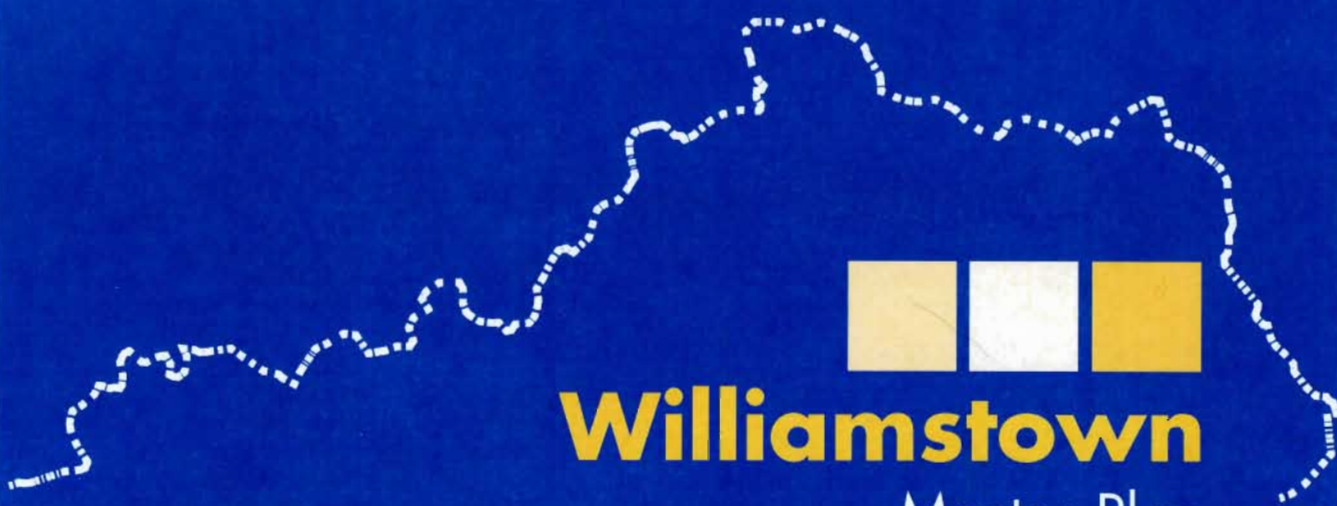


WILLIAMSTOWN



Williamstown

Master Plan

2012

Williamstown 2012 Master Plan

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SECTION 1: OVERVIEW



Williamstown 2012 Master Plan – About the Plan

The city of Williamstown, Kentucky is a part of the Grant County Planning Commission which is comprised of Grant County and the incorporated cities of Corinth, Crittenden, Dry Ridge and Williamstown. In late 2010, a group of private investors announced plans for the construction of the Ark Encounter Park just off of I-75 in Williamstown. The theme park is expecting to draw up to 1.2 million visitors per year and employ 900 people.

In response to the anticipated impact that the park could have upon the city, the Williamstown City Council decided to create its own master plan and ask the Grant County Planning Commission to adopt it as an update to the Williamstown section of the current plan.

The city of Williamstown engaged the Kentucky League of Cities (KLC) in Lexington, Kentucky to assist in the planning effort. KLC prepared a scope of work that would engage the community in the planning process, examine the current and anticipated market conditions pertaining to Williamstown and create a strategic visioning plan to guide the city through the anticipated change over the next five years. The scope of work includes:

The "THEORY OF ANYWAY"

The consultants' approach to the development of the plan is to utilize the "theory of anyway". While the entire community is anxious to see the effects and outcomes of the building of the Ark Encounter, the city should be addressing the opportunities and challenges identified in this plan "anyway". Williamstown can prepare for future growth and development that may be spurred by the Ark Encounter while addressing issues

related to the quality of life, infrastructure, workforce development, economic development and community development immediately. The outcome of this approach will be a city that is prepared for any eventuality and a community that face its long-term future with confidence.

Objectives of planning:

- To position commercial and other forms of growth in areas to derive maximum benefit for both property owners and city taxpayers;
- To implement this plan concurrent with expected opening of the Ark Encounter theme park.
- Description of planning task
 - Creation of a city-wide master plan to allocate land uses in appropriate locations, focusing primarily on commercial uses
- Planning process
 - Inventory and analysis:
 - physical
 - economic
 - demographics
 - mapping and other planning resources
 - Interviews with key partners:
 - City officials
 - Water
 - Sewer
 - State highway
 - Garbage
 - Communications
 - Emergency response
 - Property owners
 - Public meeting for community wide input
 - Conceptual plan development
 - Review period
 - Comments from key partners and public
 - Final plan development
- Community Engagement

- Email contacts lists
- Social media
- Mainstream media
- Project newsletter

- Deliverables

Planning map(s) and accompanying descriptive text, including goals and strategies, related planning tactics such as landscaping and signage, recommendations for any necessary infrastructure improvements, including streets, roads, water and sewer, and any associated graphics.

On August 9, 2011 a public meeting was convened at Williamstown High School to introduce the Ark Encounter to the community. More than four hundred citizens attended the meeting. The park owners, the mayor and county judge addressed the audience, received questions and provided answers about the future development of the 800-acre park.

A steering committee comprised of seven members representing a cross-section of the city was appointed by the mayor to guide the consultants through the process and to act as a sounding board for the consultants as the plan was developed.

During the month of September 2011, KLC consultants met with and interviewed more than 50 community leaders. In addition, the consultants gathered data, conducted research and analyzed past and current economic and growth trends of the region.

On October 11, 2011 a Listening and Design Session was held at the Williamstown High School. Residents discussed the future of the community, reflected on what they valued about the community and created a visual representation of Williamstown as it might appear five years in the future utilizing maps, markers, photos and post-it notes. From this process, the following areas were identified as important considerations for the city of Williamstown:

- Importance of downtown
- Improving local economy
- Commercial and tourism development
- Housing opportunities
- Recreation, including trails

- Community image
- Community infrastructure/services
- Environmental protection

On December 6, 2011 a public meeting was held at Williamstown High School for the consultants to present a draft copy of the Goals & Objectives of the Master Plan to the city council. In addition, the consultants provided an overview of the strategic plan that is being created in conjunction with the Master Plan.

On January 31, 2012 a public meeting was held at Williamstown High School. Draft copies of the strategic plan were distributed to the Williamstown City Council and the Williamstown Master Plan Steering Committee. An electronic copy was posted online for the public to review. The consulting team updated the community on the progress of the plan and gave a visual presentation of the strategic plan.

On February 6, 2012, the consultants will present a draft of the complete plan to the city council. In addition, a public hearing will be held to receive public comment about the goals and objectives as required under KRS 100. Once adopted, the council can present the plan to the Grant County Planning Commission and request that the Comprehensive Land-Use Plan be updated to reflect the wishes of the city of Williamstown.

SECTION 2: STEERING COMMITTEE

Williamstown 2012 Master Plan Steering Committee

Williamstown Steering Committee Members

- Mayor Rick Skinner
- Ed Clemmons
- Jack Eckler
- Greg Hicks
- Dennis Kenner
- Becky Ruholl
- Jerry West

Role of the Steering Committee

The Williamstown Steering Committee members serve as advisors to the consultants throughout the planning process. Each member brings a unique community perspective to the table. Specifically, the steering committee is charged to take action to:

- Provide critical input and feedback throughout the process to the mayor and the consultants in a timely fashion
- Engage in the dialogue
- Invite citizens to the meetings
- Attend and support the meetings
- If unable to attend, provide personal ideas and suggestions to the team members and the consultants
- Review and comment upon draft versions of documents prepared by the consultants
- Support each phase of the development of the comprehensive plan
- Provide local "citizen" perspective to the consultants – "ears to the ground"
- Collaborate with other members of the committee
- Expect great outcomes
- Be optimistic and supportive of the process and outcomes
- Give your best effort



Williamstown Steering Committee Meeting
Williamstown City Hall
Wednesday, September 14, 2011
10:00 a.m.

AGENDA

- Welcome, Introductions and overview
 - What are we going to do?
 - Why are we doing it?
 - How will the results be used?
 - What is expected of me?

- Set date, time and place for Community Design Session

- Review required data needed for KRS 100 – Comprehensive Plan
 - Goals and Objectives
 - Environment
 - Transportation
 - Land-use
 - Community Facilities – City Hall, schools, library, parks
 - Demographics
 - Infrastructure – sewer, water, gas, electric, fiber optics, cable, T-1, internet backbone
 - Safety – police, fire, EMS, emergency preparedness

- Questions?
- Adjourn

SECTION 3: COMMUNITY LISTENING AND DESIGN



Williamstown Listening/Design Session
Williamstown High School
Tuesday, October 11, 2011



Citizens shared their ideas about the future of Williamstown

Approximately eighty residents of Williamstown participated in a community listening and design session at Williamstown High School. Citizens shared their dreams of the future as well as their concerns about the challenges that community faces.

Following the listening session, participants were asked to work within groups at their own tables to visually describe the Williamstown of the future. Working with maps, pictures, markers and post-it notes, each table identified areas of the city for growth, development, preservation and improvement. At the conclusion of the session, each table gave a brief presentation of their ideas to the audience.

As a result of the listening and design session, the consultants identified these CORE VALUES that are specific to the city of Williamstown and upon which the strategic plan and master plan will be created.

- Local Economy – Focused on Downtown
- Healthy Living
- Infrastructure
- Housing Options
- Transportation
- Recreation Facilities
- Community Identity
- Land-Use
- Environment
- Economic Development



RESULTS OF THE LISTENING/DESIGN SESSION

(NOTE: These are raw comments/notes from the listening and design session.)

VALUES:

Own utilities

Excellent school system – good connection with NKU

Challenges infrastructure and upkeep

Vitality of downtown - travel for entertainment

Schools, small town feel, safety, quality of life

Adventure tourism prospects are great

Strengths location

Challenges of managing growth

Dispersed community – no center like before

Not invited in unless lived here long time – miss when there were a lot of businesses in city



Friendliness – history – homes on Main Street – utilization of downtown buildings

Expansion of Williamstown Lake positive

Location as part of the golden triangle

Challenges to ID affordable housing – lot of renters, need more homeowners
Opportunities to promote physical fitness – walking paths – pet friendly
Location is great asset

Influence the attraction of businesses downtown – consider promoting artisans – very happy with small town feel – maintain that – keep traffic manageable – parks are improving but we'll need more
Need things for people to do after 7pm

Attractiveness of city and county and quality of life – lack of congestion – challenges of employment opportunities

History – family values – health services – hospital health dept – numerous Drs and specialists

Challenge is achieving the growth then managing it
How does that pan out?

Strength – residents can impact change – residents have a say
Resources for expansion are numerous –



Design Session Results (by table workgroup)

Table #15

1 Downtown – art local crafts revitalization small businesses
Need multifamily housing
Retirees
Wildlife
Active living
Plenty of activities for young people – F
4 keep encouraging lake expansion – water and recreation
Small businesses tourism related but need basics as well at edge of town
Development and new housing
Public market for fresh food and flowers –

Lake expansion is #1
Beach on lake needed
Revamping Main Street – business growth
New connector from southern to industrial
Connector road between Baton Ridge and Barnes
Regional airport
New housing all over
Senior housing project
Over pass from Barnes to Dixie eliminate RR crossing
Need grocery
That was Table #16

Table #25

Preserving downtown – commercial development close to development
Pull down to wtown exit
Commercial close to Ark to keep people in town
Barnes road to istate more for local people
Expand bike and walking trails – Miller Park, lake
Access road from Barnes to 154
Need condos somewhere

Table #24

priorities of preservation of area – healthy safe
Balance economics with what we want – teen center –
Expand nature attributes – bike trail all around lake – marathon here from all over

3 main parks- lake – Miller Park expand – near Ark
Education improvement

Table #18

Developing walking paths – linking to residential areas – lapine ave and Lakeview and summit ave link to Miller Park –
Developing multi use buildings – 2-3 stories with commercial and residential or offices or bed and breakfast
Make our gateway areas more attractive – at all key intersections –
Removing old signs for businesses that are out of operation

Table #13

City gateway beautification – better signage at all entrances – 36/22/present location – 36 at railroad
Downtown beautification/revitalization – flowers/flowering trees – hanging baskets – lure from Ark into town /154
Downtown crafts produce small business
Barnes road development is best of lodging and restaurants –
Walking trails parks and ball fields – need trail to connect Williamstown and Dry Ridge –
Helton road arnie risin blvd – safety issue along 25 – sidewalks or trail – between railroad and road – who owns ROW?
Lake wtown expansion – brings homes and water
Connector road from Barnes to KY 36 – 154 will be the congestion area – get people around the congestion of the Ark
Beautification of 154 – knobs create canyon feel – getting off istate – remove the rest – make that interchange more attractive

Table #8

#1 walking trails – sidewalks connected - 3 mile path
2 new development downtown – like Madison, Indiana –
Horseback riding Ark or lake area – outdoor activity – aquatic center
Camping sites
Findlay market as idea for local market
More festival activities – partner with FFLAG
More downtown activities on a regular annual basis
Electric signs – at major intersections
Wildlife resources preserved

Table #10

Priorities – downtown – local crafts – bed and break –
Commercial development at 154 and 156
Frisch's and Kroger's
More housing for families and retirees
Signage at all entrances
Proudest communities have nicest signs
Signs note good things in community
Barnes Road and 36 connector
Connector from Helton

Table #11

Walking trails
New parks
Sporting complex – ball parks for tournaments
Beautification is important
Fine balance between providing improving and paying
Lot of thought on how to attract and retain residents
Creating more jobs – focusing on health care – Barnes Road medical area
High tech jobs – digital business – hope local entrepreneurial community can create
business optys
Support tech companies – younger folks –
Controlled growth – balance – strategic plan for green areas, development
Road from Falmouth to Owenton via Williamstown

Table #20

Commercial development around bridge area – residential development could go
commercial
Revitalization of downtown – new different look
New farmers market on east side of town – Findlay market
Empty facilities in downtown – more arts and crafts – cultural arts center –
Educational facilities need to build upon – expand NKU facility
Parks and recreation – expand paddlefest on lake –
Zip lines in Miller Park
Canoe and fishing on all waterways
Revitalization of downtown accommodating to everyone
Need trails and walkways

Table #19

- A. livability – small community feeling without being lost to tourism
- B. Signage
- C. Revitalization of downtown –
- D. Odor elimination of landfill
- E. Keep Congestion issues around 154/156
- F. Controlled commercial development – and appearances of uses – signage control – uniform not tacky
- G. Hiking
- H. Lake
- I. Mix of affordable housing and all types
- J. Public art scattered around



Ideas from Table #19.

Williamstown Student Listening Session

A group of twenty high school students met with the consultants on September 30, 2011 at the Williamstown High School to learn about the planning process and to participate in a listening session.

Students were asked to share their ideas and concerns about the future of Williamstown. Their ideas were critical in the creation of the strategic plan because they represent the future of the community and they have a different perspective than adults.

Some of their ideas and concerns were:

- Do something to improve the downtown
- Provide more activities for young people
- Improve the existing parks and create some new ones
- Develop bike and walking paths so young people can more easily move around the community
- Create more employment opportunities so that young people don't have to move away to get a good job

Some of their concerns were:

- "We don't want to lose our rural identity"
- Fear that the Ark Encounter would forever change the "small-town" feel of the community
- The stress of the economic situation on families particularly young people

Williamstown Student Listening Session
Williamstown High School
September 30, 2011
Meeting Agenda

Purpose: To develop and implement a strategic plan and City Master Plan that will improve the quality of life for the citizens of Williamstown

Timeline:

- Kickoff, Listening/Design Session: Tuesday, October 11, 2011 – Williamstown High School at 6:00 p.m. (EDT)
- "Heardja" – Date to be announced - A Follow up community get-together. The strategic team will provide storyboards and visuals and ask the community "did we hear you correctly? Are we getting it right?"

What Can You Do?

- Participate in the community sessions.
- Tell your friends.
- Share your ideas.
- Create or join a team to DO SOMETHING POSITIVE for your community!
- Follow the progress on Facebook page.
- Discuss and follow the process on Twitter
- Create short video clips for the Facebook page, your school/local access channel.
- Interview people!
- Take photos of events
- Be a part of the Williamstown project team and help at the events!
- Make a commitment to help your community become the best place on Earth to live.

Great people with great ideas can transform a community. Your community is counting on YOU!

SECTION 4: GOALS



WILLIAMSTOWN MASTER PLAN GOALS AND OBJECTIVES February 2012

The Importance of Goals

The Williamstown Master Plan is designed to provide policy direction for the city of Williamstown on issues of growth, development and preservation based on the values of the community. The goals of this plan describe the vision that the citizens created during the listening and design session. Each of these goals is interrelated to each other and is designed to be implemented simultaneously.

1. ECONOMIC DEVELOPMENT

GOAL: Foster a strong and diverse economy which provides a full range of employment and economic choices for individuals and families in all parts of the city.

1.1 Downtown Character and Identity

Reestablish downtown Williamstown as the economic heart of the city.

Objectives:

- A. Encourage cooperative efforts by downtown businesses to define and enhance the character and identity of downtown.
- B. Plan for and implement downtown-wide infrastructure improvements for such things as sidewalks, storm sewers, sanitary sewers, and water lines.
- C. Plan for and implement amenity improvements such as landscaping, signage, and public art.
- D. Promote voluntary improvements to the physical environment within downtown that are attractive to customers and visitors.
- E. Develop a downtown business association to provide mutual support for advertising, common business hours, and customer support: manage downtown like a mall.
- F. Support public and private improvements and maintenance actions which help enhance downtown's identity and provide a safe and attractive physical environment.
- G. Consider incentives, such as a special financing district, special electric rates, and tax-reduction programs for businesses that locate within the downtown area.

- H. Establish a marketing program for downtown to ensure that residents and visitors are aware of what downtown Williamstown has to offer.
- I. Identify the types of land uses, such as office, retail and limited residential that would be beneficial for the downtown area.
- J. Establish design guidelines, such as façade criteria and building maintenance that would ensure the compatibility of new development or redevelopment.

1.2 Urban Development and Revitalization

Encourage investment in the development, redevelopment, rehabilitation and adaptive reuse of urban land and buildings for employment and housing opportunities.

Objectives:

- A. Ensure that there are sufficient inventories of commercially and industrially-zoned, buildable land supplied with adequate levels of public and transportation services.
- B. Support programs and policies which serve to maintain downtown Williamstown as the city's cultural, business, and governmental center.
- C. Retain industrial zones and maximize use of infrastructure and intermodal transportation linkages with and within these areas.
- D. Provide for a diversity of housing types and price ranges to meet the varied needs of Williamstown citizens, including market, moderate and low income housing.
- E. Define and develop Williamstown's cultural, historic, recreational, educational and environmental assets as important marketing and image-building tools of the city's business districts and neighborhoods.
- F. Recognize and support environmental conservation and enhancement activities for their contribution to the local economy and quality of life for residents, workers and wildlife in the city.

1.3 Business Development

Sustain and support business development activities to retain, expand and recruit businesses.

Objectives:

- A. Develop incentives for businesses to locate and stay in community designated target areas, such as downtown and the Barnes Road corridor.
- B. Encourage the attraction and retention of locally-owned businesses.
- C. Work diligently to retain existing business and help them expand.
- D. Work to attract or create a grocery store within the city limits.
- E. Work to create and promote agri-tourism, heritage tourism, and ecotourism initiatives, and to develop mutually supporting businesses as well.
- F. Advocate with the other cities within Grant County and the county government itself to consider economic concerns in their land use and transportation planning activities.
- G. Ensure citizen involvement in the policy development and decision making process on publicly funded economic development projects and activities.

- H. Promote the development of small business enterprises, including home occupations, to maintain a diverse economy with appeal to households of all income levels.
- I. Encourage and allow farm-related business in all zones. Revise the zoning ordinance to ensure compatibility of uses in residential areas.
- J. Build public support for the county's farms and farmers and promote, protect and assist agriculture as a functional sector of the local economy.
- K. Strive to use local businesses first whenever possible in city government operations.

1.4 Infrastructure Development

Promote public and private investments in public infrastructure to foster economic development.

Objectives:

- A. Conduct a yearly system-wide review of the city water and sewer services to ensure efficient functioning and planning for future needs.
- B. Work with the Kentucky Transportation Cabinet to ensure that highway planning reflects the needs of the community. Advocate for all highway and road improvements vital to the community.
- C. Ensure that community service bureaus consider the economic development policies of this Comprehensive Plan in capital budgeting.
- D. Facilitate the development of attractions that will generate new investment, spending and tourism.
- E. Build public and private partnerships to link public infrastructure development to other development plans.
- F. Use public investment as a catalyst to foster private development, primarily in downtown.

1.5 Barnes Road Medical and Technology Corridor

Establish a Med Tech Corridor along Barnes Road from the railroad tracks to the I-75 interchange.

Objectives:

- A. Undertake collaborative efforts and develop economic development strategies that foster and encourage the establishment and growth of the biomedical, bioscience, and bioengineering industries in Williamstown, especially within the Barnes Road Med Tech corridor.
- B. Encourage the development of a broad range of business and education activities in the Med Tech Corridor that will complement and support the corridor.
- C. Support expansion of Northern Kentucky University in the community and work to attract a Gateway Community and Technical College campus within the corridor.
- D. Encourage Williamstown's academic and medical institutions to continue working collaboratively.
- E. Support local, state, and federal efforts to provide and improve educational opportunities.

1.6 Tourism-Related Development

Expand and enhance tourism-related infrastructure.

Objectives:

- A. Develop an overall strategy to get the most out of economic impact from tourist visits into the city.
- B. Consider the establishment of a tourist/visitor welcome center.
- C. Consider the creation of a resort at Williamstown Lake.
- D. Use land-use planning to restrict high intensity tourist attractions to areas within the I-75 interchanges.
- E. Create a tourism services planning category with associated zoning classification.
- F. Develop a wayfinding system – a series of signs that are used to direct visitors around the city.
- G. Update visitor’s map.

2. QUALITY OF LIFE

GOAL: Preserve, enhance and promote small town character and appearance.

2.1 City Growth

Land use should reflect historic patterns and existing physical conditions.

Objectives:

- A. Manage growth in the city to ensure that development occurs at an appropriate scale, style, and pace, and in locations that are suitable for the type of development being proposed.
- B. Ensure new development is reasonably compatible with adjacent land uses.
- C. Encourage non-traditional styles of development, such as cluster development and conservation subdivisions, in order to foster efficient use of land, respect the physical environment, and transportation facilities.
- D. Encourage local business growth in downtown and adjacent areas.
- E. Support the adaptive reuse and redevelopment of existing vacant buildings in downtown.
- F. Promote walkability and reasonable connections to the downtown Williamstown core.

2.2 Community Spirit

Promote and create community gatherings, social interaction and areas that bring people together.

Objectives:

- A. Build upon the success of existing festivals and celebrations that are held in Williamstown including:
 - a. Williamstown Derby Day – First Saturday in May
 - b. Marigold Day – Third Saturday in September

- c. Santa’s Wonderland: A Day of the Children of Grant County – First Saturday in December
- B. Continue participation and support of countywide fairs and festivals including:
 - a. Kentucky Horse Heritage Days – First full week of September
 - b. Grant County Fair – First full week of July
- C. Consider the development of park-related festivals and celebrations

2.3 Community Appearance

Create more appealing city gateways and corridors as well as improve the overall appearance of the city.

Objectives:

- A. Critical areas of the town including gateways such as the interstate interchanges/exits, Barnes Road, Main Street, and KY 36 should be revitalized to add to the image of the community.
- B. Protect and control the aesthetic character of the downtown core along Main Street and all of U.S. 25 with appropriate architectural, landscaping and setback standards and manage the size and scale of commercial development in a manner that is in keeping with the character of the surrounding area.
- C. Create gateways at principal entry points into the city and develop a design theme that is used throughout the community to create a sense of unity, identity, and cohesion for both residents and visitors.
- D. Encourage public/private participation and cooperation in beautification efforts. Explore assistance that may be available from private/volunteer groups to contribute to urban design-related projects and to help maintain enhanced public areas (e.g., street medians, small landscaped areas, trails, sidewalks, and pedestrian areas).
 - a. Encourage and incorporate efforts of “Connect to Care” and “Fitness For Life Across Grant County (FFLAG).”
 - b. Build upon the initiatives of Vision 2015 within Williamstown utilizing the core group of volunteers and health professionals already in place.
- E. Increase enforcement of municipal codes and regulations pertaining to property.
- F. Maintenance, upkeep and appearance (e.g., mowing high grass and weeds, removal of clutter and inoperative vehicles, and other visual elements of the city).
- G. Consider requiring the creation and dedication of greenspace in new developments.

2.4 Historic Preservation

Historic resources will be preserved, maintained, and reused to recognize and reinforce the historic character of Williamstown.

Objectives:

- A. Develop regional strategies to protect historic resources and cultural heritage.
- B. Promote reuse and rehabilitation of historic structures.

- C. Build public awareness and secure public support for historic resource preservation efforts.
- D. Develop incentives to encourage private involvement and investment in preserving and maintaining historic resources.

3. LAND USE PLANNING

GOAL: Encourage the most desirable and efficient use of land while enhancing the physical and economic environment of Williamstown.

3.1 Conformity with Land Use Map

Objectives:

- A. New or amended uses of land shall be consistent with the Future Land Use designations as described in the land use element and as portrayed on the Grant County Future Land Use Map. The Future Land Use designations are intended to: a) coordinate land use with the natural environment, including soils, topography, and other resources; b) appropriately mix and distribute residential, commercial, industrial, recreation, public and mining land uses; and c) encourage an efficient pattern of development and inefficient growth.

3.2 Land Use Principles

Objectives:

- A. Establish standards related to the development of nonresidential uses in order to ensure a positive visual perception of Williamstown along major thoroughfares, specifically Interstate Highway 75, U.S. Highway 25, Barnes Road, and KY 36.
- B. Establish land use policies to restrict high intensity tourist attractions to areas within the I-75 interchanges. Create a tourism services planning category with associated zoning classification.
- C. Create balanced land use patterns that reduce the need for commuting time between residential land uses and places of employment, shopping, and other public spaces
- D. Require new residential development to incorporate pedestrian access through the new development and to adjacent areas, wherever applicable.
- E. Insure that natural or steep slopes are subject to development only when the natural topography is not drastically altered or construction practices are done in a manner which will not create or promote drainage problems and wind or water erosion.
- F. Insure that proper measures are taken to reduce runoff and retain natural vegetation at construction sites.
- G. Require that large scale land uses involving considerable land modification submit detailed erosion control plans.
- H. Pursue road designs involving minimal amounts of land coverage and a minimal feasible disturbance to the soil.
- I. Discourage the siting of land uses that are incompatible with adjacent land uses.

- J. Encourage Planned Unit Development (PUD) approaches to future residential, commercial and industrial development.
- K. Foster flexibility in the division of land and the siting of buildings, and other improvements to reduce new development's impacts on environmentally sensitive areas.
- L. Ensure that the regulatory policies within the city's zoning ordinance and related map are consistent with current community needs and desires.

4. HOUSING

GOAL: Enhance Williamstown's economic vitality and quality of life by providing housing of different types, tenures, density, sizes, costs, and locations that accommodate the needs, preferences, and financial capabilities of current and future households.

4.1 Housing Availability

Ensure that an adequate supply of housing is available to meet the needs, preferences, and financial capabilities of Williamstown's households now and in the future.

Objectives:

- A. Designate sufficient buildable land for residential development to accommodate Williamstown's projected population growth.
- B. Consider the cumulative impact of regulations on the ability of housing developers to meet current and future housing demands.
- C. Encourage the efficient use of existing housing.
- D. Encourage the efficient use of infrastructure by focusing on well-designed new and redeveloped housing on vacant, infill, or underdeveloped land.
- E. Encourage housing design that supports the conservation, enhancement, and continued vitality of areas of the city with special scenic, historic, architectural or cultural value.
- F. Reduce non-regulatory barriers to the development of vacant residentially zoned sites.
- G. Ensure that the land use plan allows for varied types of residential development.

4.2 Housing Safety

Ensure a safe and healthy built environment and assist in the preservation of sound existing housing and the improvement of neighborhoods.

Objectives:

- A. Ensure safe housing for Williamstown's citizens of all income levels.
- B. Encourage the return of abandoned housing to useful and safe occupancy.
- C. Ensure the safety of the general public by requiring owners to repair substandard housing or as a last resort, demolish dangerous housing.

4.3 Housing Quality

Encourage the development of housing that exceeds minimum construction standards.

Objectives:

- A. Promote housing that provides air quality, access to sunlight, and is well protected from noise and weather.
- B. Ensure that owners, managers, and residents of rental property improve the safety, durability, and livability of rental housing.
- C. Protect housing from excessive off-site impacts including pollution, noise, vibration, odors, and glare.
- D. Limit conflicts between existing business areas and housing caused by traffic and parking, noise, and signage.

4.4 Housing Diversity

Promote creation of a range of housing types, prices, and rents to: a) create culturally and economically diverse neighborhoods; and b) allow those whose housing needs change to find housing that meets their needs within their existing community.

Objectives:

- A. Keep Williamstown inviting to households with children by ensuring through public and private action the availability of housing that meets their needs throughout the city.
- B. Support homeownership opportunities in new multi-dwelling housing by encouraging the creation of condominiums, cooperatives, mutual housing associations, and limited equity cooperatives.
- C. Accommodate a variety of housing types that are attractive and affordable to potential homebuyers at all income levels.
- D. Encourage the production of a range of housing types for the elderly and people with disabilities, including but not limited to independent living, assisted living, and skilled nursing care facilities.
- E. Support opportunities for renter households by providing a range of housing types, sizes, and rent levels throughout the city.

4.5 Housing Affordability

Promote the development and preservation of quality housing that is affordable across the full spectrum of household incomes.

Objectives:

- A. Include strategies and actions that encourage the provision of housing affordable to all income levels in neighborhoods, community plans, and other area plans that pertain to housing.
- B. Ensure the availability of housing that meets the needs of all Williamstown households.

- C. Encourage the development and use of housing construction technologies that streamline the housing construction process, reduce development costs and environmental impacts, and produce sound and durable housing.
- D. Promote conservation programs and energy-efficient practices and programs that reduce housing operating costs for energy, sewer, and water usage.
- E. Pursue adequate financial resources to develop, maintain and preserve housing and housing assistance programs for households whose needs are not met by the housing market.
- F. Stimulate production of a variety of housing types that are affordable and responsive to the needs of low, moderate, and middle income households.
- G. Expand opportunities for first-time homebuyers.

4.6 Regulatory Costs and Fees

Consider the impact of regulations and fees in the balance between housing affordability and other objectives such as environmental quality, urban design, maintenance of neighborhood character, and protection of public health, safety, and welfare.

Objectives:

- A. Improve housing affordability by imposing the lowest permit fee, or system development charge necessary to recover cost of city services delivered in a cost-effective manner.
- B. Achieve greater predictability in project decision timelines, outcomes, and costs.
- C. Allow reduced parking requirements for housing where the parking demand is low and impacts are kept to a minimum.

5. ENVIRONMENT

GOAL: To protect and enhance the quality of the natural environment in Williamstown.

5.1 Water Quality

Protect water quality in the Williamstown Lake watershed.

Objectives:

- A. Continue water quality monitoring in the Williamstown Lake watershed.
- B. Reduce soil erosion by requiring and enforcing erosion control measures during construction and requiring revegetation of disturbed areas.
- C. Require all new development in the watershed to be connected to sanitary sewer.
- D. Locate and protect wetlands in the watershed.

5.2 Natural Environment

Preserve and protect critical environmental resources, including agricultural soils, hydrology, open spaces, woodlands, and wildlife habitats.

Objectives:

- A. Improve and preserve the quality of waterways.
- B. Improve soil quality and stability through administration and enforcement of erosion control programs, cleanup activities, best management practices, and effective education.
- C. Establish riparian buffers and restore disturbed areas in the Williamstown Lake watershed.
- D. Provide public education about natural resources for students and the public-at-large.

5.3 Urban Environment

Minimize negative impact of urban development.

Objectives:

- A. Control the impacts of noise, odor, and light, litter, graffiti, junk cars, trash, and refuse in order to protect human health and the livability of the urban environment.
- B. Encourage only those uses within the 100-year floodplain that are enhanced or unharmed by flooding.
- C. Protect surface water resources by minimizing non-point source pollution from stormwater discharge.

5.4 Efficiency

Reduce government operating costs.

Objectives:

- A. In order to reduce the financial investment in built infrastructure while controlling the environmental impacts that infrastructure can cause, explore opportunities to restore or productively use the functions that a healthy ecosystem can provide in conjunction with, or as a substitute for, built infrastructure.
- B. Reduce consumption of resources and promote conservation of energy, water and material resources among all sectors of the community, including city government.

6. INFRASTRUCTURE

GOAL: Provide for the orderly and efficient provision of urban services.

Objectives:

- A. Ensure that there is adequate water and wastewater available to serve existing areas and new development by monitoring usage and capacity.
- B. Ensure water availability by proactively maintaining infrastructure systems.
- C. Expand sanitary sewer service to Williamstown Lake.

- D. Require new developments to provide adequate facilities such as sidewalks, storm water drainage, and urban utilities such as sewer, water, and fire protection.
- E. Identify and promote energy-saving and more efficient utility technologies to promote environmental conservation and protection.

7. TRANSPORTATION

GOAL: Maintain a safe and efficient transportation network and provide a range of transportation alternatives.

7.1 Streets and Roads

Objectives:

- A. Road improvements are recommended for the following roads:
 - a. U.S. 25 South/Main Street to I-75 S Interchange - Roundabout
 - b. Barnes Road/U.S. 25 North/RR Crossing Roundabout
- B. Work closely with the Kentucky Transportation Cabinet and other governments in Grant County to ensure the vital improvements to state roads are included in the state's Six-Year Road Plan.
- C. All rights-of-way in new developments should be dedicated to the city for public use.
- D. Control the creation of new driving hazards by developing access, parking, setback, and road standards which can be used by the city to evaluate new subdivisions and developments.
- E. Provide transportation infrastructure and services in a cost-effective and efficient manner, making the best use of available resources.
- F. Provide for the protection of existing and future rights-of-way from building encroachment.

7.2 Walking and Biking

Provide a safe and inviting alternative to driving.

Objectives:

- A. Support the designation of bike lanes where feasible in the city and promote these and other highway-based routes and tours as a means of alternative transportation and a method of tourism promotion.
- B. All new developments should have sidewalks on both sides of public streets.
- C. Repair existing sidewalks in the city.
- D. Develop a trail plan throughout the city.
- E. Use sidewalks to connect isolated developments.

8. COMMUNITY FACILITIES

GOAL: To plan and provide for quality community facilities and services to effectively meet the municipal, social, educational and other service needs of Williamstown's residents and businesses in an efficient manner.

Objectives:

- A.** Ensure that the town can provide an acceptable level of community services that meet the needs of both the existing and projected population.
- B.** Ensure that the public health and safety of local residents are met.
- C.** Ensure continued cooperation and coordination between the fire and police departments in order to encourage a cost-effective use of resources.
- D.** Provide a rational approach for the financing of the City's community facilities and services.
- E.** Ensure that all students have the opportunity to receive the best possible and affordable education so that they acquire the necessary skills and knowledge to make a positive contribution to the community.
- F.** Encourage educational programs that use a variety of community resources including conservation lands, historic resources, community facilities and local businesses.
- G.** Support civic organizations providing for community facilities such as libraries, senior centers, youth centers, museums and other cultural facilities.

9. PARKS & RECREATION

GOAL: Develop a comprehensive system of parks, trails, and open spaces that meet the needs of all age groups within Williamstown.

Objectives:

- A.** Plan a citywide trail system that connects parks, neighborhoods, municipal facilities, and schools, thereby creating a more pedestrian-friendly community.
- B.** Require new residential development to incorporate pedestrian access through the new development and to adjacent areas, wherever applicable.
- C.** Continue exploring new recreational and social opportunities for all age groups, especially for the younger age groups within Williamstown.
- D.** Improve existing or create new playing fields that would better serve the needs of local and regional recreational organizations.
- E.** Make improvements to existing park areas, including rehabilitating and expanding Webb Park and increasing maintenance on a consistent basis.
- F.** Prepare long-range plans for recreation and park development throughout the city and county in locations suited to the demands of projected population growth.
- G.** Support and encourage public/private partnerships and volunteer organizations to collaborate in the development of parks, trails, bike paths and other recreational venues

that improve the health and wellness of the residents. These organizations include FFLAG, Connect to Care and Vision 2015.

10. MAINTAIN AND PROMOTE EFFICIENCY AND COOPERATION IN GOVERNMENT

GOAL: Williamstown should strive to offer the highest quality and most cost-effective services possible.

Objectives:

- A. Maintain and enhance the strong collaboration between Williamstown and the government of Grant County as well as the other cities in the county.
- B. Maintain and enhance the strong collaboration between the community and the school district.
- C. Plan for and foster a balance and diversity of uses within the city to control the costs of, and need for, public services and future service upgrades.
- D. Conduct a review of city office services to determine their appropriateness and cost effectiveness with the assistance of quantitative tools such as benchmarking.
- E. Continue the review of all city regulations and policies to eliminate unnecessary and outdated policies and laws.
- F. Assure that the city's public safety budget/staffing levels meet public expectations/needs, including appropriate emergency response analyses.
- G. Work with other governments in the region to find efficiencies.
- H. Create a Capital Improvements Program (CIP) to implement economic and community development programs.
- I. Foster a positive, interactive relationship with the public and encourage citizen involvement.
- J. Continue efforts to instill a stronger sense of civic pride by encouraging involvement in public decision making and by soliciting citizen input, especially youth.
- K. Utilize social media to establish communication with and between citizens.
 - a. Create a Facebook page directly related to the community to provide news and information, share pictures and videos, and to highlight good things in the community.
 - b. Establish a Twitter feed to inform of upcoming activities as well as important alerts.
 - c. Create a You Tube channel to broadcast information about the city including the creation of a weekly "Williamstown TV" community update.
 - d. Engage youth in the creation of these tools.

SECTION 5: WILLIAMSTOWN STRATEGIC PLAN

WILLIAMSTOWN



Williamstown

Strategic Plan

2012

WILLIAMSTOWN – THE MASTER PLAN

Overview

The City of Williamstown, Ky., is a part of the Grant County Planning Commission which is comprised of Grant County and the incorporated cities of Corinth, Crittenden, Dry Ridge and Williamstown. In late 2010, a group of private investors announced plans for the construction of the Ark Encounter park just off of I-75 in Williamstown. The theme park is expecting to draw up to 1.2 million visitors per year and employ nearly 900 people (full-time and part-time).

In response to the anticipated impact that the park could have upon the city, the Williamstown City Council decided to create its own master plan to guide the community's potential growth over the next five years. Regardless of the level of impact of the Ark Encounter, the city recognizes that growth needs to be managed so that the values that the residents hold dear – small-town charm, rural heritage, friendliness, academic excellence and natural beauty – are not compromised. With these goals in mind, the city council – in partnership with the Kentucky League of Cities – has developed the Williamstown Master Plan.

Williamstown – The Strategic Plan

This book includes the key areas of focus for the community, descriptions of actions, and basic next steps for implementation.

In 2011, over 80 citizens of Williamstown and Grant County came together to help plot the future of the community. Working in a combined listening session/charrette format, these citizens provided literal and figurative road maps for the community to follow into the future.

The planning team also met with over 30 community leaders and 20 high school students to discuss needs and desires for the future.

Working with the steering committee, the planning team has put together this booklet of strategic planning actions based on these inputs as well as the accompanying master plan, which includes goals and objectives as well as narrative elements which can be used to satisfy statutory comprehensive plan requirements.

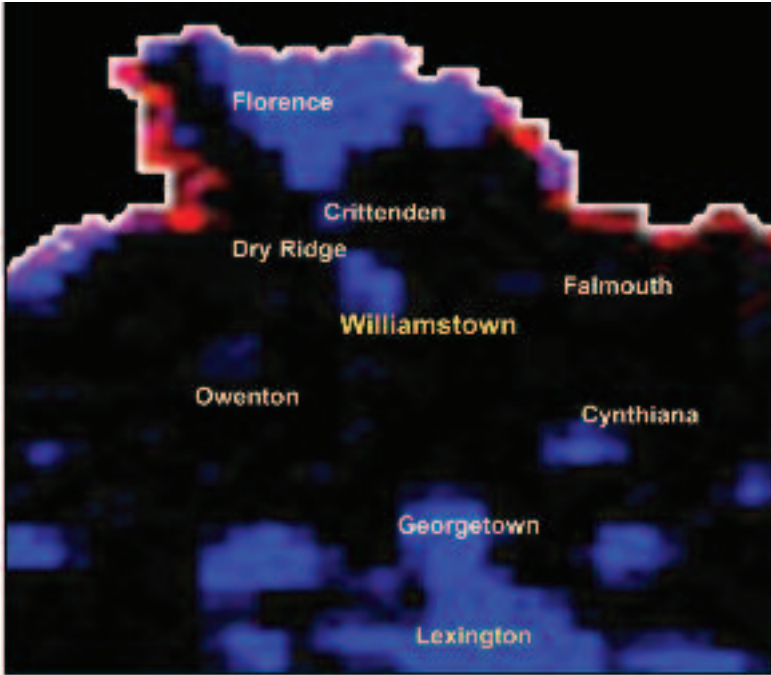


What We Heard

During the community session several important themes emerged. These themes reflect the consensus of the group as to the most significant areas of action the community should undertake.

- ◆ Importance of downtown
- ◆ Improving local economy
- ◆ Commercial and tourism development
- ◆ Increasing housing opportunities
- ◆ Recreation, including trails
- ◆ Improving community image
- ◆ Community infrastructure/services
- ◆ Environmental protection

Advantage Williamstown



The community possesses many advantages that can be used to improve the economy and quality of life. The community has great leadership, committed citizenry, a strong school system, and a dynamic location. The satellite photo at left shows the relative location of the community – blue areas are city lights, black areas are countryside. While situated in the middle of nearly one million people, the community has retained its distinct identity. It is this identity which is perhaps valued most of all.

The Three Keys to Success

While Williamstown possesses many great attributes on which to build, many challenges and opportunities await the community. Significant change is likely to occur not only because of the community's location, but also due to the construction and opening of the Ark Encounter. It is imperative that the community take action now in order to anticipate and benefit from these changes.

The Three Keys

To build on the community's advantages as well as to successfully navigate coming challenges, the community must take coordinated and consistent actions over the next three to five years. Each of the keys to success encompasses the points made by the citizens and

professionals who participated in the planning and input sessions.

1 Get Ready

2 Dress Up

3 Be Real

Get Ready



For the community to be successful, it must be ready to deal with the challenges and opportunities of change. Three elements are vital in preparing:

- ◆ Strategic planning
- ◆ Tourist infrastructure
- ◆ Community infrastructure

Each must be in place to gain the most benefit as well as to minimize negative impacts.

Get Ready: Strategic Planning

Strategic Planning

Community strategic planning produces a vision of what the community desires for itself in the future. This shared vision of the future provides a framework for the collaborative implementation that will make the vision a reality.

Planning for the future is the key in mastering it. Anticipating and directing change is the function of planning in order to achieve a vision.

Below is a set of community goals that, if reached, will ensure achievement of the vision. These goals have been derived from the community sessions and discussions with city professionals. These goals and associated objectives can be used to satisfy the requirements of K.R.S. 100. More details can be found in the accompanying Master Plan; it is important to consider the entire set in context.

Community Goals

Economic Development: Foster a strong and diverse economy which provides a full range of employment and economic choices for individuals and families in all parts of the city.

Quality of Life Goal: Preserve, enhance and promote small town character and appearance.

Land Use Planning Goal:

Encourage the most desirable and efficient use of land while enhancing the physical and economic environment of Williamstown.

Housing Goal: Enhance Williamstown's economic vitality and quality of life by providing housing of different types, tenures, density, sizes, costs and locations that accommodate the needs, preferences, and financial capabilities of current and future households.

Environment Goal: To protect and enhance the quality of the natural environment in Williamstown.

Infrastructure Goal: Provide for the orderly and efficient provision of urban services.

Transportation Goal: Maintain a safe and efficient transportation network and provide a range of transportation alternatives.

Community Facilities Goal: To plan and provide for quality community facilities and services to effectively meet the municipal, social, educational and other service needs of Williamstown's residents and businesses in an efficient manner.

Parks and Recreation Goal: Develop a comprehensive system of parks, trails, and open spaces

that meet the needs of all age groups within Williamstown.

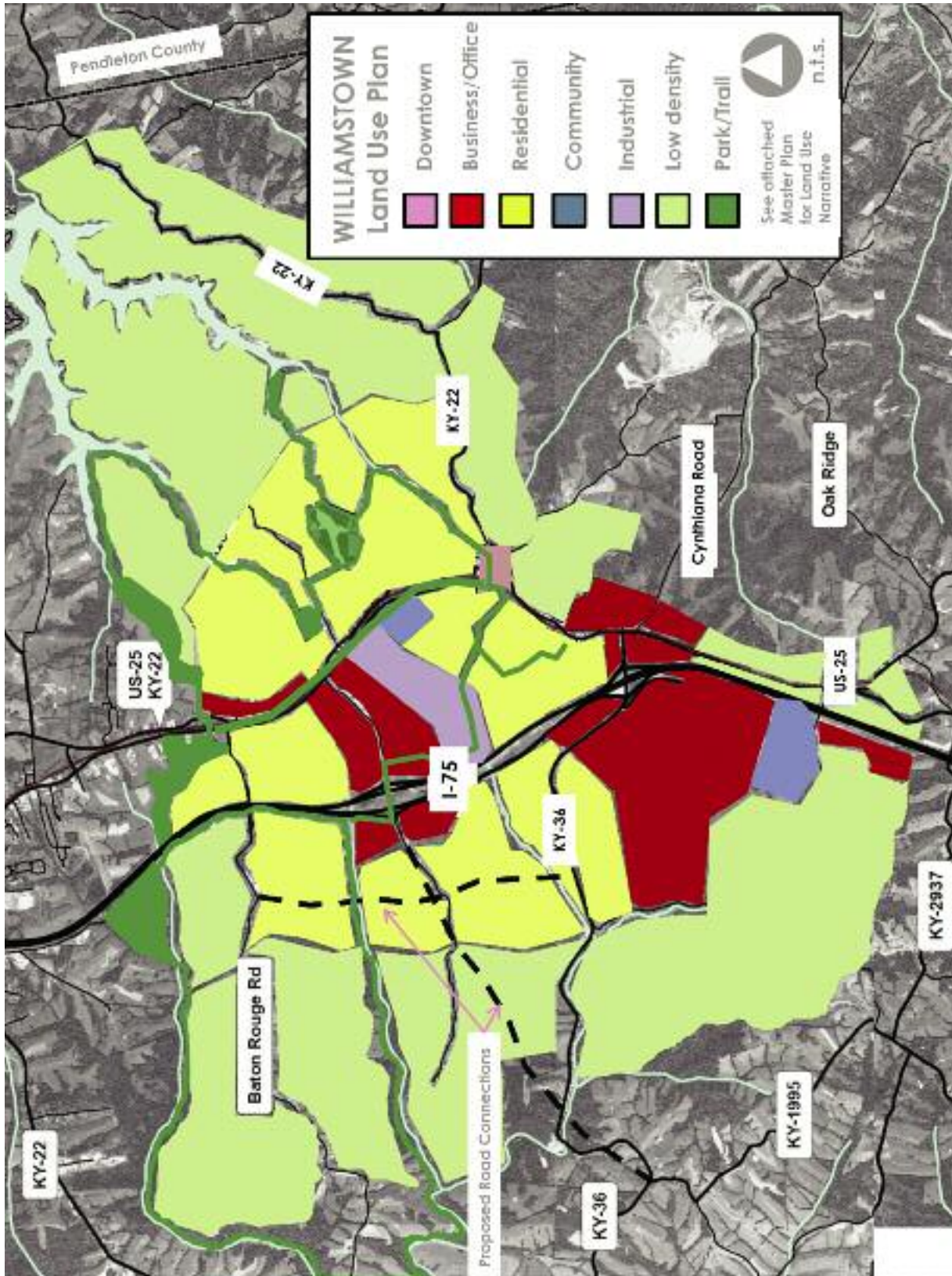
Efficiency and Cooperation in Government Goal: Williamstown should strive to offer the highest quality and most cost-effective services possible.

Land Use Master Plan

The map on page 5 shows conceptual land uses and locations.

Next Steps

- ◆ Adopt goals and objectives
- ◆ Adopt master plan
- ◆ Work to get new combination comprehensive plan
- ◆ Update zoning code
- ◆ Consider design standards



Get Ready: Tourism Infrastructure

Overview

Tourism will play a large part in the future of Williamstown. A great tourist destination does not happen by accident. Becoming and remaining a successful tourist destination is a complex undertaking. It requires strong community and government support, quality leadership, continuous marketing efforts, the ability to build upon the community's tourism strengths and

resources, and an understanding of the importance of tourism infrastructure.

The Grant County Tourism Commission has a comprehensive set of marketing tools that includes the City of Williamstown. While this partnership is critical to the region, Williamstown must re-evaluate its own needs in light of the breadth and depth of change that could occur over the next five years.

Next Steps

A tourism plan should be developed to address the following areas:

- ◆ Attractors and experiences
- ◆ Infrastructure and visitor services
- ◆ Marketing and organization

Components



Attractors and Experiences

Attractors are the places and things that people come to a community specifically to see. Experiences are what memories are made of. In addition to the Ark Encounter, the community should do the following:

- ◆ Create a tourism growth strategic plan
- ◆ Develop a linked park and trail system
- ◆ Identify and develop local businesses that would appeal to tourists
- ◆ Reconnect genealogy tourists to the community
- ◆ Expand the offerings of historic tours and identify additional historic sites
- ◆ Expand the number of regular events in downtown such as a Thursday Night Live program
- ◆ Develop and expand other tourist activity attractions such as mini-golf and arcades
- ◆ Support the expansion of Lake Williamstown
- ◆ Identify niche markets that are complementary to the visitor demographics of the Ark Encounter and grow those markets through recruitment

Components (cont.)

Infrastructure and Visitor Services

A successful community will meet the needs of the traveler. In order to do this, the community should do the following:

- ◆ Institute a wayfinding program

Wayfinding is a series of signs, maps, and other graphic or audible methods used to convey location and directions to travelers

- ◆ Consider creating a Visitor Center, ideally downtown
- ◆ Guide the creation of lodging, food, and convenience businesses
- ◆ Institute a "Welcome to Williamstown" Program

Increase visitors' satisfaction with a Williamstown vacation and improve customer service by arming frontline personnel with messages about the local community, region, and state

Marketing and Organization

Williamstown must make every effort to let the world know about its tourism offerings. It must have an identity that people will respond to. In order to achieve this, it also must have the strongest tourism organization possible. The following methods can help accomplish these.

- ◆ Create a "hospitality" strategy and education program
- ◆ Determine the "brand" of the community
- ◆ Develop a consistent "look" for the communities promotional materials and visual markers
- ◆ Create a working list of "what you want visitors to know"
- ◆ Keep it simple utilizing quick lists, brief descriptions and visual presentations
- ◆ Utilize a focus group to gauge reactions to your marketing materials
- ◆ Focus on CLARITY as though a person is being introduced to your community for the first time
- ◆ Make it easy for your visitors to find what they need



Next Steps

- ◆ Conduct a comprehensive review of all marketing materials
- ◆ Consolidate - avoid information overload
- ◆ Identify the key touch-points for visitors

Community Infrastructure



Growth in population and tourists will place additional demands on community infrastructure. It is essential that the community carefully study anticipated impacts so that it is able to balance provision of adequate services with funding possibilities. The following is an initial assessment of current capacities needs.

- ◆ Police
 - The City of Williamstown currently has seven full-time police officers. Two additional officers will be needed in the near-term to bring the department to full capacity.
- ◆ Fire
 - The Williamstown Fire Department is a volunteer fire department with a paid fire chief and 28 active volunteer members. The department currently has adequate facilities.
 - The Grant County Water Rescue Team consists of members of the Williamstown Volunteer Fire Department and the Grant County EMA.
- ◆ EMS
 - The Williamstown Fire Department is the first responder to all major medical calls within its

coverage area of approximately 61 square miles.

- TransCare provides ambulance transport and paramedic services for the city and county (except for Dry Ridge).
- ◆ Water & Sewer
 - The Williamstown Water Department serves the cities of Williamstown, Dry Ridge, Corinth and a portion of the PenWater District NW. The plant is rated at 2.5 million gallons/day and is currently utilizing 1.4 million gallons/day. Williamstown has completed a new waste water treatment plant with a daily treatment capacity of 1.5 million gallons per day.

Next Steps

Coordinated planning efforts should commence immediately in anticipation of the development of the Ark Encounter. Future needs should be identified by creating a working group composed of the city's leadership to carefully budget for growth and to anticipate comprehensive strategies.

Dress Up



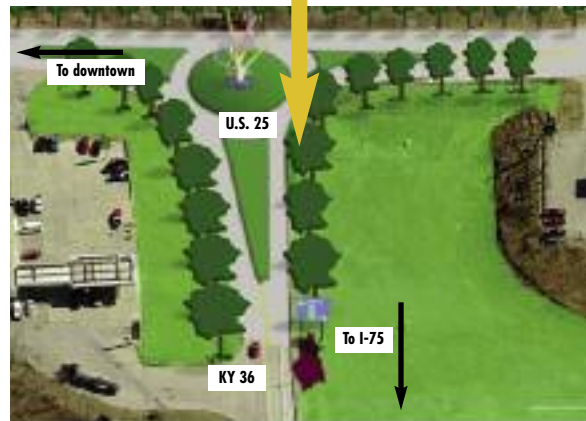
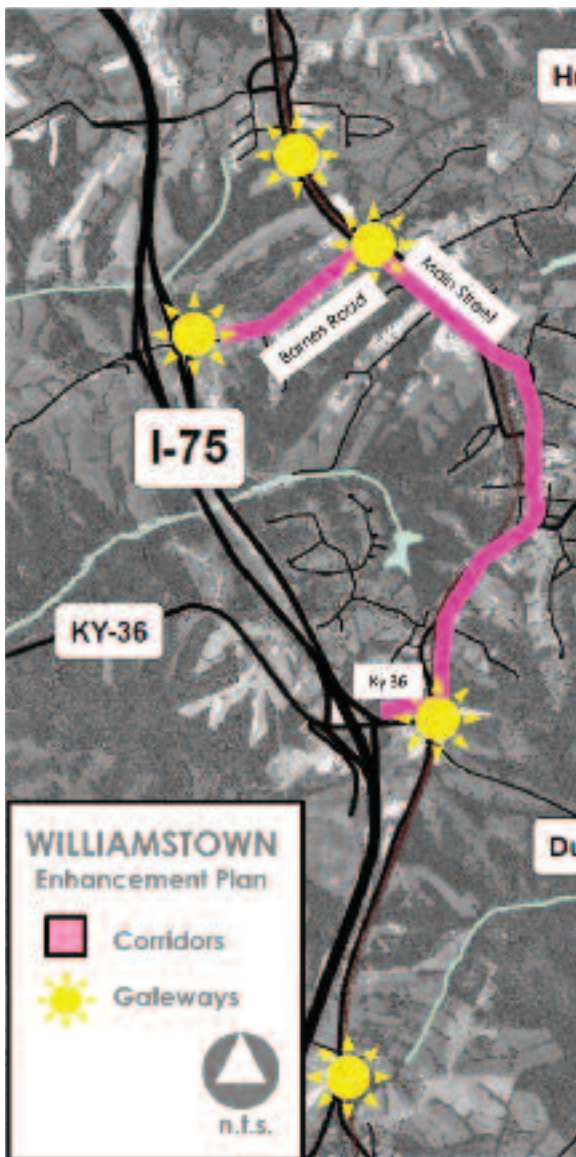
The world is coming to Williamstown. It is important to put on the community's best face. There are two areas where much can be gained:

- ◆ Community gateways
- ◆ Highway corridors

Each offers unique opportunities to beautify the community and enhance its brand image.

Dress Up: Gateways

The map below shows the key community gateways and the prime corridors. Gateways would be at both Interstate interchanges, near the Baton Rouge Bridge, and at the southern end of the city on U.S. 25. The prime community corridors are along KY 36 from the Interstate to U.S. 25, U.S. 25, and Barnes Road.



The illustrations on this page show some of the improvements that could be made to enhance the experience of arriving in Williamstown for both visitor and resident alike.

The pictures above show the possibilities at the intersection of KY 36 and U.S. 25. Landscaping, wayfinding signage, and public art could all be incorporated into a more efficient traffic flow using a roundabout.



The pictures above show the Barnes Road intersections with Arnie Risen/Helton Road and North Main Street. Landscaping, wayfinding signage and public art are incorporated. Two roundabouts are possible which would enhance traffic flow and safety. A portion of the loop trail system could also be developed between the roads and the railroad tracks.



The picture above shows the area along Arnie Risen Road and U.S. 25 near the bridge on Baton Rouge Road. In addition to other features, the bridge itself could be painted in school colors.



As illustrated in the above photo, it is recommended that the log house be relocated to face oncoming traffic into downtown. A new park could surround the area making a very nice entry into downtown.

Dress Up: Corridors



The photos at left show landscape improvements at the southern interchange on I-75. Instead of clearing the interchange, massive amounts of landscaping should be added to make a special sense of place.

The overall goal should be a sense of arrival in a very green place. This would help set the tone that Williamstown is a special place. The Barnes Road interchange should receive the same treatment.



The main roads into and through the community could be landscaped with flowering trees and shade trees where appropriate. The effect would be of a great scenic Kentucky drive.



Public Art

Public art should be an important part of community enhancements. Permanent art should be displayed at strategic points such as gateways. Temporary art could be displayed at many locations.

Next Steps

- ◆ Create a corridor development timeline with benchmarks and milestones
- ◆ Determine the kinds and number of landscaping elements that are needed
- ◆ Create a consistent and environmentally sound plan taking into account that hardy plants will be needed for the “car” environment
- ◆ Divide and prioritize the overall work into smaller area projects
- ◆ Spread the development and landscaping projects out over a period of time
- ◆ Prepare a five-year pro-forma budget estimate for implementation
- ◆ Establish critical partnerships including the Kentucky Transportation Cabinet, local arts clubs, garden clubs, school groups, civic organizations, and private businesses to adopt and implement the elements of the plan

Dress Up: Corridors

Throughout the planning process, participants stressed the value of developing a trail system for the community. The proposed response is to plan and implement an interconnected trail and park system linking the core of the community to the rural surroundings, including Williamstown Lake.

Several lessons are important to learn. First, in the politics of trail development, committed people and collaborative partnerships are necessary. It is vital to forge wide-ranging, trusting, mutually beneficial partnerships in order to create the consensus needed on uses, routing, and long-term support.

Second, community involvement is invaluable. Many of the trails began with community meetings to solicit input from residents on the trail and the process of development. This community building makes the project a vested community interest. Community dialogue informs the residents about the trail and gives trail planners a forum in which to respond to opposition. Concerns about land acquisition, the safety of having the trail near homes, and effects on property value

are common. Communicating openly and addressing concerns help to facilitate support for the trail.

Finally patience is essential. Trail development requires perseverance. Negotiating funding, planning and designing the trail, acquiring land, waiting for permits, coping with personnel changes or changes in government, and getting community support before construction begins all take time and a great deal of patience.

Fortunately, Williamstown and Grant County have excellent community-based partners and initiatives in place that can be relied upon and built upon to develop the corridors including Fitness for Life Around Grant County (FFLAG), Connecting to Care, Williamstown High School and the local health care network.

The map on the following page shows the approximate location of such a system. Several new parks are interwoven, serving as destinations as well as “greenbelt” to keep the identities of Williamstown and Dry Ridge separate.



Be Real



Authenticity is an essential element to economic success. People reward places that are real. Williamstown is an authentic place, but can do more. One key to improving authenticity is the restoration of downtown as the true heart of the community. Another is diversifying the economy by focusing on unique, local strengths.

Be Real: Make Downtown Succeed



Standards for New Buildings



New Farmers/Community Market



Authenticity is an essential element to economic success. Williamstown is an authentic place, but can do more. One key area is the restoration of downtown as the true heart of the community.

Make Downtown Succeed

The prime desire for participants in this process was the restoration of downtown. The next two pages offer actions that can be undertaken to truly achieve that desire.

In order to make downtown succeed all of the following should be undertaken:

- ◆ add new mixed-use buildings
- ◆ new gathering places
- ◆ improve the retail mix
- ◆ manage downtown like a mall
- ◆ increase street life
- ◆ make downtown the food and entertainment center of the city
- ◆ develop livable spaces for downtown residents
- ◆ set an expectation for success
- ◆ measure progress and celebrate it

The illustration at left shows opportunities for new building sites (brown areas) in the downtown core. The yellow star represents a potential location for the Farmers Market. New residential

downtown should be encouraged.

Main Street Historic Homes

The older historic homes located along the Main Street corridor near downtown create a sense of charm and authenticity about Williamstown. Maintaining this corridor as a residential neighborhood is important to the identity of the community and the idea of “sense of place” that residents desire.

Standards for New Buildings

All new buildings should be mixed-use: retail on first floor—with office or residential uses above. Buildings should be built flush to the sidewalk line, not setback. Buildings should be two stories minimum or three stories maximum. Parking should be located on the rear of lots. The illustration at left shows these principles.

New Farmers/Community Market

Process participants pointed out the importance of having a permanent building space for selling food and goods. This year-round building could be located on the west side of downtown, lined up directly with the park (shown at left). The building should be designed in such a way that enables many different types of uses to occur as well as to allow parking to continue when not in use. Users of the facility should pay a small fee to help with maintenance. An example is illustrated bottom left.

Retail Development

Downtown does not currently offer a strong variety of retail options. The following list offers some potential retail development targets based on current needs and future opportunities.

Retail Development Targets:

- ◆ Lifestyle and wellness retail
- ◆ Stores that entertain
- ◆ Retailers that celebrate local heritage
- ◆ Businesses as community gathering places
- ◆ Unique destination retailers
- ◆ Gift and indulgence stores
- ◆ Religious-themed book and crafts stores
- ◆ Stores that celebrate local arts

Each retail target is complementary to the others and should be seen as an opportunity to create local businesses and jobs.

Manage Downtown Like a Mall

Another key to downtown success is to emulate the business practices of successful retail areas, specifically shopping malls. People have described trying to coordinate downtown merchants and property owners as “trying to herd

cats.” Yet every mall, while under unified ownership, has numerous differing retailers that all play by the same rules.

Downtown Williamstown should be/have:

- ◆ Tidy
- ◆ Safe
- ◆ Well maintained
- ◆ Common signage
- ◆ Common hours
- ◆ Common marketing

These will allow downtown to be competitive with other shopping destinations.

Nourishment Downtown

Downtown Williamstown should become known as the food and entertainment destination of the community and region. Efforts should be made to grow local business operations, local food options, and local talent. The market for these businesses should be families, both visitors and residents.

Street Life

Every great downtown has an active street life with people strolling, sitting, and people-watching. The city should make every effort to ensure that activities occur on the street on a regular basis, and that there are few barriers to outdoor dining and entertainment.



Next Steps

- ◆ Create a downtown implementation plan
- ◆ Be able to share a clear vision of downtown
- ◆ Cultivate angel investors
- ◆ Create a revolving loan pool or grant pool for façade restoration
- ◆ Make downtown the center for community and family activities
- ◆ Cultivate leadership – someone/group to carry the banner
- ◆ Identify the economic drivers – must be economically sustainable

Diversify the Economy



Create the Barnes Road Med-Tech Corridor

The Barnes Road Med-Tech Corridor can become a prime location for biomedical, health care and technology companies looking to take advantage of fantastic locations and great small-town atmosphere.

Community leaders should strive to make the Med-Tech Corridor the home of an

expanded NKU campus as well as work toward gaining a campus of Gateway Community and Technical College.

The Med-Tech Corridor also has the potential for a mixed-use retirement/senior residential development, in addition to commercial/retail space.

Focus on Local

Williamstown must take great efforts in ensuring a diverse economy. A large portion of those efforts should be on supporting and growing local businesses. While no community should shun any legitimate business, some businesses are more important to the community than others. The importance of local, independent businesses cannot be overstated. They are uniquely suited to take on the challenges of the 21st century. They possess authenticity and agility, embody a sense of place, and employ a relationship-based business model. Local businesses are more than employers and profiteers; they are neighbors and community builders.

Local businesses that meet a community's needs offer people greater control over their lives. Money remains in the community rather than being siphoned off by global conglomerates. Jobs are more secure, and economies are more stable. And, there are the means and the incentives to protect the environment and to build the relationships of mutual trust

and responsibility that are the foundation of community.

The economic sectors below represent economic "building blocks" with which a community can grow a more locally based economy. Each should be complementary to the rest. These "building blocks" represent the basic pillars of most local economies.

- ◆ Local agriculture
- ◆ Energy efficiency
- ◆ Independent retail
- ◆ Community capital
- ◆ Local clothing/household needs
- ◆ Education
- ◆ Independent media/communications
- ◆ Business development/professional services
- ◆ Health and wellness
- ◆ Arts and culture

Adapted from the Business Alliance for Local Living Economies



Next Steps

- ◆ Create a clear vision and direction
- ◆ Create an implementation plan
- ◆ Create working teams for each market segment
- ◆ Identify project developers for each segment
- ◆ Identify potential investors for each segment
- ◆ Be task and project oriented
- ◆ Build upon existing community groups and their work
- ◆ Encourage the community to get on the same page
- ◆ Communicate and share information regularly
- ◆ Measure and celebrate success
- ◆ Tell the story of Williamstown to everyone utilizing traditional media, social media, word of mouth, and marketing materials

Other Important Areas



The following elements are derived directly from participant input. These are essential in increasing authenticity.

Protect the Environment

Throughout the planning process, protecting the environment was stressed repeatedly. One key action is to protect the water quality of Williamstown Lake. The lake lies downstream of all the existing and projected urban development in the community.

Another action that will protect the environment as well as contain costs is energy conservation. The city government should become recognized as a leader in energy efficiency.

Improve Health

Improved health of Williamstown residents is an important goal for the community. Several actions can be taken to enhance health. Creating an interconnected trail system, increasing reliance on local food, and encouraging and enabling alternative transportation such as walking and biking will all improve health.



Work with Grant County Neighbors

Williamstown should continue with its record of interlocal and regional cooperation. Decisions made in the community will impact the rest of the county, and vice versa. Communication and mutual respect is essential to success.

Budget for Capital Improvements

The actions in this plan require careful prioritizing and budgetary planning. Community leadership must be committed to making these improvements a reality.

Shorten Feedback Loops

Success will require community involvement. Social media tools can enable the city to interact with citizens in a real-time basis. Further, these tools are important for broadcasting Williamstown's message as well as providing information to visitors.

ACKNOWLEDGEMENTS

- ◆ City of Williamstown – leadership, employees and residents
- ◆ Mayor Rick Skinner
- ◆ Williamstown City Council
 - Glenn Caldwell
 - Kim Crupper
 - Edward Gabbert
 - Robert Perry
 - Charles Wilson
 - Stanley Woodyard
- ◆ Williamstown Steering Committee
 - Becky Ruholl
 - Dennis Kenner
 - Jack Eckler
 - Greg Hicks
 - Ed Clemmons
 - Jerry West
- ◆ Grant County Planning and Zoning Commission
- ◆ Williamstown High School

Over the course of four months, dozens of citizens, businesses and organizations contributed their time, energy, knowledge and resources through a series of interviews and discussions. In addition, many residents and other interested persons participated in the public meetings and provided valuable feedback that has been incorporated into the plan. The consulting team would like to acknowledge and say “thank you” to everyone that participated in the process of creating the plan.



Kentucky League of Cities

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SECTION 6: BACKGROUND ANALYSIS

- Population Analysis
- Economic Data
- Environmental Analysis
- Existing Land Use
- Transportation
- Community Services
- Education
- Ark Encounter Impact Study

Population Analysis

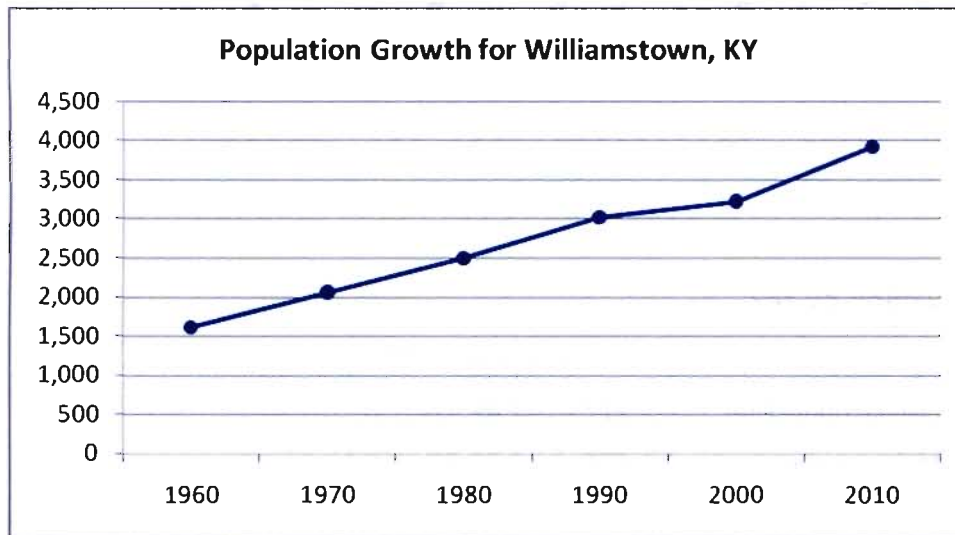
Williamstown Population Analysis

The population of Williamstown has grown significantly over the course of the last six decades from a total of 1,611 in 1960 to 3,925 in 2010. This represents an average increase of more than 20% per decade except for the years of 1990-2000.

The growth in Williamstown far outpaces the percentage growth of the state of Kentucky - 22% vs. 7.4%, respectively, from 2000 to 2010 according to the U.S. Census Bureau. By comparison, Grant County grew at a rate of Williamstown now ranks 88th in total population among Kentucky's cities and 37th in percentage change of all Kentucky cities.

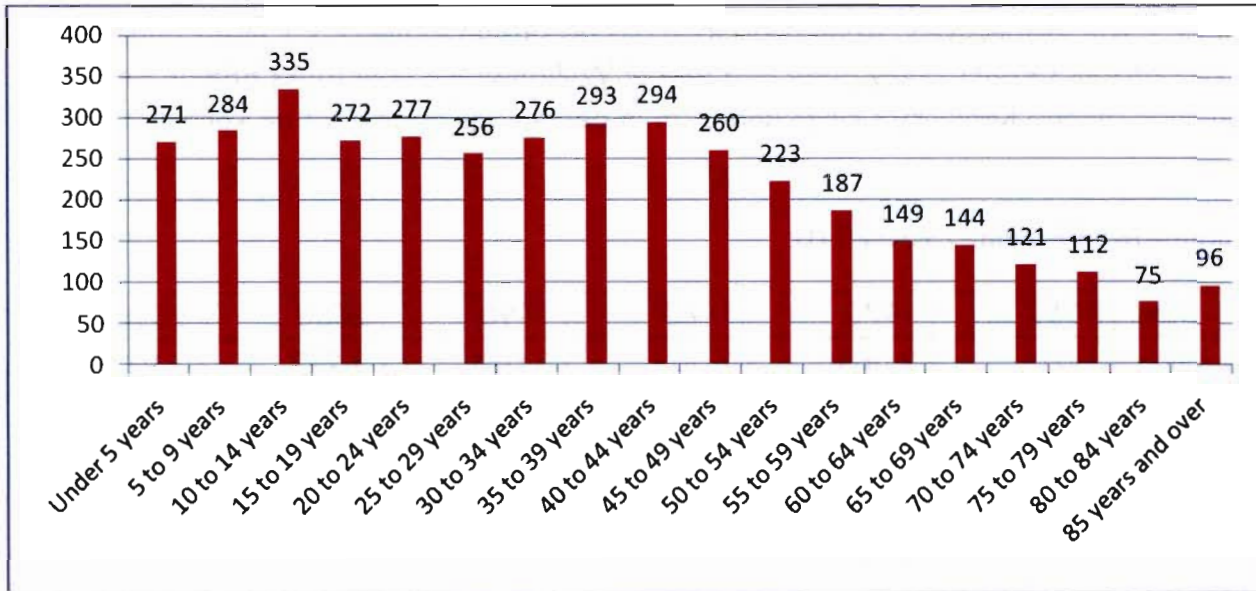
Williamstown Growth, 1960-2010:

Date:	1960	1970	1980	1990	2000	2010
Population:	1,611	2,063	2,502	3,023	3,227	3,925
% Change:	-	28%	21%	21%	7%	22%



In terms of population distribution, Williamstown has a median age of 35.3 years compared to 35.9 years for the state of Kentucky; however, the city does have a significantly higher number of youth ages 10-14 years.

Williamstown 2010 population by age:



Williamstown 2010 population by sex:

	Population	Percentage
Female population	1,927	49.1%
Male population	1,998	50.9%

School System: Williamstown Independent School District had an enrollment of 885 students at the end of 2010-2011 school year.

FUTURE POPULATION

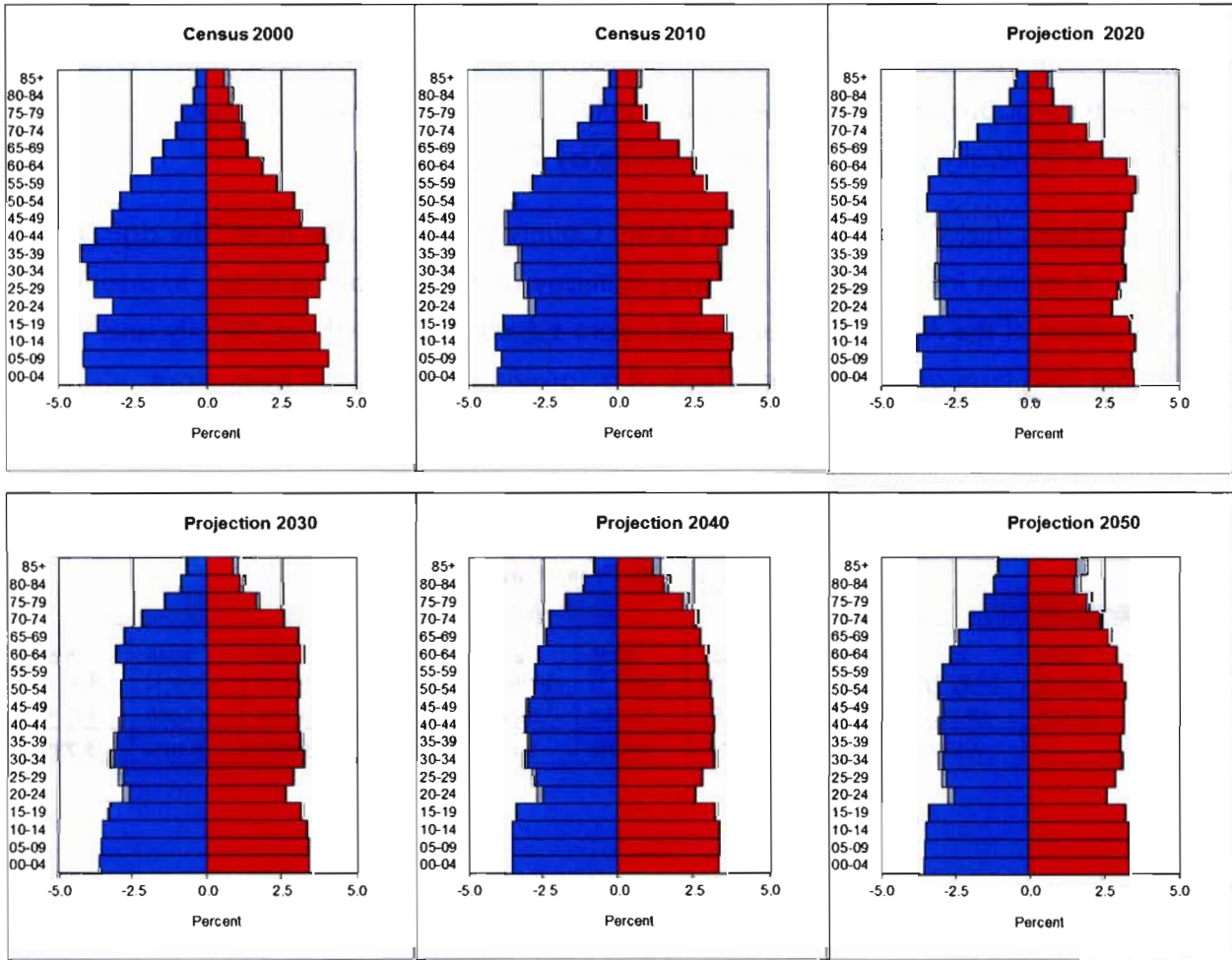
The 2007 Grant County Comprehensive Plan reflected a projected growth in the county's population to 24,014. The actual population in 2010 is 26,325, nearly 9% faster growth than projected. Predicting future growth is often difficult because of unforeseen changes in the economy of the region, state and nation.

Recent data from the Kentucky Data Center projects that over the next forty years, Grant County's elderly population will grow significantly. At the same time, the population of ages 00-19 will initially shrink and then stabilize by 2030.

The data suggests that Williamstown and Grant County may not suffer from "the aging population" dilemma in as significant a way as many other parts of the state. In addition, the development of the Ark Encounter could create substantial growth for the city and county in the long-term and offset the effects of a "graying" population even more dramatically.

2009 Grant Co. Projections										
	Estimate	Projections								
	2005 (July 1)	2010 (July 1)	2015 (July 1)	2020 (July 1)	2025 (July 1)	2030 (July 1)	2035 (July 1)	2040 (July 1)	2045 (July 1)	2050 (July 1)
Population	24,429	26,325	28,516	30,851	33,356	35,938	38,509	41,068	43,608	46,135
% Change	-	7.76%	8.32%	8.19%	8.12%	7.74%	7.15%	6.65%	6.18%	5.79%

Grant County Population Pyramid Projects



Source: Kentucky Data Center 2011

Economic Data

Williamstown Economic Data

Williamstown and Grant County have been impacted by the economic downturn of 2007. Unemployment has increased to 11.6% in 2010. Average weekly wages are significantly lower than the labor market area and the US labor market.

Average Weekly Wages 2010

Grant County	\$578.00
Labor Market Area	\$885.00
US	\$899.00

Grant County has a net in-flow of workers to the community; however 59.3% of Grant County's labor force works outside of Grant County. The largest job sector is educational services followed trade, transportation and utilities, and then health care.

The major industrial employers are:

- Gotec Plus Sun LLC
- Performance Pipe
- RKS Manufacturing Co.

Education Attainment

Less than high school	5.50%
High School or equivalent	24.80%
Some college or Associate Degree	26.80%
Bachelors Degree or advanced degree	24.10%
N/A (workers aged 29 or under)	18.70%

Per Capita Income for Williamstown and Grant County 2009

Per Capita Income for Grant County 2009	\$ 26,810.00
Per Capita Income for Williamstown 2009	\$34,462
Median Household Income for US 2009	\$ 42,814.00
Median Home Price in Grant County	\$ 100,900.00

Business Costs

KY Index 2008 (US=100)

Labor Cost	93
Energy Cost	71
Overall Business Cost	90

**KY ranked 9th lowest overall business cost in the nation*

GDP Per Wage

KY	\$	2.22
US	\$	2.26

Grant County Statistical Summary

Per Capita Income 2009	\$	26,810.00
Median Household Income, 2009	\$	42,814.00
Median Home Price	\$	100,900.00

Total Available Labor 2009

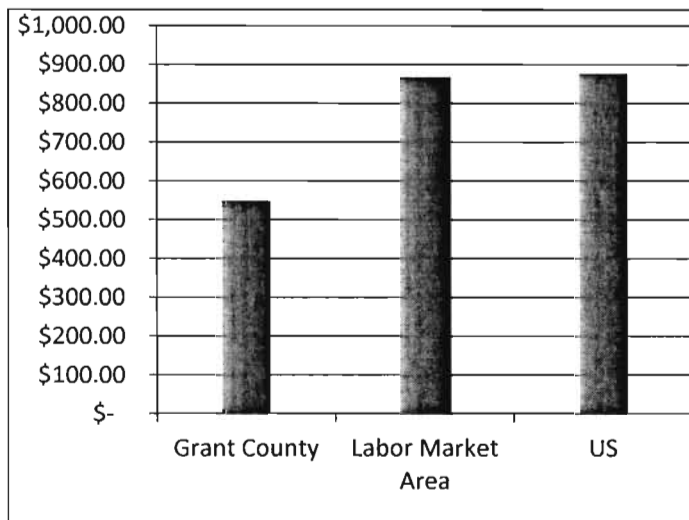
Grant Co.	1,507
Labor Market Area	80,760

Unemployment Rate 2010

Grant County	11.6%
Labor Market Area	9.4%
US	9.6%

Average Weekly Wage 2009

Grant County	\$	549.00
Labor Market Area	\$	867.00
US	\$	876.00



Source: KY Cabinet for Econ Development

Williamstown 2009 Work Area Profile Report

Total Primary Jobs

	2009	
	Count	Share
Total Primary Jobs	1,857	100.00%

Jobs by Worker Age

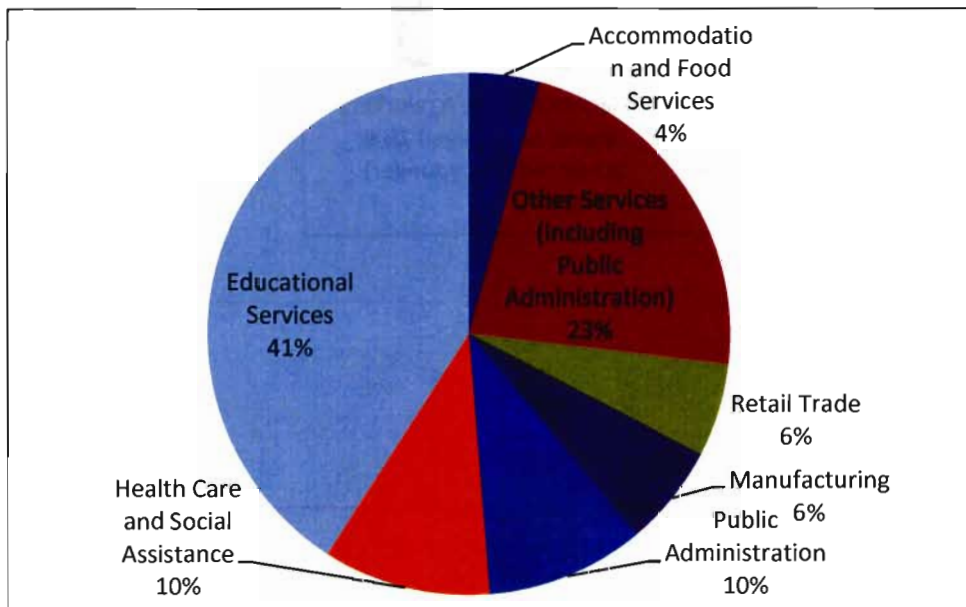
	2009	
	Count	Share
Age 29 or younger	348	18.70%
Age 30 to 54	1,129	60.80%
Age 55 or older	380	20.50%

Jobs by Earnings

	2009	
	Count	Share
\$1,250 per month or less	360	19.40%
\$1,251 to \$3,333 per month	832	44.80%
More than \$3,333 per month	665	35.80%

Jobs by NAICS Industry Sector

	2009	
	Count	Share
Accommodation and Food Services	81	4.40%
Other Services (including Public Administration)	418	23.00%
Retail Trade	107	5.80%
Manufacturing	118	6.40%
Public Administration	181	9.70%
Health Care and Social Assistance	193	10.40%
Educational Services	759	40.90%



Jobs by Worker Race

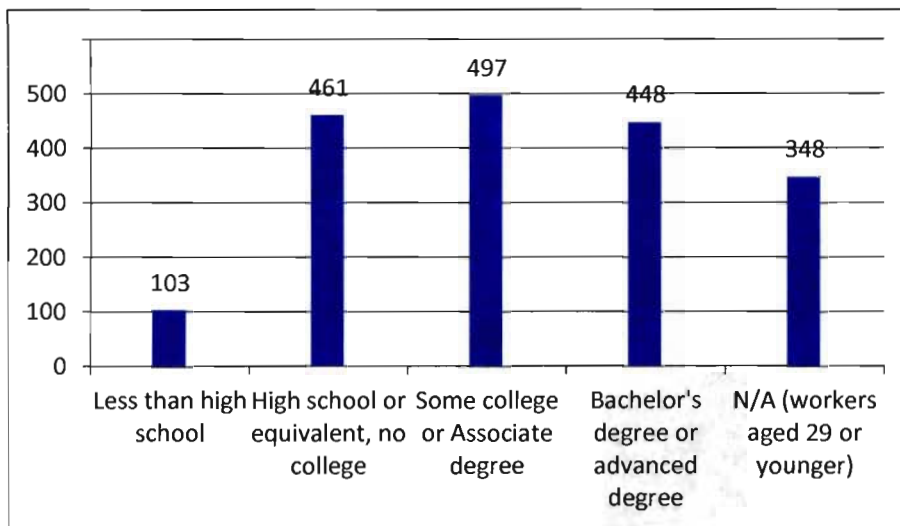
	2009	
	Count	Share
White Alone	1,825	98.30%
Black or African American Alone	13	0.70%
American Indian or Alaska Native Alone	5	0.30%
Asian Alone	6	0.30%
Native Hawaiian or Other Pacific Islander Alone	1	0.10%
Two or More Race Groups	7	0.40%

Jobs by Worker Ethnicity

	2009	
	Count	Share
Not Hispanic or Latino	1,837	98.90%
Hispanic or Latino	20	1.10%

Jobs by Worker Educational Attainment

	2009	
	Count	Share
Less than high school	103	5.50%
High school or equivalent, no college	461	24.80%
Some college or Associate degree	497	26.80%
Bachelor's degree or advanced degree	448	24.10%
N/A (workers aged 29 or younger)	348	18.70%

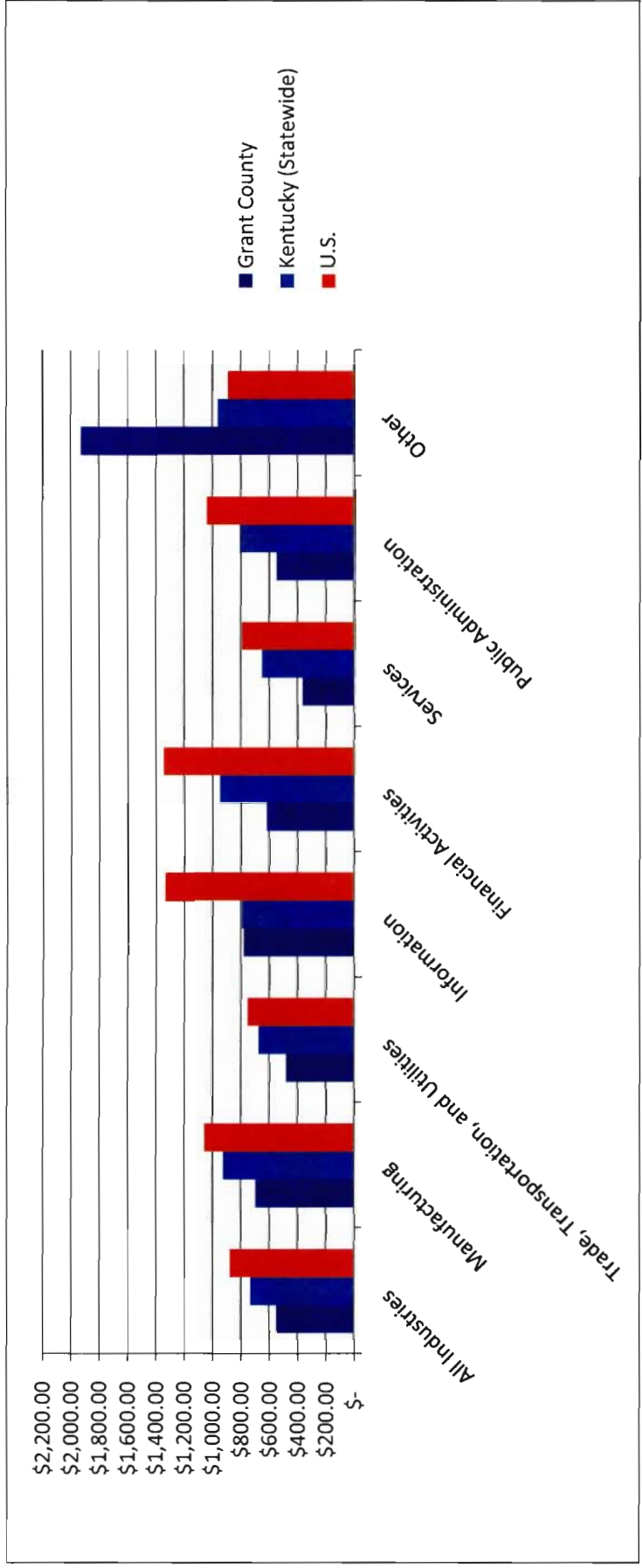


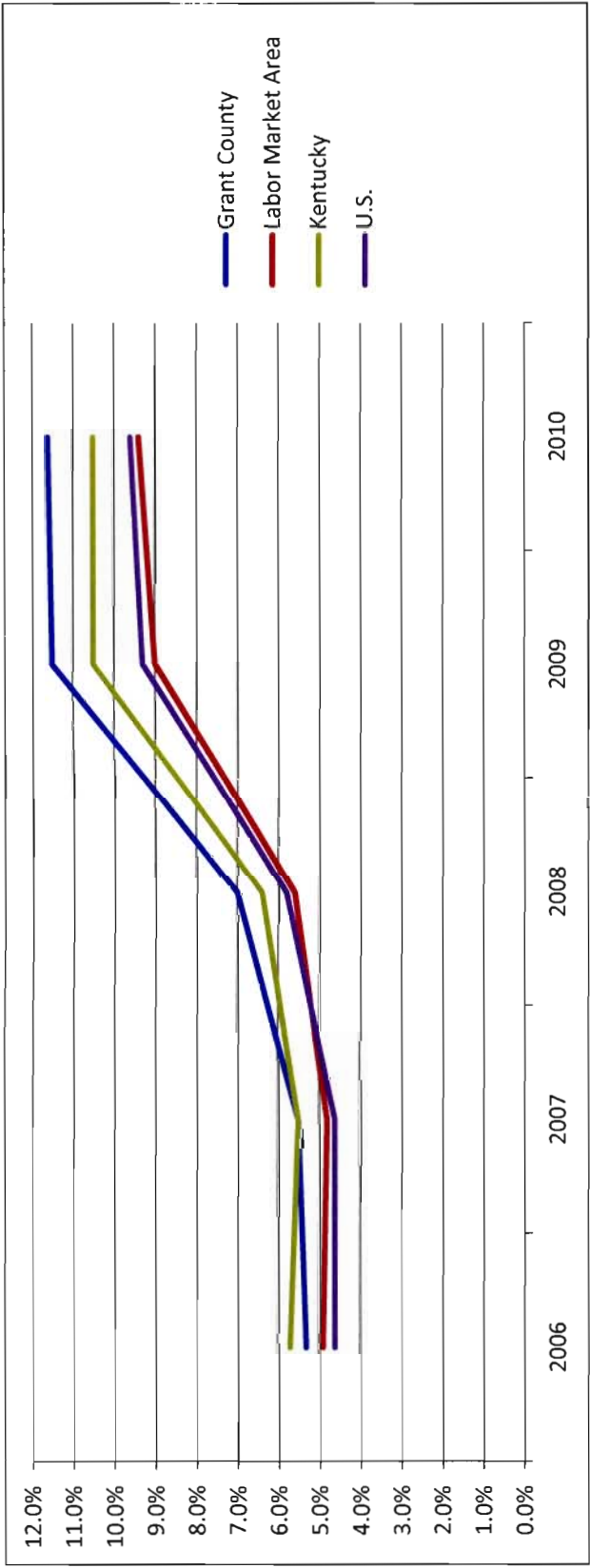
Grant County 2010 Unemployment Rates:

Year	Labor Market		
	Grant County	Kentucky	U.S.
2006	5.3%	4.9%	4.6%
2007	5.5%	4.8%	4.6%
2008	7.0%	5.6%	5.8%
2009	11.5%	9.0%	9.3%
2010	11.6%	9.4%	9.6%

Grant County 2009 Average Weekly Wages by Sector:

	Grant County 2009 Average Weekly Wages by Sector:							
	Grant County	Kentucky (Statewide)	U.S.	Ohio	Indiana	Illinois	Tennessee	Virginia
All Industries	\$ 549.00	\$ 731.00	\$ 876.00	\$ 787.00	\$ 736.00	\$ 931.00	\$ 774.00	\$ 928.00
Agriculture, Forestry, Fishing and Hunting	\$ -	\$ 582.00	\$ 503.00	\$ 509.00	\$ 580.00	\$ 597.00	\$ 500.00	\$ 505.00
Mining	\$ -	\$ 1,215.00	\$ 1,644.00	\$ 1,190.00	\$ 1,112.00	\$ 1,160.00	\$ 1,099.00	\$ 1,158.00
Construction	\$ -	\$ 832.00	\$ 946.00	\$ 907.00	\$ 905.00	\$ 1,138.00	\$ 823.00	\$ 872.00
Manufacturing	\$ 695.00	\$ 923.00	\$ 1,056.00	\$ 985.00	\$ 1,007.00	\$ 1,076.00	\$ 936.00	\$ 962.00
Trade, Transportation, and Utilities	\$ 479.00	\$ 674.00	\$ 750.00	\$ 699.00	\$ 649.00	\$ 798.00	\$ 732.00	\$ 714.00
Information	\$ 778.00	\$ 791.00	\$ 1,330.00	\$ 979.00	\$ 840.00	\$ 1,191.00	\$ 998.00	\$ 1,422.00
Financial Activities	\$ 617.00	\$ 947.00	\$ 1,343.00	\$ 1,032.00	\$ 908.00	\$ 1,533.00	\$ 1,091.00	\$ 1,189.00
Services	\$ 362.00	\$ 650.00	\$ 791.00	\$ 712.00	\$ 638.00	\$ 842.00	\$ 704.00	\$ 913.00
Public Administration	\$ 546.00	\$ 802.00	\$ 1,037.00	\$ 994.00	\$ 772.00	\$ 1,077.00	\$ 787.00	\$ 1,287.00
Other	\$ 1,925.00	\$ 961.00	\$ 890.00	\$ 606.00	\$ 667.00	\$ 798.00	\$ 1,185.00	\$ 738.00





Williamstown 2009 Inflow/Outflow Report

Selection Area Labor Market Size (Primary Jobs)

	2009	Share
Employed in the Selection Area	1,857	100.00%
Living in the Selection Area	1,378	74.20%
Net Job Inflow (+) or Outflow (-)	479	-

In-Area Labor Force Efficiency (Primary Jobs)

	2009	Share
Living in the Selection Area	1,378	100.00%
Living and Employed in the Selection Area	209	15.20%
Living in the Selection Area but Employed Outside	1,169	84.80%

In-Area Employment Efficiency (Primary Jobs)

	2009	Share
Employed in the Selection Area	1,857	100.00%
Employed and Living in the Selection Area	209	11.30%
Employed in the Selection Area but Living Outside	1,648	88.70%

Outflow Job Characteristics (Primary Jobs)

	2009	Share
External Jobs Filled by Residents	1,169	100.00%
Workers Aged 29 or younger	323	27.60%
Workers Aged 30 to 54	655	56.00%
Workers Aged 55 or older	191	16.30%
Workers Earning \$1,250 per month or less	297	25.40%
Workers Earning \$1,251 to \$3,333 per month	500	42.80%
Workers Earning More than \$3,333 per month	372	31.80%
Workers in the "Goods Producing" Industry Class	272	23.30%

Outflow Job Characteristics (Primary Jobs) - Continued

	2009	Share
Workers in the "Trade, Transportation, and Utilities" Industry Class	330	28.20%
Workers in the "All Other Services" Industry Class	567	48.50%

Inflow Job Characteristics (Primary Jobs)

	2009	Share
Internal Jobs Filled by Outside Workers	1,648	100.00%
Workers Aged 29 or younger	313	19.00%
Workers Aged 30 to 54	995	60.40%
Workers Aged 55 or older	340	20.60%
Workers Earning \$1,250 per month or less	314	19.10%
Workers Earning \$1,251 to \$3,333 per month	734	44.50%
Workers Earning More than \$3,333 per month	600	36.40%
Workers in the "Goods Producing" Industry Class	144	8.70%
Workers in the "Trade, Transportation, and Utilities" Industry Class	178	10.80%
Workers in the "All Other Services" Industry Class	1,326	80.50%

Interior Flow Job Characteristics (Primary Jobs)

	2009	Share
Internal Jobs Filled by Residents	209	100.00%
Workers Aged 29 or younger	35	16.70%
Workers Aged 30 to 54	134	64.10%
Workers Aged 55 or older	40	19.10%
Workers Earning \$1,250 per month or less	46	22.00%
Workers Earning \$1,251 to \$3,333 per month	98	46.90%
Workers Earning More than \$3,333 per month	65	31.10%
Workers in the "Goods Producing" Industry Class	17	8.10%
Workers in the "Trade, Transportation, and Utilities" Industry Class	29	13.90%
Workers in the "All Other Services" Industry Class	163	78.00%

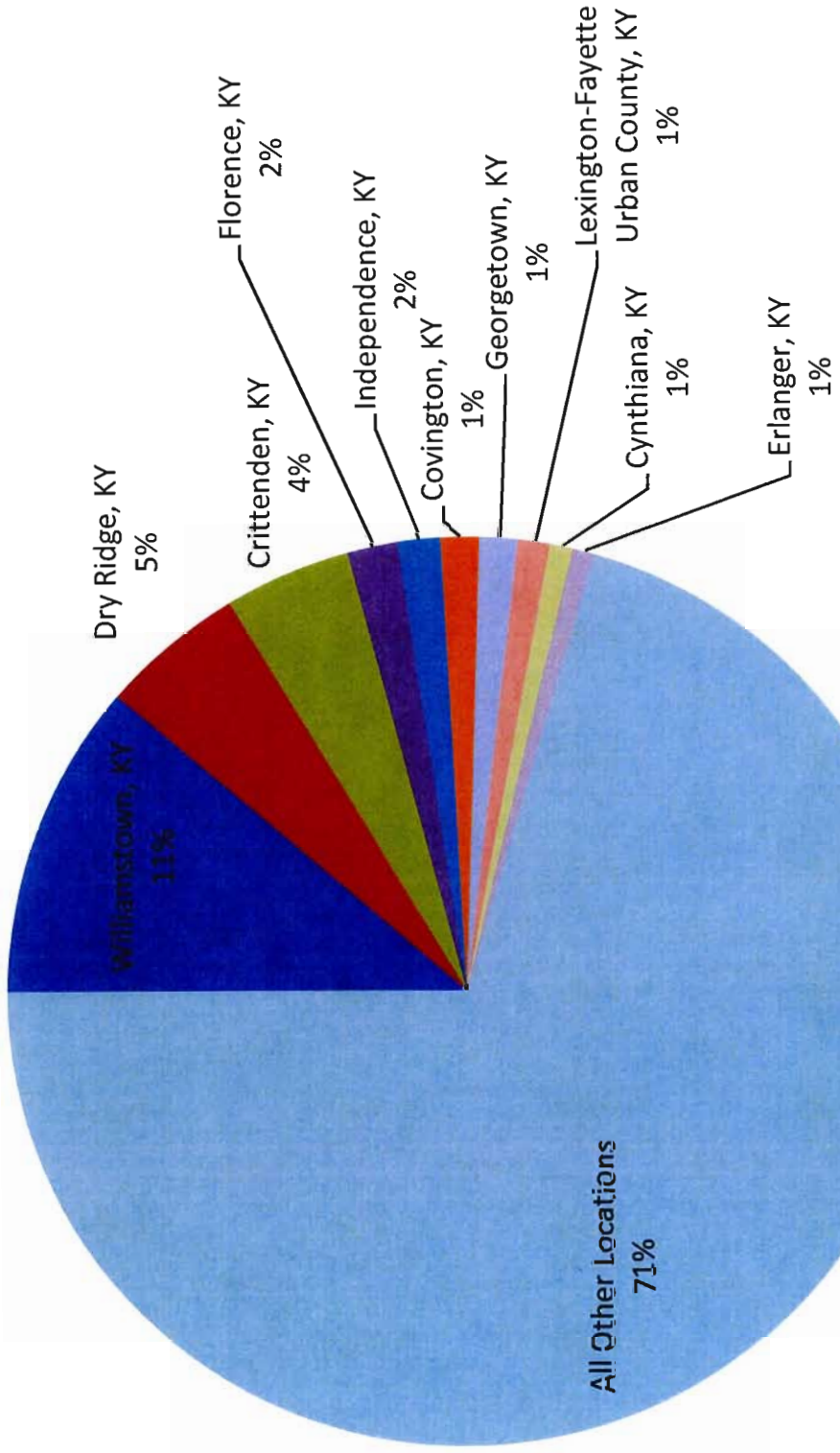
Home Destination Report - Where Workers Live Who are Employed in the Selection Area - by Places (Cities, CDPs, etc.)

Total Primary Jobs

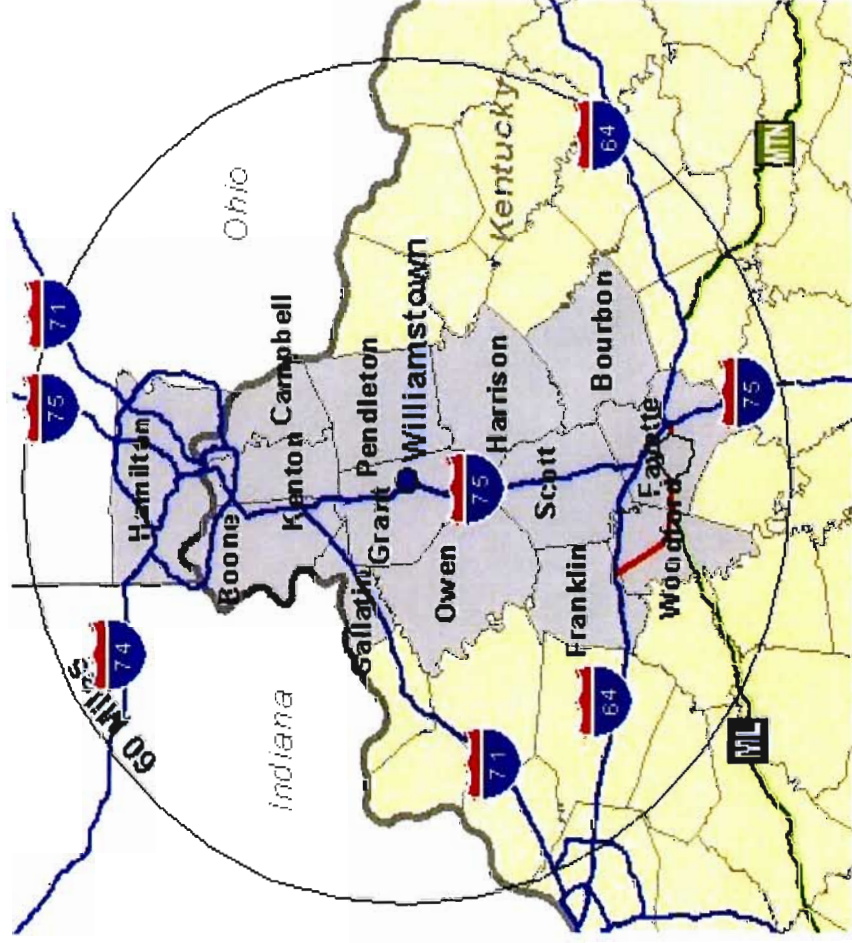
	2009	Share
Total Primary Jobs	Count 1,857	Share 100.00%

Jobs Counts by Places (Cities, CDPs, etc.) Where Workers Live

	2009	Share
Williamstown, KY	Count 209	Share 11.30%
Dry Ridge, KY	94	5.10%
Crittenden, KY	83	4.50%
Florence, KY	33	1.80%
Independence, KY	28	1.50%
Covington, KY	25	1.30%
Georgetown, KY	25	1.30%
Lexington-Fayette Urban County, KY	21	1.10%
Cynthiana, KY	15	0.80%
Erlanger, KY	14	0.80%
All Other Locations	1,310	70.50%



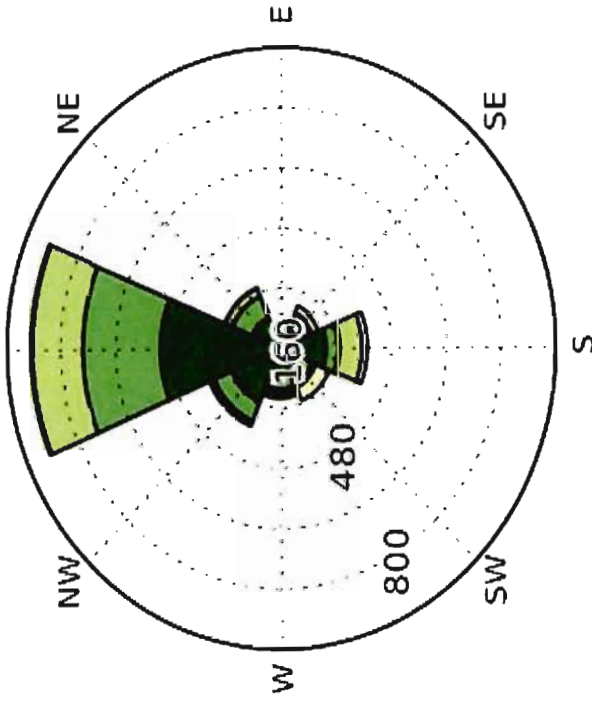
Williamstown Labor Market Area:



KY Cabinet for Econ Development

County	Total Population		Per Capita Income	Total Available Labor		Future Labor (Becoming 18)				
	2010	2009		Labor 2009	2010-2013	2007	2008	2009	2010	2011
Grant	25,538	\$ 26,810.00	1,507	1,628	5.5%	7.0%	11.5%	11.6%		
N. KY (Boone, Campbell)	369,344	\$ 36,027.00	18,875	19,888	4.7%	5.8%	9.7%	10.2%		
Scott	46,856	\$ 33,319.00	2,238	2,561	4.4%	5.5%	9.6%	9.5%		
Fayette	300,307	\$ 37,254.00	11,766	12,664	4.0%	4.8%	7.8%	8.1%		
Hamilton, OH	802,374	\$ 43,168.00	438,800	-	5.0%	5.6%	8.9%	9.4%		
Clermont, OH	197,363	\$ 35,844.00	107,100	-	5.0%	5.9%	9.6%	9.9%		
Butler, OH	368,130	\$ 35,921.00	191,700	-	5.1%	5.9%	9.4%	9.6%		
Warren, OH	212,693	\$ 39,156.00	109,300	-	4.6%	5.5%	8.8%	8.9%		
Dearborn, IN	50,652	\$ 33,349.00	25,654*	-	5.1%	5.9%	9.9%	10.8%		

Job Counts by Distance/Direction in 2009
All Workers



Jobs by Distance - Work Census Block to Home
Census Block

Total Primary Jobs	2009	
	Count	Share
Less than 10 miles	1,857	100.0%
10 to 24 miles	932	50.2%
25 to 50 miles	538	29.0%
Greater than 50 miles	288	15.5%
	99	5.3%



Grant County

QuickFacts



Business Cost

Kentucky Index, 2009
(U.S. = 100)

Labor Cost	94
Energy Cost	74
Overall Business Cost	89

Kentucky has the 13th lowest overall business cost in the nation.

Gross Domestic Product Per Wage, 2010

Kentucky	\$2.26
U.S.	\$2.27

Industrial Electric Cost Per KWH, 2009

Kentucky	\$0.0491
U.S.	\$0.0670

Kentucky has the 6th lowest cost for industrial electrical power amongst the 50 states.

Grant County Statistical Summary

	Population 2010
Grant County	25,538
Labor Market Area	1,744,523

	Grant County
Per Capita Income 2009	\$26,810
Median Household Income 2009	\$42,814
Median Home Price 2009	\$100,900

	Total Available Labor 2010
Grant County	1,492
Labor Market Area	84,315

	Unemployment Rate 2010
Grant County	11.6%
Labor Market Area	9.4%
U.S.	9.6%

	Average Weekly Wage 2010
Grant County	\$578
Labor Market Area	\$885
U.S.	\$899



Grant County Taxes & Incentives

State & Local Taxes

A state sales tax is levied at the rate of 6% on the purchase or lease price of taxable goods and on utility services. Local sales taxes are not levied in Kentucky.

The Kentucky Constitution requires the state to tax all classes of taxable property, and state statutes allow local jurisdictions to tax only a few classes. All locally taxed property is subject to county taxes and school district taxes (either a county school district or an independent school district). Property located inside city limits may also be subject to city property taxes. Property assessments in Kentucky are at 100% fair cash value. Special local taxing jurisdictions (fire protection districts, watershed districts and sanitation districts) levy taxes within their operating areas (usually a small portion of the community or county).

Click [here](#) for general fact sheets on federal, state and local business and personal taxes.

State Property Tax Rates Per \$100 Valuation, 2010

Selected Class of Property	State Rate	Local Taxation Permitted
Real Estate	\$0.1220	Yes
Manufacturing Machinery	\$0.1500	No
Pollution Control Equipment	\$0.1500	No
Inventories:		
Raw Materials	\$0.0500	No
Goods in Process	\$0.0500	No
Finished Goods	\$0.0500	Yes
Goods-In-Transit	Exempt	Limited
Motor Vehicles	\$0.4500	Yes
Other Tangible Personal Property	\$0.4500	Yes

Source: Kentucky Department of Revenue.

Local Property Tax Rates Per \$100 Valuation, 2010

Taxing Jurisdiction	Property Taxes Per \$100 Valuation			Notes
	Real Estate	Tangibles	Motor Vehicles	
County				
Grant	\$0.2971	\$0.3684	\$0.2564	
City				
Corinth	\$0.2290	\$0.2770	\$0.2290	
Crittenden	\$0.2300	\$0.2300	\$0.2006	
Dry Ridge	\$0.2430	\$0.2160	\$0.2900	
Williamstown	\$0.3000	\$0.4240	\$0.4440	
School District				
Grant County Schools	\$0.5250	\$0.5250	\$0.5530	
Williamstown Independent Schools	\$0.8460	\$0.8460	\$0.5910	

Source: Kentucky Revenue Cabinet.

Local Occupational License Taxes, 2011

Cities, counties and school districts may levy an occupational license tax on the net profits of businesses and/or on the salaries and wages of employees earned in the jurisdiction. Rates can vary between the two types of occupational license taxes. Occupational license taxes may be levied on businesses as either a flat rate schedule or as a percentage of apportioned net profits or gross receipts. Where both the city and county levy an occupational license tax, a credit may be given, at the option of the local governments, for the amount paid to the city against the occupational license tax of the county. (Consult local jurisdictions for further details.)

Taxing Jurisdiction	Tax Rate on Salaries/Wages	Tax Rate on Net Profits/Receipts
County		
Grant	No tax	No tax
City		
Corinth	No tax	No tax
Crittenden	No tax	No tax
Dry Ridge	0.50%	No tax
Williamstown	No tax	No tax
School District		
Grant County Schools	No tax	No tax
Williamstown Independent Schools	No tax	No tax

Source: Kentucky Society of Certified Public Accountants.

Incentives

Major State Incentive Programs
Bluegrass State Skills Corporation (BSSC) – Click on this link to learn more about the Grant-in-Aid and Tax Credit programs for workforce training offered through BSSC.
Kentucky Business Incentives & Financial Programs – Click on this link to learn more about the various tax incentive programs offered by the Kentucky Cabinet for Economic Development.

Source: Kentucky Cabinet for Economic Development.



Grant County



Utilities Providing Service In Grant County

Electric

Duke Energy Kentucky - 877-675-1656
East Kentucky Power Cooperative - 859-744-4812
Blue Grass Energy Cooperative Corp - 859-885-4191
Owen Electric Cooperative Inc - 502-484-3471
Kentucky Utilities (a PPL company) - 800-500-4904
Williamstown Utility Commission - 859-824-3633

Natural Gas

Duke Energy Kentucky - 877-675-1656

Sewer

Treatment Information (gallons per day)	Capacity	Avg. Flow	Excess
Corinth Sewer - 513-851-8886			
Corinth STP	36,000	20,000	16,000
Dry Ridge Sewer - 859-824-3335			
KIMOP Permit - City of Dry Ridge	950,000	579,000	371,000
Williamstown Municipal Sewer Department - 859-824-4176			
Williamstown STP	950,000	591,000	359,000

Treatment information provided by Division of Water, 502-564-3410

Water

System Information (gallons per day)	Capacity	Avg. Use	Excess
Bullock Pen Water District - 859-428-1235	1,000,000	490,000	510,000
Dry Ridge Water Works Commission - 859-824-3335	N/A	N/A	N/A
Williamstown Municipal Water Department - 859-824-4210	2,250,000	1,613,000	637,000

System information provided by Division of Water, 502-564-3410

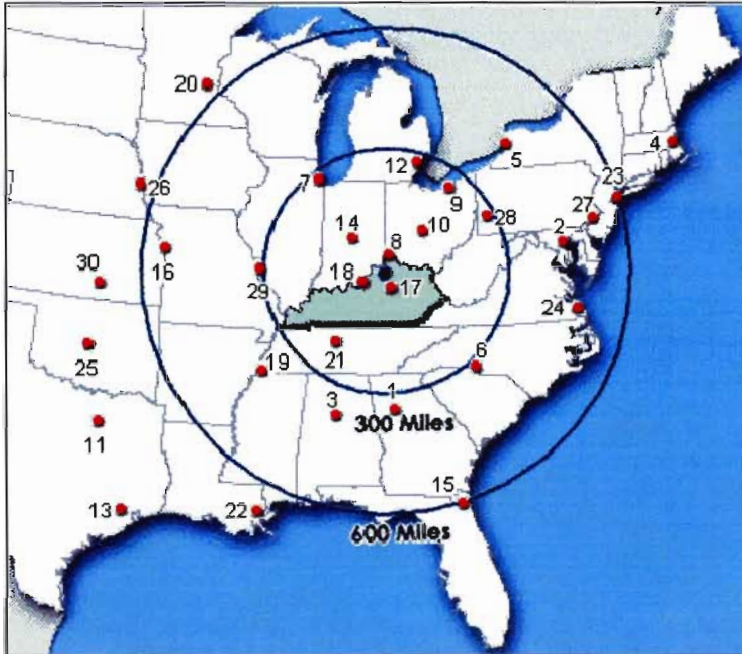
NOTE: N/A indicates that the utility purchases its water supply from another system or that the data is not available



Grant County Location



Selected Market Centers



Percent of U.S. Within 600 Miles of Williamstown

- Population**
51%
- Personal Income**
53%
- Retail Sales**
49%
- Manufacturing Employment**
56%

Highway Distance to Selected Market Centers

	City	Miles		City	Miles		City	Miles
1.	Atlanta, GA	422	11.	Dallas, TX	910	21.	Nashville, TN	253
2.	Baltimore, MD	533	12.	Detroit, MI	303	22.	New Orleans, LA	782
3.	Birmingham, AL	442	13.	Houston, TX	1,032	23.	New York, NY	682
4.	Boston, MA	892	14.	Indianapolis, IN	148	24.	Norfolk, VA	614
5.	Buffalo, NY	475	15.	Jacksonville, FL	760	25.	Oklahoma City, OK	841
6.	Charlotte, NC	441	16.	Kansas City, MO	589	26.	Omaha, NE	760
7.	Chicago, IL	329	17.	Lexington, KY	46	27.	Philadelphia, PA	610
8.	Cincinnati, OH	42	18.	Louisville, KY	87	28.	Pittsburgh, PA	328
9.	Cleveland, OH	288	19.	Memphis, TN	456	29.	St. Louis, MO	347
10.	Columbus, OH	148	20.	Minneapolis, MN	736	30.	Wichita, KS	786

Population Source: U.S. Census Bureau, Population Division, 2008 population estimate
 Personal Income Source: 2007 Regional Economic Accounts, Bureau of Economic Analysis (BEA), US Dept of Commerce
 Retail Sales Source: 2002 Economic Census, US Census Bureau
 Manufacturing Employment Source: 2007 County Business Patterns, US Census Bureau
 Highway Distance Source: ESRI Arcview StreetMap, 2007

Environmental Analysis

Environmental Analysis

Physiology & Geology

Grant County is located in the Outer Bluegrass physiographic region and is underlain by rocks of the Ordovician age. Along the central ridge, which extends through the county along the north-south axis, the area is underlain by the Fairview formation. Interstate 75 and U.S. 25 extend along this ridge. This area is in and around the city of Williamstown.

Soils

Soils are a factor in determining the best areas for particular land uses. Often, prime agricultural land is also the best land for urban development. The development of the Ark Encounter on 800 acres of agricultural land is an example of this type of competition.

Soil types are important in determining suitability for building utilizing septic sewage disposal systems. There are three major groups of soil types in Grant County. They are Eden, Lowell-Nicholson and Nolin-Licking-Otwell soil types.

A soil map from the National Resources Conservation Service that includes more detail if desired.

Floodplains

The city of Williamstown does not lie in a floodplain.

Sinkholes

Sinkholes in Grant County are concentrated around and to the south of Williamstown. Development around these areas should be as restrictive as possible.

Water Quality

Water quality in the city of Williamstown is good. A copy of the most 2010 report is included in this study.

Air Quality

Although air quality is not often a concern in rural areas, the Williamstown and Grant County area recognizes that air quality is a problem of regional significance.



United States
Department of
Agriculture

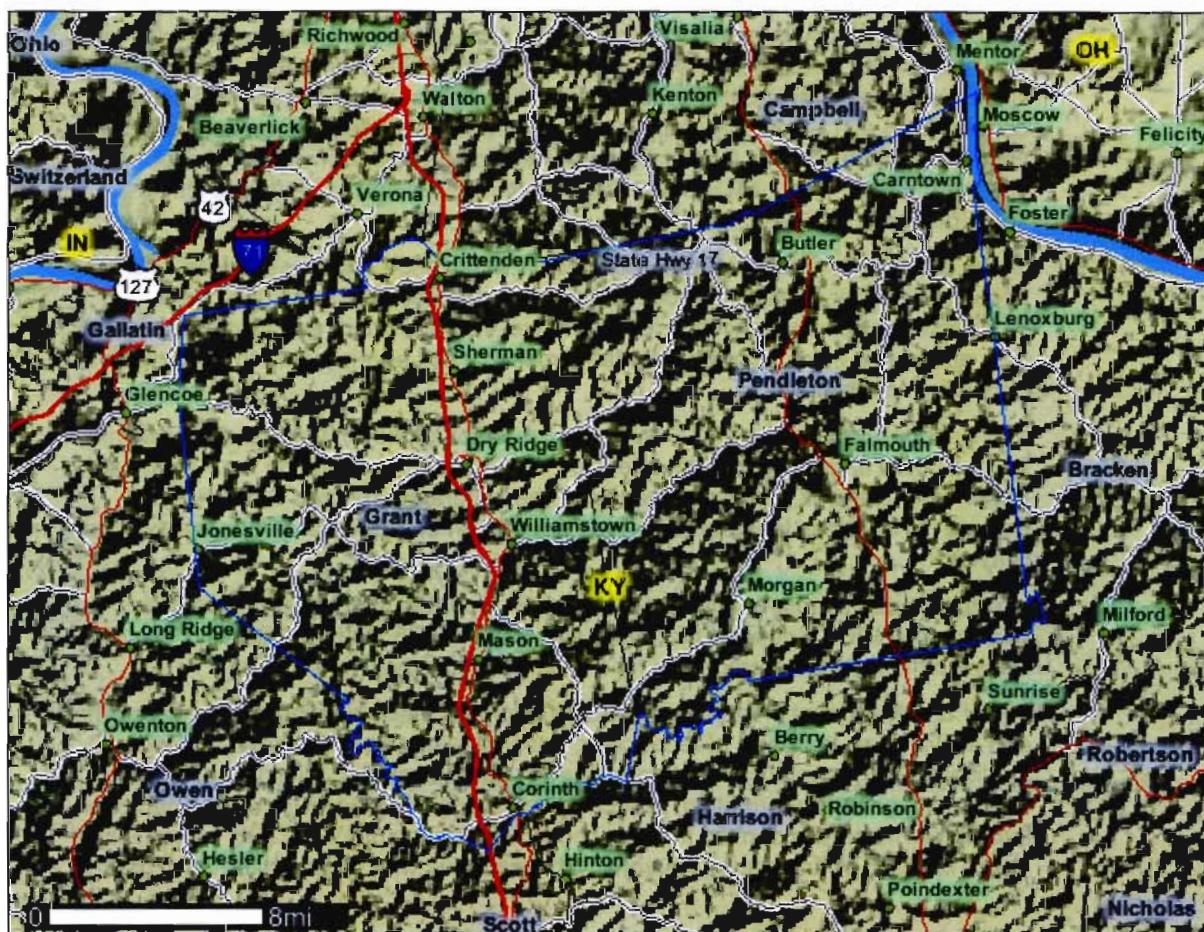


NRCS

Natural
Resources
Conservation
Service

A product of the National
Cooperative Soil Survey,
a joint effort of the United
States Department of
Agriculture and other
Federal agencies, State
agencies including the
Agricultural Experiment
Stations, and local
participants

Custom Soil Resource Report for Grant and Pendleton Counties, Kentucky



Preface

Soil surveys contain information that affects land use planning in survey areas. They highlight soil limitations that affect various land uses and provide information about the properties of the soils in the survey areas. Soil surveys are designed for many different users, including farmers, ranchers, foresters, agronomists, urban planners, community officials, engineers, developers, builders, and home buyers. Also, conservationists, teachers, students, and specialists in recreation, waste disposal, and pollution control can use the surveys to help them understand, protect, or enhance the environment.

Various land use regulations of Federal, State, and local governments may impose special restrictions on land use or land treatment. Soil surveys identify soil properties that are used in making various land use or land treatment decisions. The information is intended to help the land users identify and reduce the effects of soil limitations on various land uses. The landowner or user is responsible for identifying and complying with existing laws and regulations.

Although soil survey information can be used for general farm, local, and wider area planning, onsite investigation is needed to supplement this information in some cases. Examples include soil quality assessments (<http://soils.usda.gov/sqi/>) and certain conservation and engineering applications. For more detailed information, contact your local USDA Service Center (<http://offices.sc.egov.usda.gov/locator/app?agency=nracs>) or your NRCS State Soil Scientist (http://soils.usda.gov/contact/state_offices/).

Great differences in soil properties can occur within short distances. Some soils are seasonally wet or subject to flooding. Some are too unstable to be used as a foundation for buildings or roads. Clayey or wet soils are poorly suited to use as septic tank absorption fields. A high water table makes a soil poorly suited to basements or underground installations.

The National Cooperative Soil Survey is a joint effort of the United States Department of Agriculture and other Federal agencies, State agencies including the Agricultural Experiment Stations, and local agencies. The Natural Resources Conservation Service (NRCS) has leadership for the Federal part of the National Cooperative Soil Survey.

Information about soils is updated periodically. Updated information is available through the NRCS Soil Data Mart Web site or the NRCS Web Soil Survey. The Soil Data Mart is the data storage site for the official soil survey information.

The U.S. Department of Agriculture (USDA) prohibits discrimination in all its programs and activities on the basis of race, color, national origin, age, disability, and where applicable, sex, marital status, familial status, parental status, religion, sexual orientation, genetic information, political beliefs, reprisal, or because all or a part of an individual's income is derived from any public assistance program. (Not all prohibited bases apply to all programs.) Persons with disabilities who require alternative means

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How Soil Surveys Are Made

Soil surveys are made to provide information about the soils and miscellaneous areas in a specific area. They include a description of the soils and miscellaneous areas and their location on the landscape and tables that show soil properties and limitations affecting various uses. Soil scientists observed the steepness, length, and shape of the slopes; the general pattern of drainage; the kinds of crops and native plants; and the kinds of bedrock. They observed and described many soil profiles. A soil profile is the sequence of natural layers, or horizons, in a soil. The profile extends from the surface down into the unconsolidated material in which the soil formed or from the surface down to bedrock. The unconsolidated material is devoid of roots and other living organisms and has not been changed by other biological activity.

Currently, soils are mapped according to the boundaries of major land resource areas (MLRAs). MLRAs are geographically associated land resource units that share common characteristics related to physiography, geology, climate, water resources, soils, biological resources, and land uses (USDA, 2006). Soil survey areas typically consist of parts of one or more MLRA.

The soils and miscellaneous areas in a survey area occur in an orderly pattern that is related to the geology, landforms, relief, climate, and natural vegetation of the area. Each kind of soil and miscellaneous area is associated with a particular kind of landform or with a segment of the landform. By observing the soils and miscellaneous areas in the survey area and relating their position to specific segments of the landform, a soil scientist develops a concept, or model, of how they were formed. Thus, during mapping, this model enables the soil scientist to predict with a considerable degree of accuracy the kind of soil or miscellaneous area at a specific location on the landscape.

Commonly, individual soils on the landscape merge into one another as their characteristics gradually change. To construct an accurate soil map, however, soil scientists must determine the boundaries between the soils. They can observe only a limited number of soil profiles. Nevertheless, these observations, supplemented by an understanding of the soil-vegetation-landscape relationship, are sufficient to verify predictions of the kinds of soil in an area and to determine the boundaries.

Soil scientists recorded the characteristics of the soil profiles that they studied. They noted soil color, texture, size and shape of soil aggregates, kind and amount of rock fragments, distribution of plant roots, reaction, and other features that enable them to identify soils. After describing the soils in the survey area and determining their properties, the soil scientists assigned the soils to taxonomic classes (units). Taxonomic classes are concepts. Each taxonomic class has a set of soil characteristics with precisely defined limits. The classes are used as a basis for comparison to classify soils systematically. Soil taxonomy, the system of taxonomic classification used in the United States, is based mainly on the kind and character of soil properties and the arrangement of horizons within the profile. After the soil scientists classified and named the soils in the survey area, they compared the

Custom Soil Resource Report

individual soils with similar soils in the same taxonomic class in other areas so that they could confirm data and assemble additional data based on experience and research.

The objective of soil mapping is not to delineate pure map unit components; the objective is to separate the landscape into landforms or landform segments that have similar use and management requirements. Each map unit is defined by a unique combination of soil components and/or miscellaneous areas in predictable proportions. Some components may be highly contrasting to the other components of the map unit. The presence of minor components in a map unit in no way diminishes the usefulness or accuracy of the data. The delineation of such landforms and landform segments on the map provides sufficient information for the development of resource plans. If intensive use of small areas is planned, onsite investigation is needed to define and locate the soils and miscellaneous areas.

Soil scientists make many field observations in the process of producing a soil map. The frequency of observation is dependent upon several factors, including scale of mapping, intensity of mapping, design of map units, complexity of the landscape, and experience of the soil scientist. Observations are made to test and refine the soil-landscape model and predictions and to verify the classification of the soils at specific locations. Once the soil-landscape model is refined, a significantly smaller number of measurements of individual soil properties are made and recorded. These measurements may include field measurements, such as those for color, depth to bedrock, and texture, and laboratory measurements, such as those for content of sand, silt, clay, salt, and other components. Properties of each soil typically vary from one point to another across the landscape.

Observations for map unit components are aggregated to develop ranges of characteristics for the components. The aggregated values are presented. Direct measurements do not exist for every property presented for every map unit component. Values for some properties are estimated from combinations of other properties.

While a soil survey is in progress, samples of some of the soils in the area generally are collected for laboratory analyses and for engineering tests. Soil scientists interpret the data from these analyses and tests as well as the field-observed characteristics and the soil properties to determine the expected behavior of the soils under different uses. Interpretations for all of the soils are field tested through observation of the soils in different uses and under different levels of management. Some interpretations are modified to fit local conditions, and some new interpretations are developed to meet local needs. Data are assembled from other sources, such as research information, production records, and field experience of specialists. For example, data on crop yields under defined levels of management are assembled from farm records and from field or plot experiments on the same kinds of soil.

Predictions about soil behavior are based not only on soil properties but also on such variables as climate and biological activity. Soil conditions are predictable over long periods of time, but they are not predictable from year to year. For example, soil scientists can predict with a fairly high degree of accuracy that a given soil will have a high water table within certain depths in most years, but they cannot predict that a high water table will always be at a specific level in the soil on a specific date.

After soil scientists located and identified the significant natural bodies of soil in the survey area, they drew the boundaries of these bodies on aerial photographs and identified each as a specific map unit. Aerial photographs show trees, buildings, fields, roads, and rivers, all of which help in locating boundaries accurately.

Soil Map

The soil map section includes the soil map for the defined area of interest, a list of soil map units on the map and extent of each map unit, and cartographic symbols displayed on the map. Also presented are various metadata about data used to produce the map, and a description of each soil map unit.

MAP LEGEND

 Area of Interest (AOI)	 Wet Spot
 Soils	 Other
 Soil Map Units	 Gully
 Blowout	 Short Steep Slope
 Borrow Pit	 Other
 Clay Spot	Political Features
 Closed Depression	 Urban Areas
 Gravel Pit	 Cities
 Gravelly Spot	Water Features
 Landfill	 Streams and Canals
 Lava Flow	Transportation
 Marsh or swamp	 Rails
 Mine or Quarry	 Interstate Highways
 Miscellaneous Water	 US Routes
 Perennial Water	 Major Roads
 Rock Outcrop	
 Saline Spot	
 Sandy Spot	
 Severely Eroded Spot	
 Sinkhole	
 Slide or Slip	
 Sodic Spot	
 Spoil Area	
 Stony Spot	
 Very Stony Spot	

MAP INFORMATION

Map Scale: 1:378,000 if printed on A size (8.5" x 11") sheet.

The soil surveys that comprise your AOI were mapped at 1:15,840.

Please rely on the bar scale on each map sheet for accurate map measurements.

Source of Map: Natural Resources Conservation Service
 Web Soil Survey URL: <http://websoilsurvey.nrcs.usda.gov>
 Coordinate System: UTM Zone 16N NAD83

This product is generated from the USDA-NRCS certified data as of the version date(s) listed below.

Soil Survey Area: Grant and Pendleton Counties, Kentucky
 Survey Area Data: Version 10, Dec 14, 2009

Date(s) aerial images were photographed: 9/19/2004; 9/22/2004; 9/20/2004

The orthophoto or other base map on which the soil lines were compiled and digitized probably differs from the background imagery displayed on these maps. As a result, some minor shifting of map unit boundaries may be evident.

Map Unit Legend

Grant and Pendleton Counties, Kentucky (KY619)			
Map Unit Symbol	Map Unit Name	Acres in AOI	Percent of AOI
AIB	Allegheny loam, 2 to 6 percent slopes	176.2	0.1%
AIC	Allegheny loam, 6 to 12 percent slopes	359.3	0.1%
AID	Allegheny loam, 12 to 20 percent slopes	666.9	0.2%
ChD	Cynthiana silty clay loam, very rocky, 6 to 20 percent slopes	1,587.5	0.5%
CyF	Cynthiana-Rock outcrop complex, 20 to 50 percent slopes	19,246.8	5.5%
DAM	Dam, large	12.4	0.0%
EdD	Eden silty clay loam, 6 to 20 percent slopes	85,749.3	24.7%
EfE3	Eden flaggy silty clay, 20 to 30 percent slopes, severely eroded	158,132.9	45.6%
EkB	Elk silt loam, 2 to 6 percent slopes	549.2	0.2%
EkC	Elk silt loam, 6 to 12 percent slopes	428.8	0.1%
EIA	Elk silt loam, rarely flooded, 0 to 2 percent slopes	1,375.1	0.4%
EIB	Elk silt loam, rarely flooded, 2 to 6 percent slopes	764.6	0.2%
EIC	Elk silt loam, rarely flooded, 6 to 12 percent slopes	200.8	0.1%
En	Elk-Newark complex	2,047.6	0.6%
HeC	Heitt silt loam, 6 to 12 percent slopes	6,245.4	1.8%
LcB	Licking silt loam, 2 to 6 percent slopes	981.4	0.3%
LcC	Licking silt loam, 6 to 12 percent slopes	3,353.1	1.0%
LcD	Licking silt loam, 12 to 20 percent slopes	1,681.1	0.5%
LoC	Lowell silt loam, 6 to 12 percent slopes	10,333.7	3.0%
LoD	Lowell silt loam, 12 to 20 percent slopes	16,453.2	4.7%
Mc	McGary silt loam	749.3	0.2%
Ne	Newark silt loam	735.9	0.2%
NfB	Nicholson silt loam, 2 to 8 percent slopes	11,911.2	3.4%
No	Nolin silt loam	9,233.8	2.7%
Nw	Nolin silt loam, frequently flooded	3,162.0	0.9%
OtB	Otwell silt loam, 2 to 6 percent slopes	3,824.5	1.1%
OtC	Otwell silt loam, 6 to 12 percent slopes	1,659.6	0.5%
OwA	Otwell silt loam, rarely flooded, 0 to 2 percent slopes	456.5	0.1%
Pt	Pits-Dumps complex	310.0	0.1%
Ro	Robertsville silt loam	304.0	0.1%
W	Water	3,448.8	1.0%

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Grant and Pendleton Counties, Kentucky (KY619)			
Map Unit Symbol	Map Unit Name	Acres in AOI	Percent of AOI
Wo	Woolper silty clay loam	462.9	0.1%
Zp	Zipp silty clay loam	233.0	0.1%
Totals for Area of Interest		346,836.9	100.0%

Map Unit Descriptions

The map units delineated on the detailed soil maps in a soil survey represent the soils or miscellaneous areas in the survey area. The map unit descriptions, along with the maps, can be used to determine the composition and properties of a unit.

A map unit delineation on a soil map represents an area dominated by one or more major kinds of soil or miscellaneous areas. A map unit is identified and named according to the taxonomic classification of the dominant soils. Within a taxonomic class there are precisely defined limits for the properties of the soils. On the landscape, however, the soils are natural phenomena, and they have the characteristic variability of all natural phenomena. Thus, the range of some observed properties may extend beyond the limits defined for a taxonomic class. Areas of soils of a single taxonomic class rarely, if ever, can be mapped without including areas of other taxonomic classes. Consequently, every map unit is made up of the soils or miscellaneous areas for which it is named and some minor components that belong to taxonomic classes other than those of the major soils.

Most minor soils have properties similar to those of the dominant soil or soils in the map unit, and thus they do not affect use and management. These are called noncontrasting, or similar, components. They may or may not be mentioned in a particular map unit description. Other minor components, however, have properties and behavioral characteristics divergent enough to affect use or to require different management. These are called contrasting, or dissimilar, components. They generally are in small areas and could not be mapped separately because of the scale used. Some small areas of strongly contrasting soils or miscellaneous areas are identified by a special symbol on the maps. If included in the database for a given area, the contrasting minor components are identified in the map unit descriptions along with some characteristics of each. A few areas of minor components may not have been observed, and consequently they are not mentioned in the descriptions, especially where the pattern was so complex that it was impractical to make enough observations to identify all the soils and miscellaneous areas on the landscape.

The presence of minor components in a map unit in no way diminishes the usefulness or accuracy of the data. The objective of mapping is not to delineate pure taxonomic classes but rather to separate the landscape into landforms or landform segments that have similar use and management requirements. The delineation of such segments on the map provides sufficient information for the development of resource plans. If intensive use of small areas is planned, however, onsite investigation is needed to define and locate the soils and miscellaneous areas.

An identifying symbol precedes the map unit name in the map unit descriptions. Each description includes general facts about the unit and gives important soil properties and qualities.

Custom Soil Resource Report

Soils that have profiles that are almost alike make up a *soil series*. Except for differences in texture of the surface layer, all the soils of a series have major horizons that are similar in composition, thickness, and arrangement.

Soils of one series can differ in texture of the surface layer, slope, stoniness, salinity, degree of erosion, and other characteristics that affect their use. On the basis of such differences, a soil series is divided into *soil phases*. Most of the areas shown on the detailed soil maps are phases of soil series. The name of a soil phase commonly indicates a feature that affects use or management. For example, Alpha silt loam, 0 to 2 percent slopes, is a phase of the Alpha series.

Some map units are made up of two or more major soils or miscellaneous areas. These map units are complexes, associations, or undifferentiated groups.

A *complex* consists of two or more soils or miscellaneous areas in such an intricate pattern or in such small areas that they cannot be shown separately on the maps. The pattern and proportion of the soils or miscellaneous areas are somewhat similar in all areas. Alpha-Beta complex, 0 to 6 percent slopes, is an example.

An *association* is made up of two or more geographically associated soils or miscellaneous areas that are shown as one unit on the maps. Because of present or anticipated uses of the map units in the survey area, it was not considered practical or necessary to map the soils or miscellaneous areas separately. The pattern and relative proportion of the soils or miscellaneous areas are somewhat similar. Alpha-Beta association, 0 to 2 percent slopes, is an example.

An *undifferentiated group* is made up of two or more soils or miscellaneous areas that could be mapped individually but are mapped as one unit because similar interpretations can be made for use and management. The pattern and proportion of the soils or miscellaneous areas in a mapped area are not uniform. An area can be made up of only one of the major soils or miscellaneous areas, or it can be made up of all of them. Alpha and Beta soils, 0 to 2 percent slopes, is an example.

Some surveys include *miscellaneous areas*. Such areas have little or no soil material and support little or no vegetation. Rock outcrop is an example.

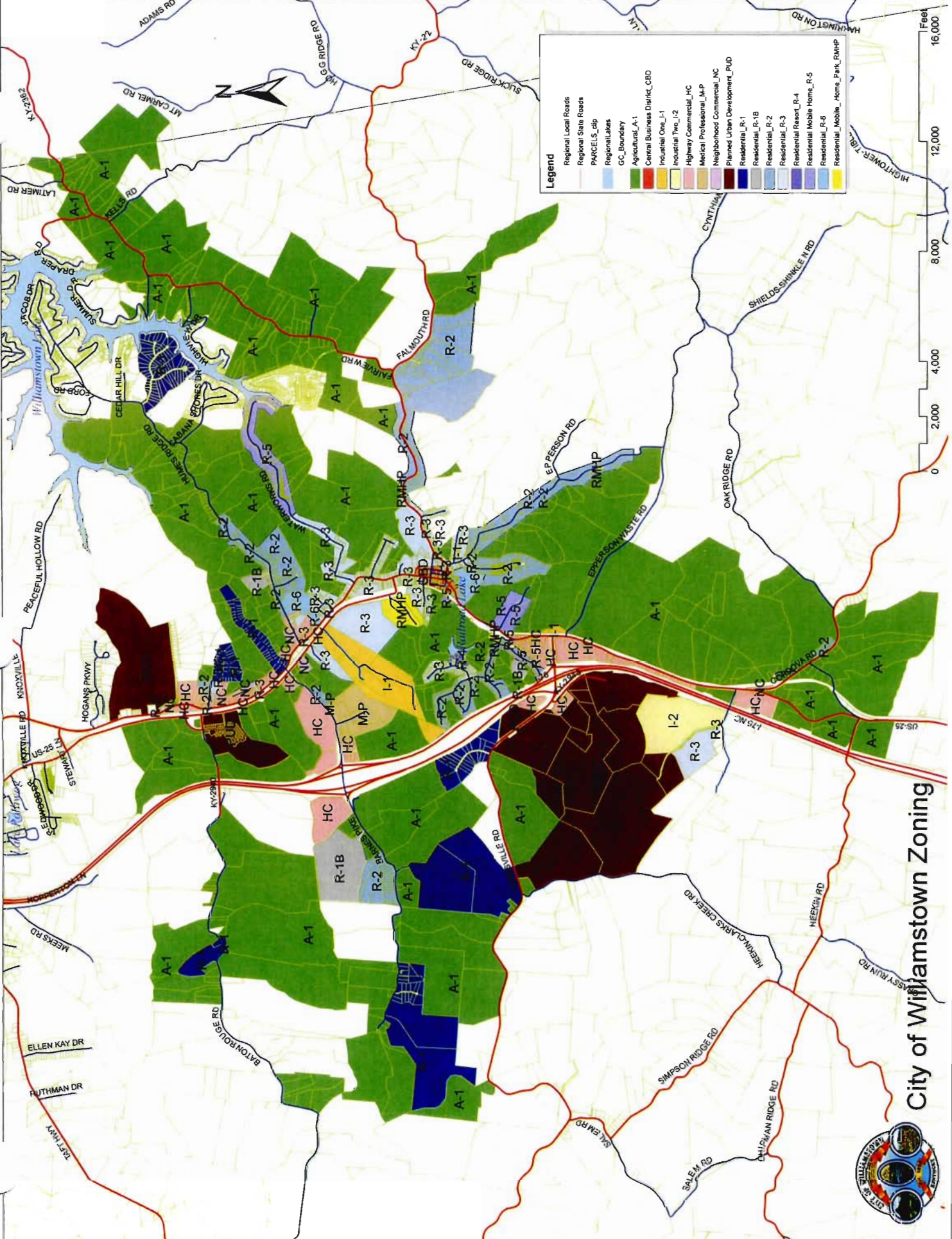
Existing Land Use

Existing Land Use

Williamstown is comprised of approximately 16.5 square miles. The population is about 3,925 according to the 2010 US Census. There are 1,339 owner-occupied housing units in Williamstown. 90% of the total housing units are owner-occupied.

There are several subcategories of residential uses in Williamstown including:

- Residential
- Residential Resort
- Residential Mobile Home
- Planned Urban Development
- Neighborhood Commercial
- Medical Professional
- Highway Commercial
- Industrial
- Central Business District
- Agricultural



Legend

Regional Local Roads	Light Blue
Regional State Roads	Red
PARCELS_clip	Light Green
Regionallakes	Blue
GC_Boundary	Black
Agricultural_A-1	Dark Green
Central Business District_CBD	Dark Red
Industrial One_I-1	Yellow
Industrial Two_I-2	Light Yellow
Highway Commercial_HC	Light Green
Medical Professional_M-P	Light Blue
Neighborhood Commercial_NC	Light Green
Planned Urban Development_PUD	Light Green
Residential_R-1	Dark Blue
Residential_R-1B	Light Blue
Residential_R-2	Light Blue
Residential_R-3	Light Blue
Residential Reason_R-4	Light Blue
Residential Mobile Home_R-5	Light Blue
Residential_R-6	Light Blue
Residential_Mobile_Home_Park_RMHP	Light Blue

City of Williamstown Zoning



Transportation

Transportation

Highways, Streets and Roads

Williamstown is located in Highway District #6 of the Kentucky Transportation Cabinet. The current state 6-year plan shows only two improvements within the city:

1. Relocation of KY 22 from US 25 to I-75 via Barnes Road Corridor
2. \$11.1 million for improvements along KY 36 from I-75 approved in January 2012

In 2011, the Kentucky Transportation Cabinet reported that 6,698 cars used Hwy 36 at the intersection of Hwy 25. A total of 4,046 vehicles travel Barnes Road at the intersection of Hwy 22/25. The highest traffic count is in north Williamstown on Hwy 25 with a total of 7,945 vehicles per day.

The majority of streets and roads in Williamstown are in fair to good condition. The streets and roads are maintained by the Williamstown Public Works Department.

Bike, Walking and Hiking Trails

Fitness for Life Around Grant County (FFLAG) and the Northern Kentucky Independent District Health Department have partnered to conduct a Complete Streets Survey and to promote the creation of bike, walking and hiking trails throughout the city of Williamstown and Grant County. A copy of their presentation is attached.

Air Transportation

Air passengers in Williamstown are serviced by the Cincinnati/Northern Kentucky Airport in northern Kentucky and Bluegrass Airport in Lexington, Kentucky.



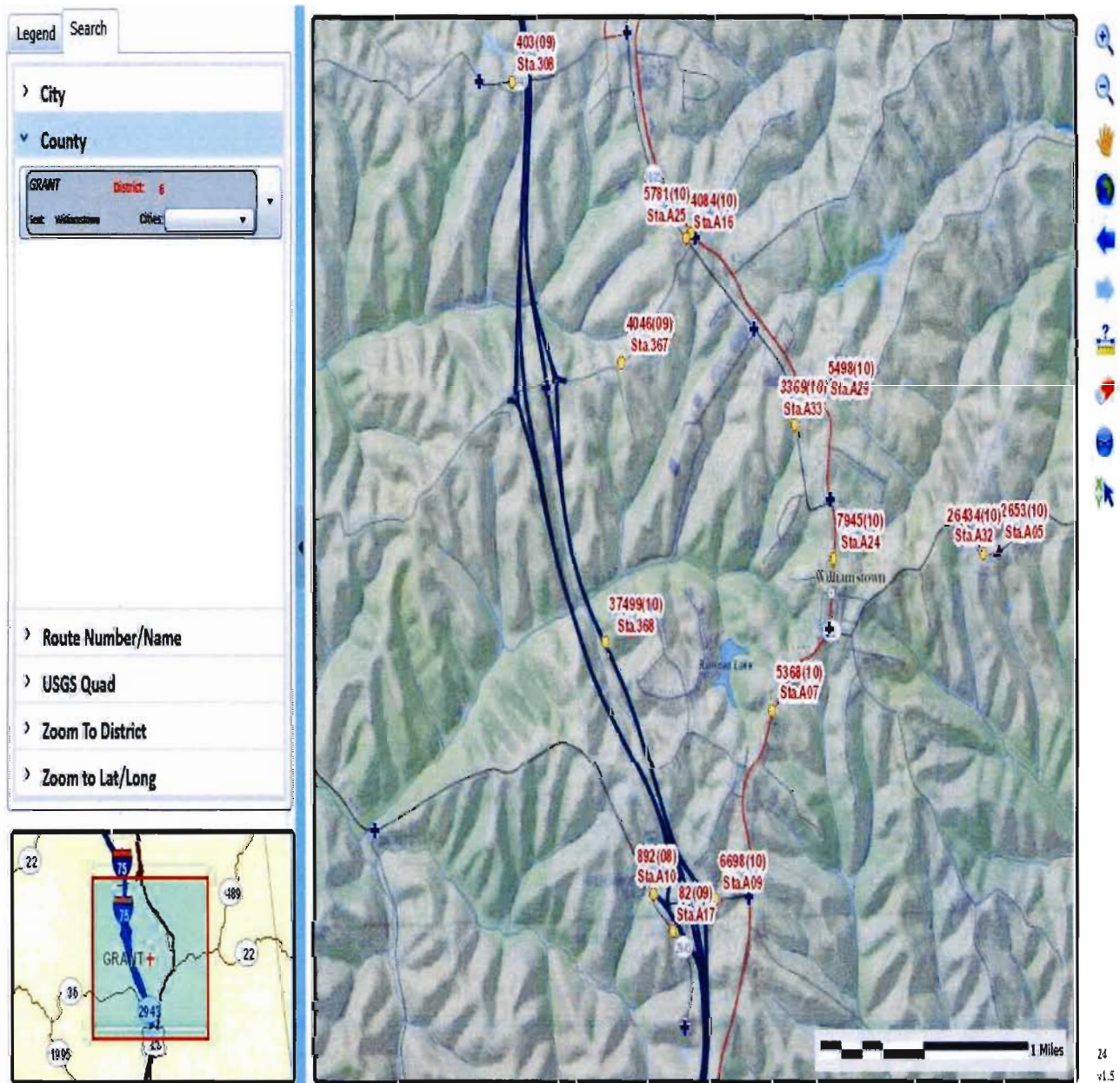
(<http://transportation.ky.gov>)

KYTC Maps (<http://transportation.ky.gov/Maps/Pages/default.aspx>)

Historical Maps (<http://transportation.ky.gov/Planning/Pages/Historical-Maps.aspx>)

KYTC Traffic Counts

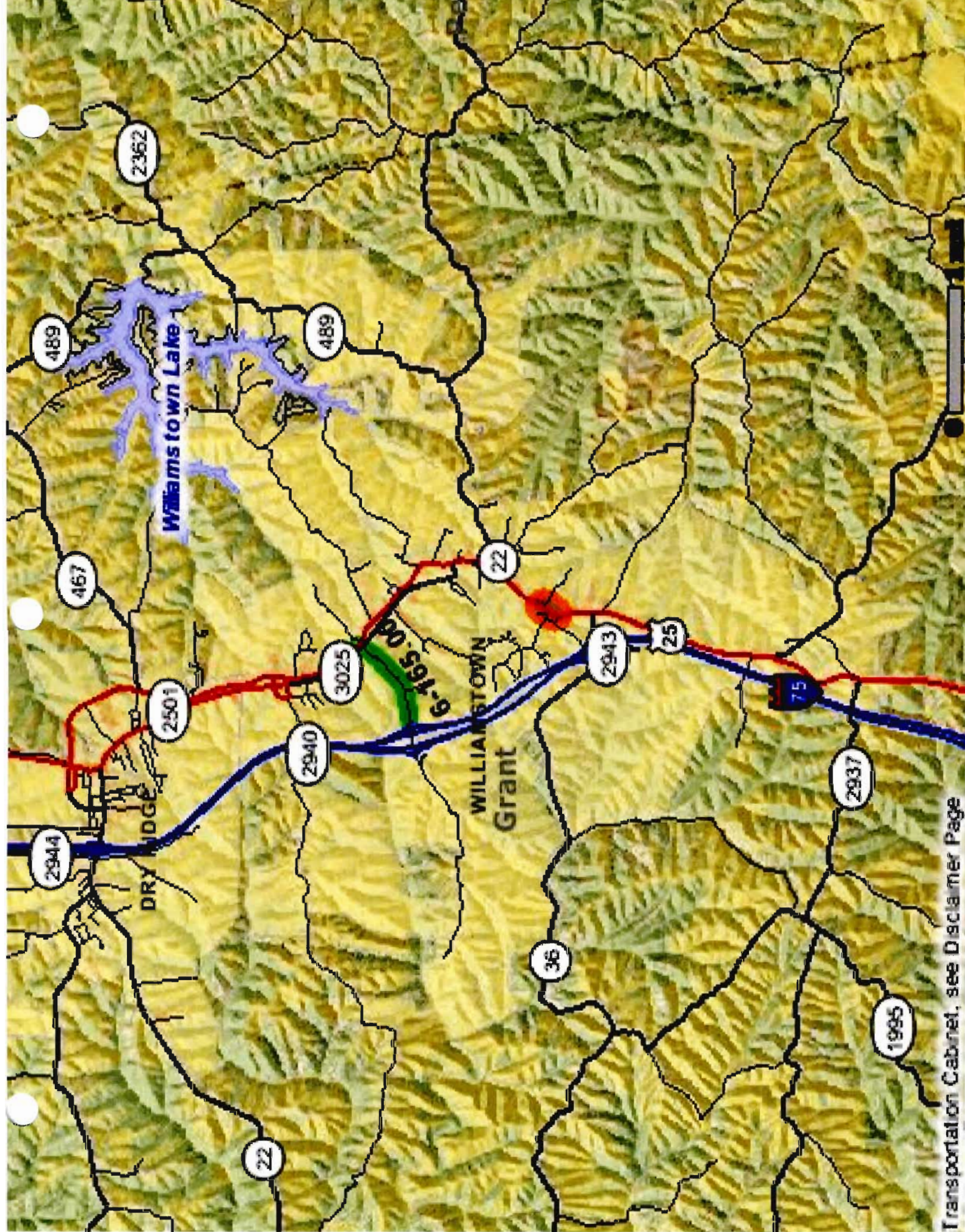
This is the new KYTC Traffic Counts web application. Please update your bookmarks.

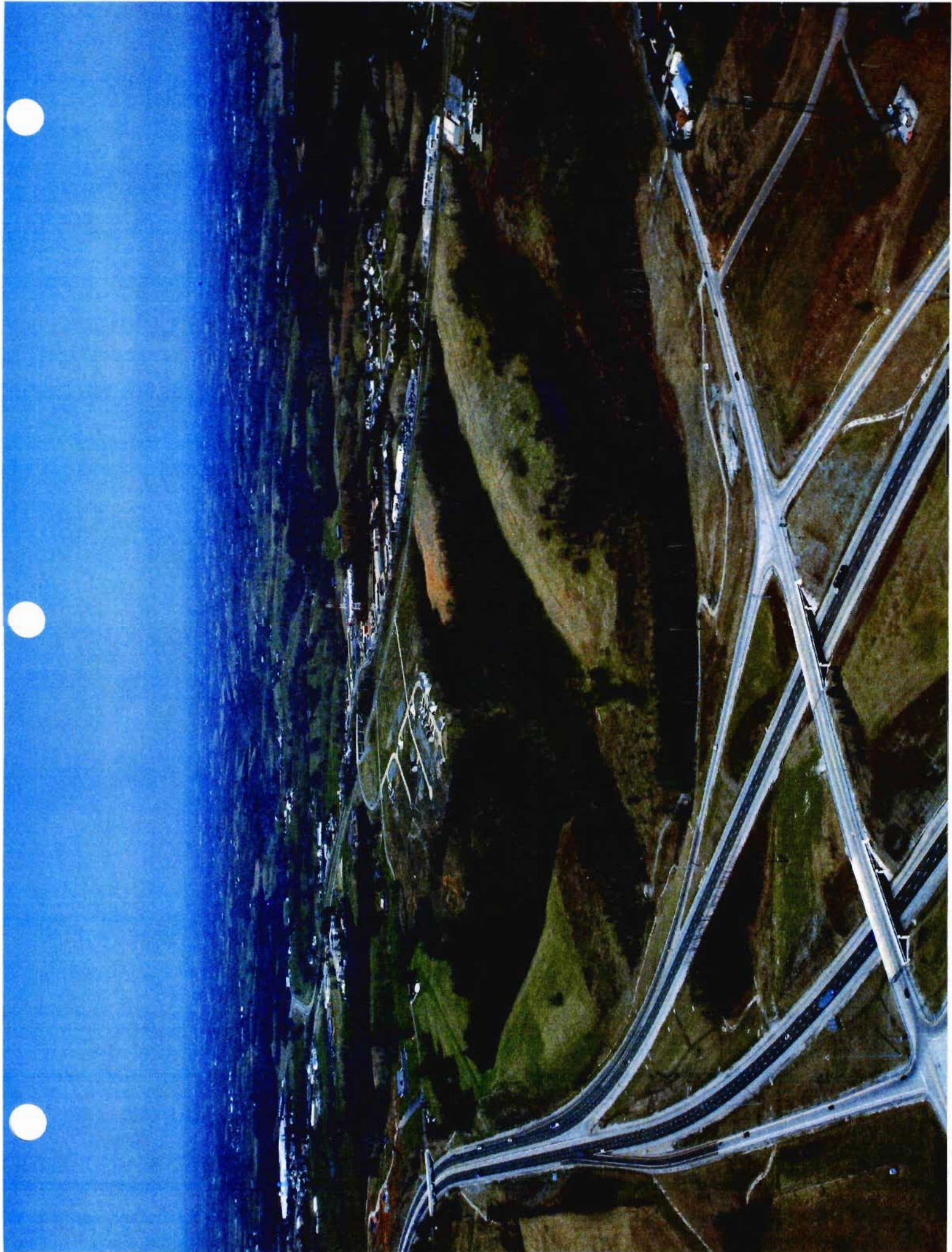


KENTUCKY TRANSPORTATION CABINET
SIX YEAR HIGHWAY PLAN
FY. 2010 THRU FY. 2012

FUND-SCHEDULING INFORMATION

COUNTY	ITEM NO. & PARENT NO.	ROUTE	LENGTH	DESCRIPTION	FUNDING	PHASE	YEAR	AMOUNT		
GRANT	2006 06 - 112.00	I-75		CONSTRUCT AN INTERCHANGE ON I-75 AT SHERMAN. (06CCN)(08CCN)(10CCN) Milepoints: From:161.5 To:162.5 Purpose and Need: ECONOMIC DEVELOPMENT / NEW INTERCHANGE(O)	SP	D	2010	\$1,100,000		
	Parent No.:									
	2006 06 - 112.00				SP	R	2011	\$650,000		
					SP	U	2011	\$450,000		
					SP	C	2012	\$11,000,000		
					Total			\$13,200,000		
GRANT	2000 06 - 165.00	KY-22	1.100	RELOCATION OF KY 22 FROM US 25 TO I-75 VIA BARNES ROAD CORRIDOR (3-LANE IMPROVEMENT)(08CCR) Milepoints: From: To: Purpose and Need: RELIABILITY / RELOCATION(O)	SPB	C	2010	\$5,200,000		
	Parent No.:									
	2000 06 - 165.00				Total			\$5,200,000		
GRANT	2004 06 - 190.00	CR-1312		CONSTRUCTION OF A BRIDGE ON EAGLE TUNNEL ROAD AT CSX TUNNEL NW OF JCT. KY-467 WEST OF FOLSOM. (TO BE LET BY CSX)(06CCR)(10CCR) Milepoints: From:37 To:93 Purpose and Need: SAFETY / SAFETY(P)	SPP	C	2010	\$2,200,000		
	Parent No.:									
	2000 99 - 86.10				Total			\$2,200,000		
GRANT	2004 06 - 1059.00	CS-4009	.100	REPLACE BRIDGE AND APPROACHES ON STRINGTOWN ROAD IN CORINTH OVER NORFOLK SOUTHERN RAILROAD (C11) 0.1 MILE EAST JCT. US-25. (SR-32.9)(08CCR) (041C00011N) Milepoints: From:037 To:063 Purpose and Need: RELIABILITY / BRIDGE REPLACEMENT(P)	BRZ	C	2010	\$2,110,000		
	Parent No.:									
	2004 06 - 1059.00				Total			\$2,110,000		
GRAYES	2000 01 - 181.40	KY-121	1.000	MURRAY-MAYFIELD RD: FROM THE INTERSECTION OF THE KY 121 TRUCK ROUTE EAST OF MAYFIELD, SOUTHWEST TO KY 303 (EXTENSION OF I-181.30)(00CCR)(10CCR) Milepoints: From: To: Purpose and Need: RELIABILITY / NEW ROUTE(O)	SPP	C	2011	\$12,880,000		
	Parent No.:									
	1998 01 - 181.30				Total			\$12,880,000		
GRAYES	2002 01 - 1041.00	CR-1430	.100	REPLACE BRIDGE OVER P&L RAILWAY (C179) 0.2 MILE OF JCT. CR-5485. (SR-36.8); (04C00179N) Milepoints: From:725 To:759 Purpose and Need: RELIABILITY / BRIDGE REPLACEMENT(P)	BRZ	R	2010	\$320,000		
	Parent No.:									
	2002 01 - 1041.00				BRZ	U	2010	\$190,000		
					BRZ	C	2012	\$1,690,000		
					Total			\$2,200,000		
GRAYES	2008 01 - 1056.00	KY-97	.100	REPLACE BRIDGE AND APPROACHES ON KY-97 OVER LEACH CREEK (BS2) 0.13 MILE NORTH OF FRANKS ROAD. (SR-18.8); (042B00052N) Milepoints: From:8.111 To:8.118 Purpose and Need: SAFETY / BRIDGE REPLACEMENT(P)	BRX	D	2010	\$250,000		
	Parent No.:									
	2008 01 - 1056.00				BRX	R	2012	\$150,000		
					BRX	U	2012	\$150,000		
					Total			\$550,000		
GRAYES	2010 01 - 1134.00	KY-1748	.100	REPLACE BRIDGE ON KY-1748 (MP 3.855) OVER BRANCH OBION CREEK; .3 MILE OF JCT CR 5289; (STRUCTURALLY DEFICIENT, SR-20.2) (042B00236N) Milepoints: From:3.805 To:3.905 Purpose and Need: RELIABILITY / BRIDGE REPLACEMENT(P)	BRX	D	2012	\$150,000		
	Parent No.:									
	2010 01 - 1134.00				Total			\$150,000		
GRAYES	2010 01 - 1137.00	CR-1194	.100	REPLACE BRIDGE ON CR-1194 (MP 0.67) OVER CALDWELL CREEK; .6 MI S OF JCT CR 5221; (STRUCTURALLY DEFICIENT, SR-23.5) (042C00252N) Milepoints: From:62 To:72 Purpose and Need: RELIABILITY / BRIDGE REPLACEMENT(P)	FUNDING	PHASE	YEAR	AMOUNT		
	Parent No.:									
	2010 01 - 1137.00				BRZ	D	2012	\$200,000		
					Total			\$200,000		





Complete Streets Policy Survey in Grant County, Kentucky



Partnerships

- Northern Kentucky Independent District Health Department
- Fitness For Life Around Grant County (FFLAG)



Goals and Objectives

Goals:

- Do an opinion survey of Grant County residents, employees and visitors about a Complete Streets Policy.
- To increase the knowledge of a complete streets policy.

Objectives:

- By November 1, 2011, FFLAG and the NKIHD will collect 1,500 Complete Streets Policy Survey in Grant County.
- By February 1, 2012, FFLAG and the NKIHD will present the results of the Complete Streets Policy Survey to key stakeholders.



What is a Complete Street?

Complete streets are roadways designed for all modes of transportation (walk, bike, cars, and trucks).



Complete Streets Policy

• **Complete streets** are roadways designed for all modes of transportation (walk, bike, cars and trucks).

• *Complete Streets Policy would be a city and/or county policy that would guide future planning efforts to consider all users of the streets (walkers, bikers, and drivers).*



Complete Streets Policy Survey

Complete Streets Survey

Complete streets are roadways designed for all modes of transportation (walk, bike, cars and trucks). The purpose of this survey is to get your opinion about a Complete Streets Policy. This would be a county policy that would guide future planning efforts to consider all users of the streets (walkers, bikers, and drivers).



A complete street is designed for all users (walkers, bikers and drivers).

ZIP Code: _____
 Sex: M F Race: _____
 Age Range: 18-25 26-35 36-45 46-55 56-65 65 and older

1. Are you in support of a local policy that would improve safe areas to walk in Grant County?	Strongly Agree	Agree	Neither Agree or Disagree	Disagree	Strongly Disagree
2. Are you in support of a local policy that would improve safe areas to ride a bike in Grant County?	Strongly Agree	Agree	Neither Agree or Disagree	Disagree	Strongly Disagree
3. Are you in support of a local policy that would improve handicap accessibility in Grant County, including the addition of curb improvements and street crossings?	Strongly Agree	Agree	Neither Agree or Disagree	Disagree	Strongly Disagree
4. Are you in support of a local policy that would increase the number of sidewalks and crosswalks in Grant County?	Strongly Agree	Agree	Neither Agree or Disagree	Disagree	Strongly Disagree
5. Are you in support of a local policy that would improve lighting and safety signals for pedestrians, motorists and bicyclists to use in Grant County?	Strongly Agree	Agree	Neither Agree or Disagree	Disagree	Strongly Disagree
6. Are you in support of a Complete Streets Policy in Grant County, which includes street designs that balance safety and convenience for all users?	Support	Do Not Support			

Thank you for participating. This survey can be done anonymously, but if you would like to be entered into a drawing for a \$100 gift card, please provide your phone number below. The drawing will be held November 7, 2012.

Phone Number: () _____



Where did we collect surveys?

The Complete Streets Policy Survey was conducted at five events.

- Grant County Fair,
- Grant County Senior Picnic,
- Grant County Back to School Event,
- Second Sunday Event, and
- Halloween in the Park Event



Who took the survey?

- 71.7% of the survey takers were female
- 24.2% of the survey takers were between the ages of 36 and 45
- 23.5% of the survey takers were between the ages of 26 and 35
- 80.8% of the survey takers were white
- 34.7% of the survey takers were from Williamstown
- 33% of the survey takers were from Dry Ridge

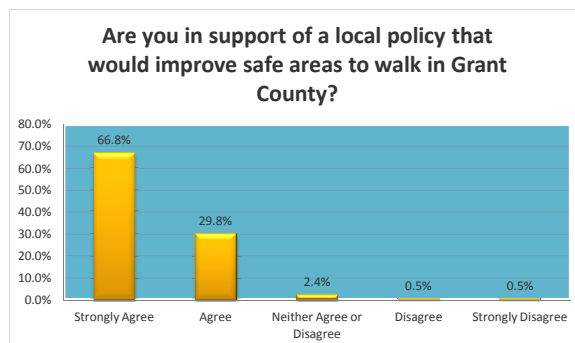


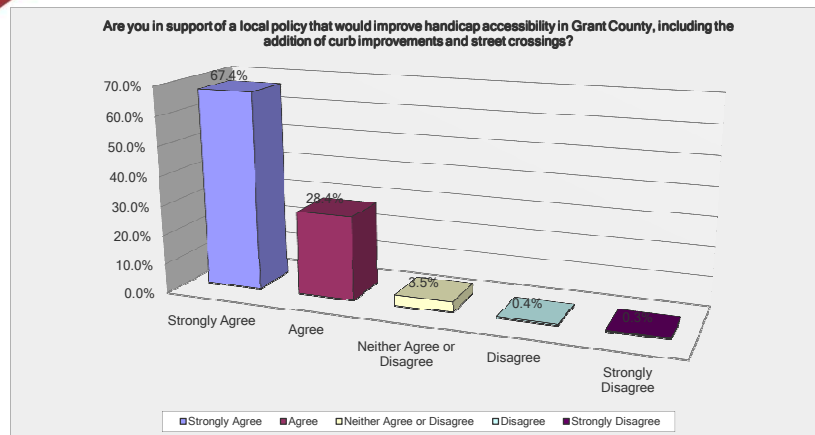
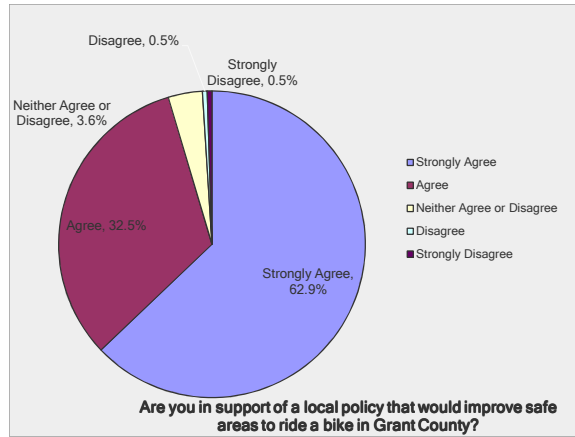
Complete Streets Policy Survey Questions

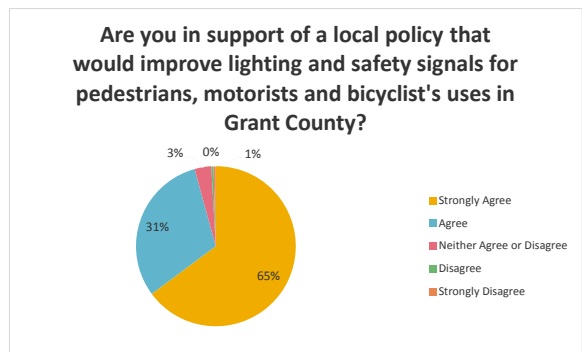
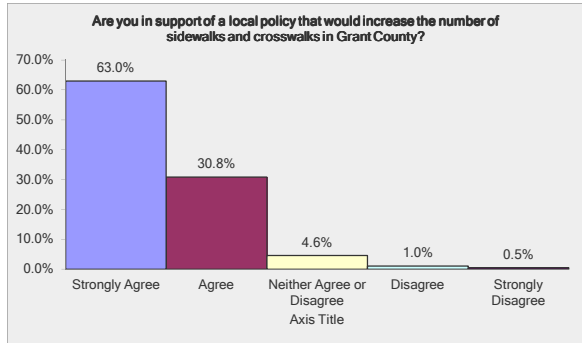
Are you in support of a local policy that would improve safe areas to walk in Grant County?	Strongly Agree	Agree	Neither Agree or Disagree	Disagree	Strongly Disagree
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Are you in support of a Complete Streets Policy in Grant County, which includes street designs that balance safety and convenience for all users?	Support	Do Not Support			

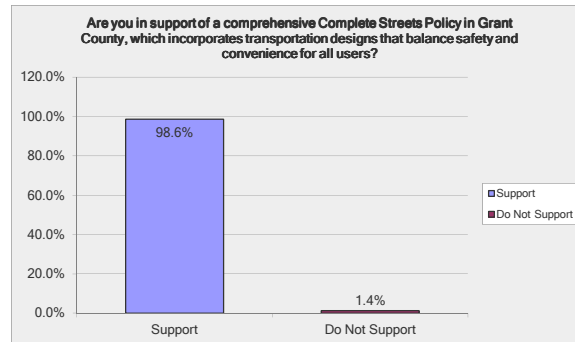


Survey Results









What are the next steps?

- Develop a task force of city/county officials
- Develop a Complete Streets Policy
- Adopt a Complete Streets Policy – City or County wide



An ideal complete streets policy:

- Includes a [vision](#) for how and why the community wants to complete its streets
 - Specifies that [‘all users’](#) includes pedestrians, bicyclists and transit passengers of all ages and abilities, as well as trucks, buses and automobiles.
 - Applies to [both new and retrofit projects](#), including design, planning, maintenance, and operations, for the entire right of way.
 - Makes [any exceptions](#) specific and sets a clear procedure that requires high-level approval of exceptions.
 - Encourages [street connectivity](#) and aims to create a comprehensive, integrated, connected network for all modes.
 - Is adoptable by [all agencies to cover all roads](#).
 - Directs the use of the [latest and best design criteria](#) and guidelines while recognizing the need for flexibility in balancing user needs.
 - Directs that complete streets solutions will [complement the context](#) of the community.
 - Establishes [performance standards](#) with measurable outcomes.
 - Includes [specific next steps](#) for implementation of the policy
- complete streets policy:



Questions?

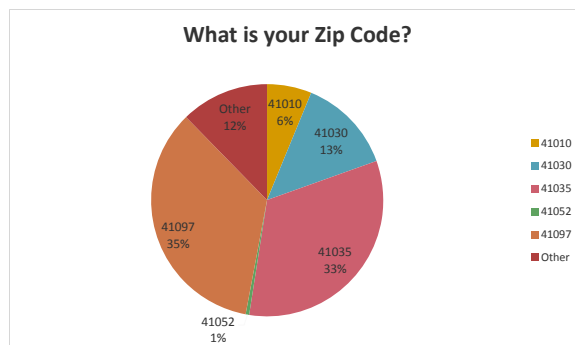


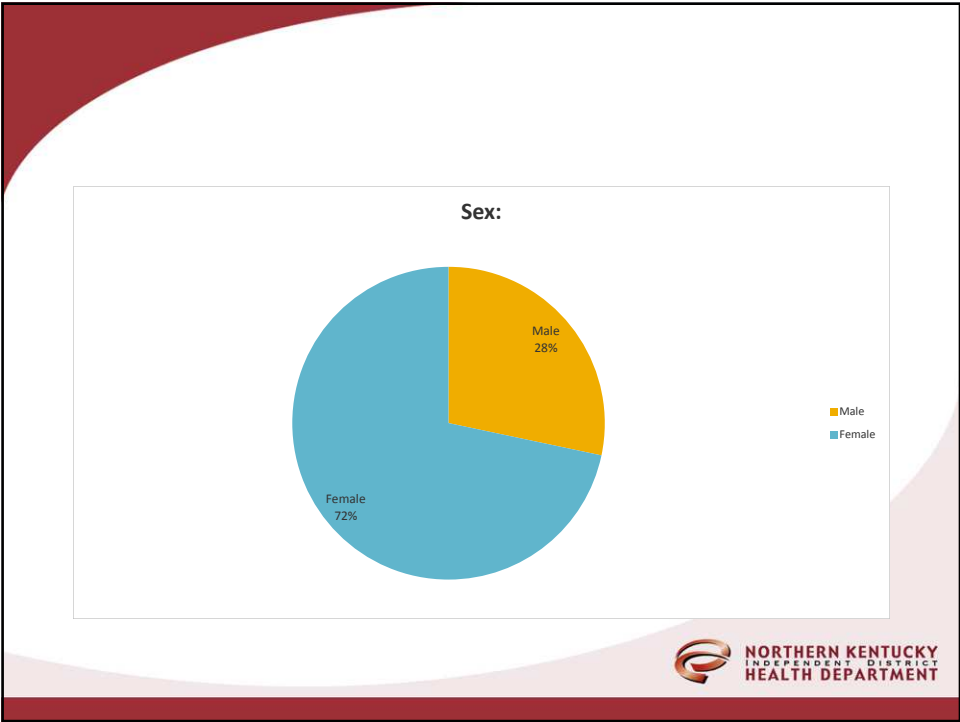
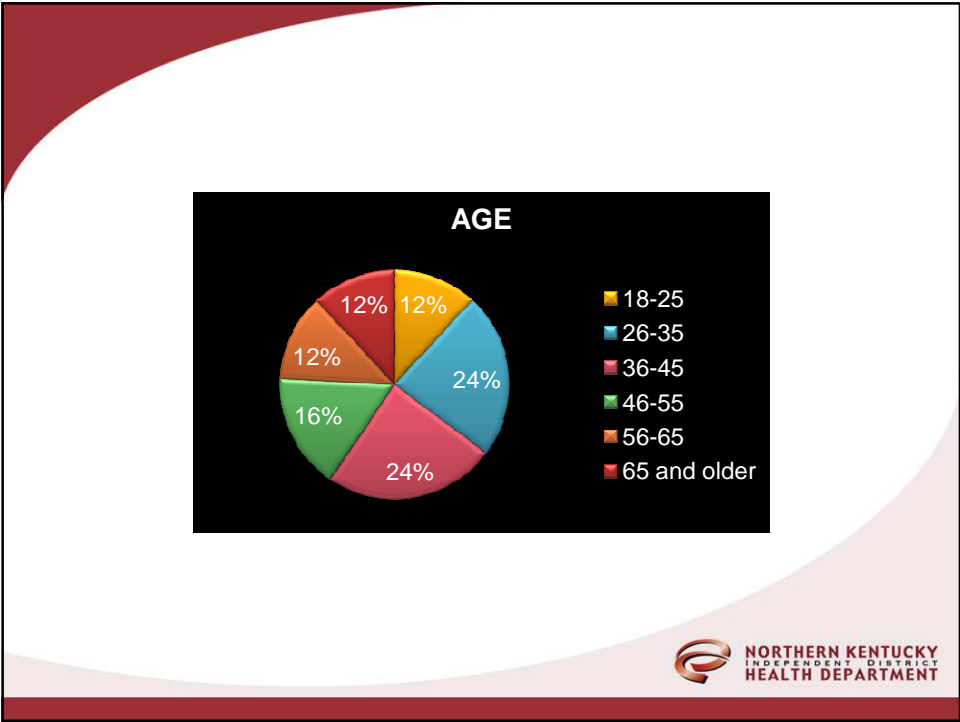
Contact

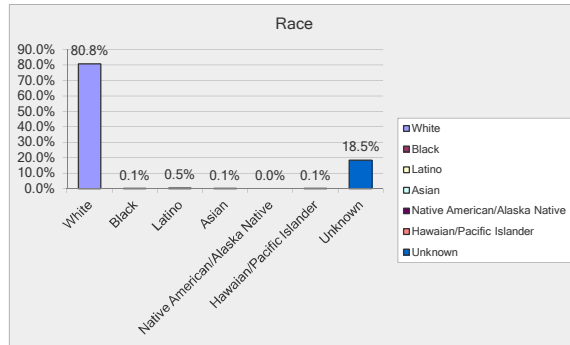
Marsha.bach@nkyhealth.org



What is your Zip Code?







Community Services & Facilities

Williamstown Community Services

Community services and facilities are critical to the safety, health and well-being of the citizens of Williamstown. This section will cover the various services provided for the community and a brief description of the facilities that house them.

- **Williamstown City Hall**
 - A new facility in downtown Williamstown that houses offices for the mayor, city council chamber, city clerk, IT, public works, fire, police, and Congressman Geoff Davis. The facility also houses a conference room for small meetings.
- **Police**
 - The city of Williamstown currently has seven full-time police officers. Two additional officers will be needed in the near-term to bring the department to full capacity. The department has 7 vehicles. The facilities are in good condition.
 - Mutual Aid Agreement – The city has a mutual aid agreement with other law enforcement departments to respond to drug interdiction, accidents and other types of emergencies. Cooperation is excellent.
- **Fire**
 - The Williamstown Fire Department is a volunteer fire department with a paid fire chief and 28 active volunteer members. The department serves approximately 61 square miles and about 7000 residents. The department has two engines, a tanker, a ladder engine, a pumper, a truck and a trailer.
 - The city has a mutual aid agreement with other departments in the surrounding area.
 - The Grant County Water Rescue Team consists of members of the Williamstown Volunteer Fire Department and the Grant County EMA.
- **EMS**
 - The Williamstown Fire Department is the first responder to all major medical calls within its coverage area of approximately 61 square miles. TransCare provides ambulance transport and paramedic services for the city and county (except for Dry Ridge).
- **Water & Sewer**
 - The Williamstown Water Department serves the cities of Williamstown, Dry Ridge, Corinth and a portion of the PenWater District NW. The plant is

rated at 2.5 million gallons/day and is currently utilizing 1.4 million gallons/day. The department has 1850 water connections in Williamstown. The city will expand the water plant in the near future. The water plant has eight full-time employees. Seven employees are fully certified. Brian Gatewood is the certified water treatment plant operator.

- Williamstown Water and Sewer currently treats about 591,000 gallons of wastewater per day. In November 2011 a new waste water treatment plant was completed. The treatment capacity of the new plant is 1.5 million gallons/day.

- **Utilities**

- The city of Williamstown owns all of the public utilities including electric, water, sewer and cable.
- Duke Energy is the natural gas provider for the city.

- **Solid Waste Disposal**

- Grant County's solid waste landfill is privately-owned by Republic Disposal. It has a 100 acre footprint of which about 60 acres are closed. It has an estimated 5 years of remaining air space.
- Garbage collection is performed by Republic Services.
- Recycling bins are located on Cunningham Street between Mill Streets and Paris Streets in downtown Williamstown.

- **911 Emergency Calls**

- The Kentucky State Police handles all 911 calls for the city of Williamstown and Grant County. Here is a summary of the number of calls received:
 - 2009 - Grant County 16,613 calls
 - 2010 - Grant County 14,814 calls
 - 2011 - Grant County 12,517 calls as of 10/31/2011
 - 2009 - Williamstown - 1183 calls
 - 2010 - Williamstown - 997 calls
 - 2011 - Williamstown - 774 as of 10/31/2011

- **Schools (See Education Section for more details)**

- Williamstown Independent School District
- Northern Kentucky University - Grant County Campus

- **Health and Wellness**

- Connecting to Care is an initiative of the Northern Kentucky Independent District Health Department, the Northern Kentucky Chamber of Commerce, the United Way and others to improve the state of the region's health. In Williamstown, these partners are working with the St. Elizabeth's Health Care and Williamstown Independent Schools to meet the healthcare needs of school-aged youth. A copy of the report is follows within this section.

- **Grant County Public Library**

- The Grant County Public Library is a tax-supported library. Services became available to Grant County residents when the first public library opened for business in 1954. In 1967 the library moved to the Old County Records Building, where it remained for more than 35 years before moving to its new facility on Barnes Road. In 1976 voters established a library levy. Today that levy funds ninety-percent of the library's operating budget.
- The library does work to obtain grants to supplement their revenues.
- **Building and Grounds**
The library's 12,500 square foot building opened in April 2003. Exposed trusses, 27-foot ceilings, and window walls create a dramatic interior, while 4+ acres of lush landscaping and gardens frame the exterior. There is ample parking and an outside book return box.
- The library needs additional space to provide adequate services to the community.
- **Parks**
 - Webb Park is a 8 1/2 acre park located off U.S. 25. Amenities include picnic shelters, tennis courts, basketball courts, volley ball courts, a playground and restrooms.
 - J.P. Miller Park is a 35 acre natural landscape with a 10 acre lake. Great for hiking and fishing.
 - City Center Park is a small urban park located in Williamstown's central business district.
 - Lake Williamstown Marina is owned by the city of Williamstown but operated by a private business.
 - Helton Heights is located at the corner of Helton Heights and Helton Road near the Williamstown Schools.



Grant County



Utilities Providing Service In Grant County

Electric

Duke Energy Kentucky - 877-675-1656
East Kentucky Power Cooperative - 859-744-4812
Blue Grass Energy Cooperative Corp - 859-885-4191
Owen Electric Cooperative Inc - 502-484-3471
Kentucky Utilities (a PPL company) - 800-500-4904
Williamstown Utility Commission - 859-824-3633

Natural Gas

Duke Energy Kentucky - 877-675-1656

Sewer

Treatment Information (gallons per day)	Capacity	Avg. Flow	Excess
Corinth Sewer - 513-851-8886			
Corinth STP	36,000	20,000	16,000
Dry Ridge Sewer - 859-824-3335			
KIMOP Permit - City of Dry Ridge	950,000	579,000	371,000
Williamstown Municipal Sewer Department - 859-824-4176			
Williamstown STP	950,000	591,000	359,000

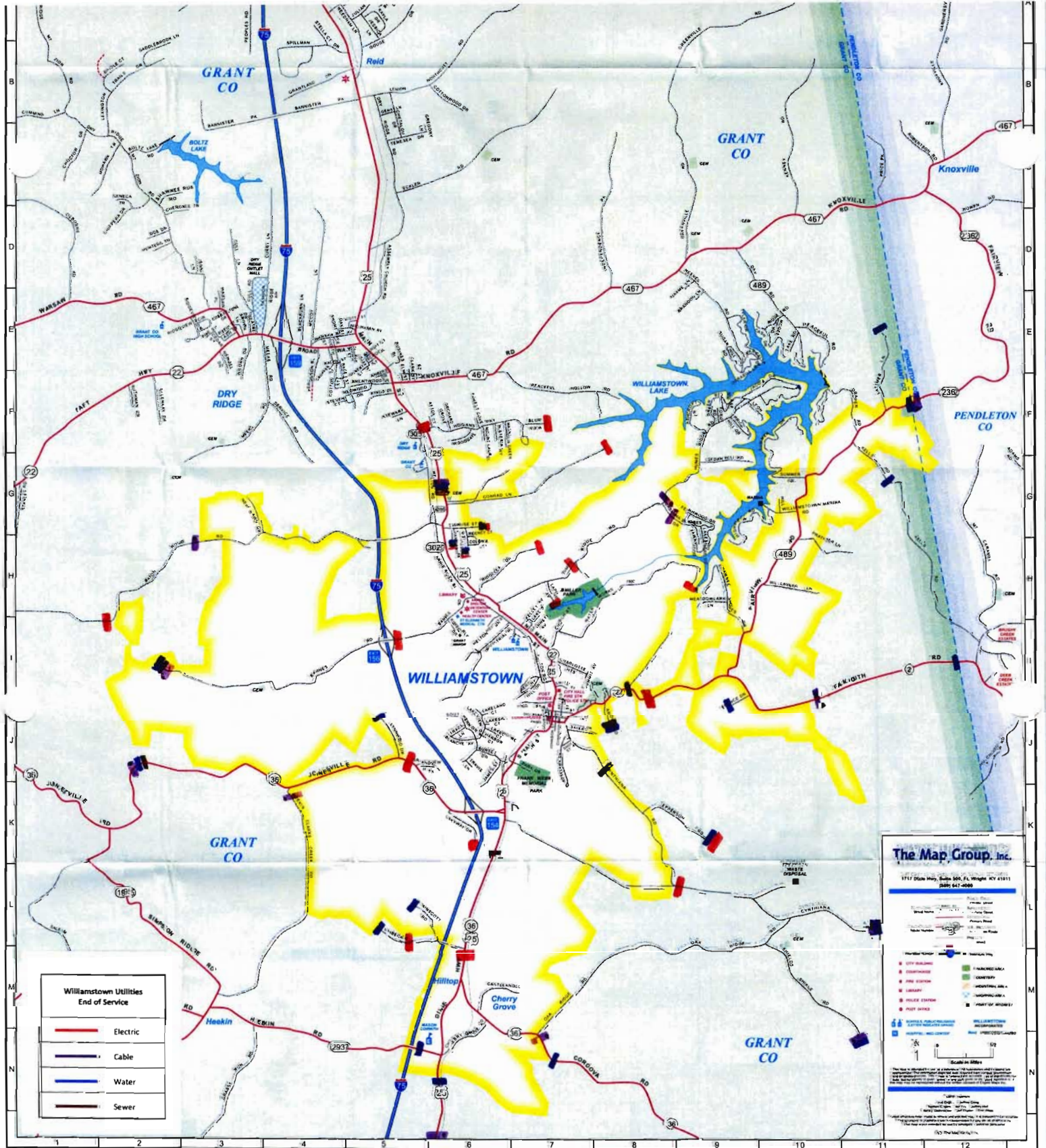
Treatment information provided by Division of Water, 502-564-3410

Water

System Information (gallons per day)	Capacity	Avg. Use	Excess
Bullock Pen Water District - 859-428-1235	1,000,000	490,000	510,000
Dry Ridge Water Works Commission - 859-824-3335	N/A	N/A	N/A
Williamstown Municipal Water Department - 859-824-4210	2,250,000	1,613,000	637,000

System information provided by Division of Water, 502-564-3410

NOTE: N/A indicates that the utility purchases its water supply from another system or that the data is not available



The Map Group, Inc.
 1717 Dixie Hwy., Suite 505, Ft. Wayne, IN 46111
 317-437-0000

Legend:

- Electric
- Cable
- Water
- Sewer
- Williamstown Marina
- Williamstown Municipal
- Williamstown Industrial
- Williamstown Residential
- Williamstown Commercial
- Williamstown Public
- Williamstown Private
- Williamstown Other

Scale: 1 inch = 1 mile

WILLIAMSTOWN STREET INDEX															
Adams Rd	F-13	Brown Ln	E-4	Creshaw Ln	G-8	Fashion Ridge Dr	D-4	Hogans Pky	F-6	Lakeshore Dr	G-9	New Open Dr	G-3	Saddlebrook Ln	J-6
Mon Ct	F-6	Busines Bl	E-3	Cross St	E-5	Farmwood Dr	G-9	Humes Ridge Rd	F-9,G-7	Lakeside Ct	J-6	Newell Dr	E-3	Salem Pk	L-1
Nborn Dr	E-5	Cabana Shores Dr	E-5	Crupper St	E-4	Ferguson Bl	E-4	Hunters Tr	D-2	Lakeview Dr	H-7	Oak Ridge Rd	L-9,M-7	Sayers Dr	J-7
Nice-Rosen Bl	H-6	Cash Dr	E-8	Cull Ln	D-3	Ferwood Dr	G-8	Hutchinson Rd	J-12	Lapine Av	H-7	Oak St	E-4	School St	E-5
Nyold St	L-7	Cason Ln	A-3	Cummings Ln	D-3	Forest Cove	F-9	Independence Pk	C-8	Ladner Ln	E-11	Orchard Grove	F-1	Scott St	E-5
V	J-8	Castellani	M-6	Cunningham St	J-7	Garnett Av	H-7	Jacob Dr	H-7	Lemon Nordbout Rd	F-6	Osborne Rd	D-8	Seneca Tr	C-2
V	E-3	Cedar Hill Rd	G-9	Gurry Ln	D-4	Gena Ln	B-5	James St	B-5	Leon	F-9	Paris St	J-7	Service Rd	C-4
W	N-11	Charlotte Hts	E-3	Cynthia Rd	J-6,L-10,M-12	Gabert St	E-5	Jenna Ln	D-3	Lexington Trails Dr	F-6	Peaceful Hollow Rd	F-7	Shawnee Run Rd	C-2
Washburn Ln	F-9	Cherokee Tr	J-2	Dixie Hwy	J-7	Gauge Dr	A-5	Jessica Ln	A-5	Magnolia Green	J-5	Peacelul Rd	E-10	Shawnee Shores Dr	H-9
Wesley Church Rd	D-5	Cherry Grove Rd	M-6	Doe Dr	D-2	Grandview Hts	J-5	Johnson St	J-7	Main St N	E-5	Peoples Rd	E-3	Shells Shake Rd	L-10
Widener Ph	B-4,B-3	Cherry Hill Dr	L-7	Donald Ln	E-9	Grandwood Dr	B-4	Jonesville Rd	J-4,K-1	Man St N	I-7	Pine St	A-3	Short Race	E-4
Widener Rd	H-4,H-6	Chipman Ridge Rd	M-2	Draper Rd	F-11	Green Rd	N-3	Judith St	E-4	Main St S	E-4	Price Hill Dr	F-9	Simpson Ridge Rd	L-2
Widener Rd	G-2	Chippewa Dr	D-2	Dry Rd	D-9	Greenville Rd	A-9,C-9	Kayla Dr	A-5	Marcela Dr	E-9	Price Pk	C-11	Skylway Dr	K-6
Widener St	E-3	Church Dr	C-1	Dry Ridge Mt Zoon Rd	A-1,C-1	Gregory Ln	B-5	Kelley Av	H-7	Mայme Ln	D-8	Race St	E-4	Smith St	E-4
Widener Ln	E-4	Church St	E-5,H-7	Eckler Rd	B-5	Hampshire Dr	G-6	Kelly Rd	F-11,G-11	Mickey Ln	D-4	Ralph St	E-4	Southern Dr	J-6
Widener Av	J-6	Clark St	E-5	Elbeck Ln	L-5	Harbor Ct	C-5	Kerney Rd	B-10	Meadowark Ln	E-10	Redwood Dr	F-4	Spelman Dr	A-4
Widener View	F-7	Cobbstone Dr	E-3	Eberkav Dr	F-9	Heekin Clarks Creek Rd	K-4	Kimberly Dr	H-6	Meadowark Ln	H-9	Reeves Rd	D-9	Starkey Rd	G-1
						Heekin Dr	M-1,N-1	Widener Ph	E-6	Meeks Rd	E-4,F-3	Regency Ct	G-6	Stuka Ct	A-4
														Sunset Dr	J-6
														Taft Hwy	E-1
														Taylor Ln	A-5
														Terrence Dr	I-9
														Teresa Dr	C-5
														Theatre Dr	E-3
														Tracy Ln	C-3
														Travis Ln	C-2
														Tyler Dr	H-9
														Waincott Rd	E-5
														Wainst St	E-4
														Warsaw Av	E-5
														Warsaw Pl	D-3
														Warsaw Rd	E-1
														Water Works Rd	H-7
														Widener Ln	H-10
														Williamstown Marina Rd	G-10
														Widom Dr	E-3
														Wrisleria Wy	F-6

GRANT COUNTY: Health Resource/Asset Availability 2011

County Population: 24,662

Source of Data: Kentucky State Data Center, 2010

Primary Health Care Providers and Services		
Community HQFC Clinics	0	
Primary Care Clinics	3	St. Elizabeth Family Practice Center – 520 Violet Road, Crittenden, KY 41030 St. Elizabeth Family Practice Center – 19 South main St., Dry Ridge, KY 41035 St. Elizabeth Family Practice Center – 300 Barnes Road, Williamstown, KY 41097
Specialty Clinics	1	Physician Specialty Services Department - St. Elizabeth Grant 238 Barnes Road, Williamstown, KY 41097 Commonwealth Orthopedic Center St. Elizabeth Physicians Heart & Vascular Group Head & Neck Surgery Associates Tri-State Gastroenterology Associates Advanced Surgical Care Cranley Surgical Urology The Kidney & Hypertension Center Riverhills Healthcare Mayfield Clinic Cincinnati Hematology/Oncology Cincinnati Eye Institute Foot Specialist of Greater Cinti The Urology Group Central KY Adult and Ped. St. Elizabeth Vascular St. Elizabeth Wound Care
Walk-in Clinics	0	
Health Department Clinics	1	NKHD Grant County Health Center - 234 Barnes Road, Williamstown, KY 41097. Services include: well child; family planning; immunizations; women's cancer screening; fluoride varnishing; medical nutrition counseling (includes diabetes); STD & TB testing; lead screening; environmental inspections (restaurants/pools); health education – tobacco, physical activity, nutrition. 16 employees
Dental Providers	9	5 providers with multiple dentists at locations. County is underserved in dental care. Only 4 dentists take Medicaid. 48% of students screened by health department had tooth decay.
Mental Health Providers	1	NorthKey Community Care - 308 Barnes Road, Williamstown, KY 41097. Underserved in mental health.
Certified Medical Home	1	
Hospitals	1	St. Elizabeth Health Care Grant County – 238 Barnes Road, Williamstown, KY 41097
Pharmacies	3	Three major entities with multiple locations in the county (Grant Co. Drugs, Total Care Pharmacy and Wal-Mart)

Capacity and Coverage Data					
Source of data: County Health Rankings: Robert Wood Johnson Foundation and University of Wisconsin Population Health Institute.	GRANT COUNTY	ERROR MARGIN	NATIONAL BENCHMARK	KY	RANK 91 OF 120
Uninsured adults — Percent of population under age 65 without health insurance	22%	18-26%	13%	19%	
Primary care providers — Ratio of population to primary care providers	1,419:1		631:1	922:1	
Preventable hospital stays — Hospitalization rate for ambulatory-care sensitive conditions per 1,000 Medicare enrollees	118	106-129	52	105	

Community Initiatives/Programs

Initiative	Description
Gallup Poll Survey	The poll is a free, online survey for public schools that tracks the hope, engagement and wellbeing of students in grades 5 through 12. Gallup selected Northern Kentucky as the national pilot site for the enhanced version of the poll which will provide the schools with individual student data. A series of polling questions related to health were added to the enhanced poll version and Williamstown Schools did participate (approx. 500 students polled).
United Way Born Learning Academy	The Academy is a workshop that teaches parents and caregivers of children, age 0-5, how to turn everyday moments into learning opportunities. Schools and families are building important

	partnerships early in order to create effective transitions to school. A Born Learning Academy will take place next year at Williamstown Elementary.
United Way Success By 6	Early childhood initiative ensuring every child is ready for kindergarten through a focus on quality child care and kindergarten assessment. Partnerships have been formed with both school districts and 2 child care centers in Grant Co.
NAP SACC	NAP SACC is the Nutrition and Physical Activity Self Assessment for Child Care programs and Child Care Centers. (The NAP SACC program is only in one Grant County Center – also the only STAR-Rated center in Grant Co.)
FFLAG (Fitness For Life Around Grant County)	This program was started by educators at Williamstown Head Start program due to an increasing trend in obesity in their students. County wide activities take place year round with focus on a more healthy attitude for all community members of all ages. FFLAG has 5 sub-committees – Worksite Wellness; Built Environment; Derby Dash; Biggest Winner; Grants. In 2011, FFLAG working on advocacy for complete streets (1500 Complete Street Surveys collected)
Grant Co. Leadership Committee	Group of community stakeholders brought together by United Way to determine strategy, investment of United Way dollars and coordination of services for Grant Co.
Grant Co. Collaborative	Various non-profits and service providers sharing information and collaboration opportunities.
Health Department	Beyond clinical programs, the Health Department offers many programs in the area of physical activity and nutrition particularly in conjunction with the two school districts.

Health Related Institutional Assets/Opportunities

Local government	May be an opportunity for community planning or healthy lifestyle infrastructure such as sidewalks, bike paths, etc. City of Williamstown seems to have most interest
Farmer's Markets	Only 3 market locations exist - could be an opportunity to expand. Opportunity to make food stamps easier to use at Farmer's markets.
Groceries	Many "food deserts" exist - only Wal-Mart, Save-A-Lot and Food Lion. No small green grocers. Opportunity to increase fruits and vegetables consumption if small stores offered fruit/veges.
Grant Co. Extension	Homemakers Clubs (10) exist that participate in fund-raisers, service activities, cultural events, etc. There may be an opportunity to partner with schools and families around nutrition.
Grant Co. Schools	School Based Health Center and Family Resource Coordinators available, opportunity to strengthen wellness policies in physical activity, nutrition and tobacco.
Williamstown Schools	School Based Health Center available, School District passed a tobacco free campus policy in 2011. Opportunity to further strengthen wellness policies to address healthier fundraisers, healthier snacks and menus.
Faith Community	73 churches with wide access to community families and children
Child Care Community	1 newly rated child care center but opportunity to partner with all centers for healthy lifestyles component.
Parks Department	5 parks available with various recreational opportunities. FFLAG & Health Department wrote grant to create a walking trail at JB Miller Park, funded in 2011, work has begun.
Grant Co. Chamber	Promotion of healthy lifestyles/health programming to businesses through FFLAG.
Grant Co. Public Library	Programs for children and families where health component may complement existing activities. Currently yoga classes and FFLAG programs are hosted at the library.

Grant County Health and Social Needs Assessment 2009



Vision 2015

Transforming Northern Kentucky Through
Talent, Innovation and Contribution



**NORTHERN KENTUCKY
INDEPENDENT DISTRICT
HEALTH DEPARTMENT**

Grant County Health and Social Needs Assessment Report

2009

Tabatha Fryman, Chair

The goal of the Vision 2015 Livable Communities objective is “Northern Kentucky will be recognized, both nationally and internationally, as a great place to live.”

One strategy to achieve this goal is to “conduct ongoing health and social assessments and implement a comprehensive regional approach to meet and fund those needs.”

Vision 2015 and the Northern Kentucky Health Department utilized the **Mobilizing for Action through Planning and Partnerships** strategic planning process. A MAPP Leadership Team was informed by four community assessments to update or revise the Master Health Plan for Northern Kentucky. This report presents the results of these assessments as they relate specifically to Grant County.

The **Community Health Status** assessment evaluates health and social indicators and analyzes supporting local data. This assessment answers the questions: “*How healthy are our residents?*” and “*What does the health status of our community look like?*” The results of the Community Health Status Assessment provide an understanding of the community’s health status and ensure that the community’s priorities consider specific health status issues. This assessment was repeated in each county to develop county priorities.

The **Local Public Health System** assessment uses the National Public Health

Performance Standards assessment of the services provided by the community public health system. This assessment answers the questions: “*What are the components, activities, competencies and capacities of our local public health system?*” and “*How are the Essential Services being provided to our community?*”

The Local Public Health System assessment focuses on the local public health system— all organizations and entities within the community that contribute to the public’s health. This assessment was a regional assessment that includes organizations that serve Grant County as well as other counties.

The **Community Themes and Strengths** assessment looks at the social and support assets of the community. The Community Themes and Strengths assessment answers the questions: “*What is important to our community?*” “*How is quality of life perceived in our community?*” and “*What assets do we have that can be used to improve community health?*” During this assessment, community thoughts, opinions and concerns are gathered, providing insight into the issues of importance to the community. Feedback about quality of life in the community and community assets is also gathered. This information leads to a portrait of the community as seen through the eyes of its residents.

This assessment used a regional community survey. The results of this survey have been sorted by county to indicate Grant County-specific concerns.

The **Forces of Change** assessment looks at the current social, economic and political trends in the community that will support or hinder the achievement of the Vision 2015 goals. During the Forces of Change assessment, participants answer the questions: “*What is occurring or might occur that affects the health of our community or the*

local public health system?” and “What specific threats or opportunities are generated by these occurrences?” The Forces of Change assessment results in a comprehensive, but focused, list of key forces and describes their impacts. This assessment was a regional assessment, but the forces identified also impact Grant County.

While many of the health and social needs of the Northern Kentucky region are the same, there are county and community differences at the local level.

To identify county-specific issues, the Community Health Status assessment was repeated in each of the four counties served by the Northern Kentucky Health Department: Boone, Campbell, Grant and Kenton counties.

In addition, Three Rivers District Health Department conducted the MAPP process separately in each of the other four counties in the Northern Kentucky Area Development District. The combined assessments cover eight of the nine counties addressed by Vision 2015.

The first step in the MAPP process was to develop the vision to guide the process, **“Thriving people living healthy lifestyles in a vibrant community.”** and to identify **community values:**

- Responsible and healthful lifestyle choices
- Green space and recreation opportunities throughout our community
- Air, water and environmental quality
- Wellness initiatives in schools, the workplace and the community at large
- Access to a health care system that encompasses wellness and sick care

- Technology and quality improvement practices for efficient and effective health care
- Resources for safety-net services
- Holistic approach to addressing health problems

To achieve this vision:

The **Community Health Status assessment** identified Grant County’s top four priority health and social needs:

- 1. Access to health care—the need for a Federally-Qualified Health Center or other community center**
- 2. Lack of recreational opportunities for youth and adults**
- 3. Smoke-free community**
- 4. Access to mental health and substance abuse services**
- 5. Healthy living and healthy weight**

1. Access to care: Primary health care was identified as the top health and social need issue in Grant County. There is no access in Grant County for low-income people lacking insurance. Those residents must leave Grant County to go to Gallatin, Owen or Kenton counties for their health care.

Grant County has the lowest family income among the four Northern Kentucky counties served by the Northern Kentucky Health Department and many citizens are uninsured. Transportation to distant health services is an issue for many in rural areas who are unable to drive themselves due to illness or disabilities.

2. Lack of recreational opportunities for youth and adults: The lack of recreational opportunities is seen as both a health and social issue in Grant County. Most of the recreational and entertainment in Grant County is focused around school sports and

other school activities. While these are needed, there is not much to do outside of school activities.

It was mentioned that the closest movie theater was in Florence and this was a long drive for most Grant County residents. The county parks were also cited as an excellent resource, but again opportunities for social, cultural and recreational activities are limited.

3. Smoke-free community: While Grant County has one of the highest adult smoking rates, with more than a third of the adult residents reporting that they smoke, a growing number of residents are beginning to realize that smoking contributes to many of the poor health outcomes for the population. There are many residents who would prefer a smoke-free environment in public places.

4. Access to mental health and substance abuse services: The number of families living in poverty is growing due to increased job losses. Pockets of poverty exist in Grant County. As noted for access for primary care, there is a need for additional mental health and substance abuse services in Grant County. Again the lack of transportation to existing services is also an issue.

5. Healthy living and healthy weight: As with the rest of the country, obesity is a growing problem for both adults and children in Grant County. The lack of recreational opportunities and poor eating habits contribute to this rising problem.

The **Local Public Health System assessment** identified weaknesses that will need to be addressed to effectively change the health and social needs of the community.

Those system weaknesses are:

- Linking people to needed personal health services and assure the provision of health care when otherwise unavailable.

- Mobilizing community partnerships to identify and solve health problems and review community partnerships and strategic alliances.

The **Community Themes and Strengths assessment** used a community survey to identify strengths, weaknesses, opportunities and threats in the community. The community rated a variety of indicators for importance and how satisfied they were with the outcomes.

Issues rated highly important and high in satisfaction are community strengths, those rated high in importance but low in satisfaction are weaknesses. Items ranked low in importance, but high in satisfaction are opportunities and those ranked low in importance and low in satisfaction are potential threats.

Of the 1,875 responses to the survey, 58 reported living in Grant County. In the table on page 5 are indicators as reported by Grant County residents.

This was not a randomly distributed survey, so there may be some distribution bias in the results.

Discussion

The Quality of Life survey was a convenience survey and possibly has some bias in the results. Since one of the primary distribution points was the library system, it is not surprising that public libraries scored high. The public school systems also scored high. Air quality was rated high as a community strength. The feeling of safety and security and the lack of violence or threat of violence scored high as well.

Community weaknesses included the lack of affordable goods and services and a lack of

	High Importance	Low Importance
High Satisfaction	Strengths	Opportunities
	Public libraries	Noise pollution and traffic noise
	Outdoor air quality	Overall environment
	Safety, in general	Social interaction with neighbors
	K-12 public schools	Parks and natural areas
	Violence or threat of violence	Participation in fundraising events
Low Satisfaction	Weaknesses	Threats
	Job opportunities	Public transportation
	Overall economy	Vibrant business districts
	Drug and alcohol abuse	Sidewalks
	After school programs for youth	Community centers
	Variety of affordable goods/services	Local leaders respond to your concerns

programs for youth. Drug and alcohol abuse are seen as problems in Grant County. Given the recent economic downturn, it is not surprising that Grant County residents also thought the economy and lack of job opportunities were major issues.

Community opportunities are those items that were scored high in satisfaction but low in importance. Scoring high are low traffic noise, the environment and parks and recreation. Asset that can be used to help improve the community include social interactions with neighbors and participation in fundraising activities.

The community threats are those issues rated as lowest in satisfaction, but also lowest in importance. The low importance may account for difficulties in improving these areas.

While the county specific open-ended questions were not a large enough sample to generalize, the most important issues in the immediate neighborhood was the availability activities especially for youth. Most of the concerns in the larger region related to the economy and the availability of jobs. The

availability of public transportation is also a concern. See Attachment I for a complete listing of neighborhood concerns.

The **Forces of Change** assessment identified the most important forces affecting all of Northern Kentucky. They are:

- 1. Rising health care costs** are making it harder for employers to provide insurance, and some are increasing the cost to the employees. Fewer people can afford insurance on their own. Related forces are increasing chronic diseases like dementia among seniors, diabetes, obesity and people improperly using hospital emergency rooms for ordinary medical needs.
- 2. The current economic crisis** is creating an increase in the population living in poverty. There is a diminished capacity for government to fund programs and private funds are shrinking while people's needs are increasing. There is an increasing need for public transportation for certain populations such as seniors and those with special needs.
- 3. Early childhood needs** are increasing like dental care, obesity and quality child care.

Related forces are a lack of personal accountability for health and wellness and a culture promoting increasing obesity.

4. New needs of the aging population are increasing such as unemployment, health care and housing. Related forces include elder care and the growth of the senior citizen population. There is an increasing lack of providers in health care, particularly in certain specialties.

the Health Department are organizing implementation teams to continue the development and implementation for the regional strategies. Where there is overlap, Grant County can contribute to the regional effort to achieve the vision of **“Thriving people living healthy lifestyles in a vibrant community.”**

Where identified issues are unique to Grant County or where implementation at the local level is most effective, Grant County might organize local implementation teams to address local priorities.

Next Steps

Many of the issues and risk factors identified specifically in Grant County are common the Northern Kentucky region. Vision 2015 and

Grant County Stakeholders

Tabatha Fryman, Chair

Participants

Chris Ammerman	Grant County Cooperative Extension
Mary Pat Behler	NorthKey Community Care YSAT
Kathy Faulkner	Housing Authority of Williamstown
Phil Foley	Performance Pipe
Jill Marksberry	Grant County Community Education
Allison Mortenson	Grant County Youth Services Center
Clara Mulberry	Crittenden City Council
Elizabeth Rich	Precision Dental Care
Rhonda Schlueter	Grant County School District
Carolyn Thomas-Thompson	State Farm Insurance
Marylee Willoby	Grant County Coroner

Facilitators: Alan Kalos, Louise Kent, William Lambeth

Attachment I

July 2009

Grant County Neighborhood Priorities Quality of Life Survey Results

The responses below indicate the open ended question results from the quality of life survey.

Question: *What do you feel is the single most important issue facing your neighborhood?*

Responses have been edited for spelling, punctuation, capitalization and readability, but not content.

41010 Corinth

Activities for older kids,
middle school-graduates
Home invasion and theft
No city water
Pollution
Pollution in the lake
Poverty and substance
abuse
Safe roads

41030 Crittenden

Community awareness
Housing values
Need more involvement in
neighborhood
Public transportation
Road conditions
Security
Traffic and railroad crossing
dangers
Transportation

41035 Dry Ridge

Affordable, clean, safe
housing
Bad neighbors

Economic development
Education
Gang violence
Jobs
Lack of business growth
Lack of job opportunities
People having to make
decision to eat or buy
medications
Recreation
Safe drinking water
Vocational school

41035 Other

Houses getting built in new
neighborhood
Lack of education and
exposure
Missing things to do for
youth, recreation center,
after school programs
for a minimal fee
People losing their homes
Trespassing on private
property
Vandalism
Water quality

41097 Williamstown

Child safety
Country living
Increase in drug use
Kids need things to do
Lack of local businesses
Lack of things to do and
opportunities for youth
Traffic and speed
Water resources for the
future

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This document was produced for **Vision 2015** by the **Northern Kentucky Health Department** and the **MAPP Leadership Team**, August 2009

These assessment results, issues and strategies represent the collective work of the MAPP Leadership Team, committees, and retreat participants and do not necessarily reflect the opinion of the board of Vision 2015, the Northern Kentucky District Board of Health or any member organization.

The MAPP strategic planning process was partially funded by the Foundation for a Healthy Kentucky.

The foundation was created in 2001 to address the unmet health care needs of Kentucky.

Retreat facilitation provided by Michael Glenn, Ed.D.

Web site: www.mglenn-odx.com

If you are interested in more information or wish to be involved in the implementation please contact:

Northern Kentucky Health Department

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Web site: www.nkyhealth.org

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Vision 2015

50 E. RiverCenter Blvd., Suite 465
Covington, KY 41011

Phone: 859.291.2020

Fax: 859.292.3281

Web site: www.vision2015.org

E-mail info@vision2015.org

Mobilizing for Action through Planning and Partnerships, National Association of County and City Health Officials, www.naccho.org/topics/infrastructure/mapp

National Public Health Performance Standards Program, Centers for Disease Control and Prevention, www.cdc.gov/od/ocphp/nphpsp/

Connecting to Health Team – Summary Document – July 2011

Background

Vision 2015 calls for Northern Kentucky to be recognized for its livability for all residents and to conduct “health and social assessments and implement a comprehensive regional approach to meet and fund those needs.” In 2008, Vision 2015 and the Northern Kentucky Health Department began work on a new health and social needs assessment, with help from Cincinnati Children’s Hospital Medical Center and funding from Foundation for a Healthy Kentucky. As a result of this community planning effort, the report *Vision for a Healthy and Vibrant Community* (VHVC) was created. In April 2010, Vision 2015 signed a memorandum of agreement with the Northern Kentucky Chamber of Commerce to oversee implementation.

Subsequently, in February 2011, United Way released **Bold Goals** for Income, Education and Health along with Agenda 360, Vision 2015, and many community partners. These Bold Goals represent a system-wide approach to large-scale change and achievement. Under the Health framework for helping individuals live quality lives and achieve maximum health and independence, two specific goals are 1.) By 2020, at least 70% of the community will report having excellent or very good health and 2.) By 2020, at least 95% of the community will report having a usual place to go for medical care. These clear goals represent a collaborative effort to achieve our health-related objectives and provide further support for existing regional health assessment and planning efforts.

Improving connectivity to health care across the region

The Connecting to Health Team, formed in 2010, is comprised of leaders from all major health providers in Northern Kentucky: St. Elizabeth Healthcare, HealthPoint, Northern Kentucky Health Department, NorthKey and Cincinnati Children’s Hospital Medical Center as well as HealthCare Access Now, United Way, Vision 2015 and the NKY Chamber of Commerce. One aspect of the Connecting to Health Team’s work includes creation of an index of several data points (see right) to determine areas with more difficulty connecting to health care.

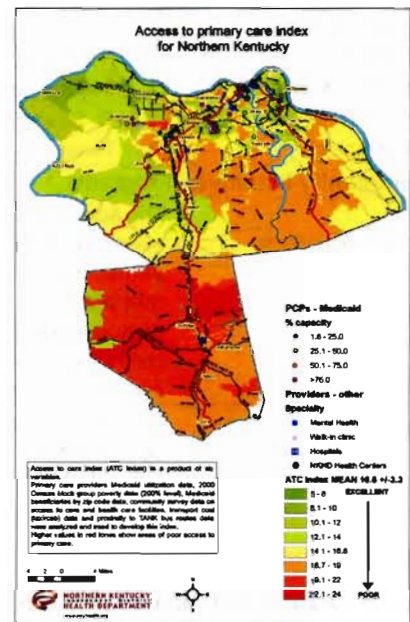
Additional findings for Grant County include:

- County has a high percentage of low income individuals and high percentage of Medicaid beneficiaries
- County residents have limited access to public transportation options and taxi service
- Grant County’s emergency room (ED) ranks among top five regional hospitals for highest annual ED visits per patient, according to data provided by Health Care Access Now
- The St. Elizabeth Physicians office in Williamstown is the first and only Level 3 Patient Centered Medical Home in Kentucky.
- Grant County ranks 84 in Health Outcomes out of 120 Kentucky counties in the national *County Health Rankings* report. By contrast, Boone, Campbell and Kenton Counties are all in the top 30.

These statistics validate why we are working with Grant County. It’s important to note that Grant County is doing a lot of things really well, but there are certainly opportunities to improve. The Connecting to Health Team is working with health care and community leaders in Grant County to better understand use of the existing health care system and develop specific strategies to address potential provider/patient connectivity issues as well as other factors that may improve the overall health of residents. Team members also worked with Fitness For Life Across Grant County (FFLAG) on a grant application to improve the built environment’s impacts on health by creating a complete streets policy.

Improving awareness & making *real* change in nutrition and physical activity choices affecting health

- In April 2010, Cincinnati Children’s Hospital Medical Center’s Child Policy Research Center published *Child*



Education

Williamstown Education Analysis

Williamstown Independent School District

Williamstown Independent School District is one of Kentucky's highest academically performing school districts. With an enrollment of 855 students during 2009-10 and 2010-11, the district anticipates enrollment to remain steady for the next few years, according to Sally Skinner, Superintendent of the Williamstown Independent School District.

The Director of Pupil Personnel (DPP) predicts a small decrease (about 880) over the next few years. The average daily attendance is 814, and the DPP predicts that figure to drop to around 800.

The school district is preparing contingency plans for when and if the Ark Encounter becomes a reality. The system has about 250 out-of-district students and uses that figure as a predictor of potential growth. In addition, a new subdivision within the city limits has the potential to increase enrollment by up to 300 new students if the economy rebounds and the subdivision becomes fully developed.

The school district currently owns an additional 98 acres adjoining the current facility and should provide adequate space for additional classrooms when needed.

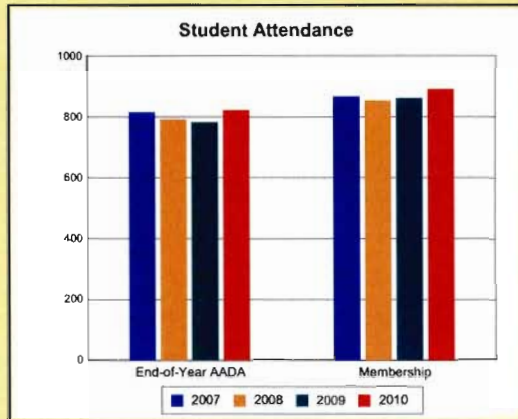
There is currently a building project in the planning stages that would build four classrooms, an auditorium and an aquatic center. This project is being done in conjunction with the city of Williamstown. A feasibility study has been completed and an architect hired to develop design plans.

Northern Kentucky University Grant County Campus, Williamstown

Northern Kentucky University - Grant County offers students the opportunity to begin their college careers in a small-class setting, stay close to home and earn a 2-year Associates Degree. The campus is located in downtown Williamstown.

Williamstown Independent

Overview and Trends



	2007	2008	2009	2010
A1 Schools	2	2	2	2
EOY AADA *	816	792	782	822
Membership	867	855	861	893

* End-of-year Adjusted Average Daily Attendance

	Days		Hours	
	Regular	Short	Min	Max
Calendar 2010	173	4	1,083	1,143

Demographic Profile

	2007	2008	2009	2010
Free & Reduced-\$ Lunch	(43%)	(46%)	(47%)	(48%)
LEP	15 (2%)	14 (2%)	7 (1%)	7 (1%)
Migrant	0 (0%)	0 (0%)	0 (0%)	0 (0%)
Exceptional Child	96 (11%)	94 (11%)	95 (11%)	116 (13%)
Membership				
Preschool	75 (8%)	18 (2%)	119 (12%)	92 (9%)
K-5	433 (46%)	419 (48%)	430 (44%)	435 (44%)
6-8	199 (21%)	204 (23%)	195 (20%)	212 (22%)
9-12	234 (25%)	231 (26%)	236 (24%)	245 (25%)
Ethnicity				
White	834 (96%)	814 (95%)	828 (96%)	855 (96%)
Black	4 (0%)	5 (1%)	3 (0%)	5 (1%)
Hispanic	16 (2%)	16 (2%)	13 (2%)	11 (1%)
Other	13 (2%)	20 (2%)	17 (2%)	22 (2%)
Attainment				
AFGR Grad Rate	-	(72%)	(83%)	(81%)
Grads 4 Years	-	54	42	58
Grads IEP	-	0	0	0
Grads PLUS	-	0	1	2
Certificates	-	0	4	2
Retentions	6	10	9	10
Dropout Rate	(0.8%)	(0.0%)	(1.7%)	(0.0%)
Dropouts	2	0	4	0
Discipline				
Expulsions	1	3	2	0
Suspensions	63	67	29	49

Staffing Data

	2008	2009	2010
Classified Personnel	72 (52%)	74 (53%)	77 (54%)
Certified Personnel	65 (48%)	65 (47%)	65 (46%)
Number FTE Teachers	55	54	54
Pupil/Teacher Ratio	15.6	16.1	16.7
Salary & Benefits as % of GF Expenditures	80.7%	75.7%	78.8%
Teacher Pay			
Avg Salary	\$43,042	\$42,825	\$43,481
Avg Extended	\$279	\$28	\$28
Avg Extra Duty	\$856	\$455	\$517
Years of Experience			
0 (New)	11.0%	12.1%	9.3%
1-5	29.7%	35.5%	33.6%
6-10	17.7%	9.5%	14.8%
11-20	24.1%	29.3%	27.5%
21-25	9.1%	5.6%	5.6%
26-30	3.7%	3.7%	1.9%
Over 30	0.0%	0.0%	3.7%
Retired	4.8%	4.2%	3.7%
Avg Years	9.2	8.6	9.4
Rank			
Rank IV	0.0%	0.0%	1.9%
Rank III	25.5%	30.5%	27.7%
Rank II	50.6%	50.3%	53.6%
Rank I	19.2%	14.9%	13.1%

Certified Salary Schedule

	2007	2008	2009	2010
Rank III				
0 Years	\$29,968	\$33,324	\$33,657	\$33,994
10 Years	38,241	41,687	42,104	42,525
20 Years	42,894	46,390	46,854	47,323
30 Years	47,298	50,842	51,350	51,863
Rank II				
0 Years	33,721	37,118	37,489	37,864
10 Years	41,991	45,477	45,932	46,391
20 Years	46,789	50,327	50,830	51,338
30 Years	51,448	55,037	55,587	56,143
Rank I				
0 Years	37,513	40,951	41,361	41,775
10 Years	45,773	49,300	49,793	50,291
20 Years	50,787	54,368	54,912	55,461
30 Years	55,384	59,015	59,605	60,201

Adult and Nontraditional Learning



Grant County Center

Announcements

At NKU Grant County Center, the classes are small, the services are outstanding and the staff is supportive. Our students are here for a variety of reasons:

[Spring 2012 Grant County Center Course Schedule](#)

- They want to continue their education in a smaller environment.
- They want to start their college careers in their hometowns, close to family and friends.
- They want to earn an associate degree in liberal studies before moving to a larger campus.

The NKU Grant County Center is part of the Department of Educational Outreach at Northern Kentucky University and is dedicated to increasing access to education for the residents of Grant, Gallatin, Owen, and Pendleton counties, as well as the surrounding areas.

[Please click here to see the spring 2012 course schedule for the NKU Grant County Center](#)

For more information, contact us at (859) 824-3600 or e-mail us at grantcounty@nku.edu.

DISTRICT REPORT CARD

for the 2009-2010 school year



Williamstown Independent

Mrs. Sally Skinner, Superintendent
300 Helton Street

Williamstown, KY 41097

Phone: (859) 824-7144, Fax: (859) 824-3237

Email: sally.skinner@williamstown.kyschools.us

District Enrollment: 893

Our School Board Members

Donna Cheesman

Chris Lawrence

Connie Lawrence

Debra Turner

Elizabeth Wagoner

Dear Parents/Guardians: This report card for the 2009-2010 school year contains important information about our school, including the details about our academic performance, teacher qualifications, learning environment, and more. For a more detailed look at our district, please go to <http://www.education.ky.gov> and select School Report Cards on the blue navigation bar to the left of the homepage.

About Our District: The Williamstown Independent School District is one of the oldest continuously operated school districts in Kentucky. The campus is located on 98 acres just off Main Street in Williamstown. Our schools are staffed with highly trained and dedicated professionals, who provide individual attention to our students. The mission of the Williamstown School District is to develop lifelong learners in an environment that is safe and supportive. We believe in fostering high expectations through partnerships between our school and the community. Our goal is to enhance our students' skills and knowledge to enable them to transition from school and become productive, contributing and responsible citizens. Through strong leadership the Williamstown Independent maintains its high academic reputation, thus making it "One of the best reasons for living in Williamstown."

How We Ensure Educational Equity: The Williamstown Independent School District provides educational opportunities for children preschool through grade 12. In an effort to provide an equitable education for all children who attend Williamstown Schools, the following opportunities are provided: a solid academic curriculum integrating technology; an emphasis on the basics; a safe and orderly environment; on-site registered nurse; programs for gifted and talented students; specialized instruction in art, music and physical education; other educational services including speech therapy, ESL classes, after school tutoring and specialized instruction for students with disabilities. The Williamstown Family Resource/Youth Service Center provides students, and their families, referrals to services that are beyond the scope of traditional school services such as contracted psychological counseling, healthcare, parenting classes and much more.

District NCLB Accountability Reporting Annual Yearly Progress

Student Group	Reading				Mathematics				Science		Other Academic Indicators			
	Percent Tested		Percent Proficient & Distinguished		Percent Tested		Percent Proficient & Distinguished		Percent Tested		Proficient & Distinguished % (Novice %) Elem. And Middle		Graduation Rate (High School)	
	Goal 95%		Goal 68.69%		Goal 95%		Goal 59.79%						Goal 86.75%	
	District	State	District	State	District	State	District	State	District	State	District	State	District	State
All Students	100	99.92	74.17	71.86	100	99.92	64.32	64.14	100	99.91	60.74 (8.38)	56.88 (8.23)	85.71	83.92
African-American		99.83		53.79		99.83		41.79		99.82				
American Indian/ Native Alaskan		99.63		65.16		99.63		57.41		100.00				
Asian/Pacific Islander		99.98		79.60		99.98		80.07		100.00				
Hispanic		99.85		65.19		99.85		57.86		99.92				
White	100	99.93	73.9	74.37	100	99.93	64.77	67.08	100	99.92				
Students with Disabilities		99.89		48.69		99.89		43.41		99.87				
Limited English Proficiency		99.97		58.25		99.97		45.31		100.00				
Economically Disadvantaged	100	99.91	67.61	63.45	100	99.91	51.61	55.35	100	99.90				
Migrant		100.00		59.38		100.00		53.96		100.00				
Male	100	99.91	69.65	66.59	100	99.91	63.41	63.04	100	99.88				
Female	100	99.93	79.37	77.45	100	99.93	65.25	65.32	100	99.94				

Testing Year	Adequate Yearly Progress (AYP) Summary		
	Reading	Mathematics	Overall AYP
2001-02	N/A	N/A	N/A
2002-03	Y	Y	Y
2003-04	Y	Y	Y
2004-05	Y	Y	Y
2005-06	Y	Y	Y
2006-07	Y	Y	N
2007-08	Y	Y	Y
2008-09	Y	Y	Y
2009-10	Y	Y	N
2010-11			
2011-12			
2012-13			
2013-14			

Y=Met the goals N=Did not meet the goals NA=Not applicable
S=Safe Harbor, did not make goal but made significant improvement

Title I schools in district that did not make Adequate Yearly Progress in 2009-2010 and which were identified for improvement, corrective action or restructuring, as well as the number of consecutive years in which they have not made AYP.

School	Identification	Consecutive Years Not Making AYP
No schools in this district were identified for improvement, corrective action or restructuring.		

School Year	Consequences
	Federal NCLB Status
2002-03	
2003-04	
2004-05	
2005-06	
2006-07	
2007-08	
2008-09	
2009-10	
2010-11	
2011-12	
2012-13	
2013-14	
2014-15	

NCLB Consequences (Title I)

- **District Improvement - Yr 1** (2 years not making AYP): Notify parents using state-provided information, revise district improvement plan, request technical assistance if needed and may be subject to corrective action from Kentucky Department of Education.
- **District Improvement - Yr 2** (3 years not making AYP): Notify parents using state-provided information, revise district improvement plan, request technical assistance if needed and may be subject to corrective action from Kentucky Department of Education.
- **Corrective Action** (4 years not making AYP): parents using state-provided information, revise district improvement plan, technical assistance is provided by the state, and subject to corrective action from Kentucky Department of Education.

How We Are Doing

Kentucky's Interim School Testing and Accountability System has three parts: the Kentucky Core Content Tests (KCCT); readiness tests by grade level; and other measures of a school's performance, including attendance, retention and dropout rates. This interim system will be replaced in the 2011-12 school year by a new testing and accountability system structured as required by statute. The goal is that, by 2014, nearly all students will score proficient or distinguished in every subject area tested.

District Assessment		Grade 3 - Reading					2009-2010	
Student Group	School Year	District Percent					District Percent Proficient and Distinguished	State Percent Proficient and Distinguished
		Tested Students	Novice Students	Apprentice Students	Proficient Students	Distinguished Students		
All Students	2008-2009	100	7	19	55	20	74.67	76.42
	2009-2010	100	5	11	59	25	83.61	76.74
African-American	2008-2009							57.88
	2009-2010	--	--	--	--	--	--	58.8
American Indian/ Native Alaskan	2008-2009							77.63
	2009-2010							55.93
Asian/Pacific Islander	2008-2009	--	--	--	--	--	--	84.38
	2009-2010							81.29
Hispanic	2008-2009							67.79
	2009-2010							68.72
White	2008-2009	100	7	19	54	19	73.61	79.08
	2009-2010	100	5	12	59	24	82.76	79.54
Students with Disabilities	2008-2009	--	--	--	--	--	--	58.49
	2009-2010	--	--	--	--	--	--	60.02
Limited English Proficiency	2008-2009							59.48
	2009-2010							57.41
Economically Disadvantaged	2008-2009	100	5	30	49	16	64.86	68.97
	2009-2010	100	7	14	66	14	79.31	69.58
Migrant	2008-2009							71.71
	2009-2010							66.48
Male	2008-2009	100	7	18	56	20	75.56	73.81
	2009-2010	100	11	14	50	25	75	74.17
Female	2008-2009	100	7	20	53	20	73.33	79.21
	2009-2010	100	0	9	67	24	90.91	79.46

District Assessment

Grade 4 - Reading

2009-2010

Student Group	School Year	District Percent					District Percent Proficient and Distinguished	State Percent Proficient and Distinguished
		Tested Students	Novice Students	Apprentice Students	Proficient Students	Distinguished Students		
All Students	2008-2009	100	8	24	57	11	68.06	74.17
	2009-2010	100	4	4	75	18	92.41	79.34
African-American	2008-2009							55.77
	2009-2010	--	--	--	--	--	--	62.26
American Indian/ Native Alaskan	2008-2009							66.1
	2009-2010							74.07
Asian/Pacific Islander	2008-2009							82.19
	2009-2010	--	--	--	--	--	--	85.02
Hispanic	2008-2009							67.25
	2009-2010							74.97
White	2008-2009	100	8	24	57	11	68.06	76.72
	2009-2010	100	4	4	75	17	92	81.76
Students with Disabilities	2008-2009	100	0	18	64	18	81.82	55.87
	2009-2010	--	--	--	--	--	--	63.22
Limited English Proficiency	2008-2009							58.4
	2009-2010							63.19
Economically Disadvantaged	2008-2009	100	15	35	45	5	50	66.15
	2009-2010	100	2	5	85	7	92.68	72.89
Migrant	2008-2009							64.45
	2009-2010							69.59
Male	2008-2009	100	11	28	58	3	61.11	70.48
	2009-2010	100	2	4	77	17	93.75	75.45
Female	2008-2009	100	6	19	56	19	75	78.08
	2009-2010	100	6	3	71	19	90.32	83.49

District Assessment

Grade 5 - Reading

2009-2010

Student Group	School Year	District Percent					District Percent Proficient and Distinguished	State Percent Proficient and Distinguished
		Tested Students	Novice Students	Apprentice Students	Proficient Students	Distinguished Students		
All Students	2008-2009	100	4	20	57	19	76	69.97
	2009-2010	100	4	23	51	23	73.42	74.36
African-American	2008-2009							54.12
	2009-2010							58.19
American Indian/ Native Alaskan	2008-2009							64.62
	2009-2010							73.44
Asian/Pacific Islander	2008-2009	--	--	--	--	--	--	78.09
	2009-2010							80.87
Hispanic	2008-2009	--	--	--	--	--	--	64.71
	2009-2010							68.43
White	2008-2009	100	4	20	56	20	76.06	72.17
	2009-2010	100	4	23	51	22	73.08	76.62
Students with Disabilities	2008-2009	100	18	45	36	0	36.36	46.63
	2009-2010	100	18	18	64	0	63.64	54.01
Limited English Proficiency	2008-2009	--	--	--	--	--	--	47.19
	2009-2010							50.74
Economically Disadvantaged	2008-2009	100	6	31	50	14	63.89	60.81
	2009-2010	100	5	38	43	14	57.14	66.71
Migrant	2008-2009							55.44
	2009-2010							62.36
Male	2008-2009	100	5	28	55	13	67.5	64.58
	2009-2010	100	5	30	50	16	65.91	69.38
Female	2008-2009	100	3	11	60	26	85.71	75.57
	2009-2010	100	3	14	51	31	82.86	79.62

District Assessment

Grade 6 - Reading

2009-2010

Student Group	School Year	District Percent					District Percent Proficient and Distinguished	State Percent Proficient and Distinguished
		Tested Students	Novice Students	Apprentice Students	Proficient Students	Distinguished Students		
All Students	2008-2009	100	8	28	52	12	64.62	68.11
	2009-2010	100	15	24	56	6	61.11	70.01
African-American	2008-2009							47.83
	2009-2010							50.36
American Indian/ Native Alaskan	2008-2009							57.63
	2009-2010							71.62
Asian/Pacific Islander	2008-2009							77.22
	2009-2010	--	--	--	--	--	--	77.4
Hispanic	2008-2009	--	--	--	--	--	--	59.81
	2009-2010	--	--	--	--	--	--	61.34
White	2008-2009	100	8	26	52	13	65.57	70.99
	2009-2010	100	16	24	54	6	59.7	72.88
Students with Disabilities	2008-2009	100	36	45	18	0	18.18	39.87
	2009-2010	--	--	--	--	--	--	43.85
Limited English Proficiency	2008-2009	--	--	--	--	--	--	37.64
	2009-2010							34.22
Economically Disadvantaged	2008-2009	100	11	35	43	11	54.05	57.86
	2009-2010	100	20	26	46	9	54.29	60.78
Migrant	2008-2009	--	--	--	--	--	--	50.24
	2009-2010							56.18
Male	2008-2009	100	7	36	57	0	57.14	62.04
	2009-2010	100	21	26	54	0	53.85	64.22
Female	2008-2009	100	8	22	49	22	70.27	74.62
	2009-2010	100	9	21	58	12	69.7	76.04

District Assessment

Grade 7 - Reading

2009-2010

Student Group	School Year	District Percent					District Percent Proficient and Distinguished	State Percent Proficient and Distinguished
		Tested Students	Novice Students	Apprentice Students	Proficient Students	Distinguished Students		
All Students	2008-2009	100	3	44	49	3	52.38	64.66
	2009-2010	100	11	32	47	11	57.58	69.22
African-American	2008-2009							45.26
	2009-2010							49.07
American Indian/ Native Alaskan	2008-2009							63.77
	2009-2010							56.34
Asian/Pacific Islander	2008-2009	--	--	--	--	--	--	75.52
	2009-2010	--	--	--	--	--	--	79.1
Hispanic	2008-2009	--	--	--	--	--	--	56.94
	2009-2010	--	--	--	--	--	--	61.58
White	2008-2009	100	3	43	52	2	53.45	67.3
	2009-2010	100	11	31	47	11	58.06	71.96
Students with Disabilities	2008-2009	--	--	--	--	--	--	34.72
	2009-2010	100	55	36	9	0	9.09	41.5
Limited English Proficiency	2008-2009	--	--	--	--	--	--	32.59
	2009-2010							35.79
Economically Disadvantaged	2008-2009	100	6	55	39	0	38.71	54.51
	2009-2010	100	14	41	41	5	45.95	59.42
Migrant	2008-2009	--	--	--	--	--	--	48.94
	2009-2010							54.21
Male	2008-2009	100	3	56	38	3	41.03	57.27
	2009-2010	100	15	27	50	8	57.69	63.07
Female	2008-2009	100	4	25	67	4	70.83	72.69
	2009-2010	100	8	35	45	13	57.5	75.8

District Assessment

Grade 8 - Reading

2009-2010

Student Group	School Year	District Percent					District Percent Proficient and Distinguished	State Percent Proficient and Distinguished
		Tested Students	Novice Students	Apprentice Students	Proficient Students	Distinguished Students		
All Students	2008-2009	100	4	21	56	19	75	68.05
	2009-2010	100	2	28	66	5	70.77	71.41
African-American	2008-2009							52.24
	2009-2010							53.29
American Indian/ Native Alaskan	2008-2009							75.38
	2009-2010							65.33
Asian/Pacific Islander	2008-2009							79.16
	2009-2010	--	--	--	--	--	--	80.75
Hispanic	2008-2009							60.76
	2009-2010	--	--	--	--	--	--	66.22
White	2008-2009	100	4	21	56	19	75	70.23
	2009-2010	100	2	28	65	5	70	73.77
Students with Disabilities	2008-2009	--	--	--	--	--	--	35.55
	2009-2010	--	--	--	--	--	--	41.93
Limited English Proficiency	2008-2009	--	--	--	--	--	--	33.18
	2009-2010	--	--	--	--	--	--	38.85
Economically Disadvantaged	2008-2009	100	3	29	54	14	68.57	57.94
	2009-2010	100	3	31	66	0	65.63	62.1
Migrant	2008-2009							51.08
	2009-2010	--	--	--	--	--	--	63.93
Male	2008-2009	100	8	25	54	13	66.67	61.04
	2009-2010	100	3	39	56	3	58.33	64.63
Female	2008-2009	100	0	18	57	25	82.14	75.52
	2009-2010	100	0	14	79	7	86.21	78.72

District Assessment

Grade 10 - Reading

2009-2010

Student Group	School Year	District Percent					District Percent Proficient and Distinguished	State Percent Proficient and Distinguished
		Tested Students	Novice Students	Apprentice Students	Proficient Students	Distinguished Students		
All Students	2008-2009	100	3	24	53	19	72.58	61.84
	2009-2010	100	0	21	67	12	79.31	61.33
African-American	2008-2009							44.25
	2009-2010							43.87
American Indian/ Native Alaskan	2008-2009							69.35
	2009-2010							56.25
Asian/Pacific Islander	2008-2009	--	--	--	--	--	--	74.72
	2009-2010	--	--	--	--	--	--	70.26
Hispanic	2008-2009	--	--	--	--	--	--	52.7
	2009-2010	--	--	--	--	--	--	48.4
White	2008-2009	100	3	24	53	20	72.88	64.28
	2009-2010	100	0	20	68	13	80.36	63.85
Students with Disabilities	2008-2009	--	--	--	--	--	--	22.98
	2009-2010	--	--	--	--	--	--	27.01
Limited English Proficiency	2008-2009	--	--	--	--	--	--	27.23
	2009-2010							15.83
Economically Disadvantaged	2008-2009	100	6	34	53	6	59.38	51.45
	2009-2010	100	0	19	74	6	80.65	49.66
Migrant	2008-2009	--	--	--	--	--	--	50.94
	2009-2010							41.3
Male	2008-2009	100	0	36	57	7	64.29	53.84
	2009-2010	100	0	25	64	11	75	54.44
Female	2008-2009	100	6	15	50	29	79.41	70.28
	2009-2010	100	0	14	73	14	86.36	68.66

District Assessment

Grade 3 - Mathematics

2009-2010

Student Group	School Year	District Percent					District Percent Proficient and Distinguished	State Percent Proficient and Distinguished
		Tested Students	Novice Students	Apprentice Students	Proficient Students	Distinguished Students		
All Students	2008-2009	100	9	19	40	32	72	74.47
	2009-2010	100	11	10	38	41	78.69	76.31
African-American	2008-2009							54.69
	2009-2010	--	--	--	--	--	--	56.53
American Indian/ Native Alaskan	2008-2009							71.05
	2009-2010							59.32
Asian/Pacific Islander	2008-2009	--	--	--	--	--	--	86.18
	2009-2010							85.76
Hispanic	2008-2009							64.29
	2009-2010							69.57
White	2008-2009	100	10	19	40	31	70.83	77.38
	2009-2010	100	12	10	40	38	77.59	79.23
Students with Disabilities	2008-2009	--	--	--	--	--	--	53.93
	2009-2010	--	--	--	--	--	--	55.86
Limited English Proficiency	2008-2009							59.48
	2009-2010							62.36
Economically Disadvantaged	2008-2009	100	11	24	41	24	64.86	66.36
	2009-2010	100	17	14	41	28	68.97	69.29
Migrant	2008-2009							69.74
	2009-2010							68.13
Male	2008-2009	100	9	22	31	38	68.89	74.26
	2009-2010	100	14	11	36	39	75	75.68
Female	2008-2009	100	10	13	53	23	76.67	74.69
	2009-2010	100	9	9	39	42	81.82	76.97

District Assessment

Grade 4 - Mathematics

2009-2010

Student Group	School Year	District Percent					District Percent Proficient and Distinguished	State Percent Proficient and Distinguished
		Tested Students	Novice Students	Apprentice Students	Proficient Students	Distinguished Students		
All Students	2008-2009	100	15	22	36	26	62.5	71.35
	2009-2010	100	5	8	43	44	87.34	74.88
African-American	2008-2009							53.26
	2009-2010	--	--	--	--	--	--	53.2
American Indian/ Native Alaskan	2008-2009							52.54
	2009-2010							70.37
Asian/Pacific Islander	2008-2009							83.99
	2009-2010	--	--	--	--	--	--	85.33
Hispanic	2008-2009							64.59
	2009-2010							67.57
White	2008-2009	100	15	22	36	26	62.5	73.81
	2009-2010	100	5	8	44	43	86.67	77.99
Students with Disabilities	2008-2009	100	18	9	27	45	72.73	50.91
	2009-2010	--	--	--	--	--	--	55.02
Limited English Proficiency	2008-2009							58.49
	2009-2010							56.83
Economically Disadvantaged	2008-2009	100	25	28	30	18	47.5	62.63
	2009-2010	100	5	10	46	39	85.37	67.09
Migrant	2008-2009							63.79
	2009-2010							58.11
Male	2008-2009	100	14	22	36	28	63.89	71.04
	2009-2010	100	4	6	46	44	89.58	74.55
Female	2008-2009	100	17	22	36	25	61.11	71.67
	2009-2010	100	6	10	39	45	83.87	75.24

District Assessment

Grade 5 - Mathematics

2009-2010

Student Group	School Year	District Percent					District Percent Proficient and Distinguished	State Percent Proficient and Distinguished
		Tested Students	Novice Students	Apprentice Students	Proficient Students	Distinguished Students		
All Students	2008-2009	100	12	19	39	31	69.33	64.93
	2009-2010	100	10	19	51	20	70.89	67.57
African-American	2008-2009							44.85
	2009-2010							46.43
American Indian/ Native Alaskan	2008-2009							67.69
	2009-2010							60.94
Asian/Pacific Islander	2008-2009	--	--	--	--	--	--	81.47
	2009-2010							83.39
Hispanic	2008-2009	--	--	--	--	--	--	60.76
	2009-2010							59.87
White	2008-2009	100	11	20	38	31	69.01	67.49
	2009-2010	100	10	19	51	19	70.51	70.47
Students with Disabilities	2008-2009	100	45	9	36	9	45.45	42.69
	2009-2010	100	27	18	45	9	54.55	45.31
Limited English Proficiency	2008-2009	--	--	--	--	--	--	45.87
	2009-2010							44.01
Economically Disadvantaged	2008-2009	100	19	28	33	19	52.78	54.96
	2009-2010	100	17	29	45	10	54.76	58.25
Migrant	2008-2009							55.44
	2009-2010							54.49
Male	2008-2009	100	13	20	48	20	67.5	64.23
	2009-2010	100	11	20	52	16	68.18	66.75
Female	2008-2009	100	11	17	29	43	71.43	65.65
	2009-2010	100	9	17	49	26	74.29	68.45

District Assessment

Grade 6 - Mathematics

2009-2010

Student Group	School Year	District Percent					District Percent Proficient and Distinguished	State Percent Proficient and Distinguished
		Tested Students	Novice Students	Apprentice Students	Proficient Students	Distinguished Students		
All Students	2008-2009	100	17	23	34	26	60	64.92
	2009-2010	100	17	21	38	25	62.5	67.84
African-American	2008-2009							41.97
	2009-2010							42.21
American Indian/ Native Alaskan	2008-2009							57.63
	2009-2010							74.32
Asian/Pacific Islander	2008-2009							83.67
	2009-2010	--	--	--	--	--	--	78.72
Hispanic	2008-2009	--	--	--	--	--	--	56.28
	2009-2010	--	--	--	--	--	--	58.75
White	2008-2009	100	18	20	36	26	62.3	68.01
	2009-2010	100	18	19	39	24	62.69	71.45
Students with Disabilities	2008-2009	100	45	36	18	0	18.18	38.97
	2009-2010	--	--	--	--	--	--	44.77
Limited English Proficiency	2008-2009	--	--	--	--	--	--	42.59
	2009-2010							36.48
Economically Disadvantaged	2008-2009	100	24	24	35	16	51.35	54.37
	2009-2010	100	26	31	26	17	42.86	58.33
Migrant	2008-2009	--	--	--	--	--	--	48.34
	2009-2010							60.11
Male	2008-2009	100	14	25	39	21	60.71	63.18
	2009-2010	100	21	23	44	13	56.41	65.29
Female	2008-2009	100	19	22	30	30	59.46	66.78
	2009-2010	100	12	18	30	39	69.7	70.49

District Assessment

Grade 7 - Mathematics

2009-2010

Student Group	School Year	District Percent					District Percent Proficient and Distinguished	State Percent Proficient and Distinguished
		Tested Students	Novice Students	Apprentice Students	Proficient Students	Distinguished Students		
All Students	2008-2009	100	6	35	38	21	58.73	62.8
	2009-2010	100	11	42	23	24	46.97	63.64
African-American	2008-2009							39.64
	2009-2010							38.6
American Indian/ Native Alaskan	2008-2009							57.97
	2009-2010							53.52
Asian/Pacific Islander	2008-2009	--	--	--	--	--	--	81.8
	2009-2010	--	--	--	--	--	--	80.04
Hispanic	2008-2009	--	--	--	--	--	--	54.81
	2009-2010	--	--	--	--	--	--	54.34
White	2008-2009	100	7	34	36	22	58.62	65.89
	2009-2010	100	10	44	23	24	46.77	67.08
Students with Disabilities	2008-2009	--	--	--	--	--	--	34.1
	2009-2010	100	45	45	9	0	9.09	40.09
Limited English Proficiency	2008-2009	--	--	--	--	--	--	37.52
	2009-2010							33.68
Economically Disadvantaged	2008-2009	100	10	45	39	6	45.16	51.43
	2009-2010	100	14	49	24	14	37.84	52.72
Migrant	2008-2009	--	--	--	--	--	--	46.81
	2009-2010							53.74
Male	2008-2009	100	8	41	28	23	51.28	60.28
	2009-2010	100	12	38	19	31	50	61.62
Female	2008-2009	100	4	25	54	17	70.83	65.54
	2009-2010	100	10	45	25	20	45	65.79

District Assessment

Grade 8 - Mathematics

2009-2010

Student Group	School Year	District Percent					District Percent Proficient and Distinguished	State Percent Proficient and Distinguished
		Tested Students	Novice Students	Apprentice Students	Proficient Students	Distinguished Students		
All Students	2008-2009	100	8	21	46	25	71.15	55.16
	2009-2010	100	18	37	29	15	44.62	55.62
African-American	2008-2009							31.53
	2009-2010							31.29
American Indian/ Native Alaskan	2008-2009							61.54
	2009-2010							49.33
Asian/Pacific Islander	2008-2009							77.05
	2009-2010	--	--	--	--	--	--	73.61
Hispanic	2008-2009							46.25
	2009-2010	--	--	--	--	--	--	47.15
White	2008-2009	100	8	21	46	25	71.15	58.34
	2009-2010	100	18	33	32	17	48.33	58.83
Students with Disabilities	2008-2009	--	--	--	--	--	--	28.25
	2009-2010	--	--	--	--	--	--	32.52
Limited English Proficiency	2008-2009	--	--	--	--	--	--	27.25
	2009-2010	--	--	--	--	--	--	25.96
Economically Disadvantaged	2008-2009	100	6	31	40	23	62.86	43.1
	2009-2010	100	28	44	25	3	28.13	44.04
Migrant	2008-2009							37.41
	2009-2010	--	--	--	--	--	--	46.45
Male	2008-2009	100	13	25	38	25	62.5	53.14
	2009-2010	100	17	42	25	17	41.67	55.1
Female	2008-2009	100	4	18	54	25	78.57	57.31
	2009-2010	100	21	31	34	14	48.28	56.18

District Assessment

Grade 11 - Mathematics

2009-2010

Student Group	School Year	District Percent					District Percent Proficient and Distinguished	State Percent Proficient and Distinguished
		Tested Students	Novice Students	Apprentice Students	Proficient Students	Distinguished Students		
All Students	2008-2009	100	8	33	40	18	58.33	41.19
	2009-2010	100	13	33	33	20	53.33	40.28
African-American	2008-2009							20.82
	2009-2010							21.11
American Indian/ Native Alaskan	2008-2009							34.48
	2009-2010							25.45
Asian/Pacific Islander	2008-2009							69.71
	2009-2010	--	--	--	--	--	--	68.2
Hispanic	2008-2009	--	--	--	--	--	--	34.26
	2009-2010	--	--	--	--	--	--	31.37
White	2008-2009	100	9	31	41	19	60.34	43.61
	2009-2010	100	12	33	35	19	54.39	42.65
Students with Disabilities	2008-2009	--	--	--	--	--	--	15.93
	2009-2010	--	--	--	--	--	--	17.55
Limited English Proficiency	2008-2009	--	--	--	--	--	--	20.52
	2009-2010	--	--	--	--	--	--	14.29
Economically Disadvantaged	2008-2009	100	13	32	42	13	54.84	28.1
	2009-2010	100	22	41	28	9	37.5	28.65
Migrant	2008-2009	--	--	--	--	--	--	29.46
	2009-2010	--	--	--	--	--	--	31.01
Male	2008-2009	100	13	25	47	16	62.5	40.63
	2009-2010	100	16	36	20	28	48	39.16
Female	2008-2009	100	4	43	32	21	53.57	41.76
	2009-2010	100	11	31	43	14	57.14	41.44

District Assessment

Grade 4 - Science

2009-2010

Student Group	School Year	District Percent					District Percent Proficient and Distinguished	State Percent Proficient and Distinguished
		Tested Students	Novice Students	Apprentice Students	Proficient Students	Distinguished Students		
All Students	2008-2009	100	6	15	56	24	79.17	70
	2009-2010	100	3	15	41	42	82.28	70.42
African-American	2008-2009							43
	2009-2010	--	--	--	--	--	--	44.74
American Indian/ Native Alaskan	2008-2009							67.8
	2009-2010							71.6
Asian/Pacific Islander	2008-2009							74.1
	2009-2010	--	--	--	--	--	--	74.74
Hispanic	2008-2009							57.36
	2009-2010							59.69
White	2008-2009	100	6	15	56	24	79.17	73.94
	2009-2010	100	3	16	41	40	81.33	74.35
Students with Disabilities	2008-2009	100	9	9	55	27	81.82	52.61
	2009-2010	--	--	--	--	--	--	53.12
Limited English Proficiency	2008-2009							46.46
	2009-2010							45.46
Economically Disadvantaged	2008-2009	100	10	20	55	15	70	60.58
	2009-2010	100	2	15	49	34	82.93	61.69
Migrant	2008-2009							58.47
	2009-2010							50.68
Male	2008-2009	100	3	14	61	22	83.33	70.39
	2009-2010	100	0	13	38	50	87.5	71.04
Female	2008-2009	100	8	17	50	25	75	69.58
	2009-2010	100	6	19	45	29	74.19	69.76

District Assessment

Grade 7 - Science

2009-2010

Student Group	School Year	District Percent					District Percent Proficient and Distinguished	State Percent Proficient and Distinguished
		Tested Students	Novice Students	Apprentice Students	Proficient Students	Distinguished Students		
All Students	2008-2009	100	3	37	38	22	60.32	62.73
	2009-2010	100	11	29	45	15	60.61	57.03
African-American	2008-2009							34.33
	2009-2010							25.95
American Indian/ Native Alaskan	2008-2009							56.52
	2009-2010							43.66
Asian/Pacific Islander	2008-2009	--	--	--	--	--	--	71.13
	2009-2010	--	--	--	--	--	--	68.93
Hispanic	2008-2009	--	--	--	--	--	--	49.14
	2009-2010	--	--	--	--	--	--	43.62
White	2008-2009	100	3	36	36	24	60.34	66.77
	2009-2010	100	11	27	45	16	61.29	61.53
Students with Disabilities	2008-2009	--	--	--	--	--	--	37.77
	2009-2010	100	55	36	9	0	9.09	34.23
Limited English Proficiency	2008-2009	--	--	--	--	--	--	26.01
	2009-2010							21.5
Economically Disadvantaged	2008-2009	100	3	45	45	6	51.61	51.47
	2009-2010	100	14	41	38	8	45.95	45.23
Migrant	2008-2009	--	--	--	--	--	--	48.94
	2009-2010							46.73
Male	2008-2009	100	3	36	33	28	61.54	63.36
	2009-2010	100	12	12	58	19	76.92	59.26
Female	2008-2009	100	4	38	46	13	58.33	62.04
	2009-2010	100	10	40	38	13	50	54.63

District Assessment

Grade 11 - Science

2009-2010

Student Group	School Year	District Percent					District Percent Proficient and Distinguished	State Percent Proficient and Distinguished
		Tested Students	Novice Students	Apprentice Students	Proficient Students	Distinguished Students		
All Students	2008-2009	100	10	40	43	7	50	41.23
	2009-2010	100	15	28	48	8	56.67	41.14
African-American	2008-2009							17.92
	2009-2010							17.93
American Indian/ Native Alaskan	2008-2009							36.21
	2009-2010							43.64
Asian/Pacific Islander	2008-2009							58.51
	2009-2010	--	--	--	--	--	--	56.58
Hispanic	2008-2009	--	--	--	--	--	--	31.71
	2009-2010	--	--	--	--	--	--	28.98
White	2008-2009	100	10	38	45	7	51.72	44.21
	2009-2010	100	16	25	51	9	59.65	44.25
Students with Disabilities	2008-2009	--	--	--	--	--	--	18.32
	2009-2010	--	--	--	--	--	--	17.79
Limited English Proficiency	2008-2009	--	--	--	--	--	--	8.64
	2009-2010	--	--	--	--	--	--	6.38
Economically Disadvantaged	2008-2009	100	16	39	39	6	45.16	28.75
	2009-2010	100	19	38	41	3	43.75	29.38
Migrant	2008-2009	--	--	--	--	--	--	34.82
	2009-2010	--	--	--	--	--	--	34.88
Male	2008-2009	100	9	34	47	9	56.25	45.37
	2009-2010	100	12	28	48	12	60	43.43
Female	2008-2009	100	11	46	39	4	42.86	37.03
	2009-2010	100	17	29	49	6	54.29	38.77

District Assessment

Grade 5 - Social Studies

2009-2010

Student Group	School Year	District Percent					District Percent Proficient and Distinguished	State Percent Proficient and Distinguished
		Tested Students	Novice Students	Apprentice Students	Proficient Students	Distinguished Students		
All Students	2008-2009	100	8	9	44	39	82.67	61.03
	2009-2010	100	8	32	43	18	60.76	55.59
African-American	2008-2009							40.29
	2009-2010							33.71
American Indian/ Native Alaskan	2008-2009							63.08
	2009-2010							45.31
Asian/Pacific Islander	2008-2009	--	--	--	--	--	--	69.52
	2009-2010							66.78
Hispanic	2008-2009	--	--	--	--	--	--	53.49
	2009-2010							44.28
White	2008-2009	100	8	8	45	38	83.1	64.01
	2009-2010	100	8	32	44	17	60.26	58.84
Students with Disabilities	2008-2009	100	36	9	45	9	54.55	41.39
	2009-2010	100	36	36	18	9	27.27	35.7
Limited English Proficiency	2008-2009	--	--	--	--	--	--	34.1
	2009-2010							26.91
Economically Disadvantaged	2008-2009	100	14	17	47	22	69.44	49.68
	2009-2010	100	12	40	40	7	47.62	44.71
Migrant	2008-2009							42.31
	2009-2010							43.26
Male	2008-2009	100	8	15	45	33	77.5	61.22
	2009-2010	100	9	32	43	16	59.09	56.55
Female	2008-2009	100	9	3	43	46	88.57	60.84
	2009-2010	100	6	31	43	20	62.86	54.58

District Assessment

Grade 8 - Social Studies

2009-2010

Student Group	School Year	District Percent					District Percent Proficient and Distinguished	State Percent Proficient and Distinguished
		Tested Students	Novice Students	Apprentice Students	Proficient Students	Distinguished Students		
All Students	2008-2009	100	8	25	54	13	67.31	55.83
	2009-2010	100	11	29	49	11	60	56.29
African-American	2008-2009							33.05
	2009-2010							30.47
American Indian/ Native Alaskan	2008-2009							67.69
	2009-2010							48
Asian/Pacific Islander	2008-2009							70.53
	2009-2010	--	--	--	--	--	--	69.84
Hispanic	2008-2009							43.59
	2009-2010	--	--	--	--	--	--	45.73
White	2008-2009	100	8	25	54	13	67.31	59.03
	2009-2010	100	10	32	47	12	58.33	59.8
Students with Disabilities	2008-2009	--	--	--	--	--	--	30.87
	2009-2010	--	--	--	--	--	--	31.64
Limited English Proficiency	2008-2009	--	--	--	--	--	--	20.24
	2009-2010	--	--	--	--	--	--	20.73
Economically Disadvantaged	2008-2009	100	11	34	49	6	54.29	42.9
	2009-2010	100	19	31	47	3	50	44.58
Migrant	2008-2009							38.85
	2009-2010	--	--	--	--	--	--	46.99
Male	2008-2009	100	8	29	46	17	62.5	55.55
	2009-2010	100	11	33	53	3	55.56	54.37
Female	2008-2009	100	7	21	61	11	71.43	56.13
	2009-2010	100	10	24	45	21	65.52	58.36

District Assessment

Grade 11 - Social Studies

2009-2010

Student Group	School Year	District Percent					District Percent Proficient and Distinguished	State Percent Proficient and Distinguished
		Tested Students	Novice Students	Apprentice Students	Proficient Students	Distinguished Students		
All Students	2008-2009	100	7	47	35	12	46.67	40.68
	2009-2010	100	12	37	37	15	51.67	39.86
African-American	2008-2009							24.42
	2009-2010							22.03
American Indian/ Native Alaskan	2008-2009							50
	2009-2010							40
Asian/Pacific Islander	2008-2009							62.03
	2009-2010	--	--	--	--	--	--	56.8
Hispanic	2008-2009	--	--	--	--	--	--	28.7
	2009-2010	--	--	--	--	--	--	29.41
White	2008-2009	100	7	45	36	12	48.28	42.77
	2009-2010	100	11	37	37	16	52.63	42.2
Students with Disabilities	2008-2009	--	--	--	--	--	--	17.76
	2009-2010	--	--	--	--	--	--	17.55
Limited English Proficiency	2008-2009	--	--	--	--	--	--	8.21
	2009-2010	--	--	--	--	--	--	5.87
Economically Disadvantaged	2008-2009	100	10	48	32	10	41.94	27.67
	2009-2010	100	22	44	25	9	34.38	27.96
Migrant	2008-2009	--	--	--	--	--	--	29.46
	2009-2010	--	--	--	--	--	--	26.36
Male	2008-2009	100	3	50	31	16	46.88	40.97
	2009-2010	100	20	36	24	20	44	38.14
Female	2008-2009	100	11	43	39	7	46.43	40.39
	2009-2010	100	6	37	46	11	57.14	41.65

District Assessment

Grade 5 - Writing On-Demand

2009-2010

Student Group	School Year	District Percent					District Percent Proficient and Distinguished	State Percent Proficient and Distinguished
		Tested Students	Novice Students	Apprentice Students	Proficient Students	Distinguished Students		
All Students	2008-2009	100	5	24	59	12	70.67	55.37
	2009-2010	100	3	38	51	9	59.49	59.08
African-American	2008-2009							44.76
	2009-2010							45.47
American Indian/ Native Alaskan	2008-2009							50.77
	2009-2010							53.13
Asian/Pacific Islander	2008-2009	--	--	--	--	--	--	73.31
	2009-2010							70.3
Hispanic	2008-2009	--	--	--	--	--	--	50.24
	2009-2010							51.57
White	2008-2009	100	6	23	59	13	71.83	56.77
	2009-2010	100	3	38	50	9	58.97	61.05
Students with Disabilities	2008-2009	100	18	27	45	9	54.55	31.95
	2009-2010	100	18	45	36	0	36.36	34.13
Limited English Proficiency	2008-2009	--	--	--	--	--	--	34.87
	2009-2010							34.66
Economically Disadvantaged	2008-2009	100	8	39	42	11	52.78	45.24
	2009-2010	100	5	52	40	2	42.86	49.94
Migrant	2008-2009							42.66
	2009-2010							39.33
Male	2008-2009	100	5	30	58	8	65	46.01
	2009-2010	100	5	55	36	5	40.91	49.96
Female	2008-2009	100	6	17	60	17	77.14	65.09
	2009-2010	100	0	17	69	14	82.86	68.72

District Assessment

Grade 8 - Writing On-Demand

2009-2010

Student Group	School Year	District Percent					District Percent Proficient and Distinguished	State Percent Proficient and Distinguished
		Tested Students	Novice Students	Apprentice Students	Proficient Students	Distinguished Students		
All Students	2008-2009	100	8	31	58	4	61.54	42.08
	2009-2010	100	8	55	35	2	36.92	42.35
African-American	2008-2009							28.34
	2009-2010							27.5
American Indian/ Native Alaskan	2008-2009							55.38
	2009-2010							42.67
Asian/Pacific Islander	2008-2009							63.58
	2009-2010	--	--	--	--	--	--	59.72
Hispanic	2008-2009							33.44
	2009-2010	--	--	--	--	--	--	35.84
White	2008-2009	100	8	31	58	4	61.54	43.88
	2009-2010	100	7	57	35	2	36.67	44.22
Students with Disabilities	2008-2009	--	--	--	--	--	--	17.55
	2009-2010	--	--	--	--	--	--	18.65
Limited English Proficiency	2008-2009	--	--	--	--	--	--	14.31
	2009-2010	--	--	--	--	--	--	16.55
Economically Disadvantaged	2008-2009	100	9	40	46	6	51.43	30.98
	2009-2010	100	13	63	22	3	25	32.32
Migrant	2008-2009							26.62
	2009-2010	--	--	--	--	--	--	32.79
Male	2008-2009	100	13	38	42	8	50	32.56
	2009-2010	100	11	67	22	0	22.22	31.04
Female	2008-2009	100	4	25	71	0	71.43	52.23
	2009-2010	100	3	41	52	3	55.17	54.55

District Assessment

Grade 12 - Writing On-Demand

2009-2010

Student Group	School Year	District Percent					District Percent Proficient and Distinguished	State Percent Proficient and Distinguished
		Tested Students	Novice Students	Apprentice Students	Proficient Students	Distinguished Students		
All Students	2008-2009		2	60	35	2	37.21	34.97
	2009-2010		3	75	21	0	21.31	35.04
African-American	2008-2009	--	--	--	--	--	--	25.91
	2009-2010							26.94
American Indian/ Native Alaskan	2008-2009							31.25
	2009-2010							29.82
Asian/Pacific Islander	2008-2009							54.35
	2009-2010							55.46
Hispanic	2008-2009							29.01
	2009-2010	--	--	--	--	--	--	29.94
White	2008-2009		2	61	34	2	36.59	36.02
	2009-2010		3	74	22	0	22.41	35.75
Students with Disabilities	2008-2009	--	--	--	--	--	--	12.74
	2009-2010	--	--	--	--	--	--	16.28
Limited English Proficiency	2008-2009							14.2
	2009-2010	--	--	--	--	--	--	13.71
Economically Disadvantaged	2008-2009		0	47	53	0	52.94	24.79
	2009-2010		3	79	17	0	17.24	25.68
Migrant	2008-2009							24.24
	2009-2010	--	--	--	--	--	--	27.96
Male	2008-2009		5	68	26	0	26.32	25.54
	2009-2010		6	81	13	0	12.5	26.09
Female	2008-2009		0	54	42	4	45.83	44.26
	2009-2010		0	69	31	0	31.03	44.15

Norm-Referenced Test: The ITBS scores are not part of state or federal accountability. The assessment is for diagnostic purposes only. The school and district scores are reported publicly using national percentiles (Percentile Rank of Average Standard Score: National Student Norms). Each national percentile shows a student's performance compared to other students who took the assessment at the same grade level and same time period—fall, mid-spring, or spring as compared to the 2005 norming group.

Norm-Referenced Test (NRT)			Iowa Tests of Basic Skills		
Scores Reported in National Percentiles					
Reading			Mathematics		
Grade	District	State	Grade	District	State
3	65	62	3	56	60
4	58	57	4	51	56
5	53	55	5	51	53
6	49	46	6	42	43
7	56	51	7	45	51

Readiness Assessment: 8th and 10th grade students in Kentucky are being given assessments by ACT, Inc, to predict high school and college success and indicate progress. 8th graders are given EXPLORE and 10th grade students are given PLAN. For further information on this test and the other components of the Educational Planning and Assessment System (EPAS) go to the KDE homepage (<http://www.education.ky.gov>) and select School Report Card from the blue navigation bar.

EXPLORE					PLAN				
2009		2010			2009		2010		
	District	State	District	State		District	State	District	State
Reading	14.4	13.9	14.3	14.2	Reading	17.4	16.0	17.5	16.2
Mathematics	15.8	14.6	15.2	14.9	Mathematics	17.3	16.4	18.5	16.5
English	14.3	13.8	13.8	14.0	English	16.6	15.9	17.7	15.8
Science	16.6	16.0	16.5	16.1	Science	18.0	17.4	19.1	17.6
Composite	15.4	14.7	15.1	14.9	Composite	17.4	16.6	18.3	16.7

Other Measures: The third component of the Kentucky Testing System is our district's performance in attendance, retention*, dropout rate, and for successful transition to adult life. Data in these tables reflect our performance during the 2008-2009 school year.

* The percent of students who had to repeat the grade.

Transition to Adult Life										
	Attendance Rate	Retention Rate	Dropout Rate	Graduation Rate	College	Military	Work	Voc/Tech Training	Work & PT School	Not Successful
District	97	2	1	86	66.0%	4.3%	19.1%	2.1%	4.3%	4.3%
State	94	3	2	84	56.4%	2.4%	22.8%	6.3%	6.5%	5.6%

NAEP: The National Assessment of Educational Progress (NAEP) is also known as "the Nation's Report Card". NAEP has been conducting assessments since 1969 and is the only national assessment of what "America's students know and can do" in various subject areas. NAEP does not report scores for individual students or schools. NAEP bases its results on a sample of students and provides data at the state and national level.

NAEP Achievement Level Percentages					NAEP Participation Rates		
Grade 4	Below Basic	Basic	Proficient	Advanced	Grade 4	Students with Disabilities	English Language Learners
Reading	32%	35%	25%	8%	Reading	52%	54%
Mathematics	21%	49%	27%	3%	Mathematics	42%	65%

NAEP Achievement Level Percentages					NAEP Participation Rates		
Grade 8	Below Basic	Basic	Proficient	Advanced	Grade 8	Students with Disabilities	English Language Learners
Reading	27%	46%	25%	3%	Reading	84%	89%
Mathematics	31%	42%	22%	5%	Mathematics	51%	82%

Our Learning Environment

School Safety: Here is what we are doing to make our school safe for our students.

Visitors are Required to Sign in	All Parents Received the District Discipline Code	% Classrooms with Outside Line
Y	Y	100.0%

Violation	# of Reported Incidents	# of Students Suspended	# of Students Expelled
1st Degree Assault	0	0	0
Drug Violation	1	1	0
Weapons Violations	0	0	0

Procedures in Place in Our School for Drug and Weapons Detection:

Policies and procedures are in place in both schools regarding drug and weapon detection. Students receive drug prevention instruction and bullying/conflict resolution training each year. The district contracts with an outside agency to provide a confidential method for reporting any suspicious student behaviors connected to violence or drug abuse. Also, our small size enables us to be proactive in the prevention or intervention of such matters.

Student Resources

	Spending per Student	Student/Teacher Ratio	% Computers 5 Years Old or Less	Students per Internet Connected Computer
District	\$9118	17.0:1	50.0%	3.6:1
State	\$10742	15.0:1	76.6%	2.7:1

How We Use Technology To Teach:

The district is committed to integrating technology in every P-12 classroom. All classroom within the district have projectors, smart boards/tablets, document cameras, and DVD/VCR players. The district has 3 stationary labs and 3 mobile labs for student use. Students have access to online and other resources such as Atomic Learning, United Streaming, Microsoft Office Certification, Compass Learning, Read/Write Gold, and other various applications. The district is working towards providing all students with 21st century skills so they are successful when they graduate from our institution.

Parental Involvement

	# of Students Whose Parent/Guardian Had at Least One Teacher Conference	# of Parents/Guardians Voting in School Council (SBDM) Elections	# of Parents/Guardians Serving on the School Council (SBDM) or its Committees	# of Volunteer Hours
Our District	638	132	20	6970

ACT Testing: The ACT is America's most widely accepted college entrance exam. It assesses high school students' general educational development and their ability to complete college-level work. The multiple-choice tests cover four skill areas: English, mathematics, reading, and science. All Kentucky Juniors are required to take the ACT. The chart below shows both 11th grade and graduating Senior ACT scores.

		11th Grade ACT Scores				
		English	Math	Reading	Science	Composite
2010	District	18.6	19.9	20.2	20.3	19.9
	State	17.7	18.2	18.8	18.7	18.5
2009	District	18.5	19.7	18.8	20.4	19.4
	State	17.3	18.2	18.4	18.5	18.2

		Graduating Senior ACT Scores				
		English	Math	Reading	Science	Composite
2010	District	19.9	20.5	20.0	20.4	20.3
	State	18.3	18.7	19.4	19.4	19.1
2009	District	18.3	18.4	18.8	18.7	18.7
	State	18.3	18.7	19.4	19.4	19.1

Teacher Qualifications

The preparation and experience of our teachers also is important to our success. These numbers do not include administrators, guidance counselors, or library media specialists. Upon request, our district will provide information about the qualifications of your child's teachers and teachers' aides.

	District	State
% of Teachers with Emergency or Provisional Certification	3.6%	1.1%
% of Classes Taught by Teachers who Participated in Content-Focused Professional Development	95.0%	NA
% of Core Academic Subject Classes NOT Taught by Highly Qualified Teachers	0.0%	1.7%
Average Years of Teaching Experience	9.6%	11.7%
Number of Teachers certified by the National Board for Professional Standards	0	1704

	B.A./B.S.	M.A./M.S.	Rank I	Specialist	Ph.D./Ed.D.	Total Teachers
Professional Qualifications of all Teachers in the School	21.8%	60.0%	16.4%	0.0%	1.8%	100%

Percentage of Core Academic Subject Classes not Taught by Highly Qualified Teachers		
District Aggregate	High-Poverty Schools	Low-Poverty Schools
0.00%	0.00%	0.00%

This table shows schools with Primary programs along with the number of students requiring 5 years in the Primary program.

School Name	Count

Other Important Information About Our District

State Contest Results: The Williamstown High School "Band of Spirit" won the 2009 KMEA "Class A" state marching band championship under the direction of Mr. Bob Gregg. The MS and HS bands received Distinguished ratings at the 2010 KMEA District VI Concert Festival. 3 students were selected for KMEA All State Band. 2 elementary, 6 middle school and 1 high school students were selected to the KY All-State Choir. Four students were winners in the state's annual "Adopt-A-Highway" poster contest.

Extracurricular Activities: Williamstown Elementary offers intramural and competitive traveling basketball teams for students in grades 1-5. Students can also participate in chorus, the school's newscast team, student council, academic teams and cross country. Williamstown Jr./Sr. High School students participate in golf, volleyball, basketball, cross country, cheerleading, softball, baseball, tennis, track, chorus, band, drama, academic teams and other various school organized clubs.

Awards & Recognitions: Mr. Steven Faulkner, a junior, won the state KHEAA essay contest titled, "Promote Your School" As the winner of this contest, Steven was awarded a \$500 scholarship and our district and students will be highlighted in the 2010-2011 KHEAA publications. Our district demonstrated proficiency in all ten indicators of the Advancing Student Achievement Program. The district was recognized at the Kentucky School Board's Association winter conference for this accomplishment.

What We Are Doing To Improve: The district fully implemented MAP, an interim assessment students take three times a year in Reading, Language Usage and Math. The data teachers receive allows them to differentiate their instruction to meet the needs of all students. Teachers are engaged in meaningful professional development that allows them to look at curriculum, instructional practices, and assessment of student learning. For more information, our CDIP is available on our website.

For Further Information: To locate further data concerning this school and the district, please go to the Kentucky Department of Education homepage at <http://www.education.ky.gov>, and select School Report Card from the blue navigation bar at the left of the screen. Next, select Expanded Data and you will see a selection of reports offering a wealth of detail about the school and district and their programs. For even more information we suggest that you visit the school or district office and talk with the staff and faculty.



Ark Encounter Impact Study

ARK ENCOUNTER IMPACT ANALYSIS

In late 2010, Answers-in-Genes (the owners of the park) is announced plans to build an 800 acre theme park in Williamstown, Kentucky. Scheduled to open in 2014, the park is expected to draw over one million visitors annually and employ up to 900 full- and part-time jobs. A project of this scale and magnitude has the potential to transform the entire region. A 2006 study gave the community an idea of the anticipated economic impact on jobs and taxes that the park could generate.

A more detailed study commissioned by Answers-in-Genesis in February 2010 provides an in-depth economic analysis of the potential impact of the project.

In May 2011, an application for Kentucky Tourism Development Act tax credits was submitted to the Kentucky Tourism, Arts and Heritage Cabinet. A copy of the application is included in this section.

Without a doubt, the Ark Encounter has the potential to transform the city of Williamstown over the next five years. The city and the region must plan carefully as this project develops. It is our recommendation that collaborative discussions be held to stay in front of this development. It is critical for the city to identify all of the local, state and federal partners, bring them to the table and jointly prepare for expanded infrastructure, safety, economic, environmental and transportation needs. A careful and methodical approach is necessary to grow at the proper rate and time.



Ark Encounter Economic Impact on Jobs¹

Estimated Value Added: 2006

Number of Jobs ^{2,3}	Direct	Indirect	Induced	Total
	\$	\$	\$	\$
100	2,371,000.00	611,000.00	1,279,000.00	4,261,000.00
	\$	\$	\$	\$
550	13,040,500.00	3,360,500.00	7,034,500.00	23,435,500.00

Estimated Jobs Created: 2006

Number of Jobs	Direct	Indirect	Induced	Total
100	100	14	24	138
550	550	77	132	759

Estimated State and Local Taxes: 2006*

Number of Jobs	Direct	Induced	Total
	\$	\$	\$
100	365,000.00	143,000.00	508,000.00
	\$	\$	\$
550	2,007,500.00	786,500.00	2,794,000.00

*\$43 million state tax break for the first 10 years (2014-2024)

¹ <http://www.thinkkentucky.com/kyedc/pdfs/100jobs.pdf>

² <http://www.kentucky.com/2011/05/20/1745988/43-million-tax-break-approved.html#storylink=misearch>

³ <http://www.npr.org/2011/03/08/134196237/governor-hopes-tourists-come-two-by-two-to-ark-park>

economic impact study

the creation museum and the ark encounter

february 2010

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Cultural-Heritage and Religious Travel Market

Two of the fastest-growing segments in the travel industry are the cultural-heritage and religious traveler segments. These two segments have a significant crossover in travelers.

The cultural-heritage traveler is made up of 78% of all leisure travelers or 118.3 million U.S. adults. This group of travelers skew slightly older, are more educated, and have a higher household income than the general traveler. They represent all demographic groups. They are high frequent travelers and they spend more on their trip than the average traveler. This traveler includes cultural and art exhibits, museums, historical sites, festivals, re-enactments, and special exhibits as part of their trip. They have a high propensity to look for learning opportunities and enjoy unique shopping and are much more likely to combine a business trip with leisure travel.

This group is one of the most sought after travel segments due to their frequency of travel and their expenditures. It is estimated that this segment provides a \$192 billion impact to the U.S. economy annually according to the Travel Industry Association of America.

The profile of the religious traveler is similar to that of the cultural-heritage traveler. This travel has been wrongly stereotyped into segments which involved trips to Israel, Rome, Greece and travel which was referred to as mission trips. Today, religious travel includes themed cruises, retreats, conferences, special exhibits, museums, themed attractions, cultural festivals, special exhibits, and adventure outings. Religious travel is one of the fastest-growing segments in the travel industry. The sharpest and greatest increase in religious travel has taken place during the 1990s according to the Religious Conference Management Association.

For example, religious conventions and meetings have increased from 4.4 million attendees in 1994 to 14.7 million attendees in 2006. It is estimated by the Travel Industry Association of America that religious travel has a direct expenditure of \$18 billion annually. Twenty-five percent of all travelers incorporate a religious travel piece in their trip. The age span of this segment is evenly divided into the 18-34, 35-54, and the 55+ age groups. Religious travel is being spurred on by “boomers” who don’t want to be told about faith but rather want to experience it for themselves. It is the mainstream traveler and the cultural-heritage traveler who is the driving force behind this explosive growth. Religious travel is year-round with group travel being an important part.

The two entities found in this report capture both the cultural-heritage traveler plus the religious traveler. The existing Creation Museum and the new project, The Ark Encounter, are presented in the following pages. The historical economic impact of the Creation Museum and the future economic impact of both The Ark Encounter and the Creation Museum are detailed.

The Creation Museum



The Creation Museum, operated by Answers in Genesis, is a concept that was envisioned by founder Ken Ham in the 1970s while he and his family were living in Australia. The vision was shaped over the next many years and began to take a physical presence in Boone County, Kentucky in 1996. Located off Interstate 275, the 70,000-square-foot Creation Museum facility had its grand opening May 26, 2007 and saw over 4000 guests come through its doors the first day. 130 separate media organizations were present during the first few days. Since the Grand Opening, about one million people have been amazed by its state-of-the-art animatronics figures, Stargazer Planetarium, masterfully created scenes, and numerous interactive activities for the whole family.



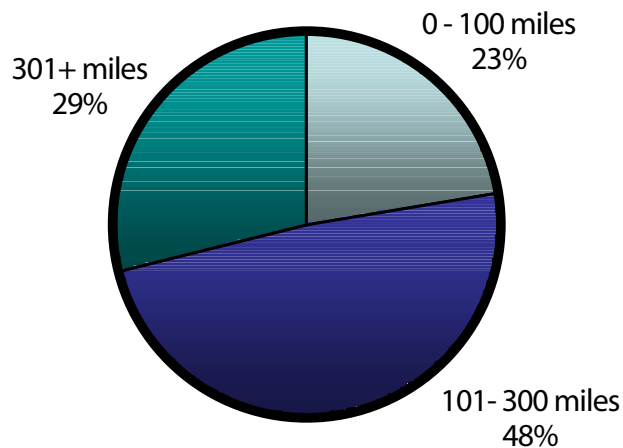
Direct Visitor Spending Study

It has been assumed that the Creation Museum has had a very positive impact on the economy of Northern Kentucky and the Cincinnati, Ohio area. In order to verify this proposition, in the summer of 2009 an Assessment of Direct Visitor Spending was conducted by Jerry Henry & Associates (JHA) on behalf of the Creation Museum to determine the direct travel-related economic activity in the primary market generated by the Creation Museum attendee. JHA is one of the leading research companies in the tourism industry with present and past clients such as Kentucky Department of Tourism, Missouri Division of Tourism, The Saint Louis Science Center, Zoo New England, Hershend Family Entertainment, Pocono Mountains Visitor Bureau, Kentucky Heritage Museum, Cincinnati Regional Tourism Network, Kansas City Convention and Visitors Association, Branson Landing, Conner Prairie Outdoor History Museum, Precious Moments, The Vacation Channel, Memphis Convention and Visitors Bureau, and numerous other public organizations and private corporations.

The assessment was conducted via an on-line survey of individuals who had traveled to and visited the Creation Museum.

There were several significant findings gleaned from the report:

* The average Creation Museum visitor lives 259 miles from Petersburg, KY.



Originating States

Most (83%) of the Creation Museum's visitors come from ten states: Ohio, Indiana, Kentucky, Michigan, Tennessee, Pennsylvania, Illinois, North Carolina, Wisconsin, and West Virginia.



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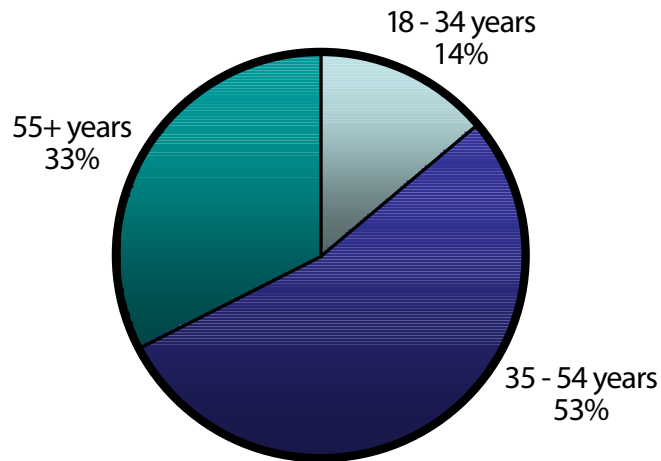
Originating Demographic Market Area

The top 14 feeder markets represent 67% of the visitation – ranking of visitation: Cincinnati, Indianapolis, Dayton, Lexington, Columbus, Louisville, Fort Wayne, Cleveland, Charleston, WV, Detroit, Nashville, Chicago, Toledo, and Greenville, SC. These results somewhat mirror the results reported by the Cincinnati Convention and Visitors Bureau in regards to area visitation.

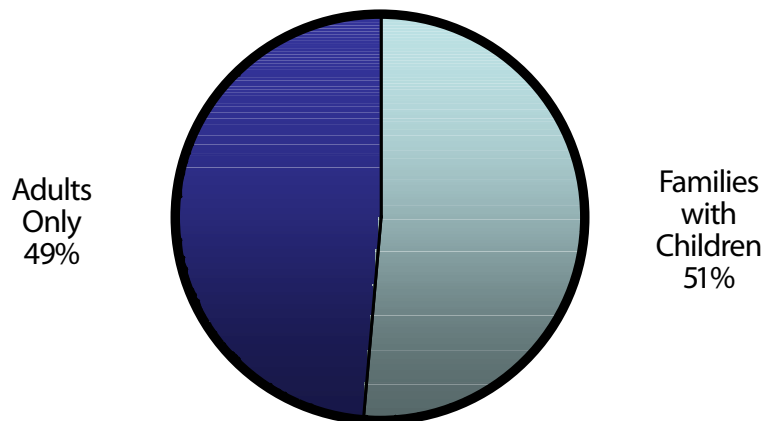


Age

*The average visitor's age is 48.7 years of age.



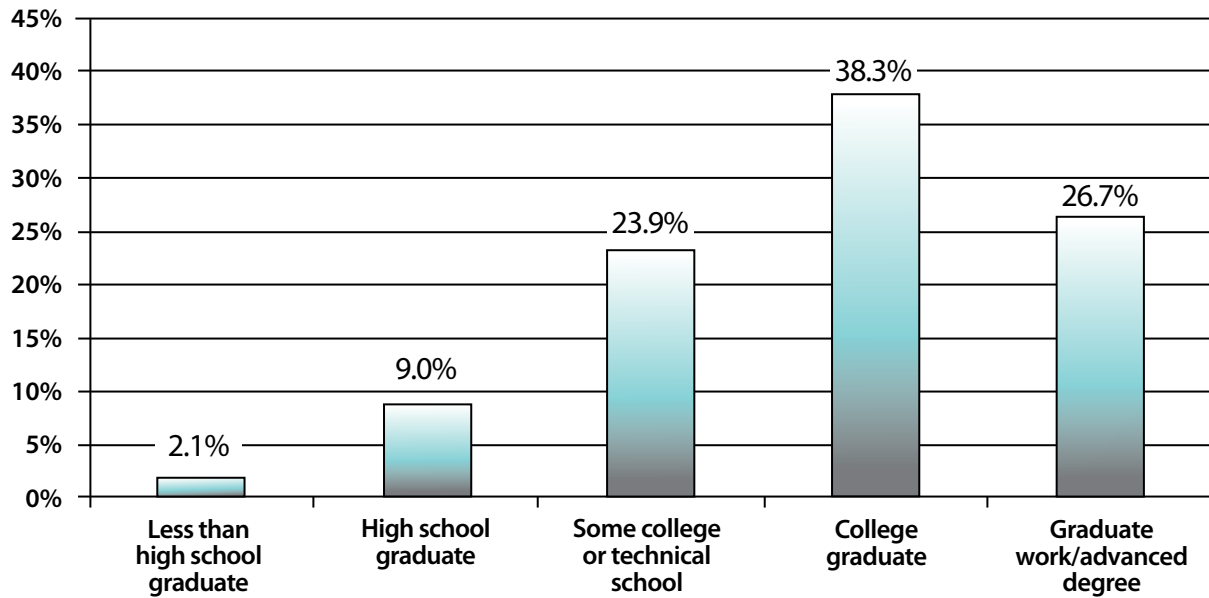
* Over half of the visitors have children under the age of 18 years in their homes.



Education

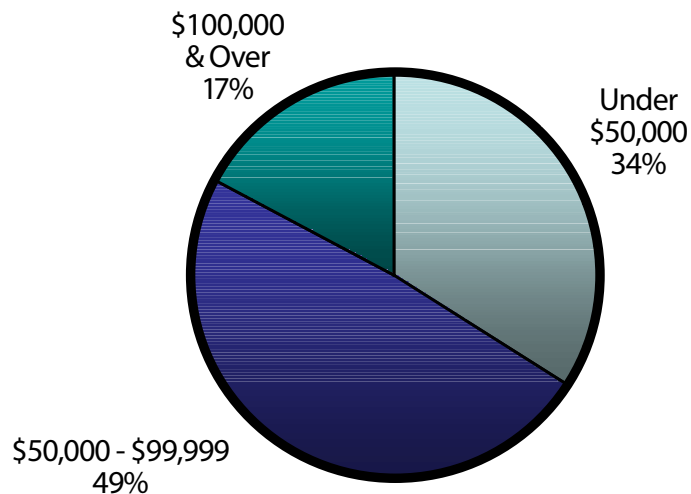
*Two-thirds of the Creation Museum's visitors have a college or advanced degree.

Highest Level of Education Completed



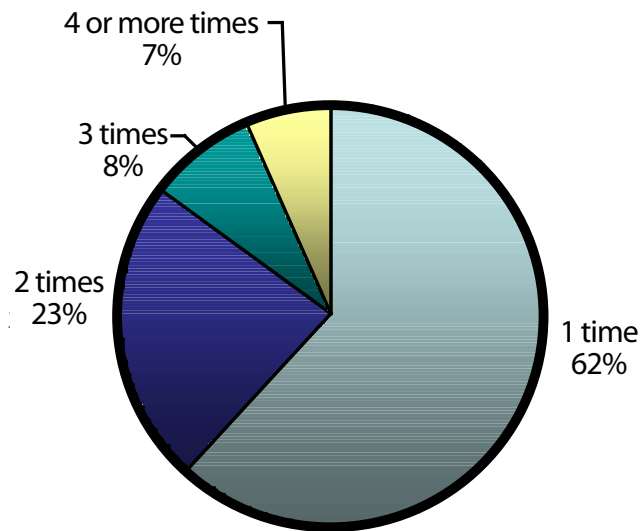
Income

*The average Creation Museum visitor has a household income of \$67,500.



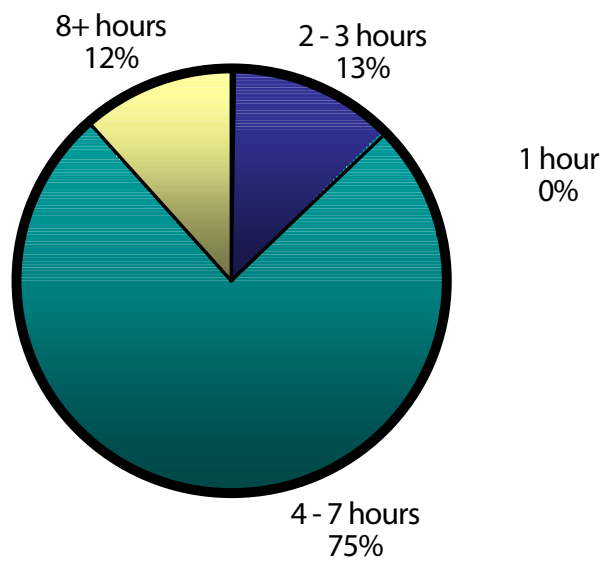
Visitation

* The average guest has visited the Creation Museum 1.7 times.



Length of Stay

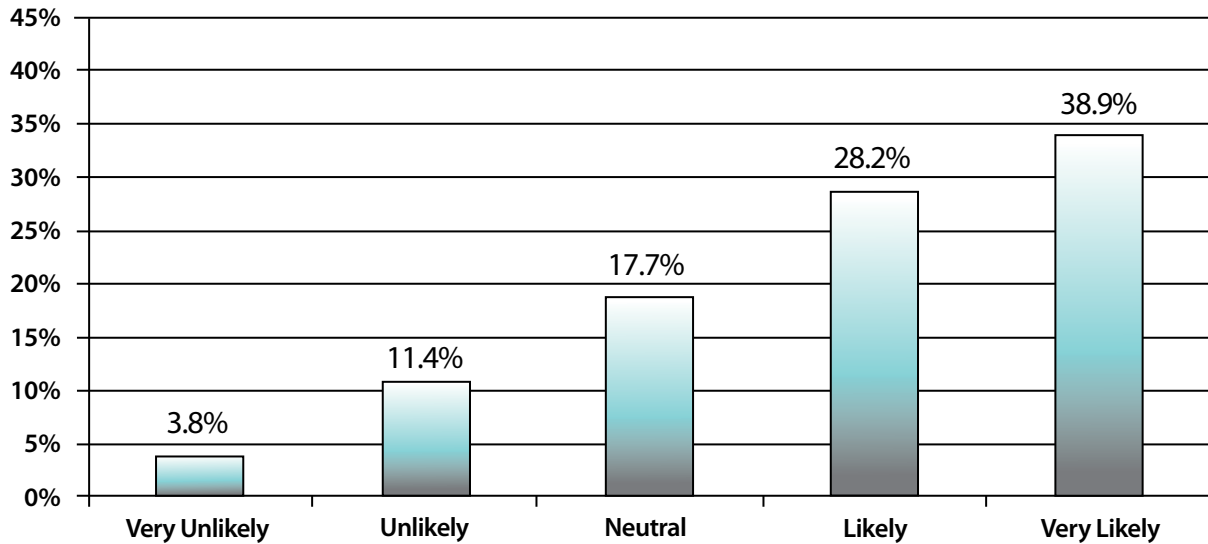
* The average length of stay at the Creation Museum is nearly 6 hours.



Likelihood to Return

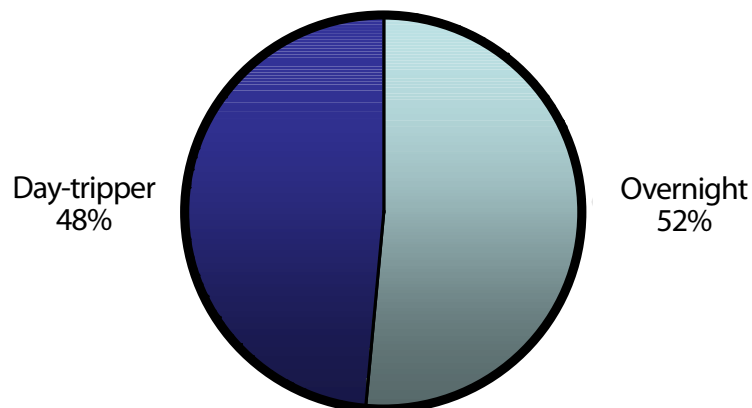
* Two-thirds of the Creation Museum guests say they are likely/very likely to return within 12 months; nearly 90% say they'll return within the next 3 years. This is far above the norm for museums.

Intent to Return in the Next 12 Months

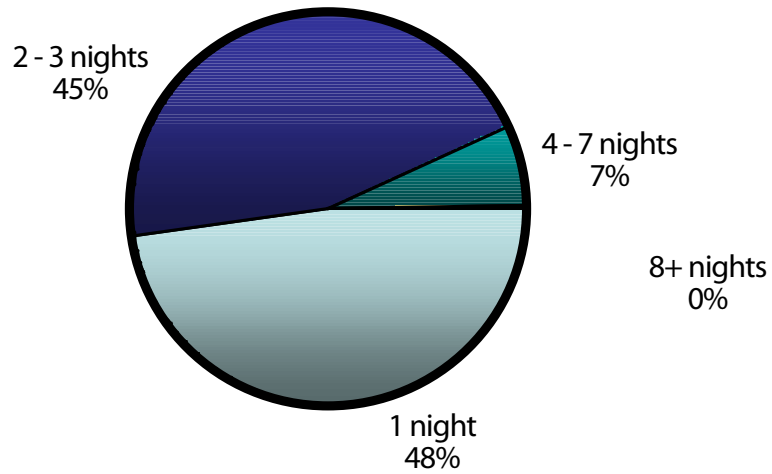


Overnight Stays

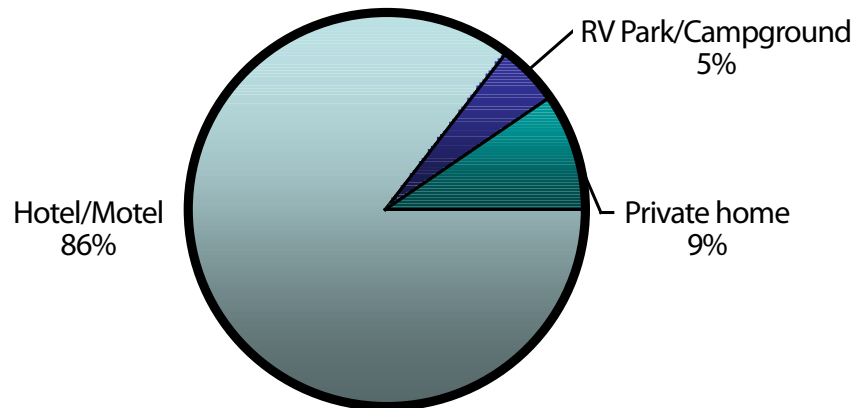
* Just over half of the Creation Museum visitors spend the night in the area.



* The average overnight stay is 1.8 nights. This provides a significant economic benefit to the area.

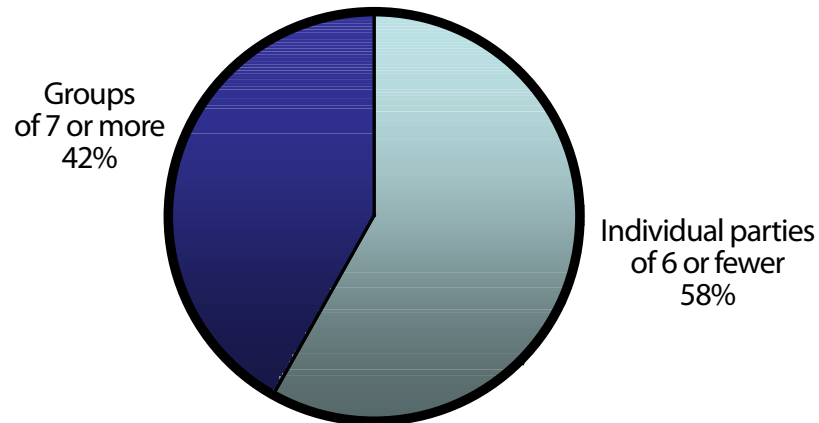


* 86% of all overnight stays are at hotels/motels.



Group Travel Size

* The Creation Museum average travel party is estimated to be 3.69 members. Groups of seven or more generally look for other activities in an area in addition to their primary reason for visiting. This provides a significant economic impact for the geographic area.



Conclusion of Current Customer Base:

The Creation Museum visitor is a highly desirable traveler for the regional tourism industry. This is a very well-educated customer who is of a mid to upper income group and will travel a significant distance in order to pursue an educational, historical, religious, and cultural exploration. The customer base is a good balance of families and adult travelers. The average group size is significant, as well as the number of overnight visitors to the area. Due to the average distance traveled by the Creation Museum customer, the area is receiving a good flow of new dollars being spent and not simply a recirculation of residential dollars. The Creation Museum has a very loyal customer with a very high index of intent to visit the Creation Museum multiple times. As the Creation Museum continues to grow its attendance, the Cincinnati area tourism businesses and support businesses will benefit positively by the influx of out-of-region new dollars.

The economic impact of the Creation Museum is detailed in the next section.

General Assumptions

Economic impact analysis typically begins with an estimate of direct expenditures. The 2009 Assessment of Direct Visitor Spending estimated direct travel-related economic activity in the primary market.

JHA collected data on a variety of tourism-related variables. Variables included the expenditures made by the visitor while at the Creation Museum and those expenditures made throughout the Greater Cincinnati and Northern Kentucky area while on their trip. The Nehemiah Group, Inc, a tourism consulting firm, in turn used this information in combination with a variety of other local economic impact assessments to make the projections in this study. The economic impact analysis in this study includes two segments. The first segment estimates direct expenditures by the visitor while in the area. The second segment of the analysis, utilizing projections used in similar studies that involved an input-output model (TEIM) to estimate the total effect of direct expenditures on the region's economy, projects the industrial output of the visitor direct expenditures.

The economic impact found in this section begins with the purchases made by tourists or travelers visiting the Creation Museum plus the resulting spending in the surrounding area. The purchases which the Creation Museum visitors made, other than those at the Creation Museum, include expenditures for such goods and services as transportation, lodging, food and beverage, entertainment, souvenirs, and other retail goods. These two groupings of spending are referred to as direct expenditures and collectively referred to as the direct economic impact of the Creation Museum's visitors.

Direct expenditures ripple through the region's economy. Businesses conducting direct transactions with tourists and travelers who are visiting the Creation Museum must pay wages and salaries, purchase goods and services as inputs, and pay taxes. Indirectly impacted laborers and businesses also undertake new economic activity, buying goods and services and paying taxes on those purchases. This process is repeated, with the new economic activity getting steadily smaller as each round of spending occurs, until finally the ripple effect becomes insignificantly small. The combined impact of all of the spending rounds is referred to as the multiplier effect of tourism and travel and it is this economic input-output model (TEIM) that was developed by the State of Kentucky in 2007 to estimate the multiplier effect for the State. It is this multiplier that is used in this study and has been used in the following projection of the Creation Museum's indirect economic impact. When this multiplier was developed it included Boone County in its projection calculations. The original purpose of the State in developing the process was to measure the multiplier effect of tourism on the area's economy, the same purpose for which the multiplier is being used in this analysis.

The total economic impact of the Creation Museum is the sum of the direct and multiplier effects, expressed in terms of output, employment, personal income, value added, and taxes. It is important to note that tourism impacts all sectors of the region's economy. The research findings presented in this report show the importance of tourism to the area's economy. The pages that directly follow represent the current economic impact the Creation Museum is having and has had on the area. Later in the report the future economic impact of the Creation Museum will be discussed.

Market Assessment

Visitation

Unlike projections of visitation conducted for states or cities, the Creation Museum has a gated attendance and knows that it attracts an average of 350,000 visitors per year. The Creation Museum knows the amount spent by the Creation Museum customer while visiting the Museum and it is referred to as per person spending in this report. The Creation Museum also has a substantial customer visitation database that was used in this study. Through this data base the Creation Museum customer shared what their spending patterns, other than the expenditures made at the Museum, were while visiting the area. This helps to make the Creation Museum's estimate of economic impact more accurate and reliable than similar types of projections made for destinations. The expenditures made at the Creation Museum and those made away from the Museum are referred to as direct expenditures.

Overnight Stays vs. Day Trips

The Creation Museum has averaged 350,000 for its first two years of operation. Over half (51.8%) or **181,300** of the Creation Museum's 350,000 annual visitors spent the night in the area when they visited the museum, for an average of 1.82 nights each. This equates to **329,966 person nights** annually spent in the Greater Cincinnati region. The remainder of the guests would be classified as day-trippers, even though many live outside the general trade area, and this equates to **168,700 day-trippers**.

Visitor Days

In addition to the **329,966 person-nights** spent in the area, an **additional 168,700** Creation Museum visitors spent the day in the area during their stay. Altogether, this equates to a total of nearly **498,666 visitor days** that were spent **annually** in the Greater Cincinnati area as a result of travelers coming to tour the Creation Museum.



Economic Impact

Direct Expenditures

Direct expenditure estimates are made as a result of extrapolating the Creation Museum's annual attendance by the expenditures (by category) projected in the initial baseline study. These expenditures include the amount spent directly at the Creation Museum as well as other expenditures these visitors outlaid for lodging, food & beverage, transportation, entertainment, etc. **Direct domestic tourism and travel expenditures generated from the Creation Museum's visitors are estimated to total \$41.4 million, including nearly 80% or \$32.7 million being spent at businesses in the region unrelated to the Creation Museum.**

Consumer Expenditure Categories

In order to perform an impact analysis, direct expenditures must be divided into categories. The primary market study conducted on behalf of the Creation Museum broke expenditures down by category, as shown below.

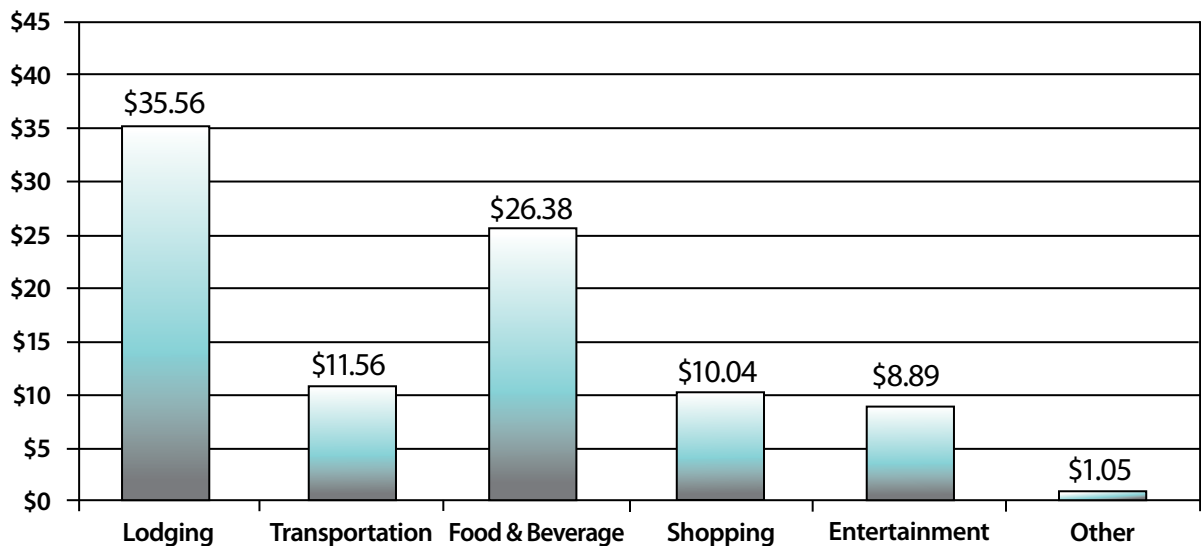
Lodging	38%	=	\$12.4 million
Transportation	12%	=	\$ 3.9 million
Food & Beverage	28%	=	\$ 9.2 million
Shopping	11%	=	\$ 3.6 million
Entertainment	10%	=	\$ 3.3 million
Other	1%	=	\$.3 million
<hr/>			
TOTAL	100%	=	\$32.7 million

Average Expenditures per Person

The average spending by a Creation Museum customer, in addition to what they spent at the Creation Museum, is \$93.47. This takes into consideration all day trippers and overnight visitors.

The total expenditures per visitor, including expenditures made at the Creation Museum, average \$118.19

Expenditures Per Person



Industrial Output

Total industrial output due to the tourism and travel generated by the Creation Museum is estimated to total \$19.9 million. This is projected by using the conservative multiplier the U.S. Travel Association projected for the State of Kentucky in 2007 of (0.48) and extrapolating it across the Creation Museum's direct expenditures (\$41.4 million).

Combining the direct expenditures spent by Creation Museum visitors with the indirect expenditures projected by use of the region's multiplier, total expenditures **annually** are estimated to be **\$61.3 million**.

Tax Revenues

Tax revenue generated in the geographic area due to tourism and travel is estimated to total **\$3,678,000** million (based upon 6% sales tax). This is the total impact of tourism and travel on taxes collected by Kentucky, Ohio, and Indiana. It's important to note that this total impact reflects both direct tourism-related expenditures and their ripple (indirect) effects.

Employment

Using the same ratios provided in the USTA Economic Impact Study for the State of Kentucky, it is estimated that tourism and travel in the Greater Cincinnati area generated by Creation Museum visitors last year resulted in the creation of an estimated **2,391** jobs which support tourism or are tourism related. Included in this number is the Creation Museum staff of 120 full and part time personnel.

Construction Economic Impact

The Creation Museum and the AiG offices were built starting in 2004 with the Creation Museum opening in 2007. The construction cost was \$37.1 million. This direct construction expenditure combined with the industrial output construction multiplier [.60] equaled to **\$59,360,000**. The jobs created by the construction expenditure of the Creation Museum are not calculated in this report.

Total Economic Impact of the AiG complex

Based upon the average annual economic impact of the Creation Museum of \$61.3 million, plus the economic impact of construction, the total economic **impact of the 2-1/2 years of operations and the construction portion is \$212.7 million.**



The Ark Encounter

CBS' *60 Minutes* news program, in conjunction with *Vanity Fair* magazine, recently conducted a survey asking which archaeological discovery would people want to be made next. The response: Noah's Ark (43%), Atlantis (18%), Amelia Earhart's plane (16%), Nixon's lost tapes (13%), and Cleopatra's barge (5%). Noah's Ark continues to capture the imagination of the general public, and this interest spans all social, religious, and economic segments. The Ark and the Flood is one of the few historical events which are well known in the worldwide global circle.

Answers in Genesis has been conducting research for many years on the life and times of the historical time period of Noah and the Ark. Through that research, plus the assistance of other experts in various fields of theme presentation, The Ark Encounter project has been developed.

The Ark Encounter is a multi-hundred acre project to be built within a one-hour drive time of the Creation Museum. The Creation Museum is located near the Cincinnati Airport in Northern Kentucky. The Ark Encounter is a family-based experience with multi-creative presentations that bring to life the time period of Noah. The Ark Encounter is a single-gated admission complex composed of numerous presentations, family inter-activities, creative dining, highly thematic retail, and multiple acres of eco-friendly landscaping. The whole project is designed using LEED guidelines.

The estimated stay time required to enjoy the whole complex is about 7 hours. It is designed to be highly repeatable and to accommodate all age groups and interest levels. The focal point will be the recreation of the full-size Noah's Ark and Noah's village. The visitor will be able to explore the 500 feet x 75 feet x 3 stories tall Ark and see how the animals were housed, how Noah and his family lived, and how the Ark was built. The guest is immersed into the time period via highly thematic setting, beautiful landscaping, and the use of multiple activities and presentations. In order to accommodate the crowd, unique people-moving systems transport the visitor through the various presentations found throughout the complex.

Special exhibits and festivals will be part of the annual operation of The Ark Encounter, thus providing a unique experience for the visitor on each return visit. The Ark Encounter will operate year around and will provide a host of special programs and seasonal activities which will constantly attract new visitors.

Concept Study

An extensive study was conducted by Answers in Genesis through the nationally recognized research firm America's Research Group (ARG) to determine the appeal to the general public of visiting a facility which features Noah's Ark. ARG's work is used consistently by the *New York Times*, *Fox Business Week* and the *Wall Street Journal*. ARG is one of the leaders in determining consumer behavior, what drives that behavior, and then determines from that data how the consumer would respond to such a project as Noah's Ark. ARG has a noteworthy track record of accuracy in their forecast and their services are used by many nationally recognized organizations and corporations. Here are a few key facts from the survey:

- This was a nation-wide general population study.
- Seven in ten said they have thought about the size of Noah's Ark.
- Three in four said they believe Noah's Ark was actually built.
- Over three in five said they would take their family to see a full-size replica of the Ark if it was located in America.
- Three in four said they think the idea of building an exact replica of the Ark is a worthy idea that should be undertaken.
- Three in five said this would be a vacation idea for any time of the year.
- Three in ten said they could see themselves visiting the Ark as a multi-day visit.
- One in two said they could see themselves visiting the Ark as a single-day visit.
- Two in five said they think they and their family would visit the Ark multi-times.
- Four in five said they would like to see the Ark being built.
- One in two said they would drive to visit the Ark if it could be driven to in two days.
- Two of three said they would consider visiting the Ark knowing it would be built in the Cincinnati, Ohio area.
- Of those surveyed:
 - 6.6% have an income of \$15,000 to \$23,999
 - 12.9% have an income of \$24,000 to \$35,999
 - 22.5% have an income of \$36,000 to \$49,999
 - 36.4% have an income of \$50,000 to \$74,999
 - 16.4% have an income of \$75,000 to \$99,999
 - 3.0% have an income of \$100,000 and up
- It was estimated that **attendance the first year would be from 1,200,000 – 2,000,000**. For the purpose of the projections which follow and the design for the project, a **first-year attendance** of 1,600,000 was used.

The Ark Encounter customer has a similar profile of the Creation Museum visitor but includes a larger portion of the general population. The profile is similar to that of the heritage and cultural tourist plus a significant mix of the general population tourist. This mixture helps provide a solid year-round tourist base composed of all age groups and income levels. The facility is designed to meet the interest levels of the various customer segments. It should also be noted that The Ark Encounter will attract a significant number of visitors from the +350 mile radius. The customer profile, their travel patterns, and their direct expenditures follow in this report.

The interest level of such a project as The Ark Encounter also has a wide international appeal. This interest level is not confined to any particular country. However, The Ark Encounter will have a heightened appeal to such regions of the world as Asia, South America, parts of Africa, Australia, and parts of Europe.

Due to the worldwide interest in such a project, The Ark Encounter will garner a tremendous amount of press coverage on a global level thus increasing the exposure for the geographic region where The Ark Encounter is located.

However, the evaluation which follows takes into consideration the economic impact only of the domestic traveler.



Concept Overview

The Ark Encounter complex is estimated to have a physical footprint of 100 acres composed of three major categories: guest parking and services, the Ark and related presentations, and operation's support areas. The total acreage required for the project is 400+ acres to be used for The Ark Encounter footprint, a decompression zone, sight blocks, future expansion, and commercial development.

The Ark Encounter will operate year-round, 7 days a week, with varied seasonal operating hours. It is estimated that The Ark Encounter will attract an **attendance in its first year of 1,600,000** with a year-to-year increase in annual attendance of 4%. In order to grasp the scope of The Ark Encounter project, the parking requirements for the estimated peak attendance day is 3,100 parking slots, which will accommodate the peak crowd of 15,600. The combination of the parking areas and The Ark Encounter complex amount to about 100 acres. Guest services will be located throughout the complex with operation's support areas being contiguous to the guest accessible areas. All guest amenities have a continuity theme tied to the story of Noah and of that time period in history. The guest accessible areas includes the full-scale Noah's Ark with a people mover attached to the Ark in order to efficiently accommodate the attendance and to move visitors through the story line of the Ark; a variety of eating facilities; both outdoor and indoor theaters, some housing 3D experiences and live entertainment; several interactive family areas; theme areas and theme structures depicting events at the time of Noah; creative retail shops; thematic gardens; a petting zoo and aviary; several spectacular outdoor water features; a special events building and outdoor exhibit areas to accommodate a variety of limited engagement festivals and exhibits; corporate outing facility to be used by large groups for private functions; amphitheater; and the necessary guest support amenities to comfortably support the anticipated guest attendance levels. The whole complex is being designed and built with an emphasis on LEED – Leadership in Energy and Environmental Design – guidelines. It will be one of the **largest Eco-friendly developments in the U.S.A.**

The land and buildings will be owned by a limited liability company [LLC]. Crosswater Canyon, Inc., a wholly owned non-profit subsidiary of Answers in Genesis will be the managing member of the LLC, responsible for all day-to-day operations of The Ark Encounter. The LLC will be subject to all appropriate tax liabilities and will be eligible for all the appropriate incentives available for a tourism project of this scope. The LLC is responsible for collection and submission of all appropriate sales taxes.

Concept Timeline and Construction Cost

The Ark Encounter complex involves a significant effort in both architectural design and engineering. The time required, assuming a normal timeline schedule from start to opening, for permitting and environmental surveys; bidding process; site engineering and site work; building design and construction; installation of equipment; theme overlay; and staff training is 38 months.

The cost of construction will vary depending upon the site selected. The Ark Encounter project has a phase one and a phase two implementation concept under the current strategic plan. Phase one includes all infrastructure and guest services, all thematic presentations, and the majority of all other amenities. Phase two includes an expansion of support services, an additional performing arts theater, the addition of the amphitheater, and the expansion of the corporate outing facilities.

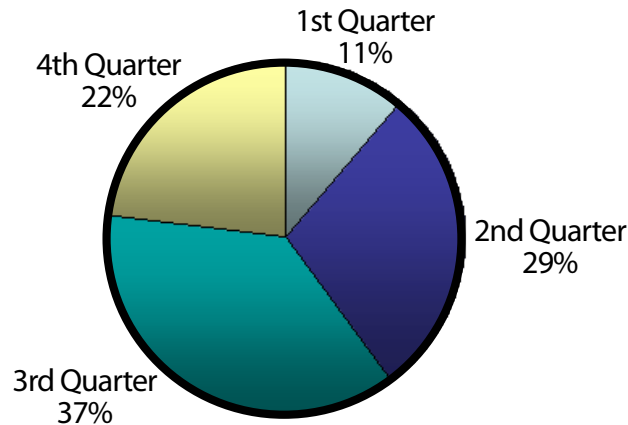
Phase one estimated construction cost is **\$144,500,000** which includes all construction, design and engineering fees, and equipment. The scheduled opening of The Ark Encounter complex would be in the spring of 2013. Phase two additions and expansions are scheduled for years 2019 and 2022 at an estimated cost of **\$8,775,230**. The total assets in use at the end of 2022 will be **\$153,275,230**.

The above mentioned cost for phase one does not take into consideration pre-opening labor, and other ramp-up expenditures associated with the grand opening. Any commercial development cost, other than The Ark Encounter, is not included in the above. Due to the project's national drawing power and the guest overnight stay demand, The Ark Encounter's geographic location will attract interest from hotel developers, restaurant owners, and convenience store operators. A project of this scope will also result in significant demand by tourism-related businesses to be located near the facility. The Ark Encounter will be the catalyst for significant economic benefits for the surrounding geographic area.

Area Benefits

The Ark Encounter will attract worldwide attention from the beginning of the building of the Ark all the way through the grand opening. The Ark Encounter will attract visitors on a global basis and will become one of the must-see destinations in the country. The average length of stay at The Ark Encounter by the visitor is estimated to be 7 hours. The Ark Encounter is a single-gated admission which has over 40 acres of activities for the guest.

The Ark Encounter is open year-round with 363 operating days. The attendance ratio by quarter is estimated to be

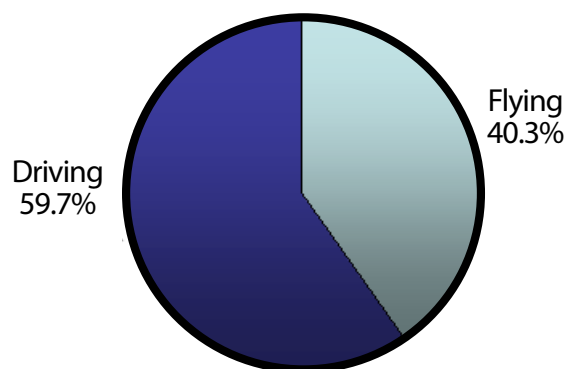


The year round operation will be a great benefit to the regional tourism economy, by positively impacting lodging, dining, and area attractions.

It is estimated that the visitor will drive and fly an average of **350 miles** to the area.

40.3% of the potential visitors said they would consider flying to see The Ark Encounter.

59.7% of the potential visitors said they would drive to see The Ark Encounter.



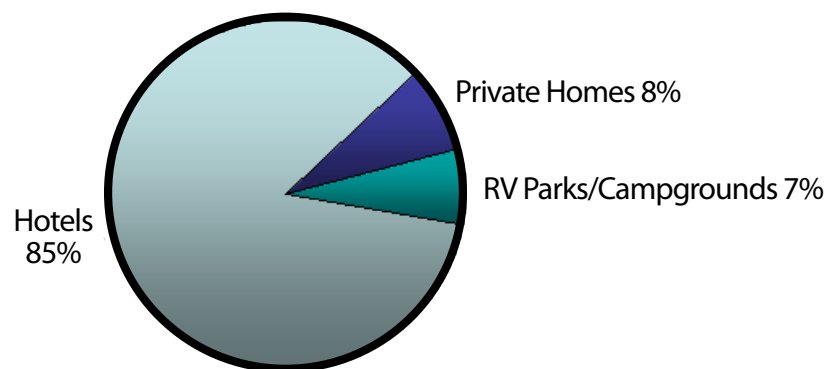
The traditional air traveler tourist will spend approximately 23% more per person per day than the driving tourist. The air traveler will stay longer and as a result will spend 83.5% more while in the market than does the driving tourist. Taking into consideration the cost of airfare versus the driving cost and the longer stay time, the air traveler tourist will spend 72% more than the driving tourist. Assuming that only 1/3 of those who said they would consider flying in order to see The Ark Encounter actually do so, the number of air travelers the first year would be 193,600.

The accelerated spending of these travelers is not calculated in this report due to the conservative approach that was taken. However, if the accelerated spending due to the air traveler was to be included, it would add an additional \$17.4 million in direct spending the first year and would increase each year thereafter. The Ark Encounter will have a significant positive impact on the region's air carriers and on the associated airports.

The combination of the flying and driving visitor will provide the region with an excellent opportunity to benefit from The Ark Encounter. There is also a high interest to visit The Ark Encounter from overseas. The international visitor will stay longer in the market and will spend more on their visit than the traditional U.S.A. traveler. The data reflected in this report takes into consideration only the domestic traveler.

Overnight Visitor's Lodging

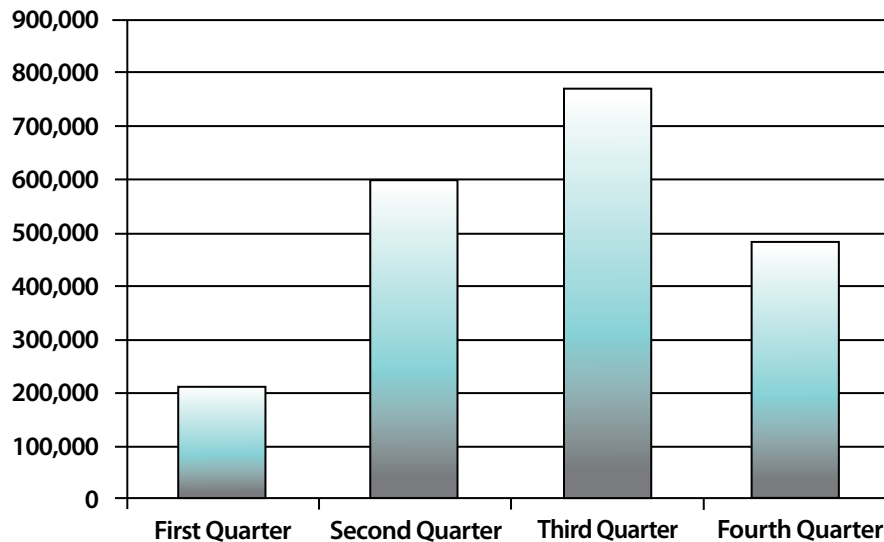
Based upon the data developed from the Creation Museum customer survey and the general population study conducted by ARG, it is estimated that 65% of the visitors to The Ark Encounter will spend at least **two nights** in the market. The remaining 35% are considered day trippers even though they may live outside the market trade area. Assuming a first-year visitation of 1,600,000, the resulting **person nights would be 2,080,000 where they stay:**



Person Nights by Quarter

The overnight visitor will spend 2 nights in the market. The person nights by quarter: (1st) 228,800; (2nd) 603,200; (3rd) 769,600; (4th) 478,400.

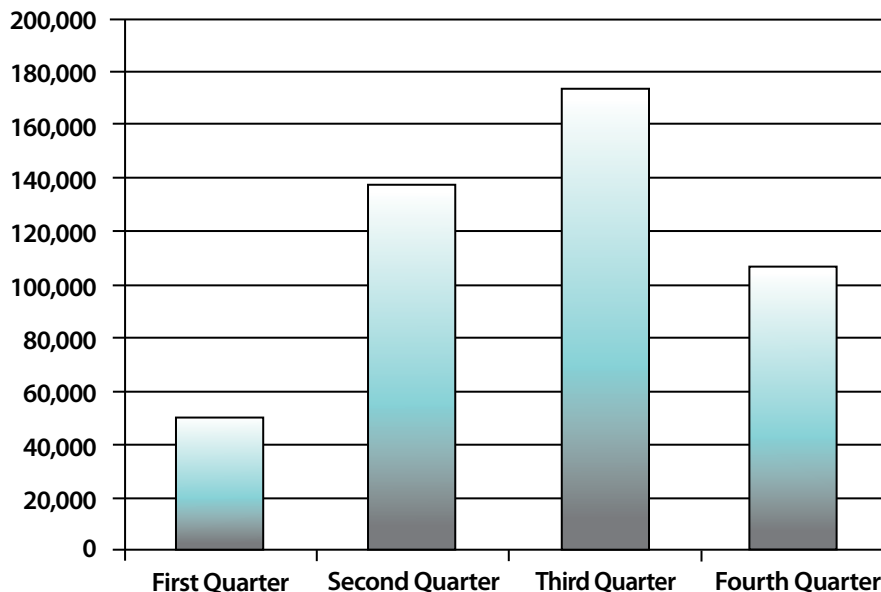
Person Nights by Quarter



Room Nights by Quarter

Assuming that 85% of the overnight stays use a hotel [1,768,000] and the group size is 3.69 (the same as the Creation Museum group size), the **total annual room nights is 479,132**. Room nights by quarter equals: (1st) 52,706; (2nd) 138,948; (3rd) 177,278; (4th) 110,200.

Room Nights by Quarter



Visitor Days

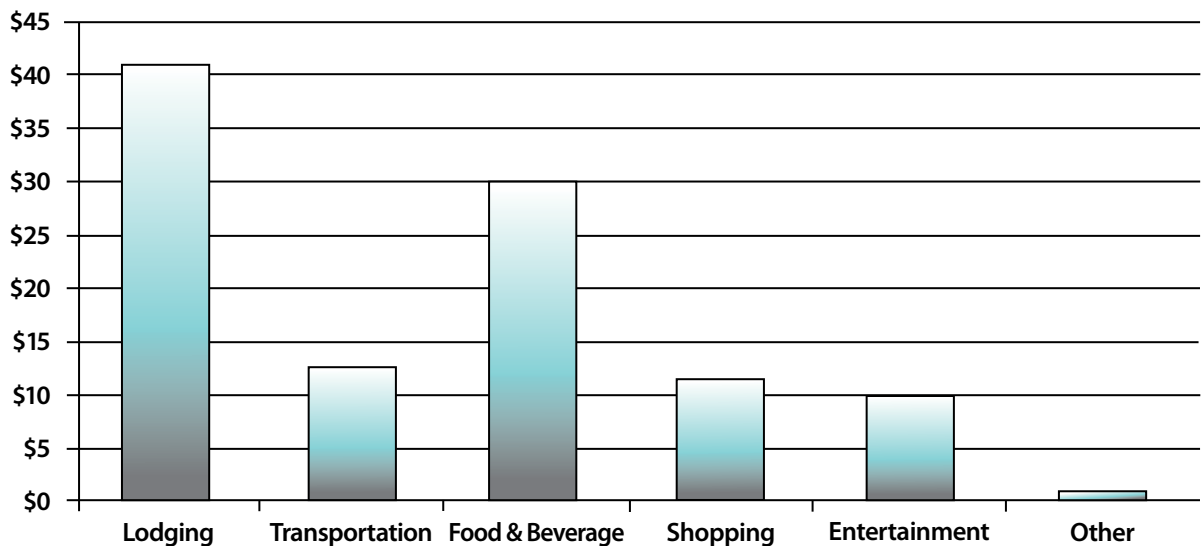
The annual number of visitor days that will be spent in the region, based upon the first 12 months of The Ark Encounter operations, will be approximately **2,640,000**. This is the combination of overnight stay and day visitors.

Visitor Spending

Based upon the data derived from Creation Museum visitors and the ARG survey of the general population, it is estimated that the average domestic visitor to The Ark Encounter will spend the following while in the market, in addition to the amount spent at The Ark Encounter: **Per person spending (which includes day-trippers and overnight visitors):**

Lodging	\$ 40.89	=	\$65,424,000
Transportation	\$ 13.29	=	\$21,264,000
Food & Beverage	\$ 30.24	=	\$48,384,400
Shopping	\$ 11.55	=	\$18,480,000
Entertainment	\$ 10.22	=	\$16,352,000
Other	\$ 1.21	=	\$ 1,936,000
TOTAL	\$107.40		

Visitor Expenditure



Visitor Income

The Ark Encounter visitor skews towards the mid to upper income group. 55.8% of those who indicated they would visit The Ark Encounter have a household income of \$50,000 or higher; 22.5% have an income between \$36,000 - \$49,999; and 21.7% are below \$35,999. The overall income level of The Ark Encounter visitor is slightly lower than the Creation Museum because The Ark Encounter has a much broader appeal to the general population base.

The Ark Encounter visitor is also composed of international travelers whose income levels will generally skew higher than the general population visitor. The overseas visitor is not included in these statistics.

Customer Ratio

The Ark Encounter will attract a combination of families, adults, and seniors. The visitor will come as individuals, groups, and season pass holders. Approximately 52% of the paying visitors will be adult, 30 % will be children, and 13% will be seniors; 5% are classified as free or some other form of admission. The repeat visitation, defined as returning for a visit within 3 years of the first visit, is 60%.

Customer Activities

Approximately 20% of those who visit The Ark Encounter will also visit the Creation Museum which equates to 320,000 guests. Of the 320,000 Ark Encounter customers who will visit the Creation Museum, 200,000 would be considered "additional" or "new customers," thus bringing the annual attendance to the Creation Museum to 550,000 (currently averaging 350,000 plus 200,000 new). The Creation Museum customer has a tendency to be more focused concerning the other sites or attractions they visit while in the area. The Ark Encounter customer will have a broader visitation to other sites and attractions and will stay longer in the market.



The Ark Encounter Expenditures

The Ark Encounter will attract approximately **1,600,000** visitors the first year. As noted previously, the visitors are composed of adults, children, and seniors. Each customer grouping has a different spending profile and each guest has a different spending profile depending on the ticket type used for admission. In order to concisely present the data, an “average” is used in the following. The data is taken from the ARG Ark study, the JHA Creation Museum customer survey, and traditional spending patterns found at other facilities that have a similar customer profile.

The average visitor will spend approximately **\$44.58 per day** at The Ark Encounter. This is composed of admission tickets, which have been fully diluted taking into consideration discounts, promotional programs, group sales, and complimentary admissions; merchandise purchases; food and beverage sales (no alcoholic beverages); and other. The gross sales produced by The Ark Encounter will be approximately **\$71 million** for the first 12 months of operations. The Ark Encounter can expect a 4% increase per year in attendance for the first ten years of operation resulting in an attendance of 2.3 million by the end of year ten. Gross sales should reach approximately **\$100 million per year by the end of year ten** resulting from a consideration of attendance gains and price increases.

An additional historical time period area would be added to the complex in year eleven. This new expansion will encompass approximately 30 acres and will provide another reason for the existing customer to repeat and will attract an additional customer segment.

Economic Impact

The economic impact of The Ark Encounter is composed of three segments: direct spending by the visitor, industrial output of the direct spending, and capital expenditures. **The direct spending by the visitor** is the combination of the expenditures made at The Ark Encounter and those made within the market. The combination is equal to \$151.98 per person, which has a **\$243,168,000** direct spending impact the first year of operations. For calculation purposes of this study, the per-person spending per visit remains stagnant over the ten year period and revenue gains are being driven by attendance increases.

The industrial output of the direct spending is the result of the direct spending dollars circulating within a given area. For sake of this study, the industrial output ratio used is based upon the one published by the U.S. Travel Association for the State of Kentucky 2007 of (.48). The industrial output of the direct spending using this ratio equals to **\$116,720,640**. Thus, the total economic impact of direct spending for the first year of operations would equal **\$359,888,640**.

The capital expenditures for phase one of The Ark Encounter is estimated to be **\$144,500,000**. The industrial output ratio multiplier used for construction is (.60). **The industrial output** would be **\$86,700,000**. Thus, the total economic impact of capital expenditures would be **\$231,200,000**.

The resulting direct expenditures from capital and visitor spending would be **\$387,668,000**. Adding to this the industrial output of \$203,420,640, the resulting **total impact would be \$591,088,640 for the first year of operations and from the construction expenditures**.

Sales Tax Generation

The sales tax generated will be state and county dependent, but for the purpose of this study a 6% sales tax was used. The sales tax generated from the direct spending and capital expenditures is \$23,260,080 for the first year. The sales tax generated using this total plus the industrial output is **\$35,465,318**. Additional tax revenue will be derived from property and use tax with the largest impact being the increased property tax and sales tax being generated from the commercial development surrounding The Ark Encounter.

Job Creation

Using the same ratio provided in the USTA Economic Impact Study for the State of Kentucky, the jobs which support the regional tourism industry as a result of the first year of The Ark Encounter's operation is **14,038**. This is based upon the direct expenditures only.

Note: The Ark Encounter will employ a staff of 947 people composed of full-time and part-time employees. The estimated **annual payroll will be \$17,053,300**. It is estimated that the pre-opening employee payroll of The Ark Encounter will be \$3,400,000. The 947 people are part of the 14,038 total.



Also note that the construction jobs generated by the direct capital expenditure and the jobs created via the industrial output are not included in this study, thus the employment impact as a result of The Ark Encounter project far exceeds the 14,038.

Ten Year View of the Impact of The Ark Encounter

Taking into consideration the projected 4% increase in annual attendance and revenue, the resulting economic impact from The Ark Encounter operations and the visitor spending in the region:

Ten-Year Outlook - The Ark Encounter

YEAR	COMBINED EXPENDITURES	OTHER SPENDING	INDUSTRIAL OUTPUT	TOTAL	JOB CREATION
YEAR 1	\$ 71,328,000	\$ 171,840,000	\$ 116,720,640	\$ 359,888,640	14038
YEAR 2	\$ 74,181,120	\$ 178,713,600	\$ 121,389,466	\$ 374,284,186	14600
YEAR 3	\$ 77,148,365	\$ 185,862,144	\$ 126,245,044	\$ 389,255,553	15184
YEAR 4	\$ 80,234,299	\$ 193,296,630	\$ 131,294,846	\$ 404,825,775	15791
YEAR 5	\$ 83,443,671	\$ 201,028,495	\$ 136,546,640	\$ 421,018,806	16423
YEAR 6	\$ 86,781,418	\$ 209,069,635	\$ 142,008,505	\$ 437,859,558	17080
YEAR 7	\$ 90,252,675	\$ 217,432,420	\$ 147,688,846	\$ 455,373,941	17763
YEAR 8	\$ 93,862,782	\$ 226,129,717	\$ 153,596,399	\$ 473,588,898	18474
YEAR 9	\$ 97,617,293	\$ 235,174,906	\$ 159,740,255	\$ 492,532,454	19981
YEAR 10	\$ 101,521,985	\$ 244,581,902	\$ 166,129,866	\$ 512,233,752	19981
TOTAL	\$ 856,371,609	\$ 2,063,129,448	\$ 1,401,360,507	\$ 4,320,861,564	

The total economic impact from The Ark Encounter operations over a ten-year period is **\$4,320,861,564**.

By year ten, the economic impact of The Ark Encounter will have created **19,981 jobs** which support tourism. This is from The Ark Encounter operations only and does not take into consideration construction expenditures or the result of commercial development.

Combined Economic Impact of the Creation Museum and The Ark Encounter

Visitors to The Ark Encounter will also visit the Creation Museum. Approximately 20% of The Ark Encounter visitors will spend a second day visiting the Creation Museum, which equates to 320,000 people. The Creation Museum averages 350,000 visitors annually. Of the 320,000 Ark Encounter visitors, two-thirds will be new to the Creation Museum. This equates to **200,000** new **visitors to the Creation Museum**, thus bringing the total annual visitation to **550,000**. The following calculations take into consideration admission ticket types, repeat visitation, and the interest levels of the existing and future visitors to the area

Creation Museum

The **direct spending** at the Creation Museum will reach **\$13,596,000** during the time period of the first 12 months of operations of The Ark Encounter (using 2010 dollars). The industrial output will be \$6,526,080. The total economic impact equals **\$20,122,080**.

Total sales tax generated by the Creation Museum will equal \$815,760.

The Creation Museum will need to expand various services in order to accommodate the increase in attendance. The capital expenditures for the expansion are estimated at \$4,000,000. The industrial output will be \$240,000.

The resulting economic impact of expenditures and construction will be \$24,362,080.

Job Creation

The jobs which support tourism in the region will increase due to the attendance increase at the Creation Museum and the opening of The Ark Encounter. The total jobs created in the first 12 months of The Ark Encounter operations will be 14,038. The jobs created in the first 12-month period of the Creation Museum operating at an attendance level of 550,000, will be 785. Total jobs created or supported is 14,823..

The Creation Museum will employ 160 full-time and part-time people by 2013. The Ark Encounter will employ 947 full-time and part-time people the first year of operations. These jobs are included in the total jobs noted.

It should be noted that the construction of The Ark Encounter and the expansion of the Creation Museum will create a substantial number of jobs which are not included in this study.

Ten-Year Outlook Creation Museum

The year-to-year changes in attendance and revenue of the Creation Museum mirror that of The Ark Encounter. The following chart reflects an annual change in revenue of a positive 4%. The resulting industrial output is that of the expenditures made at the Creation Museum. The other regional spending made by the Creation Museum visitor is calculated within The Ark Encounter calculation.

Ten-Year Outlook - The Creation Museum

YEAR	CREATION MUSEUM	INDUSTRIAL OUTPUT	TOTAL	JOB CREATION
YEAR 1	\$ 13,596,000	\$ 6,526,080	\$ 20,122,080	785
YEAR 2	\$ 14,139,840	\$ 6,787,123	\$ 20,926,963	816
YEAR 3	\$ 14,705,434	\$ 7,058,608	\$ 21,764,042	849
YEAR 4	\$ 15,293,651	\$ 7,340,952	\$ 22,634,603	883
YEAR 5	\$ 15,905,397	\$ 7,634,591	\$ 23,539,988	918
YEAR 6	\$ 16,541,613	\$ 7,939,974	\$ 24,481,587	955
YEAR 7	\$ 17,203,277	\$ 8,257,573	\$ 25,460,851	993
YEAR 8	\$ 17,891,408	\$ 8,587,876	\$ 26,479,285	1033
YEAR 9	\$ 18,607,065	\$ 8,931,391	\$ 27,538,456	1074
YEAR 10	\$ 19,351,347	\$ 9,288,647	\$ 28,639,994	1117
TOTAL	\$ 163,235,032	\$ 78,352,816	\$ 241,587,848	

The Combined Ten-Year Outlook of The Ark Encounter and the Creation Museum

The Ark Encounter and the Creation Museum will provide a significant economic impact to the region as indicated in the ten year outlook. The following represents the combined impact of the two facilities, which at the end of the first ten years will have had an economic impact of nearly **\$5 billion and will annually support over 21,000 tourism-related jobs:**

Combined Ten-Year Outlook

YEAR	COMBINED EXPENDITURES	OTHER SPENDING	INDUSTRIAL OUTPUT	TOTAL	JOB CREATION
YEAR 1	\$ 84,596,000	\$ 171,840,000	\$ 123,089,280	\$ 379,525,280	14964
YEAR 2	\$ 87,979,840	\$ 178,713,600	\$ 128,012,851	\$ 394,706,291	15397
YEAR 3	\$ 91,499,034	\$ 185,862,144	\$ 133,133,365	\$ 410,494,543	16012
YEAR 4	\$ 95,158,995	\$ 193,296,630	\$ 138,458,700	\$ 426,914,325	16653
YEAR 5	\$ 98,965,355	\$ 201,028,495	\$ 143,997,048	\$ 443,990,898	17319
YEAR 6	\$ 102,923,969	\$ 209,069,635	\$ 149,756,930	\$ 461,750,534	18012
YEAR 7	\$ 107,040,928	\$ 217,432,420	\$ 155,747,207	\$ 480,220,555	18732
YEAR 8	\$ 111,322,565	\$ 226,129,717	\$ 161,977,095	\$ 499,429,377	19482
YEAR 9	\$ 115,775,467	\$ 235,174,906	\$ 168,456,179	\$ 519,406,552	21071
YEAR 10	\$ 120,406,486	\$ 244,581,902	\$ 175,194,426	\$ 540,182,814	21071
TOTAL	\$1,015,668,639	\$ 2,063,129,448	\$ 1,477,823,082	\$ 4,556,621,168	

Combined Construction

THE ARK ENCOUNTER PHASE 1 and 2	CREATION MUSEUM	INDUSTRIAL OUTPUT	TOTAL
\$153,275,230	\$4,000,000	\$94,365,138	\$251,640,368

Combined Construction and Expenditures

TOTAL 10-YEAR IMPACT	\$4,808,261,536
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Summary of the Economic Impact of The Creation Museum and The Ark Encounter First Year

METRIC	PER CAPITA	EXTRAPOLATED
Visitation		
The Ark Encounter	1,600,000	
Creation Museum	550,000	
Admission, Retail, Food and Beverage & Other		
The Ark Encounter	\$44.58	\$71,328,000
Creation Museum	\$24.72	\$13,596,000
Direct Spending while in the area		
<i>(Takes into consideration both overnight and day trippers)</i>		
The Ark Encounter Visitor	\$107.40	\$171,840,000
<i>(Creation Museum visitors are assumed to be 100% The Ark Encounter visitors for year one)</i>		
Total Spending		
The Ark Encounter		\$243,168,000
Creation Museum		\$13,596,000
Total Spending		\$256,764,000
Construction Capital		
The Ark Encounter		\$144,500,000
Creation Museum		\$4,000,000
Total Construction		\$148,500,000
Industrial Output Direct Spending		
The Ark Encounter		\$116,720,640
Creation Museum		\$6,526,080
Total Industrial Output		\$123,246,720
ratio used	0.48	
Industrial Output of Construction		
The Ark Encounter		\$86,700,000
Creation Museum		\$2,400,000
Total		\$89,100,000
ratio used	0.60	
Total Economic impact first 12 months of operation of The Ark Encounter and 12 months of operations of the expanded Creation Museum; and the construction expenditures of The Ark Encounter phase one and the Creation Museum expansion		\$617,610,720



Ark Encounter, LLC Application Review

Presented to:

Kentucky Tourism, Arts & Heritage Cabinet

May 6, 2011



May 6, 2011

M. Todd Cassidy
Kentucky Tourism, Arts and Heritage Cabinet
Executive Director
Office of Financial Incentives
2400 Capital Plaza Tower, 500 Mero Street
Frankfort, Kentucky 40601

Dear Mr. Cassidy,

The Commonwealth of Kentucky engaged Hunden Strategic Partners (HSP) to conduct an analysis to determine whether the proposed Ark Encounter, LLC (Project) qualifies for the Kentucky Tourism Development Act, and to determine the extent of its economic, fiscal and employment impact. The attached is our executive summary.

This deliverable has been prepared under the following general assumptions and limiting conditions:

- The findings presented herein reflect analysis of primary and secondary sources of information that are assumed to be correct. HSP utilized sources deemed to be reliable but cannot guarantee their accuracy.
- No responsibility is taken for changes in market conditions after the date of this report and no obligation is assumed to revise this report to reflect events or conditions occurring after the date of this report.
- HSP has no control over construction costs or timing of construction and opening.
- Terrorist activity or macroeconomic events affecting travel and the economy cannot be predicted and may impact the development and performance of the project.

We have enjoyed serving you on this engagement and look forward to providing you with continuing service.

Sincerely yours,

Hunden Strategic Partners



EXECUTIVE SUMMARY

Purpose of the Report

The Kentucky Tourism Development Act (KTDA), enacted in 1996, established a state sales tax rebate program in order to encourage the growth of tourism-related developments, such as recreational or entertainment facilities, historical sites, and natural attractions within the Commonwealth of Kentucky. Under the KTDA, eligible new or expanded tourist attractions receive a rebate over ten years of up to 25 percent of project capital costs through a rebate of sales taxes generated from the attraction. The rebate is limited by the incremental amount of increased sales tax receipts generated by the development. The incentives are awarded through the Project's ability to meet specified criteria identified by the KTDA, focused towards attracting out-of-state tourism while generating a net positive economic impact for the Commonwealth.

A variety of tourism development projects are subject to specific requirements in order receive KTDA incentives. These developments include:

- Tourism Attraction,
- Entertainment Destination,
- Theme Restaurant Destination, and
- Lodging Facility Developments.

This study will focus on tourism attractions as it relates to the proposed **Ark Encounter, LLC** ("Project").

Qualification Requirements

In order to qualify for the KTDA incentives, a project must meet a number of specific requirements. Aside from a number of required administrative steps, as well as various fees related to filing an application, the KTDA's six primary requirements that a tourist attraction must meet are identified below.

KTDA Primary Criteria

In order to qualify, an independent consultant's analysis (in this case Hunden Strategic Partners) must provide documentation that the proposed attraction meets the following criteria:

- The project meets the definition of a tourism attraction,
- The attraction has project costs in excess of \$1 million,
- The attraction remains open over 100 days per year,
- The attraction does not adversely affect existing employment in Kentucky,



- The attraction attracts at least 25 percent of its visitors from outside Kentucky by its fourth year of operation, and
- The attraction has a positive net economic impact on the Kentucky economy.

After review of the consultant's report, the Kentucky Tourism Development Finance Authority (KT DFA) will approve or not approve the application. Hunden Strategic Partners has been appointed to determine whether the Project is eligible to receive the sales tax rebate.

Hunden Strategic Partners is a destination real estate consulting firm, specializing in feasibility analysis and economic and fiscal impact analysis of tourism developments, hotels, convention centers, stadiums and arenas, sports facilities, mixed-use projects, retail and other facilities.

Methodology

In order to complete its assessment of the proposed Project and the Project's eligibility to receive the appropriate incentives identified under the KTDA, as well as the estimated rebate for which it would be eligible to receive, Hunden Strategic Partners performed the following tasks, which are presented below:

1. Upon authorization, Hunden Strategic Partners (HSP) performed a number of tasks in order to develop a better understanding of the project and relevant legislation, including:
 - Met with representatives from the Kentucky Tourism, Arts and Heritage Cabinet (the Cabinet), Office of State Budget Director, Finance and Administration Cabinet and the Applicant,
 - Toured the existing Creation Museum and the surrounding area,
 - Toured the Project site area and Williamstown,
 - Toured Grant County, Georgetown and the northern Kentucky market area,
 - Met with and interviewed a variety of Convention and Visitor Bureau (CVB) officials in northern and north-central Kentucky,
 - Interviewed potential stakeholders in the local and regional market and performed fieldwork as appropriate,
 - Gathered and analyzed background information on the Project, as well as previous reports that have been submitted under the KTDA, and
 - Studied the legislation that applies to the KTDA.
 - Reviewed the materials listed in the following table that was provided by the applicant and makes up what the applicant has publicly referred to as its feasibility study.

Table 1

Ark Encounter - Research Documents provided to HSP		
Title	Author	Overview
Survey & Market Research Findings	America's Research Group	Results of a phone interview used to determine attendance projection and catchment area
Creation Museum Assessment of Direct Visitor Spending	Jerry Henry and Associates	An overview of the spending habits and demographic data of Creation Museum visitors
Travel Industry Overview and Outlook for 2010	Jerry Henry and Associates	Travel industry overview with statistics from national and regional markets
Domestic Travel Market Report - 2007	Travel Industry Association	Profile of domestic travelers and detail on trip types
Multidestination Pleasure Travel Patterns	Journal of Travel Research	Study of multidestination travel patterns within the context of domestic travel in the U.S.
Attraction and Attendance Report - 2008	AECOM/Themed Entertainment Association	Identifies the top commercial theme parks and waterparks around the world and reflects performance
Tourism and Travel Research	Various Newspapers	Various newspaper articles dealing with traveling trends and spending
The state of the American Traveler	Destination Analysts Inc	Bi-Annual reports that profile domestic traveler activity and spending
Timing and Action	Ark Encounter	Overview of the park's development, financing and opening
Strategies and Tactics	Ark Encounter	Overview of marketing, branding and launch campaign for the park
Situational Capture	Ark Encounter	Situational capture overview, planning documents and summaries of the research studies identified above
Economic Impact Study	Ark Encounter	Economic and fiscal impact study using spending and attendance data from studies identified above
Subscription Documents	Ark Encounter	Subscription and operational agreement document for the Park's investors
Confidential Private Placement Memorandum	Ark Encounter	An overview of the Park for potential investors, includes forecasts and potential returns
Various Marketing Material	Ark Encounter	Marketing material used to describe the project to the general public
Ark Encounter Assumptions	Ark Encounter	Financial assumptions used to develop attendance and financial forecasts

Source: Hunden Strategic Partners

2. HSP conducted an evaluation of Williamstown, Grant County and Kentucky's position as a destination for visitors by performing a destination market analysis. In addition, HSP studied northern Kentucky's position as a destination for visitors.
3. HSP conducted an evaluation of the Creation Museum's past performance, the profile of the Project and other relevant theme parks and religious-oriented destinations/attractions around the U.S. and internationally to understand the impact the Project would have on the Commonwealth of Kentucky.
4. HSP then developed projections of the proposed Project's future performance. The tasks performed include:
 - Demand projections
 - Revenue projections by revenue source/line item
 - Projection of sales tax generated
 - Projection of other relevant taxes
 - Projection of the development and impact of other support facilities, such as hotels, restaurants, retail and residential
 - Projection of incremental ongoing employment (full time equivalents)
 - Estimation of tourism impact of the Project in Kentucky

Based on the previous steps, HSP:

- Estimated the direct spending impacts of the Project in Kentucky.



- Estimated the indirect and induced economic and employment impacts of the Project, using the IMPLAN economic Impact modeling system for the development of an input-output model for the Commonwealth of Kentucky.
- Estimated the fiscal impacts of the Project.



SUMMARY OF FINDINGS

Prior to the HSP team creating financial and fiscal models to determine whether the Project meets KTDA requirements, the team examined the Project's likelihood of success.

Critical Success Factors

The success of a project such as the Ark Encounter, LLC is significantly influenced by many critical factors.

These critical factors are discussed below.

- **Location/Driving Distance in relation to the National Population Base.** Locating a park in a remote location from the national population base could hurt a project. However, this Project is located within a day's drive of half of the U.S. population and a significant portion of the Canadian population. HSP estimated a catchment (primary market) area of 600 miles, which includes a population of more than 150 million. In this regard, the Project is well-located.
- **Local/Regional Population Base.** The local and regional population base is also critical for the success of a project like the one proposed, because it will rely on repeat visitation from local and regional residents. For this factor, the Project scores well for the regional population and fair for the local population. The immediate area (Grant County) is sparsely populated with only 25,000 residents. However, as part of the Cincinnati metro area, there are more than 2.2 million residents in the region. In addition, because the site is surrounded by several television markets within a 90-minute drive (Lexington, Louisville, Cincinnati and Bowling Green), there is a regional population of 5.5 million residents in the area. This population is similar to that of the metro areas of Boston, Atlanta or Dallas.
- **Proximity to Other Tourist Attractions.** Being located near other tourist attractions can help an attraction like this succeed, as visitors will consider combining multiple attractions into one trip. They will also make a decision to visit an area based on the critical mass of 'things to do' in an area. This has been the reason for a number of tourism developments in places like Orlando, Las Vegas and other markets. The halo effect of one large attraction can spill over to generate attendance for other attractions. In this case, the Project will likely be the primary attractor for many visitors, however there are more than one hundred significant tourist attractions in the region, from Northern Kentucky to Lexington to Louisville. These other attractions would allow visitors to combine multiple site visits, including a trip to the Project. These combined visits would extend the visit of those traveling a significant distance to the Project, enhancing the experience of visitors. Alternately, there are no significant attractions in the immediate area of the Project, so that will somewhat limit this factor.



- **Access.** Accessibility is a key factor for any tourism attraction. The general public has grown accustomed to easy access to shopping, major cities, tourism attractions, hotels and sports venues. Attractions not located near an interstate will have a much more difficult time attracting the crowds necessary to support the Project. However, the Project is located on I-75, the primary north-south interstate from Canada to Florida. It provides easy access to visitors from Michigan, Ohio, Kentucky, Tennessee, Georgia, Florida and others. Access is a strength of the Project.
- **Parking/Logistics.** Visitors can be frustrated and turned-off to a project if the ingress and egress process is burdensome. This is true of event centers like arenas as well as theme parks, where the majority of attendees arrive and leave at the same time. This creates the need for an expanded interchange and a savvy parking design. An \$11 million expanded interchange is part of the Project (subtracted from the net impact to the Commonwealth) as is a well-designed parking system that will allow quick ingress and egress for the masses of cars and buses expected.
- **Strong Balance Sheet/Strong Ownership.** A strong balance sheet by the ownership is key so that the Project can endure economic hardship brought on by recessions, energy spikes, natural disasters or other challenges such as if the initial execution does not result in the expected attendance. In this measure, it is difficult to know how much funding the venture's ownership has reserved for such challenges since the total funds for the Project have not been raised. While reserve funds are part of the budget, there is some concern about the depth of capital available to the Project's sponsors.
- **Continual Investment In New Attractions.** Continual investment in new shows, events, etc (software), permanent exhibits and anchors is critical to the long-term success of a Project. The public expects a new experience and a feeling like the Project itself is new/clean every time they visit. Otherwise, repeat visits will not occur and attendance will decline over time. Based on HSP's interviews with the Project's sponsors, a significant amount of capital is being reserved from the initial budget for ongoing upgrades and new software over the first ten years of the project. This provides HSP confidence that the Project will not be a one-time novelty. While there will be an initial novelty effect, the stabilized attendance figures should be supported by this continual investment. The primary consultant to the Project has been involved in the development and success of Dollywood, Silver Dollar City (one of the longest-operating theme parks in the U.S.) and Bass Pro Shops.
- **Key Attractions.** Key anchor attractions are critical to the success of any park, zoo, museum, etc. The major attraction at the Project is the Ark replica and studies have shown this to be a very popular concept that the public would pay to experience. In addition, the Tower of Babel is also a major anchor for the Project. Other attractions include the zoo/aviary associated with the Ark, an exhibition center and entertainment.
- **Comprehensive Offerings.** A one-attraction project will be very novel and short-lived. Having multiple attractions extends the visitor's stay and encourages repeat attendance. The proposed Project has many of the offerings of a zoo, a museum and



a theme park, including retail, restaurants, entertainment, a zoo/aviary, exhibition/event center and major attractions.

- **Marketing/Advertising.** These days marketing is a complex endeavor, but the options are numerous. Television and radio are still of critical importance (and this advertising can be effectively used by targeting certain cable channels and markets), and the internet offers additional exposure that is virtually free compared to other forms of advertising. Free media is also critical, via public relations activities, such as appearances on morning shows, newspaper and magazine articles, etc. There is a large marketing budget associated with the Project and it includes a commercial on the Super Bowl to advertise the opening of the Project. As long as the funds are provided as suggested in the application, the Project should have the marketing and advertising support it needs to succeed.
- **Guest Experience.** The guest experience at a park is critical to success. If a patron has a bad experience, it will likely be shared with others, causing bad public relations and a difficulty establishing a quality 'brand.' Theme parks have mastered the art of the guest experience and now museums, zoos and aquariums have followed suit. The visitor is taken through a pre-designed journey, with interactive opportunities for various senses and interests to be piqued. The designers of the Project have demonstrated industry experience with a variety of other projects, including the Creation Museum.
- **Compelling Theme.** Built in audiences are critical to the success of any attraction. Disney has mastered this by creating a brand and theme that is supported by its movies, books, television shows, characters, etc. Other theme parks have done the same by aligning themselves with other themes, like comic book characters. The theme here is the Bible and it has perhaps one of the largest built-in audiences in the U.S. and Canada. As of 2008 census estimates, 173 million of the 228 million adult population (76 percent) in the U.S. self-identified as Christian. Regular Christian churchgoers and members, including children, were 133 million as of the 2000 census (47 percent of the population).
 - Even if the Project is considered to be a creationist theme park, the most recent Gallup Poll on the subject (December 2010) revealed that 40 percent of Americans believe that God created humans in their present form, while 38 percent believe that humans evolved over time with God's guidance. Sixteen percent believe that humans evolved and God had no part in the process. While this poll did not ask questions related specifically to Answers In Genesis' interpretation of earth's history (dinosaurs living amongst Adam and Eve as is suggested by the Creation Museum, for example) it does suggest that there is variability of a number of interpretations of how earth, humans and animals evolved.

Overall, the Project scores high on nearly all the critical success factors. A major concern is if the Project sponsors are not able to fully capitalize the Project. If it is not fully funded, it will either



not open, or it will be less of a major attraction or success. However, if that is the case, then the rebate it will be eligible for will be reduced by both the investment and the taxes generated onsite.

The following section identifies each criteria outlined by the KTDA with HSP's findings resulting from our analysis.

KTDA Primary Criteria

The Project meets the Definition of a Tourism Attraction

The Project meets the definition of both a tourism attraction project and a recreation area as noted in KRS 148.851 Definitions for KRS 148.851 to 148.860.

- (19) (a) "Tourism attraction project" means:
 1. A cultural or historical site;
 2. A recreational facility;
 3. An entertainment facility;
 4. An area of natural phenomenon or scenic beauty; or
 5. A Kentucky crafts and products center.

Based on the items the Project qualifies as an Entertainment Facility. To summarize the major components, the project includes:

- 800 acres
- Two people-movers/teaching rides
- Two live theaters/lecture halls
- Three outdoor theaters/presentation areas
- 3,000-seat amphitheater
- 3,200 parking spaces
- Two miles of walkways
- A full-size replica of **Noah's Ark**
- A pre-flood town with retail and entertainment
- "Noah's Animals and Aviary" – A petting zoo and aviary with live shows and exotic birds/animals
- A Children's Area
- Tower of Babel – Themed tower with special effects theater
- "Journey through Biblical History" – Special effects experience from the biblical Abraham to Moses and the Red Sea



- First Century Village – Re-creation of a first century village
- Special Events Area – An exhibition hall for events
- Four restaurants plus ten kiosks/food carts
- Between seven and nine retail outlets plus ten kiosks and a retail cluster.

The Attraction has Project Costs in Excess of \$1 million

The Project budget is \$172,500,000 and therefore well exceeds this requirement.

The Attraction Remains Open Over 100 days per Year

The Project is a theme park that is expected to be open year-round, with few exceptions, and therefore meets this requirement.

The Attraction does not Adversely Affect Existing Employment in Kentucky

The Project has no comparable peer in Kentucky and for that matter, the U.S., in terms of size, scale and content. While there is a small Biblically-oriented theme park in Florida, it is outside of Kentucky and is much smaller than the proposed Project. Based on this pioneering park concept and size, a number of new jobs are expected to be created in Kentucky and not at the expense of existing employers.

The impact model used generates the total net new employment to Kentucky from the Project. This includes new employees at the Project as well as any additional employees in the general economy that are supported by the new spending in Kentucky.

For the origin of employees who will work at the Park (estimated to be 600 – 700 full-time equivalents), two factors influence this: location of the Project and unemployment rates in the surrounding areas. With current unemployment at high levels in Grant County (12 percent in February of 2011 compared with a low of 4.4 percent in 2006), the Cincinnati metro area (9.7 percent in February of 2011 compared with a low of 4.6 percent in 2006), which includes northern Kentucky, and Kentucky as a whole (10.4 percent as of February 2011) it is expected that there are thousands of unemployed eligible Kentuckians available to fill the variety of jobs created in the immediate area. The driving distance to Tennessee and West Virginia is 155 miles, so no new employees are expected from these states. Indiana is 86 miles away by Interstate, and 35 miles via smaller roads, so there may be a small percentage of jobs filled by Indiana residents, however these are above and beyond those estimated in the model. Also, Cincinnati, Ohio, which is 39 miles north on I-75, is another likely source of new employees. Again, though, these are above and beyond the figures shown in the model. Given the distance, at most it is estimated that 15 percent of the Project's employees would be from outside of Kentucky. The detail on the projected number of net new employees to Kentucky is discussed further below.

Projection of Impact

In order to understand the impact of the Project on Kentucky, a projection of a number of figures is necessary, including an estimate of performance (attendance, total revenue), estimate of the origin of attendees, and estimates of economic, fiscal and employment impact. HSP conducted two scenarios for the Project.

The first, **Scenario A**, assumes that the Project is operated, programmed and advertised as a mainstream interpretation of Biblical events and does not promote a creationist view of Biblical events that may turn off a portion of the potential market. The Creation Museum, created by many of the same people as the proposed Project, does promote the creationist perspective and therefore has a more limited audience. According to the most recent Gallup poll on the subject, 40 percent of the U.S. public believes in a “young Earth” or creationist perspective, while approximately 60 percent believes in a more scientific/evolution perspective of earth’s history. This would suggest that both interpretations would have a sizeable potential audience, but a more general interpretation (that did not take a creation vs. evolution perspective) would be popular with anyone interested in the Old Testament, including Christians, Muslims and Jews, who all have the first several books of the Old Testament as part of their theological heritage. Judaism, Islam and Christians all include the Noah’s Ark story within their teachings. In Islam, for example, Noah is considered one of the prophets.

Scenario B assumes that the programming, advertising and operations of the Project are similar to that of the Creation Museum, that is, the park promotes a specific interpretation of Biblical events. This interpretation is assumed to be creationist in nature and could turn off members of the general public who either are not religious or do not subscribe to this view of events. Given that 40 percent of the public surveyed agrees with a type of creationist viewpoint (interpretations are numerous), the audience should still be fairly large. The small Creation Museum receives approximately 300,000 visitors annually, a very high number given its size and location.

Based on the attractions at the Project, primarily a life-sized Noah’s Ark, the park is expected to generate significant interest from potential visitors from across the country. Surveys have shown that this exhibit and the story of the flood would be very popular and a wide audience would be expected to visit based on the popularity of the concept, regardless of religious views.

Table 2 shows the projected employment impact for Scenario A.

Table 2

Summary of Projected Impact to Kentucky - Scenario A										
Full-Time Equivalent Jobs - New to KY	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
From Direct Spending	1,859	2,211	2,344	2,062	1,897	1,820	1,786	1,768	1,767	1,767
From Indirect Spending	681	1,041	1,102	969	891	855	841	832	831	831
From Induced Spending	548	652	691	608	559	537	527	521	521	521
Total	3,088	3,904	4,137	3,639	3,347	3,212	3,153	3,121	3,120	3,119

Source: HSP



The Project is expected to annually generate, a minimum of 3,000 new full-time equivalent jobs during the period in Kentucky, of which 600 to 700 are expected to be onsite. In our professional opinion, employment at other entertainment and theme park businesses will not be materially impacted.

The next table shows the projection of full-time equivalent jobs in Scenario B.

Table 3

Summary of Projected Impact to Kentucky - Scenario B										
Full-Time Equivalent Jobs - New to KY	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
From Direct Spending	1,301	1,474	1,578	1,463	1,416	1,415	1,428	1,457	1,501	1,545
From Indirect Spending	477	693	742	688	666	665	673	688	706	727
From Induced Spending	384	435	465	431	418	417	421	430	442	456
Total	2,161	2,602	2,786	2,582	2,499	2,496	2,524	2,573	2,649	2,728

Source: HSP

In scenario B, approximately 400 to 500 fewer total full-time equivalent jobs are expected to be created and maintained annually.

The Attraction Attracts at Least 25 percent of its Visitors from Outside Kentucky by its Fourth Year of Operation

The Project is expected to attract approximately 84.2 percent of its attendees from outside of Kentucky by the fourth year of operation. This figure is based on the 600-mile radius of likely attendees. While Kentuckians are estimated to be seven times more likely to visit the Project than those from 300, 400, 500 or 600 miles away, the volume of potential visitors (4.3 million Kentuckians versus 150+ million non-Kentuckians) is 30 times greater.

The Scenario A projection of attendance and origin of attendees is shown in Table 4 on the following page.

Table 4

Utilization Rate Estimate - Ark Encounter - Base Year - Scenario A							
Group	Population		Annual Utilization Rate				Total
	Under 18	18+	Under 18	Attendees	18+	Attendees	
Within Kentucky	1,048,302	3,265,698	6.75%	70,760	3.00%	97,971	168,731
Outside of Kentucky; Up to 4 Hour Drive Time	6,512,127	20,286,749	2.70%	175,827	1.20%	243,441	419,268
Outside of Kentucky; 4 - 12 Hour Drive Time	30,606,028	95,344,706	0.90%	275,454	0.40%	381,379	656,833
Annual Attendance	38,166,457	118,897,152	1.37%	522,042	0.61%	722,791	1,244,833
				41.9%		58.1%	

Source: HSP

There is expected to be an approximate 60-40 percent split between adults and children and as shown, most are expected to be from outside of Kentucky. Nearly 1.25 million attendees are expected in the first year in this Scenario.

The Scenario B projection of attendance and origin of attendees is shown in Table 5 below.

Table 5

Utilization Rate Estimate - Ark Encounter - Base Year - Scenario B							
Group	Population		Annual Utilization Rate				Total
	Under 18	18+	Under 18	Attendees	18+	Attendees	
Within Kentucky	1,048,302	3,265,698	4.73%	49,532	2.10%	68,580	118,112
Outside of Kentucky; Up to 4 Hour Drive Time	6,512,127	20,286,749	1.89%	123,079	0.84%	170,409	293,488
Outside of Kentucky; 4 - 12 Hour Drive Time	30,606,028	95,344,706	0.63%	192,818	0.28%	266,965	459,783
Annual Attendance	38,166,457	118,897,152	0.96%	365,429	0.43%	505,954	871,383
				41.9%		58.1%	

Source: HSP

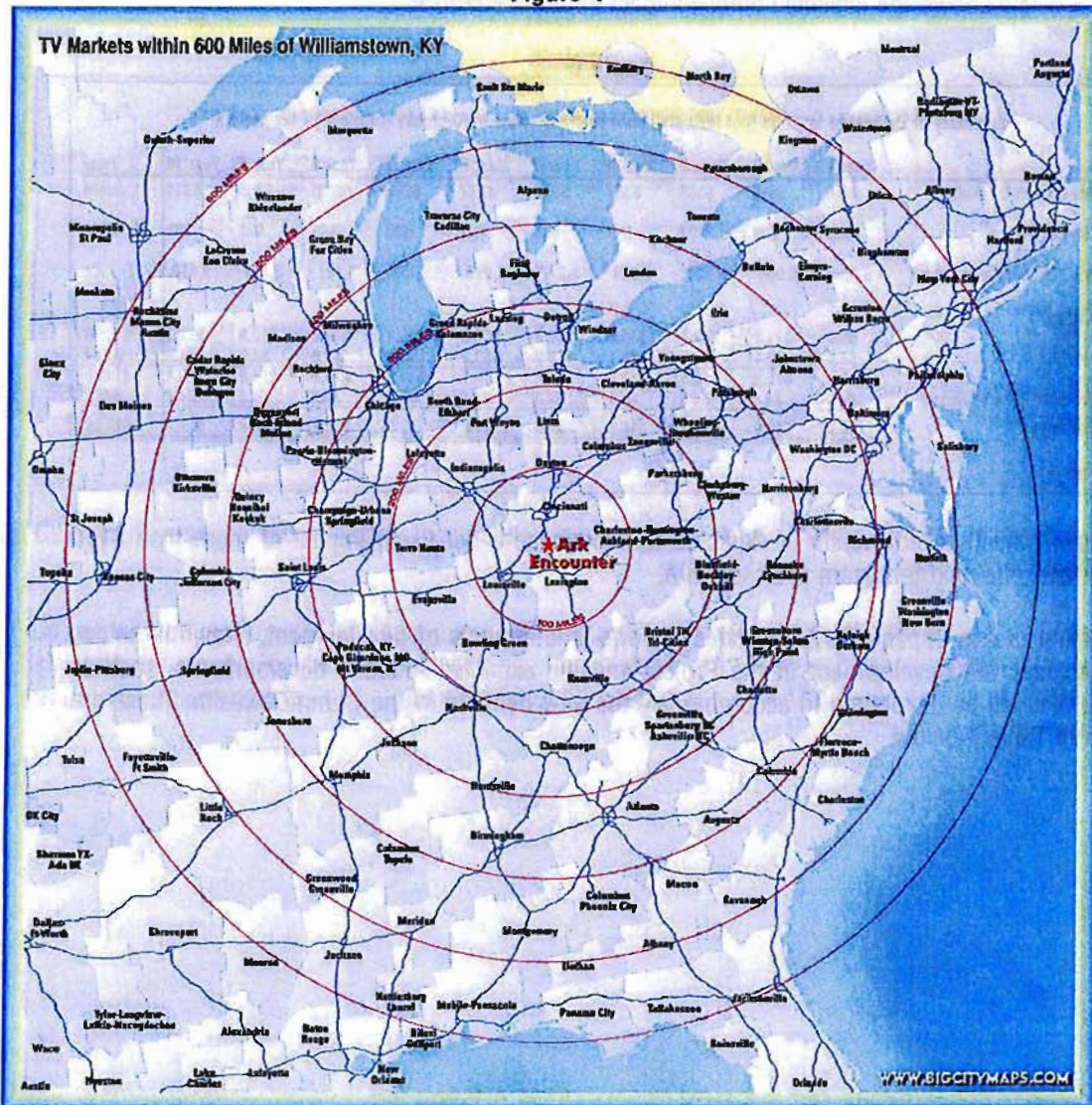
As shown in both scenarios, the catchment area for the project is estimated to be those within a 12-hour drive time (600 miles) and includes approximately 160 million people, including nearly 120 million adults, or approximately half of the U.S. population. In Scenario B, attendance in the base year is expected to be approximately 870,000.



These utilization rates are significantly below the rates achieved by major zoos, aquariums, museums and theme parks, so HSP believes these attendance figures are potentially conservative, however prudent because this type of Project has not been developed before.

The primary market area, including media markets, is shown in Figure 1.

Figure 1



As shown, the major markets of Florida, Texas, Boston and Minneapolis fall generally outside this radius, however visitation is expected from these markets as well, just at a much lower rate due to the distance. Others will come from beyond this area (international and farther west), but the number is expected to be minimal.

The Attraction has a Positive Net Economic Impact on the Kentucky Economy

The Project should have a large net economic impact on Kentucky as well as a positive net fiscal impact on Kentucky, after subtracting out the expected KTDA rebates. The tables below provide the expected cumulative fiscal impact to the Commonwealth of Kentucky.

Table 6 below shows the expected annual impact under Scenario A.

Table 6

Summary of Estimated Impacts (not including construction) - New to Kentucky (millions) - Scenario A											
	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	Total
Total New Economic Activity	\$253	\$310	\$338	\$307	\$280	\$287	\$280	\$295	\$305	\$314	2,990
Total New Earnings	\$80	\$98	\$107	\$97	\$92	\$91	\$92	\$93	\$96	\$99	\$944
Total New FTE Employees (actual)	3,088	3,904	4,137	3,639	3,347	3,212	3,153	3,121	3,120	3,119	n/a
Fiscal Impact											
Sales Tax	\$9.0	\$11.1	\$12.1	\$11.0	\$10.4	\$10.3	\$10.4	\$10.6	\$10.9	\$11.2	\$105.9
Income Tax	\$3.4	\$4.1	\$4.5	\$4.1	\$3.9	\$3.8	\$3.8	\$3.8	\$4.0	\$4.2	\$39.7
Total	\$12.4	\$15.2	\$16.6	\$15.0	\$14.2	\$14.1	\$14.2	\$14.5	\$14.9	\$15.4	\$146.5
Less Maximum Potential Rebate	\$4.3	\$4.3	\$4.3	\$4.3	\$4.3	\$4.3	\$4.3	\$4.3	\$4.3	\$4.3	\$43.1
Net Fiscal Impact	\$8.1	\$10.9	\$12.3	\$10.7	\$9.9	\$9.8	\$9.9	\$10.2	\$10.6	\$11.1	\$103.4

Source: HSP

As shown, the Commonwealth is expected to experience a net fiscal impact of more than \$100 million over the next ten years in Scenario A.

In addition to this impact, HSP calculated the one-time impacts of development, shown in below. This includes the development of the Project and the expected induced developments, such as hotels, that will be developed to accommodate the new demand in the Commonwealth. These are shown in Table 7 below.

Table 7

One-Time Construction Impact Summary (millions) - Scenario A	
Project	
Ark Encounter	\$165.8
Induced Development	
Hotels	\$164.3
Restaurants	\$10.4
Retail	\$2.2
Gas/Other	\$0.6
Total	\$343.3
% of Construction Spending in KY	78%
% of Construction Spending on Materials	40%
% of Construction Spending on Labor	60%
New Direct Spending	\$107.1
New Indirect Spending	\$47.8
New Induced Spending	\$61.5
Total	\$216.4
New Sales Tax	\$13.0
New KY Earnings from Direct	\$160.7
New KY Earnings from Indirect Spending	\$71.7
New KY Earnings from Induced Spending	\$92.3
Total	\$324.6
New KY Job-Years (actual figure)	5,993
New KY Income Tax	\$13.6
Source: HSP	

Total development spending is expected to be \$343 million, with total new spending of \$216 million. This will generate \$13.0 million in new sales tax to Kentucky. The labor spending is projected to be \$325 million, generating nearly 6,000 job-years (one job for one year) and \$13.6 million in new income tax.

Table 8 below shows the net new ten-year fiscal impact from both ongoing economic activity and one-time activity associated with the Project.



Table 8

Scenario A: Summary of Ten-Year Fiscal Impacts (Includes Construction and Ongoing Impacts)	
Sales Tax	\$119.8
Income Tax	\$53.3
Total New Taxes	\$173.1
Less KY Spending on Interstate Interchange	\$11.0
Less Maximum Potential Rebate	\$43.1
Total Deductions	\$54.1
Net New Fiscal Impact - Scenario A	\$119.0
Source: HSP	

As shown, the new sales and income tax is projected to be \$173 million. With deductions for the maximum potential rebate and the new interchange totaling \$54.1 million, the net new expected fiscal impact to Kentucky is projected to be \$119.0 million over the ten-year period.

Scenario B

Table 9 below shows the expected annual impact under Scenario B.

Table 9

Summary of Estimated Impacts - New to Kentucky (millions) - Scenario B											
	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	Total
Total New Economic Activity	\$177	\$201	\$215	\$199	\$193	\$192	\$195	\$198	\$204	\$210	1,984
Total New Earnings	\$56	\$63	\$68	\$63	\$61	\$61	\$61	\$63	\$64	\$66	\$627
Total New FTE Employees (actual)	2,161	2,602	2,786	2,582	2,499	2,496	2,524	2,573	2,649	2,728	n/a
Fiscal Impact											
Sales Tax	\$6.3	\$7.2	\$7.7	\$7.1	\$6.9	\$6.9	\$6.9	\$7.1	\$7.3	\$7.5	\$70.9
Income Tax	\$2.3	\$2.7	\$2.8	\$2.6	\$2.6	\$2.6	\$2.6	\$2.6	\$2.7	\$2.8	\$26.3
Total	\$8.7	\$9.8	\$10.5	\$9.8	\$9.4	\$9.4	\$9.5	\$9.7	\$10.0	\$10.3	\$97.2
Less Maximum Potential Rebate	\$4.3	\$4.3	\$4.3	\$4.3	\$4.3	\$4.3	\$4.3	\$4.3	\$4.3	\$4.3	\$43.1
Net Fiscal Impact	\$4.4	\$5.5	\$6.2	\$5.4	\$5.1	\$5.1	\$5.2	\$5.4	\$5.7	\$6.0	\$54.1
Source: HSP											

Scenario B showed a net fiscal impact of approximately \$54 million from ongoing operations, related spending and jobs.

Table 10 shows the one-time spending, jobs and fiscal impact from construction of the Project and spin-off projects, such as new hotels.

Table 10

One-Time Construction Impact Summary (millions) - Scenario B	
Project	
Ark Encounter	\$165.8
Induced Development	
Hotels	\$103.8
Restaurants	\$6.6
Retail	\$1.3
Gas/Other	\$0.3
Total	<u><u>\$277.7</u></u>
% of Construction Spending in KY	78%
% of Construction Spending on Materials	40%
% of Construction Spending on Labor	60%
New Direct Spending	\$86.6
New Indirect Spending	\$38.6
New Induced Spending	\$49.8
Total	<u><u>\$175.1</u></u>
New Sales Tax	\$10.5
New KY Earnings from Direct	\$130.0
New KY Earnings from Indirect Spending	\$58.0
New KY Earnings from Induced Spending	\$74.7
Total	<u><u>\$262.6</u></u>
New KY Job-Years (actual figure)	4,848
New KY Income Tax	\$11.0
Source: HSP	

The Project itself is projected to generate \$166 million in development spending, most of which will go toward labor. Other spin-off projects are projected to account for another \$112 million. Total spending in the economy is projected at \$175 million, while \$263 million projected to be spent on wages, resulting in \$10.5 million sales tax and \$11 million in income taxes. Job-years supported by the Project are estimated are nearly 4,850.

Table 11 shows the total one-time and ongoing impacts (net new) to the Commonwealth over the first ten years of the Project in Scenario B.



Table 11

Summary of Ten-Year Fiscal Impacts (Includes Construction and Ongoing Impacts)	
Sales Tax	\$81.4
Income Tax	\$37.3
Total New Taxes	<u>\$118.8</u>
Less KY Spending on Interstate Interchange	\$11.0
Less Maximum Potential Rebate	\$43.1
Total Deductions	<u>\$54.1</u>
Net New Fiscal Impact - Scenario B	<u>\$64.6</u>

Source: HSP

As shown, the total new sales tax is projected at \$81.4 million and new income tax is projected at \$37.3 million, totaling \$118.8 million over the period. Subtracting out the \$11 million for the interstate interchange and the maximum rebate possible for the project at \$43.1 million (\$54.1 million), the estimated net new fiscal impact to Kentucky is nearly \$65 million over the ten-year period. This is approximately half of the net impact projected in Scenario A.

Hunden Strategic Partners Conclusion

As shown, the Project meets all criteria identified by the Kentucky Tourism and Development Act.

SECTION 7: FUTURE LAND USE

Williamstown Future Land Use Element

Planning Concepts

The conceptual future land use map shows an organized and efficient pattern of development that respects community values. The following represent the key planning concepts:

- Downtown is recognized as the heart of the community and much effort should be placed to reinforce that.
- Higher intensity land uses are situated where urban services are most available and highway transportation is most favorable.
- Low density residential uses form an edge with the rural areas of the county.
- Road improvements and new roads are suggested to improve traffic flow and community connections.
- A greenbelt trail and park system should be created to provide community identity and recreation.

General Principles

New or amended uses of land shall be consistent with the Future Land Use designations as described in this section and as portrayed on the Grant County Future Land Use Map. The Future Land Use designations are intended to: a) coordinate land use with the natural environment, including soils, topography, and other resources; b) appropriately mix and distribute residential, commercial, industrial, recreation, and public land uses; and c) encourage an efficient pattern of development and efficient growth. The Future Land Use Plan Map shown in this section is intended as a general guide and basically reiterates the land use distribution shown on the 2007-2012 Future Land Use map. Parcel by parcel land use determinations should be made at the time of a zone change request.

Future urban land uses in Williamstown should be connected to public services including water and sewer as well as have suitable road access.

It is desirable to have balanced land use patterns that reduce the need for commuting time between residential land uses and places of employment, shopping, and other public spaces. Discourage the siting of land uses that are incompatible with adjacent land uses.

The unique topography of the city should be respected. The community should ensure that natural or steep slopes are subject to development only when the natural topography is not drastically altered or construction practices are done in a manner which will not create or promote drainage problems and wind or water erosion. Suitable existing vegetation should be preserved where feasible.

The community should encourage Planned Unit Development (PUD) approaches to future residential, commercial and industrial development, including flexibility in the division of land and the siting of buildings, and other improvements to reduce new development's impacts on environmentally sensitive areas.

Planning Areas

Downtown: In order to make downtown succeed all of the following should be undertaken:

- **add new mixed use buildings**
- **new gathering places**
- **improve the retail mix**
- **manage downtown like a mall**
- **increase street life**
- **make downtown the food and entertainment center of the city.**

All new buildings should be mixed use: retail on first floor– with office or residential uses above. Building should be built flush to the sidewalk line, not set back. New buildings should be a minimum of two stories with a maximum of three stories. Parking should be located on the rear of lots.

The community desires a permanent space for selling food and goods. A year round building could be located on the west side of downtown, in the rear parking lot, and lined up directly with the park. The building should be designed in such a way that enables many different types of uses to occur as well as to allow parking to continue when not in use. Users of the facility should pay a small fee to help with maintenance.

Downtown does not currently offer a strong variety of retail options. The following list offers some potential retail development targets based on current needs and future opportunities.

Retail Development Targets:

- **Lifestyle and Wellness Retail**
- **Stores that entertain**
- **Retailers that celebrate local heritage**
- **Community gathering place businesses**
- **Unique destination retailers**
- **Gift and indulgence stores**
- **Religious themed book and crafts stores**
- **Stores that celebrate local arts**

Each retail target is complimentary to the others and should be seen as an opportunity to create local businesses and jobs.

Another key to downtown success is to emulate the business practices of successful retail areas, specifically shopping malls. People have described trying to coordinate downtown merchants and property owners as "trying to herd cats." Yet every mall, while under unified ownership, has numerous differing retailers that all play by the same rules. Downtown Williamstown should be/have:

- Tidy
- Safe
- Well maintained
- Common signage
- Common hours
- Common marketing

These will allow downtown to be competitive with other shopping destinations.

Downtown Williamstown should become known as the food and entertainment destination of the community and region. Efforts should be made to grow local business operations, local food options, and local talent. The market for these businesses should be families, both visitors and residents.

Every great downtown has an active street life with people strolling, sitting, shopping and people-watching. The city should make every effort to ensure that activities occur on the street on a regular basis, and that there are few barriers to outdoor dining and entertainment.

Commercial/Office

Outside of downtown, significant commercial and office uses should be concentrated at the Interstate interchange areas and along Barnes Road. High intensity tourist attractions should be limited to areas within immediate proximity of the I-75 interchanges. Ideally, a tourism services zoning classification should be created with a planning designation in these areas.

Secondary commercial and office uses should be clustered along U.S. 25 north and south of downtown.

Barnes Road presents the community a very positive economic development opportunity. This plan proposes the creation of the Barnes Road Med-Tech Corridor. This corridor can become a prime location for biomedical, healthcare and technology companies looking to take advantage of fantastic location and great small town atmosphere. Community leaders should strive to make the Med-Tech Corridor the home of an expanded NKU campus as well as work toward gaining a campus of Gateway Community and Technical College. The Med-Tech Corridor also has the potential for a mixed-use retirement/senior residential development, in addition to commercial/retail space.

The community should be proactive in working with landowners and developers to get the right development mix in this area rather than simply responding to proposals as they are submitted.

Residential

Urban residential development – defined as having densities greater than one unit per acre should be located where water and sewer are available and have suitable road or street access. Higher density residential areas – having greater density than three units to the acre – should be located adjacent to major traffic thoroughfares and in areas with concentrations of jobs, shopping and services. Proper buffering of these types of developments between other uses should be encouraged. New residential developments of all types should incorporate pedestrian access through the new development and to adjacent areas, wherever applicable.

Industrial

No new industrial land is shown with this plan. The community's existing industrial area has room to expand and no new land is needed to be devoted to industrial uses. Some light, high tech manufacturing may be appropriate in the Barnes Road Med-Tech corridor. The zoning ordinance should be revised to reflect this.

Community

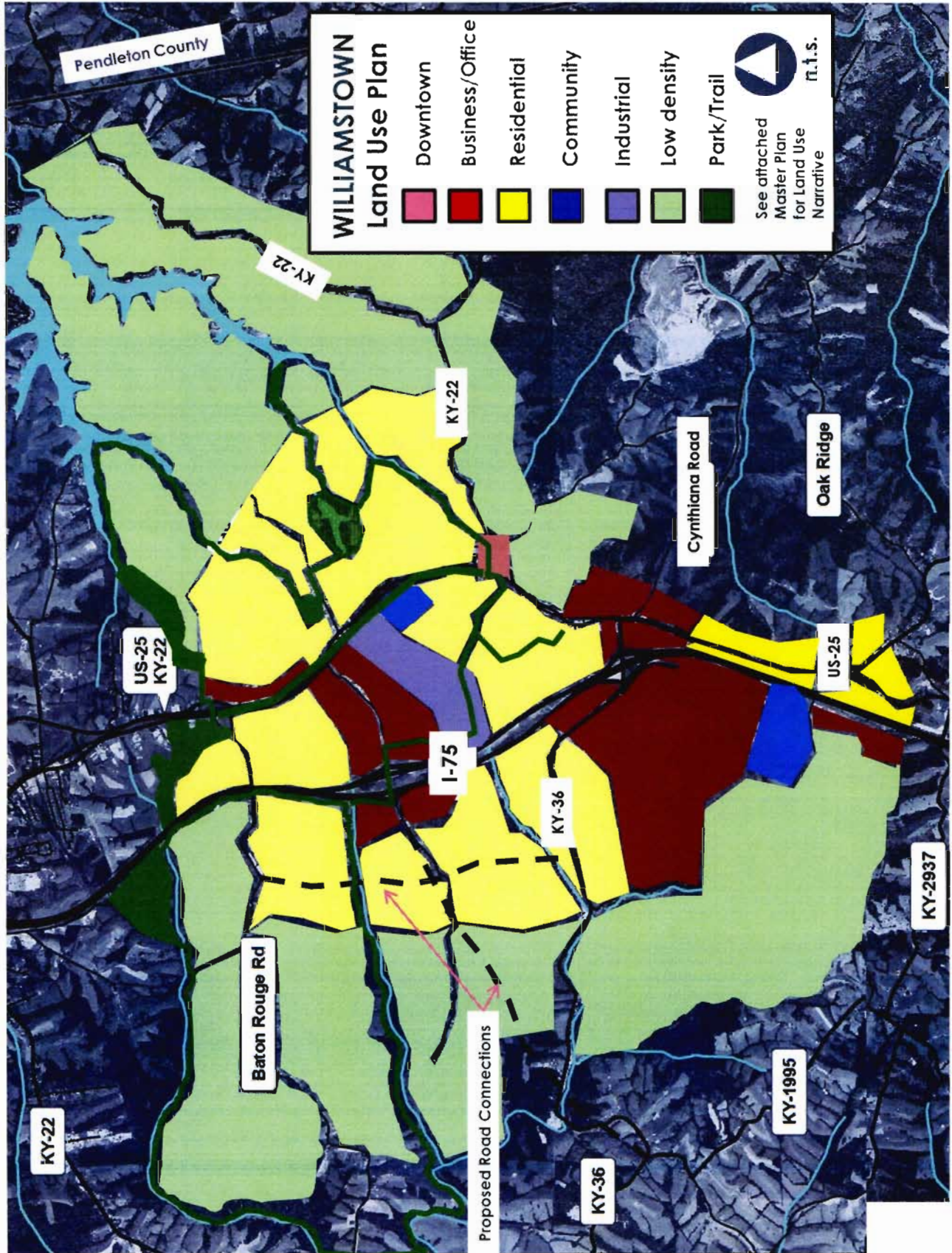
Community land uses include churches, schools, and cemeteries. No significant expansion of community uses is anticipated in this plan.

Low Density Residential

This category comprises residential uses served by individual septic systems and where lots must be over one acre in size.

Park/Trail

The community should commence the planning and construction of a greenbelt trail and park system. The purpose of this system is two-fold: one is to provide recreation opportunities for health and economic benefits, and the other is to provide a sense of distinctness from Dry Ridge. The trail system could be combination of paved surfaces and more rugged paths. The alignment of the system should follow stream corridors and ridgelines where feasible. Trails should not dissect properties, but rather should be located at property edges. Fencing should be required. The new greenbelt parks should be considered as passive areas, not designed for intensive recreational use. Trails should be extended into previously developed areas along woodlands, stream corridors, and along the railroad tracks. Trails can be on-street in more urban areas, including crossing I-75 at Barnes Road.



SECTION 8: COMMUNITY FACILITIES ELEMENT

Community Facilities Element

Public facilities, especially school systems play an important role in attracting and retaining new residents and businesses. These facilities include municipal buildings, libraries, parks, schools, public safety and sanitation facilities.

Following are some of the general issues and recommendations related to public facilities.

General Infrastructure

The state of public infrastructure in Williamstown is adequate at the present time; however, serious consideration must now be given to the potential for growth related to the Ark Encounter. Several critical agencies should be having discussions and developing contingency plans as the project begins to develop.

Water Services

Lake Williamstown is the primary source for water for the city. Expansion of the lake and the water plant is under consideration. When the expansion comes to fruition, Williamstown's water infrastructure should be adequate for more than 5 years.

Sanitary Sewage Service

The Williamstown Sewage Treatment Plant built a new wastewater treatment plant in 2011. Sewage treatment capacity was increased to 1.5 million gallons/day. Adequate capacity is in place to meet the needs of the city.

Public Safety

Police and fire infrastructure and equipment are adequate at the present time. The city will need to insure that adequate plans are designed to accommodate future growth generated by the Ark Encounter.

Parks and Trails

During the listening sessions, many citizens expressed a desire to increase the number and quality of the city's parks and trail system. Williamstown has become a Ka-BOOM community and is the recipient of several grants to upgrade the parks. The Northern Kentucky Independent District Health Department, the United Way, St. Elizabeth Health Care, FFLAG and the Williamstown Independent School District have partnered to address health and wellness concerns. They advocate making the city of Williamstown more walkable through the development of hiking, walking and bike trails.

SECTION 9: TRANSPORTATION ELEMENT

Williamsburg Transportation Element

The following road improvements are necessary to implement the overall plan for Williamstown:

Immediate road improvements are recommended for the following roads:

- KY 36 from U.S. 25 to Grandville Heights.

Medium term road improvements:

- Connect KY 36 to Baton Rouge Road via Barnes Road (North-South).
- Improve and connect Barnes Road from the west side of the I-75 interchange to KY 36.
- Connect Barnes Road to Industrial Road.
- Intersection improvements at KY 36 and US 25.
- Intersection improvements and railroad crossing improvements at Barnes Road/Arnie Risen/US 25.

Long term road improvements:

- Connect Eibeck Lane north to KY 36.
- Widen and re-align Humes Ridge Road.

The city should work closely with the Kentucky Transportation Cabinet and other governments in Grant County to ensure these improvements to State roads are included in the State's 6 year Highway Plan.

Transportation general principles:

- All rights of way in new developments should be dedicated to the city for public use.
- Control the creation of new driving hazards by developing access, parking, setback, and road standards which can be used by the City to evaluate new subdivisions and developments.
- Provide city transportation infrastructure and services in a cost effective and efficient manner, making the best use of available resources.
- Provide for the protection of existing and future rights-of-way from building encroachment.
- Minimize at grade crossings along the railroad.

Walking and Biking

Williamstown should do more to provide alternatives to trips by private automobiles. The following are initiatives that the community should pursue.

- The community should plan and implement a walking trail system as described in the Land Use Element.
- The city should also support the designation of bike lanes where feasible in the city and promote these and other highway based routes and tours as a means of alternative transportation and a method of tourism promotion.
- All new developments should have sidewalks on both sides of public streets.
- The city should repair existing sidewalks in the city as well as implement a plan to place sidewalks where gaps exist in the city.