a flood warning system.
- USACE – The city should request a Planning Assistance to States (SAP) study to update Tygarts Creek hydrology/hydraulics, to identify critical channel areas for maintenance, and evaluate potential flood profile reduction from re-establishing the oxbow overflow.
- NRCS – Remove sediment and debris from the drainage outlet of Henderson Branch near the Hydreco Village Housing



Complex and remove sediment and debris from Perry's Branch located just north of U.S. Highway 60.

- NRCS - Develop a holistic approach to treating the landscape of the watershed.
- NRCS – Appropriate erosion and sediment control plans and reforestation techniques should be rapidly implemented for mine land reclamation or after timber harvest in the watershed.

Historical Context

The history of Olive Hill is intertwined with its abundant natural resources, scenic beauty and industrious work force. Founded in the early 19th century as a rural trading post by the Henderson Brothers, Olive Hill remained essentially an agrarian community until the arrival of the railroad in 1881. The Elizabethtown, Lexington and Big Sandy Railroad (the precursor to the Chesapeake & Ohio Railroad) enabled the town to inexpensively export its local natural resources, specifically, hardwood

products, firebrick and high grade stone. At one time, the railroad employed over 100 people and ran two passenger trains back and forth from Louisville. The presence of the rail line also encouraged the town to relocate from a hill north of town – currently known as Old Olive Hill – onto the floodplain by the tracks that were laid along Tygarts Creek.

Large local deposits of fire clay led to the building in 1895 of the town's first brickyard, Olive Hill Fire Brick Company. The success of the brick factory spurred the city's economic growth. By the turn-of-the-century, Olive Hill had entered "an unprecedented period of prosperity," with real estate prices growing 15% to 25% per year, according to *Carter County: a Pictorial History*. By the 1920s, the factory became "one of the largest and most complete plants in the refractories industry", according to *Carter County History 1838-1976*. A second brickyard opened, and, by World War II, the two brick plants employed over 1,700 people. The town's population swelled to 1,500, which is close to its present size.

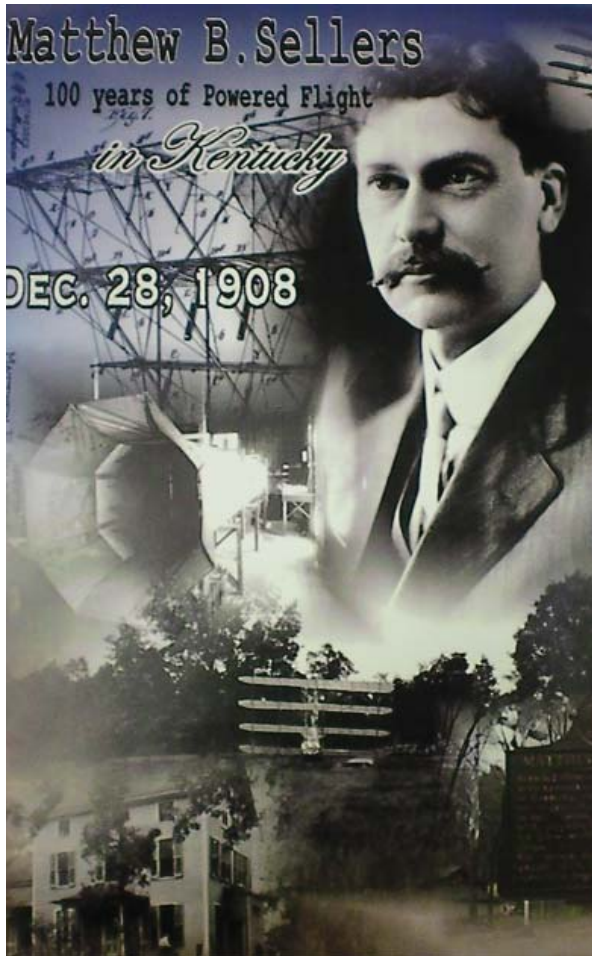
The surrounding deposits of limestone were used for ballast for the C&O Railroad. At the peak of railroad construction, the town's quarries produced 25 car loads a day of high grade stone. Later, with the expansion of the highway system, this stone was in demand for road surfacing. The mining operation, Mountain Enterprises, is still active today, while some of the old limestone mines were re-purposed.

Vestiges of the area's old timber industry, which peaked in the late 1880s, still remain in the form of Rayburn Lumber and Globe Hardwood, one of the town's largest employers. [Table 2] A new garment industry tapped into the large pool of factory worker wives.

The first factory was the Blue Anchor Company, established in 1947, which employed 450 women at its peak. Over the years three more garment factories opened, boosting the town's potential of employing 1,500 people at full production. Today, only two factories remain - Carter Industries and Ashland – surviving on military contracts.

By the 1950s, advances in technology – the replacement of steam with diesel-powered train engines and the phasing out of open hearth steel mills - eliminated much of the brickyards' business. By 1963, the brick plants were dismantled. As a very visible indicator of the city's decline, the C&O tracks were pulled up in the 1980s.





Much of the area's scenic beauty has been preserved as park land. Carter Caves State Resort Park, a 2,000 acre preserve of trails, golf and camping facilities, lies 10 miles north of town. Other regional recreational interests are Grayson Lake State Park, Greenbo Lake State Resort Park and Daniel Boone National Forest. This abundance of natural beauty has inspired a considerable population of artisans, and Kentucky's reputation for bluegrass music is well represented by area musicians and musical events.

Notable residents of Olive Hill include:

Matthew Sellers (died 1932) was an early aviation inventor who developed the country's first civil airplane designed and advertised for personal use. Sellers patented the retractable landing gear and made the recommendation to President Taft to establish a national aeronautical research facility. He became an editor of an aeronautical magazine and was hailed as one of American's great flying men, serving on several national research boards. In 1915, the National Advisory Committee for

Aeronautics was formed thanks to Sellers efforts. Today this committee is known as the National Aeronautics and Space Administration (NASA).

Olive Hill native **Stephanie Bond** sold her first romance novel to Harlequin Books in 1995. She has had forty best-selling romance, suspense and mystery books published.

Tom T. Hall (born May 25, 1936, in Olive Hill, Kentucky) is an American country balladeer, songwriter, and country singer. He has written 11 #1 hit songs, with 26 more that reached the Top 10. Hall was inducted into the Country Music Hall of Fame in 2008.

Country music singer/songwriter **George Molton** comes from Olive Hill and promises to be one of the hottest new acts on the country music scene, having written cuts on albums by two major-selling acts, John Michael Montgomery and Montgomery Gentry.

Economic Context

Carter County's population has remained stable at around 27,000 over the past nine years (from 2000 to 2009). In August 2010, Carter County's unemployment rate was 12.3%, as compared with 9.8% of the labor market area. Carter County, together with Elliott and Lawrence, is on the Appalachian Regional Commission's list of distressed counties. Carter County is a member of the FIVCO Kentucky Area Development District.



Olive Hill Brickyard

FIVCO's *Comprehensive Economic Development Strategy Plan*, published in 2008, identifies the region's economic strengths and weakness.

The region's strengths are identified as:

- Area certified for confidential data storage
- All elected officials work together and want to see the area developed further
- Tourism efforts are strong in the urbanized areas and state park system
- Specialized labor force
- Strong health system

The region's weaknesses are:

- Educational attainment of working population is considered low
- Lack of support for development and retaining small businesses in the area
- More specialized housing is needed for elderly, handicapped and single individuals

In 2008, 78% of the county's workforce of 10,304 was employed by private establishments, 14% in the public sector and 8% in farming.¹ The county's top three major private industries are, in descending order, trade, transportation and utilities; services; and manufacturing. [Table 1] FIVCO's *Comprehensive Economic Development Strategy Plan* lists several economic cluster potentials for Olive Hill: transportation (Olive Hill Airport), health (St. Clair Medical Center and Carter County Ambulance Service) and natural resources (Scott Mullins Hardwood and Rock Crusher Quarry). Carter County's average weekly wage was \$508, as com-

pared with \$676 for the labor market area² and \$876 for the U.S.³

Olive Hill's population in 2009 was 1,764, a decline of 2.7% since 2000.⁴ There were 791 households in the town.⁵ The town's estimated median household income in 2008 was \$30,140, which was 73% of the state's average (\$41,538).⁶ Olive's Hill's top private employers are Ashland Sales & Services, Carter Industries and Olive Hill Trucking. [Table 2] The town has a 20-acre industrial park with considerable available capacity.

There are about a half dozen restaurants in the downtown district. The City of Olive Hill Renaissance on Main Market Analysis, prepared by Community & Economic Development Associates in 2006, but still relevant today, had noted (1) the town's lack of casual/family dining establishments, as this type of restaurant "is in high demand and will likely be successful" and (2) a non-grocery chain bakery/deli.

For the most part, the county is a 'dry' county, but the Iron Hill precinct did vote to allow the Rock Springs Winery to produce wine. In Olive Hill, alcohol sales are not permitted; a situation that limits fine dining options at its restaurants and is ironic given its history.⁷

1 Source: www.city-data.com

2 Labor market area is composed of counties which significantly exist within the sixty (60) minute drive range of the originating county's county seat: Lewis, Greenup, Boyd, Carter, Lawrence, Elliott, Rowan, Montgomery, Bath and Fleming.

3 Source: www.ThinkKentucky.com

4 Source: www.ThinkKentucky.com

5 Source: 2000 census

6 Source: www.city-data.com

7 Source: www.ThinkKentucky.com and City of Olive Hill



Olive Hill Water Tower



Crime, especially drugs, has been identified as a big problem in Olive Hill. The city's Police Department employs five officers, one of whom is on duty at any one time. Downtown Olive Hill is affiliated with the National Main Street Program and is a Candidate City of the Kentucky Renaissance on Main Program. The Renaissance area consists of six blocks concentrated around the Main Street area. The Renaissance on Main market study listed these key issues affecting the city's retail development:

- A number of storefronts are vacant; upper floors may be vacant or used for storage. These spaces might be better used for office or residential uses.
- Scarcity of dining options throughout Olive Hill.
- Business hours are limited, especially when compared to those of chain stores in Morehead and Grayson.
- The primary regional retail center is Huntington, WVA-Ashland, KY.
- More than half of all residents work elsewhere.
- Downtown Olive Hill faces competition from other towns, such as Morehead, offering "small town Kentucky" to tourists.

The study made the following recommendation regarding the need to enhance downtown's sense of place:

Downtown Olive Hill should build on its historical character and uniqueness as its comparative advantage to attract and sup-

port retail. Main Street Olive Hill is distinctive from other commercial settings and unlike a strip commercial development. Its uses are varied in contrast to other retail centers. It is pedestrian friendly. The buildings are historic and are part of the community's identity. The existing sense of place can be leveraged into something even greater by continuing to encourage activities where people linger and relax. The entire community needs to develop ownership in Downtown.

In short, frequent downtown flooding, overall population decline, slowing of investment and general economic activity and a commuter mentality have significantly affected Olive Hill's recovery prospects. The town's "sense of place and community" appears to have been lost, says City Council Member Linda Lowe.

Political Context

Olive Hill is governed by a mayor-council type of government. Mayor Danny Sparks presides over a six member City Council. The city employs 35 to 40 people, including the utility department. The City has a \$10 million annual budget, 90% of which is generated by utility billings; less than 1% comes from property taxes. Its ability to borrow to fund general development is not known, since it has never done so, says City Clerk Cheri James. The city lacks an economic development corporation.

Infrastructure Context

Olive Hill's electric cost per KWH is \$0.0546. The state's rate is \$0.0683 and the national rate is \$0.0482. Its real estate tax - \$0.2649 per \$100 – is higher than Grayson's and the County's; however, the city imposes no motor vehicle or occupancy tax. [Table 3]

The municipal sewer plant has a 0.350 million gallons/day capacity, but its average flow is 14% under that level. It uses a Bright biological de-watering press system installed about ten years ago. Fortunately, the waste is not contaminated by heavy metals. The plant is located in the flood plain and was damaged during both floods, but is now running in compliance, according to Manager Danny Garris. The county has just funded an \$85,000 2-year feasibility study to extend the sewer line to Pleasant Valley. Such an extension would dramatically expand development options, such as restaurants, hotels and truck stops, around the Interstate 64 interchange. Assuming a 100 gallon/person/day usage rate, the system could then support 500 more users.

The water treatment plant has a capacity for 1.3 million gallons per day, while the average flow is under a million gallons. The water supply comes from 23-acre City Lake, but droughts and shortages have forced the city to supplement its supply from Tygarts Creek and to purchase water from Rowan County.

The water system has 2,800 meters. It uses filter media that was re-bedded about ten years ago. The water lines suffer from 50% water loss due to leakage and unaccounted usage. The usage rate is approximately 5,000 gallons/month/ meter. In short, the water quality is generally good, but the quantity is an issue, reports Manager Ed Stevens. The city's sanitation department is responsible for garbage hauling and offers a bi-annual community clean-up week.

Olive Hill is located on U.S. Route 60, a major east-west route that runs through the Commonwealth and also connects the city with Interstate 64. U.S. Route 2 intersects with Route 60 and provides the city with a second access point to Interstate 64. In general, this road system is well maintained and adequate for current traffic. Forty-five percent⁸ of the city's work force commutes to work. One transportation improvement suggestion involved straightening Route 2 between Interstate 64 at the AA road to shorten the transit time to Ashland.

The city once owned an airport with a 2,900 foot runway, parking ramp and fueling facilities. It serviced the construction industry, Carter Cave State Park visitors, business people and others. Due to issues over lack of maintenance, the state closed it in early 2010.

⁸ The complete statistics are: 14.3% live elsewhere and work in Olive Hill; 30.3% live in Olive Hill and work elsewhere; and 55.4% work and reside in Olive Hill, according to 2000 data. Source: City of Olive Hill Renaissance on Mail Market Analysis.



Table 1: County Private Employment by Industry, 2009

Industry	Number	Percent
Agriculture, Forestry, Fishing & Hunting	14	0.2%
Mining	110	1.8%
Construction	220	3.6%
Manufacturing	779	12.8%
Trade, Transportation & Utilities	1,051	17.4%
Information	37	0.6%
Financial Services	252	4.2%
Services	970	16.0%
Public Administration	295	4.9%
Other	2,338	38.5%
All Industries	6,066	100.0%

Source: U.S. Dept. of Labor, Bureau of Labor Statistics

Table 2: Olive Hill Major Private Employers, 2009

Firm	Product/Service	Employ.	Year Estab.
Ashland Sales & Services Co.	Men's and women's jackets	130	1968
Carter Industries, Inc.	Military apparel- gov't contracting	80-90	1996
Olive Hill Trucking	Truck sales	50	
Globe Hardware Inc	Secondary wood processing; cabinets; molding	20	2001
Mountain Enterprises	Crushed limestone	18	1994
Eugene Rayburn Lumber Co.	Sawmill & limber	13	1989

Source: Kentucky Cabinet for Economic Development and private conversations

Table 3: Olive Hill Tax rate per \$100, 2009

Taxing Jurisdiction	Real Estate	Tangibles	Motor Vehicles	Occupational License
Carter County	\$0.2150	\$0.2533	\$0.2110	0.0%
Olive Hill	\$0.2649	\$0.2649	\$0.0000	0.0%
Grayson	\$0.2000	\$0.2000	\$0.1768	1.0%
Carter County Schools	\$0.4030	\$0.4030	\$0.4030	0.0%

Source: Kentucky Revenue Cabinet



Existing Damage Impacts

Olive Hill has suffered from repeated floods. The most disastrous were those occurring in 1906, 1913, 1937 and 1939. There have been six major floods since 1996, including the two in 2010. The May flood was a result of nine inches of rain that fell over a twenty hour period and overflowed Tygarts Creek. The sewer plant received 30 feet of water, including submerging its control panel in three feet of water. The plant was down for three days. The senior citizens center that had been built two and one-half feet above flood stage received eight feet of water. The July flood was caused by nine inches of rain that fell over eight hours.

Run-off from the surrounding hills caused flash flooding in the Henderson and Mills Branches. Flood waters damaged local roads, took out bridges and inundated a different section of town with about a foot of water.

As of September 9, the combined impact of the two floods resulted in 279 housing units in Olive Hill with minor damage, 117 with moderate damage, and 15 were destroyed. Multiple rescues were made: 43 boat rescues, 2 ladder rescues and 3 vehicle rescues. 68 families were displaced when Hydreco Village flooded. A total of 570 residents registered for FEMA Individual Assistance. \$2.9 million was distributed to eligible



Flooding in Downtown Olive Hill

residents. Of an estimated 110 businesses located within city limits, 74 (67%) were affected by the floods, according to Chamber of Commerce Treasurer Jonathan Lewis and Main Street Renaissance President Louise Stapleton. Of these 74 businesses, 46 have reopened at the same location, 18 have reopened at an alternative location, nine will not reopen, and the outlook for one business is unknown, as of December 1, 2010.

In the late 1950s, the town, with the assistance of the Federal Flood Control Project, performed major structural flood control mitigation by widening and deepening Tygarts Creek and by making a deep cut through the narrow place in the “Devil’s Back Bone”.



Flooding in Downtown Olive Hill

Community Participation Meetings



SECTION 4

DESCRIPTION OF PLANNING PROCESS



Long-Term Community Recovery Planning Process

Long-Term Community Recovery (LTCR) is basically a three-stage process using a grassroots approach. First is the Assessment Phase during which issues and concerns are identified through extensive interviews and workshops with residents and local leaders. This information leads into the second phase of the process which is the Planning Phase. During this phase, potential recovery projects are identified, relating to issues discovered during the Assessment Phase, and an initial recovery plan is created. Public involvement and workshops also occur during this phase. The third stage of the process is Implementation, actually securing the funding and implementing the projects.

Olive Hill Community Recovery Planning Process

The issue of recurring floods, six in the past ten years, has demanded an evaluation of flood recovery and mitigation options. The City of Olive Hill is committed to not only recovering from recent flooding events, but to come back safer, stronger and united with the singular purpose of revitalizing their community.

Soon after the second flood, Mayor Danny Sparks appointed a steering committee made up of a cross-section of representatives from the public and private sectors in Olive Hill

to identify recovery issues and consider a broad range of comprehensive planning issues facing the city. The Olive Hill Council for Planning and Restoration (CPR) was established to identify and work on these issues. Olive Hill CPR undertook a range of public participation techniques in developing this long-term recovery plan to ensure the plan reflected the community's ideas as a whole.

Through interviews, workshops, meetings, surveys and multiple other methods, CPR has gathered information from residents of Olive Hill to identify potential recovery/revitalization goals to include in the Long-Term Community Recovery Plan. This plan has been developed by CPR and the City of Olive Hill with extensive input from its citizens. Although parts of this process may be realized within the first year, the total process may take many years for completion. This plan is intended to be a living document and may change with projects being added or deleted as progress is made going forward.



Olive Hill Open House Meeting

Public informational meetings and community workshops were conducted to identify and better understand the community's concerns and issues. Combined with the information that had been gathered for weeks common issues were identified. These concerns and issues were then analyzed and grouped together into potential recovery and revitalization goals. The community was asked to prioritize these goals during two open house meetings as well as at the community's gathering 'Christmas on the Hill' and at the newly formed community youth group meetings.

The hard work of refining these concepts fell to Olive Hill CPR, with assistance from FEMA's LTCR Team. CPR commends the members of the committee, the residents that participated in meetings and workshop, the Mayor and City Council members for the long hours and the energy they have contributed to this planning process.

“Teamwork is the ability to work together toward a common vision. It is the fuel that allows common people to attain uncommon results.”

-- Andrew Carnegie

A brief description of key events and meetings follows:

Engagement of Support from FEMA's ESF #14 Long Term Community Recovery team (October 15, 2010)

Following multiple preliminary meetings among local, regional, state and federal agencies throughout September, and following a community forum on October 14, led by Professor Lorraine Garkovich from the University of Kentucky, the City engaged FEMA's long-term recovery team and finalized a plan of support to help launch a long term community recovery planning process. Mayor Sparks held an introductory meeting between CPR and the LTCR Team to discuss the long-term process and timeline that would be followed. The combined group developed an initial list of recovery initiatives.



Olive Hill Open House Meeting

Community Meeting (November 20, 2010)

A Community Recovery Workshop was held, offering citizens the opportunity to comment on issues previously identified by CPR and Mayor Sparks, and to voice any unidentified concerns regarding possible revitalization and recovery projects for Olive Hill. The meeting, advertised through posted fliers, radio talk shows and in local newspapers, was open to all residents of Olive Hill. The first part of the meeting included residents posting their thoughts about the issues identified by Olive Hill CPR. Fifteen boards were posted around the room with general questions about local issues. Community participants were asked to anonymously write their comments pertaining to each of these topics and post them on each board. Issues identified at this meeting were later prioritized via several venues with community-wide participation.

The second part of this community meeting consisted of a facilitated discussion regarding what to do about the flood prone downtown area of Olive Hill. This discussion was led by Dr. Lorraine Garkovich, Professor of Community Development & Leadership from the University of Kentucky. Participants weighed the pros and cons of three possibilities: doing nothing, partial relocation, or total relocation of the downtown area. After considering the strengths and weaknesses of each of the proposed

alternatives, 83% of participants selected the partial relocation option as the most practical.

Creation of CPR's new Facebook Page was announced. Olive Hill residents may keep abreast of what is happening with CPR by logging onto Facebook.com, and searching for Olive Hill CPR.

(A complete listing of the community's posted comments and Pros & Cons of the three Downtown options is available in Appendix).

Initial Youth Meeting (November 29, 2010)

The Olive Hill CPR brought together a representative group of interested high school youth to look strategically at the identified issues, ask questions and give their input. They were provided an opportunity to discuss and post their comments about recovery issues and address any new concerns they might have. The students decided to form an on-going volunteer group to help their community recover and move forward into a positive future.

Open House Meetings (December 3 & 4, 2010)

Major issues were identified from comments previously gathered from the community. These issues were developed into 12 potential recovery project areas and summarized. The community was then

asked to prioritize them in what they felt to be level of importance to their community. These meetings were open-ended and presented an opportunity for the community to ask questions and provide feedback to the twelve preliminary concepts. Each resident was given three 'dots' and were asked to identify what they felt was most important for their community. Residents didn't have to attend the first meetings to take part in the prioritization of issues. Again, advertising through posters, radio and newspapers was extensive. The meetings were also posted on CPR's Facebook page.

In an effort to include as many residents as possible, these same issues were made available for community review during the community's annual 'Christmas on the Hill' evening event, and many who had not yet seen them or prioritized them, had the opportunity to do so.



Second Youth Meeting (12/06/2010)

The number of young people who wanted to become involved in their community's recovery and revitalization efforts increased by 30% at this second meeting, from 12 to 18. Stating that they hoped to remain active beyond their teen years, it was decided they would not include the term 'teen' in their title. They named their group HOPE, and elected officers. They will move forward by developing a mission statement and working in unison with Olive Hill CPR impact recovery in their community.

CPR Working Meeting (December 7, 2010)

At this half-day meeting, CPR identified economic development concerns and developed a preliminary listing of potential relocation options. It was also determined that Olive Hill CPR would begin working with West Carter HOPE towards recovery and revitalization.

CPR Working Meeting (December 10, 2010)

This half-day meeting consisted of a detailed discussion surrounding possible alternative locations in and around Olive Hill for relocation of major business facilities and the pros and cons of each site.

CPR Working Meeting (December 14, 2010)

CPR discussed economic development options and possibilities during this working meeting with the LTCR team.

Draft Plan Presented to CPR for Review (December 17, 2010)

CPR reviewed an initial draft of the Long Term Community Recovery plan with the FEMA support team. Possible revisions, additions or deletions were discussed. Committee 'champions', who are those willing to be accountable for implementation of a particular project group, were named, and each was charged with forming a committee that will work on their specific project area.



Presentation of Draft Plan to City Council (December 21, 2010)

At Olive Hill's monthly City Council meeting, CPR President Debra Harman presented a summary of the Olive Hill Recovery Plan to the City Council for approval. Council members and interested residents had the opportunity to ask questions and comment on the draft plan. City Council members drafted a formal resolution adopting the work done thus far. (City Council Resolution can be found at the beginning of this plan under 'Letters of Support').

CPR Working Meeting (January 7, 2011)

A discussion was held to clarify in what order recovery projects should be focused on, and it was decided that many of the priorities are linear and can be addressed simultaneously. Tentative plans were made for upcoming State and Federal Partners meeting in February.



HOPE Meeting (January 10, 2011)

The group developed their mission statement: HOPE is a volunteer organization created for the purpose of stabilizing Olive Hill through united youth and community involvement, to create a lasting impact for a happy, safe and productive future for all. The group discussed their possible major focus areas: clean-up campaign, recycling, creek clean up, organic farming and creation of a local community gathering place.

CPR Working Meeting (January 14, 2011)

Olive Hill Chief of Police Bobby Hall briefed the members of CPR on the current status of crime prevention in Olive Hill and visited with them regarding possible future efforts to make the city safer. During this meeting, CPR members started brainstorming about questions to ask federal and state agencies at the Federal-State Partners Meeting on how to implement the action items highlighted in the community's recovery plan. It was decided that future CPR meetings will be held on a weekly basis (9 AM Fridays at OHHS) while individual project committee meetings will be held as needed.

Strategic Plan Meeting (January 26, 2011)

Professor Lorraine Garkovich from the University of Kentucky facilitated an all-day meeting to develop a strategy for implementing the projects identified in Olive Hill's Long-Term Recovery Plan. Project Champions were tasked to identify next steps and to develop a linear timetable, identifying specific projects which may be implemented simultaneously and/or share resources.

State-Federal Partners Meeting (February 4, 2011)

CPR held a meeting with State and Federal agencies that may have technical expertise or funding to assist with Olive Hill's recovery and revitalization. The purpose of this meeting was to make connections between local champions and governmental agencies for potential collaborative efforts for funding, technical assistance, and implementation of this long-term recovery plan.

HOPEfor Olive Hill

A Voice for Students

At the request of CPR, 15 strategic-thinking high school students from West Carter County High School volunteered to give their input on city recovery and revitalization issues for the City of Olive Hill. Their first meeting was held at the old high school on November 29, 2010. Students were asked to look at the same boards used in the previous community-wide meeting and post their comments. (Student's posted comments can be found in the Appendix.)

Students were asked, "Knowing what you know about your community as it is today, what would be needed to bring you back to live here after you graduate from college?" Answers below are as written:

- Clean Up Drug Problems
- Make ALL of town 'walkable' – it's not safe downtown



- Need more youth activities
- We need to focus more on what we have
 - ~ Small town spirit - people are friendly
 - ~ Volunteer spirit is high in the community
 - ~ Individual volunteers all came out to help each other after the flood
- There should be more community support –
 - ~ \$\$ for local businesses (shop locally)
 - ~ More volunteering in the community
- Cost of utilities & services is too high – water & sewer for example
- Sewer facility needs to be relocated – it shouldn't be in the flood area
- Need more social events, i.e. holiday festivals, cultural events
- Bring back community TV station
- Community communications - Be more effective in 'getting the word out' when we have community events – increase participation
- More buildings for gathering places
- Flat ground between the creek and the RR building should be used as a public gathering place
- Need more jobs
- Town needs to be more pedestrian friendly

- Need more opportunities to get more people interested in the community
- Need more public safety – it's hard to walk the town at night and feel safe.

What do you like best about Olive Hill today?

- Sense of community in the time of need
- Unique history
- We should use what we have instead of focusing on new things
- Focus on what we have
- Need more social gatherings

This youth group is growing and has formed a volunteer youth organization called HOPE and will work closely with CPR to achieve recovery objectives and implement its recovery plan.

HOPE Mission Statement:

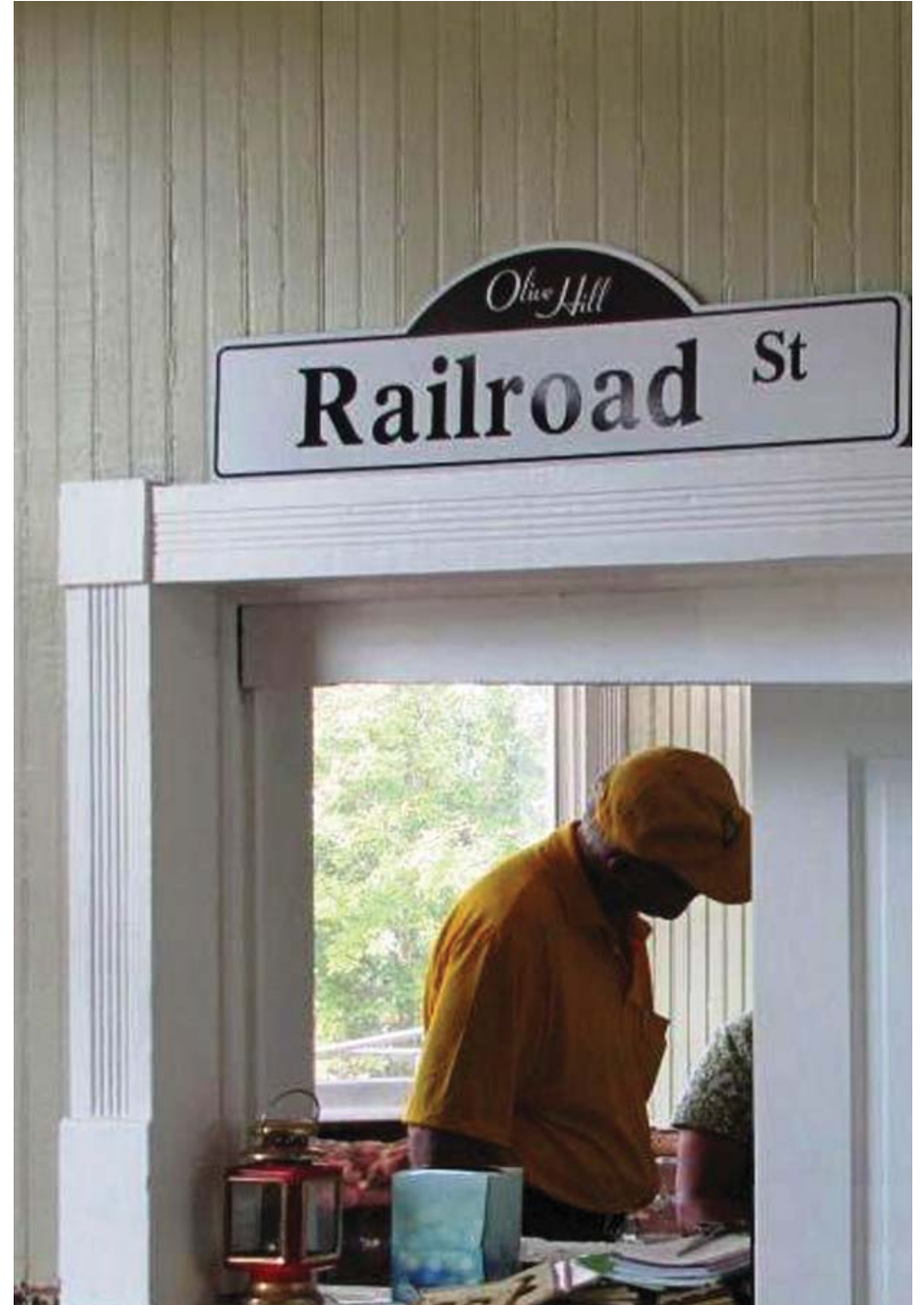
HOPE is a volunteer organization created for the purpose of stabilizing Olive Hill through united youth and community involvement, to create a lasting impact for a happy, safe and productive future for all.



HOPE Meeting - January 10, 2011



Olive Hill Railroad Depot





SECTION 5

RECOVERY PLAN OVERVIEW

Long term community recovery is the process of establishing a community-based, post-disaster vision and identifying projects and funding strategies best suited to achieve that vision, while employing mechanisms to implement those projects. This is not a typical planning document but rather a plan that focuses on recovery from a disaster that has overwhelmed a community's resources. Timing is an important factor in this process because it helps focus rebuilding efforts in one direction.

Even though the flooding of 2010 brought repeated damage and hardship to the Olive Hill, it also brought opportunities. Following the widespread and repeated destruction, there is now an opportunity to address the city's future in a way that wasn't possible before.

The Federal disaster declaration brought the opportunity to access many outside resources to address not only the causes and impacts of flooding to the community but how to recover, rebuild and revitalize this city. Olive Hill is now in the favorable position of having State and Federal assistance from outside experts and multiple agencies focused on its challenges, needs and opportunities.

Olive Hill has created this community-based strategic recovery plan in order to make best use of these outside resources.

Recovery Goals

The combined efforts of many of the residents of the community, Olive Hill's Council for Planning and Restoration (CPR), and the City has created a tentative list of issues during multiple discussions, community meetings, public workshops and interviews. These issues were then reduced to 12 specific project areas. Together, these project areas reflect the common goals of the community.

These goals are the backbone of this Long-Term Community Recovery Plan. Together with Olive Hill's strong sense of community, mutual support, and perseverance, they define an effective road map to put the community on the path to recovery and revitalization.

These 12 goals are as follows:

1. Economic Development
2. Alternative Central Business District Location
3. 'Downtown' Area Re-imaging
4. Flood Mitigation Plan
5. City-wide Cleanup Campaign
6. Tourism Promotion
7. Public Safety Campaign
8. Relocation of Critical Facilities
9. Downtown Beautification Campaign
10. Public Gathering Places
11. New Multi-Purpose Civic Complex
12. Affordable Housing Opportunities

While recovery efforts have thus far focused on quickly getting individual businesses up and running, the long-term goal of this plan is to take a broad look at the economy of the community and to identify new opportunities post-disaster and long-term for attracting new employers and jobs to the region. The following three issues repeatedly came to the forefront of all discussions. While these three goals received the most interest and support from residents participating in workshops and providing comments, the other nine are important as well for facilitating the recovery as identified by the community.

Restoring Economic Vitality

Economic vitality and the creation of jobs is the #1 issue of concern for most of the residents in the city. The community's economic vitality and support of jobs is an essential component to community



sustainability and long-term recovery. As an integral part of the town's commercial business, with pre-existing economic trends greatly exacerbated by the repeated flooding, the downtown area has experienced a significant blow that has greatly affected the local economy.

Re-Identify and Brand 'Downtown' Area

There is little doubt that the downtown area will continue to remain exposed to future flooding events. Substantial mitigation efforts have already been undertaken with additional activities continuing, in an effort to lessen the impacts of future flooding. Nonetheless, it is reasonably certain that natural flood events will continue, and the downtown will continue to be exposed to flooding, posing a hazard to the businesses and services.

New opportunities and community interest have arisen from this recovery planning process. It has given the community a chance to take a fresh look at the types of business and activities that are most appropriate for downtown with its flood risk. According to comments from workshops and meetings, a substantial portion of the community recognizes the economic and emotional value of the older downtown structures and businesses. The railroad depot, senior center, and many prominent businesses are still viewed as important to the downtown's history and character.

Having said that it will surely flood again, the community realizes that downtown still has many assets that can be taken advantage of to bring in new businesses that might not be as susceptible to flooding damage. One such asset is the large amount of public open space along Tygarts Creek. The planned location of the Rails-to-Trails corridor, along the creek, is a truly unique opportunity to complement the downtown's historical character and blend it into a new identity and vitality.

Clearing or remodeling many of the vacant and boarded up buildings and utilizing the vacant parcels, while addressing flood risk, may also be seen as an opportunity to transform downtown into a more functional and vibrant area. In addition to retaining many of the town's businesses, its identity and attraction can be broadened to attract new visitors for recreation, tourism, and a broader variety of community events



First Christian Church - Destroyed by Floods and Torn Down

throughout the year.

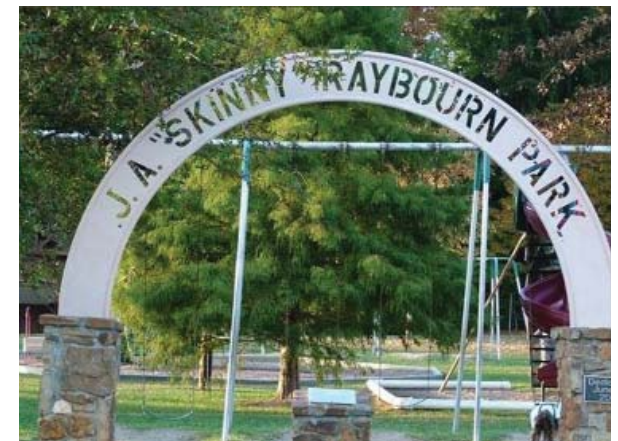
Identifying 'Alternative Downtown' locations was discussed as an important project early in the process. The community realizes the need to identify new locations for businesses, either moving them to safer ground from the current flood prone downtown area or to a place for new businesses to locate as commercial and retail services expand in the area. While the need to identify an 'Alternative Downtown' was selected as a priority by many members of the community, it must be emphasized that creating an alternative location for commercial uses in Olive Hill is not seen as abandoning the existing downtown area. New commercial locations can provide an opportunity to locate commercial retail and office spaces as well as a new civic complex to possibly include a new city hall, a new library, police department, and city shelter or possibly parks/open space and recreational use.



As noted earlier, the LTCR team held an open community workshop on November 20th. The public was asked to identify and consider a range of issues and concerns and discuss alternatives for downtown, the area that had been most severely affected by the floods. CPR members were asked to participate as individuals rather than in their council role. Three alternatives were discussed.

Option #1: No Change

- Existing downtown area maintains its prominence as the primary commercial district for Olive Hill.
- Renovation is encouraged for existing buildings in the downtown area.
- New businesses are encouraged to locate in renovated buildings, or to be constructed on vacant lots as development occurs or as



the market allows.

- Preventive flood hazard mitigation measures encouraged for existing buildings as protection against future flood events.
- Parking is expanded as necessary to accommodate future needs of commercial tenants.

Option #2: Reconfigure Existing

Downtown and Identify Alternative Commercial Locations

- Alternative locations for a new commercial district are identified where retail, office, and residential uses can be relocated to areas not prone to flooding.
- Long-term land use plans are drawn up that define the location and character of an alternative commercial district as it relates to the overall character and configuration of the town.
- Existing Businesses and residential occupants in the existing downtown area are allowed to stay at their current location, but encouraged to consolidate, where possible,



in existing buildings least prone to flooding.

- Acquisition strategies are identified for possible buy-out of existing buildings as well as future locations of new buildings in a new core commercial area.
- New uses are planned and marketed for areas vacated by buildings in the existing downtown.

Option #3: Relocation of Commercial Core

- Alternative locations are identified for a new commercial district where retail, office, and residential uses can be relocated to areas not prone to flooding.
- Long-term acquisition strategies are identified for possible buy-out of existing buildings as well as future locations of new buildings in a new core commercial area.
- New uses are planned and marketed for areas vacated by buildings in the existing downtown.

Dr. Lorraine Garkovich from the University



of Kentucky led the community through a lengthy discussion of these three options, asking attendees to consider which alternative they considered to be the best direction for the city to pursue. After weighing the ‘Pros & Cons’ of each option, participants were asked to post their opinion on the three options as they left the meeting. This ‘vote’ was anonymous, preliminary and non-binding. 83% of the Olive Hill residents at the meeting voted that partially relocating Downtown was their most logical option. (Listing of these Pros and Cons can be found in the Appendix.)

The strong response in favor of relocating a portion of the downtown was frequently echoed in comments heard at other public meetings and interviews. The sentiment most often expressed was that the town will flood again. When new prospective employers and businesses seek out possible locations for their shops and companies, the downtown area is quickly eliminated from consideration because of the potential for



Existing Downtown Olive Hill

flooding. Alternative tracts of land suitable for shops and businesses have been difficult to identify around the city because of the hilly terrain, the numerous waterways and creeks and private ownership of much of the land.

Furthermore, much of the land available for expansion outside the city limits is inhibited by the lack of public services. Many residents have identified the need for technical assistance in finding new safer locations suitable for commercial, residential, and possible civic uses.

To provide an alternative for businesses wanting to locate in Olive Hill and remain outside of the flood plain, CPR has initially identified five tentative locations that could be considered for alternative business development areas. As planning continues other areas may be identified. The location of these areas at this point has been made only for purposes of discussion and is not intended to be interpreted as an indication of proposed development. Action steps



presented in Section 6 recommend that a land analysis be conducted of possible locations for alternative business development. Such an analysis should consider elements such as availability of utilities and services, the availability of adequate land to locate commercial, civic, and possibly residential uses, ability to accommodate future growth, traffic and accessibility issues, impacts on surrounding areas and sustainability.

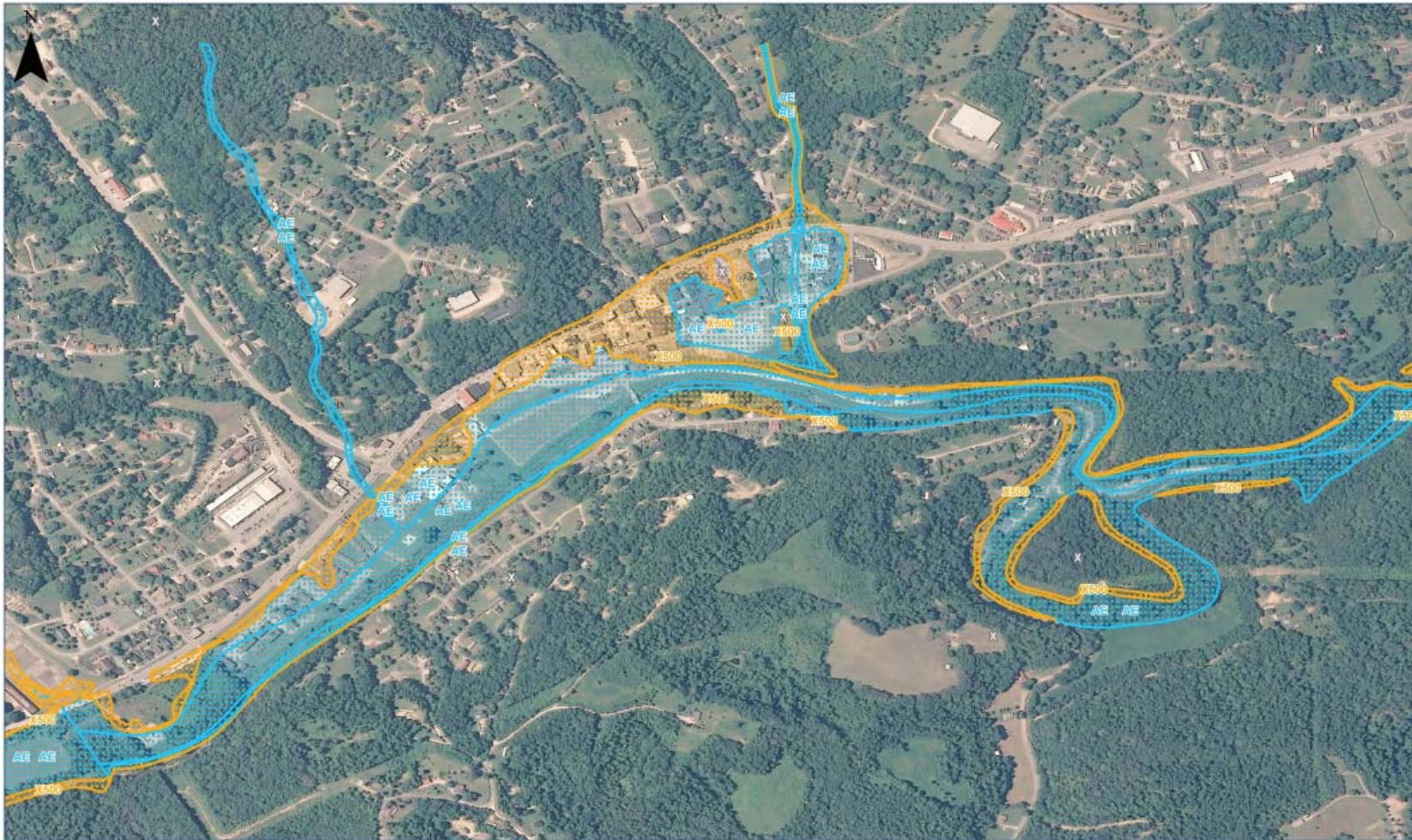
A qualitative analysis should be conducted as part of implementing the recovery plan to assess available parcels of lands. Infill opportunities within the city boundaries can allow the community to take advantage of the existing infrastructure, road access, and proximity to existing residential and commercial uses. Although prospective expansion areas may be considered for detailed review, their consideration should be guided by the detailed land analysis, which should include their potential for acquisition at fair market value.



J. A. Skinny Raybourn Park

OLIVE HILL, KENTUCKY

Severe Storms, Flooding and Mudslides FEMA-1925-DR-KY



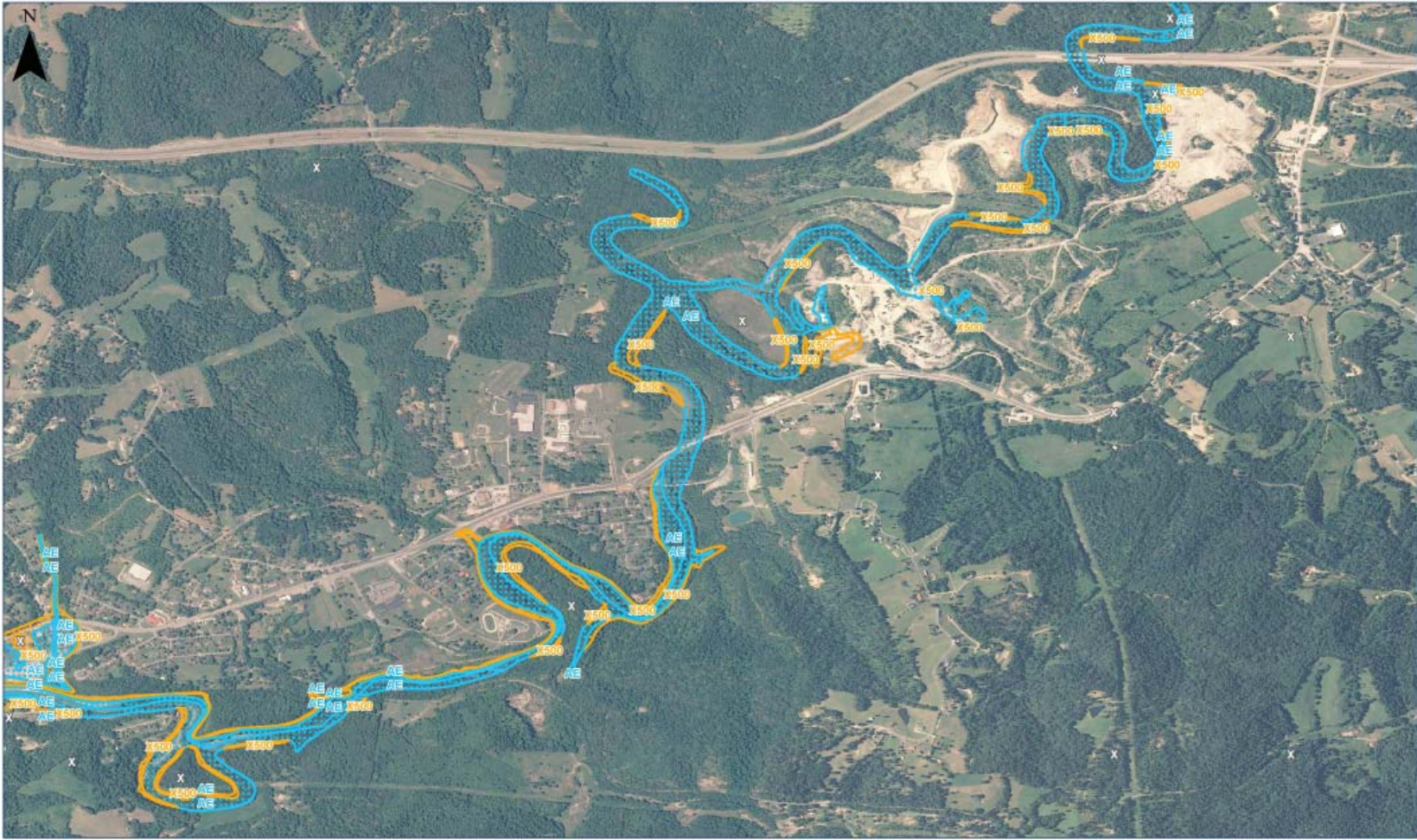
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Department of Homeland Security
Federal Emergency Management Agency
FEMA
Date: 11-21-2010
File: OliveHill_114241.dwg
CAD: PDA, BIR, UREA

Olive Hill Flood Map

OLIVE HILL, KENTUCKY

Severe Storms, Flooding and Mudslides FEMA-1925-DR-KY



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Federal Emergency Management Agency
1675 Reservoir Road, Suite 510
FEMA
Date: 11-14-2016
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Olive Hill and Surrounding Areas



Downtown Olive Hill



SECTION 6

COMMUNITY PROJECTS

Since the start of the LTCR engagement process, the team has stressed to Mayor Sparks and the Olive Hill Council for Planning and Restoration (CPR) that their community recovery plan has to be based on the needs of the city and its vision of Olive Hill for the future in order for the plan to work.

Based on feedback from community-wide workshops and public open houses, twelve project areas have been identified that address short-term and long-term issues that will help the city to recover from this disaster, while building a more resilient Olive Hill for future generations. These 12 project areas include:

- Economic Development
- Tourism Promotion
- Alternative Central Business District Locations
- 'Downtown' Area Re-imagining
- Downtown Beautification Campaign
- Public Gathering Places
- New Multi-Purpose Civic Complex
- City-Wide Clean-Up Campaign
- Public Safety Campaign
- Flood Mitigation
- Relocation of Critical Facilities
- Affordable Housing Opportunities

To ease identification of potential partnerships, these 12 project areas have been re-categorized under the following groups: Economic Development, Community Planning, Natural and Cultural, Health and Social Services, Infrastructure, and Housing.

Goal

Formalize and engage in an Economic Development Program to promote the re-use of existing sites and development of new commercial and industrial properties in Olive Hill.

Recovery Value

Olive Hill is confronted with simultaneous challenges of flood recovery and the need for an economic recovery that will retain and attract new businesses. Devising an economic development strategy will help to diversify and expand the local economic base. This is especially important with the particularly large amount of vacant or underutilized space in what traditionally has been the historic and economic core of the community.

Project Description

Devising an economic development strategy can be a multi-faceted and often complex undertaking. Areas of focus can range from developing a successful 'brand' which targets marketing messages to successfully engaging resources within the business community and government agencies. Careful preparation and planning will be critical to defining a clear vision.

Sustainability Opportunities

A vibrant economy respects the sustainable use of its resources, welfare of its citizens and full utilization of its workforce.

Action Steps

1. Hire a full-time manager to develop, coordinate and provide direction in implementation of the recovery plan.
2. Encourage a vibrant Chamber of Commerce, focused on unifying businesses and providing leadership and direction in the promotion of Olive Hill.
3. Work with FIVCO Area Development District to establish a marketing program to attract industry and businesses.
4. Create a brand for Olive Hill to identify and represent itself in marketing programs and in developing a strategy for future growth.
5. Make a public access channel operational that would serve the interests of Olive Hill.
6. Request an independent review of utility and tax rates to address perceived inequity in utility rates and property assessments.
7. Promote job skills and apprentice programs with local education and training resources to develop the skill necessary to attract potential employers.

8. Employ a grant writer to apply for funding for various programs relating to economic development.
9. Request an independent review of city codes and ordinances to ensure they are not prohibitive in attracting a mix of commercial and residential development.
10. Promote the concept of a small business incubator for new business.
11. Engage public and private partnerships to facilitate development of programs and proposals necessary to expand business opportunities.



Rendering of potential building facade change

Potential Resources / Partners

- FIVCO Area Development District – Business Development
- Olive Hill Chamber of Commerce
- USDA - Rural Development

Champions

- Debbie Harman, President Olive Hill CPR

***“To think too long about doing a thing often becomes its undoing.”
-- Eva Young***



Rendering of potential building facade change



Rendering of potential building facade change



Rendering of potential building facade change



TOURISM PROMOTION

Goal

Establish an active Tourism Council to identify and promote tourism and recreational activities in or around Olive Hill.

Recovery Value

Recent flood events in Olive Hill have severely affected the structures and businesses of the downtown, and have left an image of disaster and misfortune to the outside world. Fortunately, the spirit and sense of cooperation and perseverance among the residents has been kept intact, if not strengthened.

Project Description

Olive Hill abounds with stunning natural resources, an historic downtown, a significant musical heritage and emerging community of artisans and crafters. All of these assets have great potential in contributing to the transformation that could enhance the economic, social and cultural vitality of the community.

“Tourism has the greatest potential for promoting more areas of the town than any other asset we have.”

Sustainability Opportunities

Tourism traditionally offers a considerable multiplier on other economic activities. Developing a unified and comprehensive plan for the tourism industry can enable shared facilities to be built and constructed in an environmentally sensitive manner that in its self can serve as a model to attract interests from outside the community.

Action Steps

1. Create a Carter County Tourism Council.
2. Develop/revise a tourism promotion plan and coordinate local tourism promotional concepts with other regional and state-wide marketing campaigns.
3. Explore the possibility of attracting fine dining opportunities that might include serving alcohol in the city.
4. Identify no-cost approaches for attracting tourists, such as through Kentucky Proud, university and other public agencies.

Economic Development

5. Develop and engage package event/ lodging promotion campaigns with Carter Caves.
6. Investigate the feasibility and potential for attracting a hotel in or close to the city.
7. Engage in the development and promotion of the Rails-to-Trails program with other regional and state agencies.
8. Identify and plan for utilization of other recreational resources in the city, including water-oriented recreation along Tygarts Creek between the city and Carter Caves.
9. Engage local interest groups, such as artisans, musicians, entertainment groups, and the businesses to create, organize and promote the ‘identity’ unique to Olive Hill.
10. Develop multi-purpose venues that can be used throughout the year by a variety of events and activities.



Cave Run State Park near Olive Hill, KY

Potential Resources / Partners

- Grayson Tourism Commission
- Carter Caves State Resort Park
- Olive Hill Historical Society
- Foothills Eco Agriculture Tourism
- USDA - Rural Development
- Economic Development Administration
- FIVCO Area Development District

Champion

- Linda Lowe, Olive Hill City Council member, Main Street Renaissance Board member, Historical Society President



Carter Caves Resort State Park near Olive Hill, KY

ALTERNATIVE CENTRAL BUSINESS DISTRICT LOCATION

Goal

Identify and promote alternative sites for locating new businesses, and relocation of homes and businesses that are currently in flood prone areas.

Recovery Value

It is increasingly prohibitive for new businesses to obtain flood insurance in the Downtown area, and businesses are reluctant to move back in to downtown after experiencing property and inventory losses in the recent floods. Its history of flooding severely inhibits any new businesses from locating in Olive Hill. Alternative locations for a core business district would offer businesses a safe location to establish their operations without fear of disruptions and losses as experienced in the 2010 floods.

Project Description

New locations outside of the floodplain should be identified and made available as alternative sites for both existing businesses wanting to relocate as well as new businesses wanting to start up in town. Prospective locations should be identified that contain vacant parcels of land, with the adequate utilities, services and access that can be developed with a minimum expenditure of funding for infrastructure such as roads and utility connections.

Sustainability Opportunities

Identifying alternative commercial, civic and residential development sites that are centrally located to existing residential and commercial uses minimizes the amount of land that will be needed, as well as the resources necessary to support them.

Action Steps

1. Conduct land use analysis to identify available land which already has necessary services and physical characteristics for the development of commercial and civic uses.
2. Revise and update the city's Comprehensive Plan to identify areas capable of supporting new civic facilities as well as new commercial uses as an alternative to the historic downtown area.

3. Locate and identify one or more parcels of land for future civic facilities in the alternative development locations.
4. Focus on in-fill sites as a priority to minimize cost and expenditure of funds for extension of utilities, services and roadways.
5. Strive to identify areas that will be centrally located to existing traffic and pedestrian access, preferably in proximity to existing residential areas and to other existing commercial businesses.
6. Allow adequate space in new development areas for long range expansion of commercial and civic uses.
7. Establish a long-term relocation program that provides funding and regulatory incentives to enable businesses currently located in flood prone areas to relocate to new commercial districts.



Potential Resources / Partners

- City Department of Community Development
- Olive Hill Chamber of Commerce
- Downtown Main Street Program Committee
- FIVCO Area Development District
- USDA - Rural Development

Champions

Gayle Smith, Former City Council member and FIVCO Area Development District, Chairman Board of Directors



Tygarts Creek, Olive Hill



Tygarts Creek, Olive Hill



Tom T. Hall Blvd., Downtown Olive Hill, July 2010



'DOWNTOWN' AREA RE-IMAGING

Goal

Re-identify the downtown by creating a new vitality that complements its historical character while recognizing the potential for future flooding.

Recovery Value

The floods of 2010 have extensively damaged a substantial portion of the downtown businesses. Of the estimated 110 businesses located within the city limits, 74 (64%) were affected by the floods and subsequently 64 have resumed operations. While alternative locations are sought for businesses outside of the floodplain, many have made a strong commitment to rebuild and are committed to remain downtown.

Project Description

Because of downtown's historical character, including the presence of keystone buildings such as the rail station and senior center, and the commitment of business owners and merchants, the downtown will remain vital to the image and economy of the community. The presence of a large amount of open space, together with opportunities such as the Rails-to-Trails program and the natural environment of Tygarts Creek, offers unique opportunities for a downtown with

a new image and character. Expanding on the downtown's heritage while utilizing its resources can help create a new focus for the downtown that is not only a central gathering place for the community but a focal point for the economic activity and social exuberance of the region.

Sustainability Opportunities

- Include sustainable practices in redeveloping buildings and properties in the downtown core.
- Incorporate sustainable practices into the building and zoning codes.

Action Steps

1. Work with Board of Architectural Review to establish guidelines for a uniform

streetscape and landscape, and design elements for the Downtown.

2. Work with the Main Street program to implement recommendations of the Recovery Plan.
3. Develop a downtown plan that envisions new uses for the vacant downtown buildings tied to the historical image and character of the community and is consistent with uses appropriate for flood prone areas.
4. Develop a new traffic circulation plan for the downtown area which will include separated and clearly delineated routes for bicycles and pedestrians.
5. Identify a mix of new uses for vacant properties and open space in the downtown area that would benefit the community, as well as achieve the objectives of the recovery plan.



6. Create a steering committee to coordinate with the Kentucky Rails-to-Trails Council and spearhead development and promotion of the trail.
7. Develop and promote an image for the downtown that focuses on the vitality of businesses and services being provided within the community (“Shop Locally”) as well as attracting new business.
8. Create interim uses for vacant lots, including off-street parking.
9. Identify funding sources for rehabbing existing buildings to ensure their safety and minimize damage from future floods.
10. Encourage the rebuilding of downtown commercial buildings in a manner that enables them to withstand future flood events with minimal damage and minimizes the cost to insure.

Potential Resources / Partners

- FIVCO Area Development District
- Olive Hill Main Street Renaissance
- USDA - Rural Development
- Olive Hill Chamber of Commerce

Champions

- Linda Lowe, Olive Hill City Council, Main Street Renaissance Board, Olive Hill Historical Society, President
- Rita Lynn Cartee
- Nicola Raybourn



Downtown Olive Hill - Post Flood



Downtown Olive Hill - Post Flood



FLOOD MITIGATION

Goal

Continue working with appropriate state and federal agencies to identify and implement mitigation measures for future flooding.

Recovery Value

These flood mitigations measures may not prevent a flood, but will lessen the impacts of life and property of future flooding.

Project Description

The identified action steps will assist Olive Hill in working towards solutions that will address flooding and mitigate the impact it poses on the city, its residents and surrounding areas. These actions steps are projects that can be implemented on a short and/or long term basis by government agencies, residents and business owners.



Sustainability Opportunities

Implementing the highlighted action items will not only reduce potential reoccurring costs related to disaster response but will ensure the integrity of future development in Olive Hill.

Action Steps

1. Establish program to keep Tygart Creek and associated drainage ways clean and clear of debris.
2. Implement Early Warning System for flood and other natural disaster events.
3. Conduct storm water runoff analysis for new development and implement mitigation measures for new construction to minimize runoff.
4. Encourage ground floor of buildings in flood plain for uses not prone to flood damage.

Infrastructure

5. Review existing ordinances for adequacy and compliance measures in keeping debris out of the water shed.
6. Educate home and building owners on mitigation practices.
7. Maintain coordination with federal and state agencies to review suspect obstruction and problem areas along Tygarts Creek.
8. Continue maintenance efforts on the Local Protection Project (LPP), including the channel and oxbow overflow areas (Tygarts Creek Task Force Report, USACE).
9. Request a Planning Assistance to States (PAS) study to update the Tygarts Creek hydrology/hydraulics, to identify critical channel areas for maintenance, and evaluate potential flood profile reduction from re-establishing the oxbow overflow (Tygarts Creek Task Force report, USACE).
10. The City of Olive Hill should request a Section 205 Study for a flood warning system (Tygarts Creek Task Force Report, USACE).
11. The City should work in partnership with county and regional agencies to encourage landowners in the watershed to adopt conservation or best management practices on private lands in an effort to maintain natural rain runoff rates and control soil erosion (Tygarts Creek Task Force Report, NRCS).

Appropriate erosion and sediment control plans and reforestation techniques should be rapidly implemented for mine land reclamation or after timber harvest in the watershed (Tygarts Creek Task Force Report, NRCS).

12. Review FIVCO Hazard Mitigation Plan and identify action items to implement.

Potential Resources / Partners

- USACE
- FEMA Mitigation
- KYEM Mitigation
- NRCS
- Kentucky Division of Water

Champions

- Paul Tussey, Code Enforcement Officer, City of Olive Hill



‘There are unrecognized heroes among our ordinary neighbors.’ - Harold W. Bernard



Debris left from May and July storms

DOWNTOWN BEAUTIFICATION CAMPAIGN

Goal

Beautify downtown Olive Hill through the use of streetscape, landscape, and facade treatments.

Recovery Value

A clean and visually attractive space creates reason for more investments by potential business.

Project Description

Establish an attractive, uniform visual appeal to encourage pedestrians to spend more time downtown and to enhance their experience. Vacant buildings and blighted appearances can generate a spiral of decline and disinvestment that will place a strain on public funds while encouraging businesses and residents to locate elsewhere or limit their investments in the area. To meet these challenges, Olive Hill can make property

revitalization an integral part of their recovery program. Uniform and attractive streetscapes will visually integrate streets and walkways to draw visitors to downtown.

Sustainability Opportunities

Sustainable landscape and streetscape design aids in conservation of resources, maintaining the natural integrity of the surrounding area.

Action Steps

1. Create master plan for beautification for the streetscape and landscape in and around downtown.
2. Enhance the downtown streetscape and public open spaces through the creation of a central plaza, public gardens, and other public spaces, connected with walkways to nearby shops, businesses, and residential areas.

3. Establish Vacant Properties Program to eliminate or rehab vacant and blighted properties by working with building owners and making funding programs available for building improvement.
4. Create a Downtown Revitalization District comprised of business and property owners, with the purpose of developing guidelines for a uniform identity/theme for buildings, sidewalks, signage and displays.
5. Create additional downtown parking, possibly in vacant lots.
6. Bury utility lines and pipes throughout the downtown district.
7. Enact recommendations listed in the City of Olive Hill Renaissance on Main Market Analysis.

“Olive Hill has its charms; it just needs to be polished up.”

- Olive Hill Resident at Community Workshop Nov. 20, 2010

Potential Resources / Partners

- Olive Hill Homemakers Clubs
- Main Street Renaissance
- Olive Hill Historical Society
- FIVCO Area Development District

Champions

- Kim King, Community Safety Coordinator, City of Olive Hill



"Cobblestone Cottage" - John Hunt Morgan Bed and Breakfast, Olive Hill



Dehart's Pharmacy

PUBLIC GATHERING PLACES

Goal

Create active public gathering places in downtown and other appropriate locations to be used for festivals, public markets, playgrounds, entertainment and/or tourism/recreational events.

Recovery Value

Establishing public gathering places will create pleasant and enjoyable places for residents to enjoy.

Project Description

The creation of community gathering places can not only add vitality, enthusiasm and sense of togetherness to a community, but can also create social anchors for residents and visitors to identify as special places to meet, recreate, shop, and be entertained.

Sustainability Opportunities

Beautiful public gathering places shall enhance the feeling of civic cohesiveness and will also enhance the new downtown image.

Community Planning

Action Steps

1. Create public gathering places in the downtown area to be located between the commercial buildings and water corridor.
2. Create both active and passive recreational opportunities for residents of all ages in the community.
3. Create community gardens that are located in neighborhoods throughout the community to be managed by the individual neighborhood representatives.



Christmas on the Hill

Potential Resources / Partners

- Olive Hill Garden Club
- HOPE Youth Committee

Champions

- Angela Johnson



A Vibrant facility for Community Events

NEW MULTI-PURPOSE CIVIC COMPLEX

Goal

Identify a location for and pursue development of a new multi-purpose, multi-building civic complex.

Recovery Value

Enhance effectiveness and efficiency of city government.

Project Description

The current Olive Hill City Hall houses administrative offices for the mayor, city council, city clerk, utility department, police department, community development, and city attorney. A new multi-purpose municipal building would provide adequate space for essential government functions, as well as meeting space for a wide variety of community events and functions.

Sustainability Opportunities

Locating all the necessary municipal functions in a single building or complex out of the flood prone area would enable government to function more efficiently and, if constructed appropriately with the right architectural design, could provide an anchor for attracting new development and set the tone for a new town image. Proper architectural design and efficient construction

could serve as a model to the community and region for proper techniques and methods of energy efficiency and resource conservation.

Action Steps

1. Identify a location for new municipal facilities that would house administrative offices for the mayor, city council, staff and all municipal departments in one building or complex. Adequate space should be included to allow multi-purpose meeting space as well as support facilities such as an emergency shelter, parking and safe record/document storage.
2. Space for new municipal facilities should be centrally located to the community with easy access and visibility. If possible, other related community services, such as a public library, should be located in the same complex.

Community Planning

3. Shared facilities should be considered for police, fire and emergency services within the same municipal complex or in proximity.

Potential Resources / Partners

- USDA - Rural Development
- FIVCO Area Development District

Champions

- Gayle Smith, Former City Council member, FIVCO Area Development District Board Chairman, Board of Directors

“In every community there is work to be done. In every nation, there are wounds to heal. In every heart, there is the power to do it.” -- Marianne Williamson



CITY-WIDE CLEAN-UP CAMPAIGN

Goal

Establish an on-going program to clean up debris and refuse in Olive Hill.

Recovery Value

Since the floods of 2010, multiple truck-loads of tires and debris, have been removed from Tygarts Creek, adjoining drainage ways and all affected areas of Olive Hill. In addition to creating a flood hazard, the dumping of debris in waterways and throughout the city has led to a sense of despondency and blight for the community.

Project Description

These projects will provide a basis for an ongoing program to keep the city and creek trash-free, as well as remove debris to keep

waterways clear and mitigate flooding risks. Another advantage to these projects is it boosts civic pride.

Sustainability Opportunities

Implementing new programs and practices for city-wide clean up and maintenance will provide a basis for on-going efforts to keep the city and creek free of litter and debris, enhancing our ecosystem and properties, while expediting the overall recovery of the entire community and mitigating the impact of future flood events.

Action Steps

Establish and promote ongoing creek cleanup measures to protect waterways and keep them free from debris and litter.

Natural and Cultural

1. Review and revise current littering and dumping policies to strengthen ordinances relating to mandatory garbage pickup, restricting dumping in or along creek beds, and keeping all debris kept out of watershed.
2. Establish a city-wide recycling program, including promotion of Amnesty Days to provide an alternative to dumping in waterways and other public properties.
3. Initiate a Littering Awareness and Enforcement Program, including implementing a bi-annual 'Clean up our Community Week' to coincide with "Amnesty Days", focusing on the removal of debris from vacant lots, roadsides and yards.
4. Establish a "Go Green" Olive Hill campaign to promote the use of biodegradable materials in restaurants and commercial businesses.



5. Research the feasibility of attracting and establishing a regional commercial recycling center and garbage museum to serve Eastern Kentucky.

Potential Resources / Partners

- Olive Hill City Sanitation Department
- Environmental Protection Agency

Champions

- Paul Tussey, Code Enforcement Officer, City of Olive Hill



Areas proposed for City-Wide Clean Up

PUBLIC SAFETY CAMPAIGN

Goal

Establish a Neighborhood Watch and public awareness campaign to reduce crime and increase safety in and around Olive Hill.

Recovery Value

The value of a good crime prevention and safety program will keep businesses and citizens feeling safe and secure.

Project Description

Citizens have expressed a concern about illegal drug activity in the community. The Olive Hill Police Department is undertaking some of the actions items already. However, these actions

should be strengthened, and enhanced when funding becomes available.

Sustainability Opportunities

The actions items will not only assist in combating drug related crimes in the community, but will convey the message that a safe community is a secure community.

Action Steps

1. Enhance drug awareness education campaign.
2. Continue to coordinate enforcement with local, state and federal partners.
3. Expand the Neighborhood Watch program citywide, with a particular emphasis on the downtown area.
4. Coordinate with the local judicial court system to identify potential action items

Health and Social Services

Olive Hill could undertake to ensure drug related offenses in the courts are working to the fullest extent for residents.

Potential Resources / Partners

- City of Olive Hill Police Department
- Carter County Attorney's Office
- Carter County Sherriff's Office
- Carter County District Court
- FIVCO Area Drug Task Force
- Kentucky State Police
- Citizen Corps
- Health and Human Services (HHS)

Champions

- Bobby Hall, Chief of Police, City of Olive Hill



Flooding in Downtown Olive Hill

“Safety is a huge problem. It is a hindrance for downtown development.”



Critical Facility in Flood Plain



Flooding in Downtown Olive Hill

RELOCATION OF CRITICAL FACILITIES

Goal

Identify sites and develop plans to relocate critical community facilities, such as wastewater treatment plant and fire station.

Recovery Value

An adequate and reliable system for delivery of municipal utilities and services is critical to meeting the existing user demands and to attract and support future development.

Project Description

The wastewater treatment facility was adversely affected by recent flooding, overflowing into neighboring areas. The fire station is also located in the flood plain and, although not incapacitated, was directly affected during both flood events in 2010. Municipal services and the police department are currently operating out of a city hall building that is cramped, crowded and inadequate to meet the needs of the needs of the city.

Sustainability Opportunities

New buildings for municipal facilities and services can be designed to incorporate energy efficiency and eco-friendly building materials and concepts, which would serve as a model for energy and resource conservation throughout the city. Similarly, new/expanded wastewater treatment facilities can be designed to minimize capital expenditures in construction while minimizing maintenance costs and energy expenditures.

Action Steps

1. Develop relocation and/or expansion plans for the wastewater treatment plant that ensures delivery of adequate treatment to meet the long term needs of the community.
2. Integrate the construction of new/ expansion plans for wastewater treatment into an overall program that encourages conservation and utilizes latest technologies for treatment and recovery options.
3. Upgrade the city's water distribution system to ensure provision of a potable and adequate water supply, while minimizing maintenance costs and disruptions of service.

Potential Resources / Partners

- FEMA Mitigation
- KYEM Mitigation
- USDA - Rural Development
- U.S. Department of Energy
- HHS - Health and Human Services
- EPA - Environmental Protection Agency

Champions

- Paul Tussey, Olive Hill Code Enforcement Officer



Mayor Danny Sparks speaks with Senator Webb



Olive Hill Police Department



City Hall, Olive Hill, KY



Olive Hill Fire Department



Olive Hill Maintenance Garage



Olive Hill Fire Department

AFFORDABLE HOUSING OPPORTUNITIES

Goal

Strengthen and enhance alliances with other local and regional agencies and organizations to identify and promote opportunities for affordable housing in Olive Hill.

Recovery Value

Enhance the affordable housing capacity of single and multi-family dwelling housing.

Project Description

A well-balanced community contains a mix of home ownership and rental opportunities at a range of income levels. Olive Hill has a relatively limited supply of housing for low-to-moderate income families. Many units in this range have been available at the Hydreco,

Inc. community, for both low-income and elderly renters. The location of this complex is in a floodplain and poses a constant risk to residents during storm events.

Sustainability Opportunities

A mix of unit types, including duplex and multi-plex units, can be designed to provide affordable housing to residents at a range of income levels while minimizing the amount of land needed to accommodate both replacement units and new residents.

Action Steps

1. A housing needs assessment should be undertaken to strategically identify the appropriate balance of mixed-income housing opportunities. The study should identify the need for both ownership and rental units.

2. Work in coordination with Hydreco, Inc. and HUD to identify possible alternative locations for rental properties that are not located in flood prone areas.
3. Undertake a review of existing regulations to ensure that codes and ordinances allow low cost modular and cottage-sized housing to be constructed, and that building permits and fees are not prohibitive in allowing affordable housing.
4. Establish procedures to facilitate collaboration and communication among various affordable housing organizations such as Frontier Housing and Appalachian Housing Authority.
5. Facilitate programs that encourage a greater supply of affordable housing, and promote more opportunities that enable a greater number of low- and moderate-income households to purchase homes.



Potential Resources / Partners

- Appalachian Housing Authority
- Frontier Housing
- Hydreco
- HUD
- U.S. Department of Energy
- USDA - Rural Development
- Kentucky Housing Corporation

Champions

- Nicola Raybourn

***“A year from now
you will wish you had
started today.”***

-- Karen Lamb



Low Income Housing



Downtown Olive Hill



SECTION 7

PLAN IMPLEMENTATION

After the planning process is complete, the next step in the recovery process is implementing the plan. Even though Olive Hill CPR will be taking the lead in implementing the plan, they will not have to do it alone.

A Federal-State Partners Meeting will be convened with federal and state agencies that may be able to assist with the implementation of this plan through either funding or technical assistance. The purpose of this meeting is to create a connection and collaboration between the local champion(s) of each project and the appropriate government agency representatives to work as team in identifying programs and technical assistance that may be utilized from these government sources.

Once this initial meeting with federal-state partners has been completed, each local champion will continue to work with their key government 'partners' to implement the action steps highlighted in Section 6 of the plan. The local champions should note that the action steps are just a "starting point". They should be prepared to draft new action steps as needed based on information provided by the government partners. There is no set timetable to complete these action steps of the plan. The later the local champion meets with the appropriate 'partners' after the federal-state partners meeting, however, the more difficult it could be to keep focus on the tasks at hand.

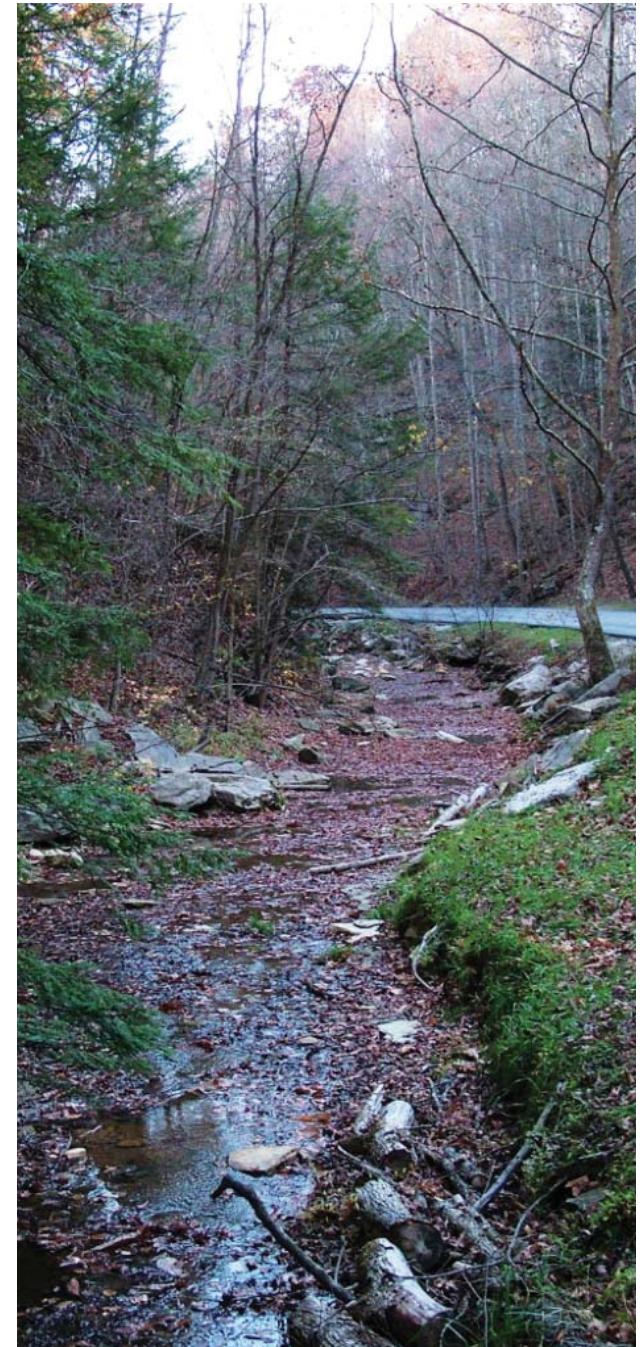
Community Recovery Manager/Coordinator

Olive Hill's Long-Term Community Recovery Plan is an outline of the recovery issues, projects identified by the community, and initial action steps to meet the goal of the recovery. Once the plan's implementation is underway, local champions may need assistance with carrying out action steps and guidance on resolving problems that may occur throughout the process.

The Community Recovery Manager/Coordinator will assist local champions in implementing action steps of the plan. This may include searching for funding and/or identifying technical assistance for the local champion if that specific skill set does not exist in the workgroup. The Recovery Manager/Coordinator will work closely with the leadership of Olive Hill CPR to assist with other identified projects and to ensure local champions are on task.

Morehead State University's Dr. J. Marshall (Executive Director for the Center of Regional Engagement) and Dr. Michael Hail (Assistant Dean, School of Public Affairs) have agreed to support Olive Hill CPR by temporarily providing interns from the university to work with Olive Hill CPR through the 2011 Spring Semester. Both men work with government

and non-governmental agencies to provide graduate and undergraduate students opportunities to work with these organizations to enhance their knowledge of the community recovery process. Upon completion of the semester, Dr. Marshall and Dr. Hail will reassess the work completed by the interns and identify potential future opportunities, if any, for students to undertake.



Olive Hill Implementation Strategy

Organize

- Contact your Olive Hill grant writer to start writing a grant application to fund the Recovery Manager position.
- Establish organizational system for maintaining records and tracking progress
- Designate person(s) to manage & track activities
- Create tracking calendar/project plan for ALL projects—milestones, status, etc.
- Develop fundraising calendar to track grants applied for, grants received, grant reporting timelines, fundraisers, private fundraising campaigns
- Determine where CPR/Recovery Manager's office will be located. Equip office.

Communicate

- Create a communications calendar that encompasses both internal and external communications.
- Create PR Campaign/Marketing Plan
- Create Recovery logo and Olive Hill 'brand'

Implement

- Prioritize projects.
- Create linear timetable
- Determine which projects can be accomplished quickly.
- Identify which projects tie together/cross cut, OR can be done simultaneously
- Provide grant writing workshop







APPENDIX

OLIVE HILL LONG TERM COMMUNITY

RECOVERY STRATEGY

A Community Recovery Workshop was held to identify possible revitalization and recovery projects for the town of Olive Hill. The meeting was open to all residents of Olive Hill. 44 town residents signed in. The following is a complete listing of the intact written comments collected from the public at the Community Recovery Workshop. No spelling or content has been altered.

FLOOD ISSUES

- Tiles & ditches kept clean
- Warning alarm systems or other alternative communication tools
- Elevate buildings
- One problem: we need continual dredging
- Need tunnel to keep water out of town
- Consider relocation of some homes a& businesses

- Flood wall
- Ordinances requiring all debris be kept out of water shed. (Tree trimmings, etc)
- Return to 1950 Corp Plan & implement all avenues of flood prevention
- I would suggest gathering all old data & knowledge of work done in the past to see what was done and the intent in order to plan for the future
- Regulate land (abouceits) such as stronger permits on logging major Earth moving, excavation that would increase runoff
- Clean out – creek walls – support for future
- Different location
- These were built above the flood plain?

COMMUNITY PLANNING

- Downtown is everyone's downtown
- Historic and walking friendly
- Renovate salvageable buildings – turn empty spots into park-like area
- Paint parking lines
- Tri-level or more parking garage

- Remove or force owners to upgrade commercial property
- Community gardens, Dog Park
- Have stores to be presentable to visitors even if not occupied
- Should downtown as we know it be located at the same location? Should town grow toward interstate (Henderson Branch Pleasant Valley)
- Area for sustainable gardening plots for low income families. Teach people how to do basic gardening

HOUSING

- Provide better, more low-income housing – low quality has overtaken downtown
- No bottom floor apartments on Main Street!
- Make sure there is a flood corridor left in vegetation and trees with all construction out of floodplain or elevated above flood level
- 55 and older communities with location convenient to downtown
- Low income does not mean low quality

- Need residential growth in and around downtown area – clear the buildings that cannot be used
- Either renovate or demolish decay – upgrade to better upstairs housing in town

ENVIRONMENT

- Stop dumping should be enforced in Olive Hill & all Carter Count
- Need more (better) creek cleanup
- Need soil/forest conservation to protect waterways (sediment=flood)
- Trash everywhere
- Need much stronger enforcement of dumping combined with amnesty days to allow people to turn in tires and things free once or twice a year

HEALTH & SAFETY

- Neighborhood watch; too much loitering
- Concerned about drug activity in town & general area
- Warning system; high water/bad weather etc.
- Vital part of community. Does it need to be shut down during disaster? Can our community afford to be condemned in a time of need?
- Our community is well served in all areas.
- Why was the Fire Department built at this location?
- Wellness programs for kids & adults
- No one willing to call police for fear of retribution!
- Downtown is not safe at night due to residents there

INFRASTRUCTURE

- People seem concerned about costs – how do we really compare?
- Need green energy sources to help subsidize the utility rates
- Water loss due to needed repairs on lines
- Need sewer system expansion to encourage business/industry
- Bigger/newer lines; Better/reliable water system throughout the city
- What do we have to attract new industry?
- Update water lines, gas, electric
- Better quality city water

COMMUNITY SERVICES

- Need more centralized retirement- friendly housing, goods, entertainment, etc
- Applaud and appreciate those volunteer groups who provide services Student groups more involved in community activities & problem solving
- Mandatory community service for our youth
- Need upgrade of library facility
- Health/cooking classes for kids & adults
- After schools programs for children & teens

TRANSPORTATION

- Community shuttle buses.
- New downtown; bridge pedestrian friendly
- Signage on I-64 diverting travelers to tourism, business
- See Tommy Thompson at Carter Co Em/E-911 Office I have the forms for the signs
- Bridges to need to be high arch to remove more water
- Traffic flow? Loading and unloading 18 wheelers

- Roads & bridges? Potholes
- City or county trolley system

TOURISM

- Market the town better
- Apts on ground floors on Main St., look bad and scare potential tourists!
- Folk art community in historic Downtown
- Promotion of the Tygart Gorge As Tourist Attraction
- Year round events
- Make Carter Caves part of community activities.
- Art program; place for local people to sell arts.
- Need lodging & restaurants closer to I-64 Bring people into O.H.
- Clean up downtown; more restaurants & shops; lodging
- Clean up downtown district; Revitalize or replace old buildings
- Get tourism council going
- Seasonal activities; arts & crafts shows; Barb-e-que competitions
- Needs to restore down town
- !! Tie us into tourism!! Carter Caves(Greenebo) - Grayson Lake Yatesville – Cave Run
- WHY? WHY NOT?

PARKS/RECREATION

- Senior Center with walking trails to the depot & along creekside
- Spot light Carter Caves
- Clean Tygart's Creek so people want to spend time there
- Work together w/Carter Caves to promote

tourism, crafts, etc.

- Need of rec. for pre-teens & teens
- Future?
- Finish rails to trails!
- Create walk/nature park in vacant lots by Sr. Citizen Center. Example: 4 seasons – Dogwood, Daisies, Mums, Christmas Trees
- Quality of life is a big indicator of economic development. Emphasize what you've got & work to improve/expand.
- Seasonal community beautification projects such as flower boxes in front of businesses
- Free art & craft lessons for children & adults
- Theme weeks; Spring, Homecoming; Fall celebration; Christmas
- Walking Trail – encourage walking groups
- Promote Carter Caves as a place to stay and explore
- Promote equestrian activities more

ECONOMIC DEVELOPMENT/JOBS

- Co-ops work great many – Need lots of support from citizens, business leaders and elected officials
- As much wood as is produced in Carter Co. should be a way to use it here. Make things here not ship it out.
- Bring in more companies to area to promote jobs
- Progressive recycling drop off with proceeds going to city projects
- Infrastructure closer to interstate; do utilities costs need revamped?
- Grants for small businesses to create openings
- We need better opportunities for income &

jobs above min. wage scale

- Available workers; access to interstate
- VOTE FOR MAKING CITY WET!
- After school programs for kids and incorporate w/senior citizens
- Tailor high school curriculum to meet workforce needs
- Develop more opportunities around existing resources ... tourism agribusiness
- Partnerships with businesses/schools for CO-OP's; mentorship, apprenticeships, etc.
- City needs to actively seek new businesses by offering incentives.
- Make Olive Hill wet to bring in economic growth – new business – new jobs – new population

HISTORIC PRESERVATION

- Stop taking down old buildings
- All of downtown
- Keep all historic bldgs that can be – but those that can't be need to go
- We should continue to remember & respect our history. But, not repeat mistakes.
- Civil War John Hunt Morgan; architecture; Carter Caves; Ask residents (book?)

OTHER ISSUES?

- Need a plan that will make people want to become involved
- Local cable system; local channel/public access not being used
- Build flood wall to protect the town
- Expand city limits to generate more tax revenue and clean up areas near town (Clark Hill)

WHAT'S YOUR VISION OF OLIVE HILL IN THE FUTURE?

- Negativists will continue to make Olive Hill's glass half empty rather than half-full; Keep a good and positive attitude
- Trade Days similar to Court Days
- Growth: Residential Commercial Industry
- Put the spotlight on downtown; believe in downtown; J.R.
- Progressive - safe -drug free -a community where people want to live & be part of
- People in Carter Co. don't realize what is right at home.
- Safe; beautiful; welcoming community – great vacation spot.
- Like to see it as the jewel of Eastern Ky. A place people want to move to
- Expansion of city limits, tax base, sewer, water & electrical services
- Attract tourists by collaborating w/Carter Caves; be drug-FREE, SAFE, etc.
- A safe place with history
- Vitality – beautiful-economic growth- arts & entertainment

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Option 1: NO CHANGE TO DOWNTOWN

ADVANTAGES	DISADVANTAGES	Option 1 PROJECTS to make this option viable
Keeps history intact	Businesses cannot continue going broke	Clean Tygart's Creek
New business would come	Lending institutions won't lend to properties in floodplain	Dredge creek
Economic growth	Impractical to elevate old buildings	Consider flood gates
Infrastructure in place	Cost of flood insurance much too high IF available at all	Ongoing flood control
Reinforce support for existing businesses	Age of buildings make flood proofing not practical and too expensive	Identify & implement new flood prevention measures; i.e.; detention basins
Schools are downtown	Institutionalized fear of rebuilding or starting new business because of flooding	Div of Forestry - implementing sediment control from logging
History of downtown	Limited assistance for rebuilding	Engage Corps of Engineers more
Growth for youth activities & services/goods downtown	Cost of rebuilding	Flood proof existing buildings - concrete walls
Historic structures good for tourism	Uncertainty of flooding from Tygart's Creek	Nonprofit business incubator & recruitment strategy to assist local businesses and bring in new
Familiarity of shopping in place	Poor quality of current buildings. Why renovate	Expand city limits, city services, increase tax base
Save local government & taxpayers cost of change	Emotional costs of flood cycle has caused many to give up	Will need help with grants
Acquisition thru purchasing unlikely and limited alternatives	City governments can't afford to acquire or maintain green space	Address drug problem downtown
No cost to move	Loss of property to residents	Create a historic district = money for a foundation
IF flooding stopped or limited, we could retain these advantages	Business growth will dry up	Improve downtown infrastructure
Flat ground for parking space available	Isolated from I-64	
Feeling of preservation and feeling of community		

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Option 2: ALTERNATIVE LOCATION FOR NEW COMMERCIAL CORE/PARTIAL RELOCATION		
ADVANTAGES	DISADVANTAGES	Option 2 PROJECTS to make this option viable
Best of both worlds - those who want to stay can and those who want to leave can	Money for relocating/developing infrastructure	Create a plan for new location
Increase number of businesses	Location needs to carefully selected to minimize flooding	Identify appropriate sites for partial new downtown - alternative locations
Flood insurance	Won't help downtown businesses that stay behind	Need willing participants -- Create tax incentive to property owners who relocate
Still maintain value of downtown	Lose current identity of Olive Hill	Expand with industrial at I-64/Pleasant Valley
Opportunity to build in zoned, planned area with plans for future expansion	Will make downtown a ghost town	Build infrastructure
New construction costs are less	Will lose existing business owners	Market the new identity
Will expand economy	Hard to find new investors in recession	Identify funding sources
Annex toward I-64 for new growth will create greater exposure	Increase cost of police/Fire to cover new areas (countered with the fact that they are already servicing that area)	Encourage more appropriate residential development in buildings
Revitalize old school --Opportunity for some small businesses to relocate with Historical Society in old H.S. Building for mutual benefit		Advertise in Morehead area for new businesses and residents
Can preserve important parts of historic downtown		Folk art emphasis in downtown area
New community brings new population		Projects with Appalachian Housing
Provides new opportunities		
Safety		

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Option 3: TOTAL RELOCATION OF DOWNTOWN

ADVANTAGES	DISADVANTAGES	Option 3 PROJECTS to make this option viable
Escape floods for good	Money to relocate	Identify suitable sites for new
Modern new town with new infrastructure buildings/business. Renewed pride.	Getting agreement within community	List of potential funding sources for all components of the move
Opportunity for green development	Could make matters worse in what's left in downtown	Identify alternative active uses for old downtown
Since municipally-owned utility we can capture all value of green development	We will lose Olive Hill as it was. If it is moved, it will never be the same.	Increase tourism near I-64 to attract people into rest of town
Opportunity to attract new residents with new identity	Need to find funding/new investors to invest in Olive Hill for the move; costs will go up for total reconstruction	Hospitality training for all of us
Concerns about decayed buildings & safety would be eliminated by designing for safety		Fair return for current downtown merchants to leave
Eliminates eyesores downtown		Annexation to expand city limits
Financial institutions more likely to lend		Willing participants
Fear of flooding replaced with new hope for growth		Marketing concept
Already moved downtown once -- 1898-1908. Can do it again!		Development of infrastructure
New community brings new population		Incentives to local businesses to relocate
Safety from floods for new business and those who relocate		Plan for transition especially first 5 years.



Quilting is a tradition that thrives in Kentucky, not as a nostalgic reminder of days gone by, but as a vibrant part of community life. The Quilt Trail project began in Adams County, Ohio, by Donna Sue Groves and has taken deep root in Kentucky, spreading quickly with the first square painted and hung in Carter County.

Trails travel through eight Eastern Kentucky counties along I-64 and US 60 from Mt. Sterling to Grayson. This primary trail intersects the three other trails, and provides an ample supply of hotels, shops, and restaurants, and also passes by the beautiful Carter Caves State Resort Park, and Grayson Lake State Park.