



# **Clark County Community Action Plan**

## **2008**



# **Table of Contents**

1. Objective of the Plan
2. Methodology for Plan Development
3. Clark County Community Report Card
4. Community Issues:
  - #1 – Water/Sewer/Solid Waste
  - #2 – Drugs
  - #3 – Law Enforcement/Crime
  - #4 – Transportation Planning
  - #5 – Planning & Zoning
  - #6 – Education
  - #7 – Health (All Ages)
  - #8 – Economic Development
  - #9 – Government/Organization
  - #10 – Downtown Development
  - #11 – Community Recreation
  - #12 - Youth

\*Pictures on the front cover were taken from the Winchester-Clark County Tourism Commission website.

## **Objective of the Plan**

**This plan is to serve as a “living” plan for short and long term improvement in our community.**

**The critical planks of this strategy and the objective behind a true grassroots development and implementation of the Clark County Community Action Plan are as follows.**

- 1. Create a community partnership**
- 2. Establish and support common goals**
- 3. Prioritize and focus our effort for steady measurable progress**
- 4. Create open communication and accountability**

## **Methodology for Plan Development**

A scientific survey was conducted in September 2007 by Dr. Ron Langley of the University of Kentucky Survey Research Center and funded by the Clark County Community Foundation. This survey is a representative sample of 400 plus Clark County citizens offering opinions on a variety of topics. Some topics were covered in the March 17, 2007 Community Forum, and other topics were new. The results of the survey were used in conjunction with the broad survey done prior to the Community Forum in the spring of 2007 to continue to concentrate focus on the issues of concern voiced by the community. The survey was made available to the three legislative bodies involved as well as the community in general. There was an aggressive effort led by the School Superintendent, County Judge-Executive and Mayor to disseminate and discuss the results that occurred in the second half of 2007.

The Community Action Committee met on several occasions to continue to concentrate focus on the issues brought to the forefront. In beginning the 2008 effort, the first task was to review the “Objective of the Plan” to be certain that the four objectives remain a constant throughout the planning process. In the next step, a list of twelve (12) issues were identified by the committee, using the survey results plus the 2007 Community Action Plan, to be considered at the 2008 Community Forum.

An informational session was held on Thursday March 13, 2008 at George Rogers Clark High School, and then a work session, with breakout groups, was conducted on March 15, 2008. Each facilitator was called upon to review progress or lack thereof toward the 2007 goals during the 2008 group sessions and each group was asked to rate and evaluate the Community progress to date. Then each group created a new list of goals for the twelve (12) issues. The results of this work session will be compiled into the 2008 Community Action Plan to be distributed to the three legislative bodies and the community in general.

Elected officials are now asked to begin organizing around the plan to implement strategies and actions to achieve specific, measurable goals.

## **Clark County Community Report Card**

The Community Report Card was based on a scale of one (lowest grade) to five (highest grade) and voted on by each member of the Issue group. Each member of the group voted on their opinion of how well the City/County Governments had accomplished the goals that were established within the 2007 Community Action Plan. The average grade was taken and each final grade is listed below. The Average Community Grade at the bottom is the average grade of all the Issues.

	<u>Issue</u>	<u>2007 Grade</u>
1	Water/Sewer/Solid Waste	4.5
2	Drugs	3.0
3	Law Enforcement/Crime	2.0
4	Transportation Planning	4.0
5	Planning & Zoning	4.0
6	Education	3.0
7	Health - All Ages	5.0
8	Economic Development	3.0
9	Government/Organization	4.5
10	Downtown Development	4.0
11	Community Recreation	3.5
12	Youth	3.0
<hr/>		
	Average 2007 Grade:	3.6

## **Issue #1 – Water/Sewer/Solid Waste**

**Description: Clean, reliable water supply is critical to the health and growth of our community; and recycling of solid waste is vital to the conservation and environmental health of our community**

### **2007 Summary and List of Accomplishments**

#### Goals of 2007 Community Action Plan (Water only):

##### Goal #1 (Long Term)

- Increase long term water capacity

##### Goal #2 (Short Term) –

- Increase community awareness of water related issues

#### Accomplishments since 2007 Community Action Plan:

- Construction of a waste water treatment plant
- The City approved an improvement plan that must be completed by 2025
- The Community has worked with and through the Bluegrass Water Supply Commission and other local and regional entities to focus on long term raw water and treatment supplies.
- The City Commission and WMU Commission held a major stakeholder meeting at GRCHS on 3/11/08 for the purpose of updating and reporting to the Community.
- The Mayor has attended several Kentucky River Authority meetings to learn the status of the repair and raising of Lock 10

#### Results of the 2007 Independent Community Survey (Phone Survey Conducted by the University of Kentucky Survey Research Center)<sup>1</sup>

**Question 27:** The rates for Winchester Municipal Utilities (WMU) are going to increase in order to satisfy the Environmental Protection Agency (EPA) Consent Decree and to satisfy the demand for water supply in Winchester and Clark County. How would you prefer these rate increases be implemented? Would you favor regular annual increases in rates, or a few larger increases every few years?

Regular Annual Increases – 73.5%  
Larger Periodic Increases – 26.5%

---

<sup>1</sup> This information was not included in the information presented to this group during the work session.

**Question 28:** Are you in favor of curbside recycling?

Yes – 84.2%  
No – 15.8%

**2008 Goals:**

- 1) Conduct a feasibility study to have curbside recycling service. Study to be completed by February 2009
  - a. Include the recycling feasibility study in the Rate Study at WMU
  - b. Volunteer Committee could do work to save money
- 2) Move forward with constructing a water plant that will support a minimum of six million gallons that would have the capacity to be expanded. Make a final decision by May 1, 2008
- 3) The Lower Howard's Creek Watershed project to be designed and a contractor selected by January 2009
- 4) A Rate Study for WMU to be completed by December 2009
- 5) Winchester and Clark County to work with counties up the Kentucky River to clean up the sewer and garbage and support legislation in the 2009 session and police/monitor adherence.

**Facilitator Editorial:**

The group was very informed and engaging on this topic. After the accomplishments were reviewed, the first vote was cast. The group agreed that there had not been any action on Solid Waste in the community over the past year and felt that that was the issue bringing down the grade for this topic. Since water was the only issue addressed in last years action plan, the group's second vote addressed how the issue of water had been addressed over the past year. Solid waste was the controversial topic for the group and they felt strongly that it should be the number one goal for 2008. The group would like to see recycling in the community. The group is aware of the cost constraints of this project but offered to put a volunteer committee together to lay some groundwork and research neighboring communities that currently have recycling programs.

## **Issue #2 – Drugs**

**Description: Illegal drug use damages our community and we must work together to reduce and discourage it.**

### **2007 Summary and List of Accomplishments**

#### Goals of 2007 Community Action Plan:

##### Goal #1 (Long Term)

- Reduce drug abuse in the Community by 75%

##### Goal #2 (Short Term)

- Reduce drug abuse in the Community by 25%

#### Accomplishments since 2007 Community Action Plan:

- Juvenal Drug Court
- Creation of an Adolescent Substance Abuse Program at Comp Care
- Start of an early intervention program with Bluegrass Prevention
- Continued funding from the Clark County ASAP program for substance abuse programs
- The Sheriff's Department became a member of a Drug Task Force
- The schools started a random drug testing program at the middle schools and high school
- A drug tip line was established by the Police and Sheriff's Office
- The creation of a Life Skills Training program in the schools
- The Winchester Clark County Christians United Against Drugs (WCCCUAD) has put more focus on prevention and treatment. Community counselors are being trained to do small group support and treatment
- Clark, Madison, Fayette and Montgomery narcotic detectives have started a daily collaboration program
- An extensive 80 hour training program has been created to train officers from the Police Department and Sheriff's Office on detecting prescription drugs in drivers
- The Sheriff's Office and the State Police partnered in a Round Up of drug violators. Over 40 arrest warrants were procured

**Issue #2: Drugs, cont.**

---

Results of the 2007 Independent Community Survey (Phone Survey Conducted by the University of Kentucky Survey Research Center)

**Question 19:** The school system has well-developed policies and procedures to limit or eliminate the presence of drugs in school facilities and grounds?

Strongly Agree – 19.7%  
Somewhat Agree – 39.1%  
Somewhat Disagree – 24.3%  
Strongly Disagree – 16.9%

**Question 35:** Do you believe that Clark county law enforcement and other agencies are making progress in reducing drug abuse?

Yes – 53.1%  
No – 46.9%

**2008 Goals:**

- 1) Write a six part series on community involvement through the Winchester Sun during a 2 month period by July 2008
- 2) Speak to the ministerial association to do a series on getting involved in the community by the end of April 2008
- 3) Match every tutor or counselor in the School to Career Program and Big Brothers Big Sisters Program with a student by the end of the 2008 school year
- 4) Create more extracurricular activities for the students. Conduct an assessment of the involvement opportunities in the schools and community for kids by January 2009
- 5) Conduct a transportation cost study to provide free access to available programs for children who might not be able to attend the program otherwise (cost and liability of providing a free shuttle service and more sidewalks) by August 2008.

**Facilitator Editorial:**

The discussion on drugs started around law enforcement and the court system. The group felt that many offenders were in and out of the courts and jails and not being punished/rehabilitated as much as needed. The overall consensus was that law enforcement was doing a good job with catching people involved with drugs. Overcrowding in jails was an issue and believed this contributes to shorter jail terms and reduced punishments from the courts. We discussed the many programs in place to deal with drug problems and then group felt that there were good programs but at this

**Issue #2: Drugs, cont.**

---

point it was difficult to evaluate the effectiveness. A lot of the discussion centered around community and family responsibility – especially with the issue of drugs and youth. Parental involvement is essential and the feeling was this is a weakening area for many families as they struggle with single parent households or both parents working and everyone stretched for time and resources. The group also felt that it is not just parents but that all of the community is responsible for helping with this problem. Parents of other children and the community should address issues with youth – more of a holistic approach – don't ignore an issue just because it is someone else's child. The group discussed how to get more community involvement through programs and volunteerism and set goals around this idea. Overall the group felt there was improvement in programming around treatment but that the community needed to take ownership of the issue and address problems through increased community involvement.

## **Issue #3 – Law Enforcement/Crime**

**Description: Improve “connection” with the community through increased outreach efforts.**

### **2007 Summary and List of Accomplishments**

#### Goals of 2007 Community Action Plan:

##### Goal #1 (Long Term)

- Create independent citizens advocacy group to review concerns/complaints of law enforcement (City & County) by July 1, 2007

##### Goal #2 (Short Term)

- Actively recruit/hire at least one female officer by January 1, 2008 for both City Police and Sheriff’s Department (total 2 new female officers)

#### Accomplishments since 2007 Community Action Plan:

- The Police Department has actively posted and interviewed female applicants for positions. To date, there has not been a female applicant that has successfully passed the physical agility test required for employment.
- The Sheriff’s Department has also continually posted for position, but has not experienced an opportunity to offer a position to a female officer.
- The Police Department has created a department web-site to allow for more community input into local law enforcement practices
- The Police Department has created a Character Diversion Program in support of juvenile offenders
- The Police Department has made efforts to establish a Citizen’s Police Academy/Civilian’s Internship Program, to better inform citizens of law enforcement process/education
- The Police Department created an education program within the public and private schools on the prevention of Internet Predators
- The Police Department implemented a Crime Stopper’s Program
- The Police Department is currently pursuing Federal Accreditation requiring National Police Officer Professional Standards (POP Standards), and specific due process for complaints.
- The Police Department has created a multi-agency committee to address the “Joint Agency Response to Active Shooters/School Shootings Program”
- The Sheriff’s Department is currently in the process of creating a “Merit Board” to include citizen members to review complaints received.
- Both Departments celebrate Law Enforcement Appreciation Days (911 Day, Blue Mass at St. Joseph Catholic Church, May 15<sup>th</sup> National Police Week honoring fallen officers)

Results of the 2007 Independent Community Survey (Phone Survey Conducted by the University of Kentucky Survey Research Center)

**Question 35:** Do you believe that Clark county law enforcement and other agencies are making progress in reducing drug abuse?

Yes – 53.1%

No – 46.9%

**2008 Goals:**

- 1) Establish an Citizen’s Advocacy Group by July 2008.
  - a. Advocacy Group to help actively recruit minority officers and support the Police Department Sheriff’s Office.
  - b. Group members should mirror the community makeup and the Police Department and Sheriff’s Office should be well represented.
  
- 2) Accelerate efforts to hire minorities
  - a. Develop programs such as practice sessions to allow everyone to be able to train to pass the agility test, and encourage them to apply
  - b. Use Career Days to promote the Police Department
  - c. Use national, state and local websites to post openings
  - d. Make application process user friendly
  - e. Encourage the hiring of female officers to address rape crimes, as well as female prisoners

**Facilitator Editorial:**

Overall, the group was impressed with the list of accomplishments. Direct contact was not made with the Sheriff’s Department, so there could have been more accomplishments from the Sheriff’s Department that were not listed. Although the list of accomplishments was impressive, the accomplishments did not address the goals that were set by the 2007 Community Forum members.

This years group focused on the two goals set last year and only modified the previous short term goal to include all minorities, not just females. Discussion concerning the hiring of minorities included the concern that the departments did not truly “actively pursue” female applicants. Posting for a position is not the same as going out and finding the applicants. Several ideas were offered as to how to “actively pursue” minority applicants. It is important to note that the group did state several times that the standards should not be lowered for any applicant and that they still want high quality officers. The group overall was very disappointed that an Independent Citizen’s Advocacy Group had not been established. The group felt that a year was more than enough time to form the Committee.

## **Issue #4 – Transportation Planning**

**Description: There are many good projects underway that offer significant improvements for our community. Careful development of those projects is important and new projects should be carefully planned and executed to meet community needs and reflect community development goals.**

### **2007 Summary and List of Accomplishments**

#### Goals of 2007 Community Action Plan:

##### Goal #1 (Long Term)

- Complete Public Transportation Study by December 2009

##### Goal #2 (Short Term)

- Improve conditions on US 60
- Congestion reduced (measured by traffic and time traveled studies)
- Develop Master Road Plan by June 200\_ to include City and County input that will mesh with the Comprehensive Plan and Land Use Plan
- Include bike lanes and sidewalks
- Meet by August 2007 to form Committee of Appointees (wide cross spread)
  - o City
  - o County
  - o School
  - o Health
  - o Outside Resources

#### Accomplishments since 2007 Community Action Plan:

- There were continued efforts to work on bike/walk/trails in 2007
- There were continued efforts to partner with Lexington to study the US 60 corridor, including Carol Road
- Construction of the Eastern Bypass was completed and it was renamed to Veterans Memorial parkway
- Design Phase completed to widen I-64 to six lanes from Van Meter Road to Mountain Parkway
- Spot improvements were made on KY 89 South toward the Estill County line
- Bridge replaced over Dry Fork on KY 89 at Ruckerville
- Utility relocation is underway at the proposed Kiddville Road interchange on the Mountain Parkway
- Plans approved and construction started on an overpass on Van Meter Road over the railroad tracks to connect to the Industrial Park

**Issue #4: Transportation Planning, cont.**

---

Results of the 2007 Independent Community Survey (Phone Survey Conducted by the University of Kentucky Survey Research Center)

**Question 13:** Would you favor development of a master road plan for both the City and County?

Yes – 89%

No – 11%

**Question 15:** A study of the US 60 corridor has been suggested. The study would look at development, traffic congestion, safety, and other issues. Should our community participate in such a study?

Yes – 92.8%

No – 7.2%

**Question 36:** Would you favor taxpayer funding of a public transportation system for Winchester and Clark County?

Yes – 45.3%

No – 54.7%

**2008 Goals:**

- 1) US 60 Corridor Study to be completed by March 2009
- 2) Have a Master Road Plan in Place by end of the year 2008
  - a. Form a Committee (City, County and Schools represented)
- 3) Create a comprehensive walking, hiking, bike plan to address pedestrian travel
- 4) Conduct a feasibility study for a public transportation system

**Facilitator Editorial:**

Overall, the group was pleased with the progress being made in this area. As with 2007 there was a great interest in US 60 and creating a Master Road Plan for the County. Everyone seemed very pleased with the representation Clark County has at both the state and local levels when it comes to transportation issues. A key item to consider is that this group also worked on topic #12 Youth. I think this was the catalyst that had them thinking about pedestrian travel and public transportation as that was a major hurdle identified during our youth discussions.

## **Issue #5 – Planning & Zoning**

Description: To follow through and implement the Clark County Community Process with specific, attainable and measurable goals and a timeline.

### **2007 Summary and List of Accomplishments**

#### **Goals of 2007 Community Action Plan:**

##### Goal #1 (Long Term)

- None were listed

##### Goal #2 (Short Term)

- None were listed

#### **Accomplishments since 2007 Community Action Plan:**

- Committee established to review the Sign Ordinance regulations.
- Committee was established to review Planning and Zoning and whether the County should separate and have its own Planning and Zoning Commission. Committee's recommendation was to maintain only one Planning and Zoning Commission
- New format created for public presentations at the Planning Commission meetings so that all can view the content
- Technical Review Committee created to review projects (committee made up of representatives from all city/county departments and utility companies)

#### **Results of the 2007 Independent Community Survey (Phone Survey Conducted by the University of Kentucky Survey Research Center)**

**Question 10:** Clark County currently has undeveloped lots zoned for residential use. In the interest of preserving farmland and other greenspace, should the Planning and Zoning Commission deny requests to rezone additional agricultural land until most of these available lots are developed?

Yes – 71.2%

No – 28.8%

**Question 11:** Winchester has less park space than the national average for communities our size. Should green space be a requirement for new development?

Yes – 83.9%

No – 16.1%

**Issue #5: Planning & Zoning, cont.**

---

**Question 14:** With the completion of the new bypass in the eastern portion of Clark County, do you favor growth and development such as businesses, restaurants and residential development being focused in this area?

Yes – 81.1%

No – 18.9%

**Question 39:** There are many communities which charge fees for new development. Should our local government impose such fees on new residential development to insure that it keeps up with the high cost of maintaining these neighborhoods?

Yes – 66%

No – 34%

**2008 Goals:**

**Short term goals:**

- 1) Do not impede new business developments, become more business friendly
- 2) Create informational packets to be attached to permits and applications to assist property owners and developers through the process. Create brochures to explain the building and zoning permit process and requirements
- 3) Provide more information on the Planning & Zoning website (applications, permits, etc.) and create a website for the Planning Commission so citizens, property owners and developers have access to applications, agendas and staff reports
- 4) Purchase new signage for Zone Map Amendments and Development Plans that are larger than the existing signs so they are more visible

**Long Term Goals:**

- 1) Create a Comprehensive Plan that has strict standards
- 2) Aggressively recruit community involvement in the Comprehensive Plan update, including representation from high school students

**Facilitator Editorial:**

This was a topic in which no goals were set at the 2007 Forum. The group discussion focused on the Community Survey as well as accomplishments made in the past year. There have been numerous accomplishments made in the past year for Planning and Zoning and the group was impressed with those accomplishments. The group, after much discussion came up with short term and long term goals and emphasis was placed on communication, ease and the update to the comprehensive plan.

## **Issue #6 – Education**

**Description: Our community must establish adequate, equitable and economical facilities provided with sufficient resources to provide high quality education to the youth of our communities.**

### **2007 Summary and List of Accomplishments**

#### Goals of 2007 Community Action Plan:

##### Goal #1 (Long Term)

- None were listed

##### Goal #2 (Short Term)

- Find out what the teachers want/need through a Survey
- Find out what parents expect – Community led

#### Accomplishments since 2007 Community Action Plan:

- Joint community efforts have been noticed in the state. We have been invited to host an Educational Summit this fall designed to bring business, education and the community together for the betterment of students and citizens
- New school district facilities plan approved
- School district received accreditation by the Southern Association of Colleges and Schools
- Created a mentoring/partners in education program
- New Community College campus to open May 2008
- Creation of an Adult Education program
- GRC High School was recognized as an exemplary model for Positive Discipline Support
- Significant gains in testing scores in the school districts were seen in 2007

#### Results of the 2007 Independent Community Survey (Phone Survey Conducted by the University of Kentucky Survey Research Center)<sup>2</sup>

**Question 17:** Have administrators and staff with high expectations for student performance as measured by test scores and attendance?

Strongly Agree – 28.5%  
Somewhat Agree – 45.6%  
Somewhat Disagree – 14.6%  
Strongly Disagree – 11.4%

---

<sup>2</sup> This information was not included in the information presented to this group during the work session.

**Issue #6: Education, cont.**

---

**Question 18:** Have adequate school facilities and buildings to ensure optimum student achievement?

Strongly Agree – 25.2%  
Somewhat Agree – 37.6%  
Somewhat Disagree – 21.1%  
Strongly Disagree – 16.1%

**Question 20:** Have well-developed policies and procedures to reduce unwanted behavior and provide for effective disciplinary actions to correct violations when they do occur?

Strongly Agree – 20%  
Somewhat Agree – 41.4%  
Somewhat Disagree – 19.8%  
Strongly Disagree – 18.9%

**Question 21:** Have well developed security procedures and adequate staff to ensure a safe and orderly environment in buildings and on school grounds?

Strongly Agree – 20%  
Somewhat Agree – 46.9%  
Somewhat Disagree – 19.9%  
Strongly Disagree – 13.2%

**Question 22:** Have a well-maintained bus fleet with routes and procedures which transport students and staff safely and effectively?

Strongly Agree – 28.9%  
Somewhat Agree – 49.2%  
Somewhat Disagree – 13.6%  
Strongly Disagree – 8.3%

**Question 23:** Of the 176 school districts in Kentucky, Clark County is in the bottom 10 in the amount of money spent per student. Would you favor an increase in taxes to better prepare our students to compete in the future?

Yes – 54.2%  
No – 39.3%  
Depends How it is Used – 6.5%

**2008 Goals:**

*Short term goals:*

- 1) Redevelop and revise the school facility plan by December 31, 2008
  - a. Survey citizens of Clark County for input regarding facilities plan by June 1, 2008
  - b. Hold a series of public meetings to discuss issues and compile results
- 2) Create a better process for interaction and the distribution of information between school officials and the community regarding the facility plan and other school related issues (textbooks, drugs and discipline)

*Long Term Goals:*

- 1) Investigate/develop alternate methods of teaching high school students by December 31, 2010
  - a. Internet-based training for some students or on a part-time basis

**Facilitator Editorial:**

The group had a very frank, yet mannerly, discussion of the state of education in Clark County. Although, as a whole, it was the consensus of the group that education was improving at all stages, the group discussion centered mostly on the new school facilities plan. There were concerns about closing some of the elementary schools in the county and bussing those students to town. Also, the group expressed concerns that the consolidated larger schools may not be as beneficial to our younger students as the smaller school settings. They cited the need for testing scores to be evaluated regarding this issue.

The group felt that although the school district facilities plan had been approved by the State, if the citizens of Clark County stood united, the plan may possibly be revised with improvements made. Information flow between school officials and the community was cited as needing improvement.

## **Issue #7 – Health (All Ages)**

**Description: To work with community on health issues relating to heart disease, concern related to tobacco, lung cancer and colorectal cancer.**

### **2007 Summary and List of Accomplishments**

#### Goals of 2007 Community Action Plan:

Health was not an issue addressed in the 2007 Community Action Plan.

#### Accomplishments since 2007 Community Action Plan:

- National Public health Performance Standards Program (NPHPSP) Assessment Planned (Assist the community to look at what strengths and opportunities exist in the current health system; information gained can be used to improve and better coordinate public health activities and assist policy makers in creating more informed decisions)
- A Diabetes Education program was established to improve activity and nutritious snacks for youth
- Many community services conducted: Clinic, Health Fair, Community Baby Shower, HANDS for first time parents and working with schools to improve health awareness
- A Consulting Agreement was established between Clark Regional Medical Center and UK Healthcare to fill some needed services (specialty services)
- Clark Regional Medical Center established new services such as a Anticoagulation clinic, wellness program, pain clinic and sleep disorder center
- A Transition Care Unit was formed at Clark Regional Medical Center in response to community needs

#### Results of the 2007 Independent Community Survey (Phone Survey Conducted by the University of Kentucky Survey Research Center)

**Question 12:** Should the government invest in the development of hiking trails in the community?

Yes – 67.1%  
No – 32.9%

**Issue #7: Health (All Ages), cont.**

---

**Question 31:** Do you favor or oppose a smoke free ordinance that would prohibit smoking in public places such as restaurants, bars, entertainment establishments, government buildings and workplaces?

Favor – 65.2%

Oppose – 34.8%

**2008 Goals:**

- 1) Create and approve an Ordinance that would provide a smoke-free environment in public places by January 2009
- 2) Create and implement a plan to address childhood obesity by January 2009
  - a. Provide a swimming pool and other activities within the County and public school system

**Facilitator Editorial:**

The group gave Health a high rating as they saw the accomplishments of the Health entities as varied (exercise) and monumental (connecting with UK.) The only conflict was whether to pass an ordinance restricting smoking in all public places in Clark County. Although the majority was for limiting there was a person who was not sure of taking that right from the public. At the end it was decided that this issue should be looked at by the government. Finally, this group saw the need to focus on strategies for the young population within this county as a preventative measure.

## **Issue #8 – Economic Development**

**Description:** Adequate employment opportunities, both the number and quality of jobs in our community are critical to our survival and growth.

### **2007 Summary and List of Accomplishments**

Goals of 2007 Community Action Plan (Included in both Employment/Jobs and Restaurants):

#### Employment/Jobs:

##### Goal #1 (Long Term)

- Create a Committee of community members that represents existing efforts towards Industrial/Business growth efforts by January 2008
- Public awareness of existing plans

##### Goal #2 (Short Term)

- Secure a Progressive Planning Direction for Planning & Zoning that actively advocates for Industrial/Business growth within the next 2 months
- WCC/County government fully fund Industrial Authority initiatives by FY 2009
- Support clean indoor air for all employees
- Pass ordinance prohibiting smoking indoors in public buildings and all workplaces by December 2007
- Implement career based curriculum by beginning of school year 2008/2009 for High School graduates

#### Restaurants:

##### Goal #1 (Short Term)

- Attract more sit-down restaurants within 1-3 years

##### Goal #2 (Long Term)

- Attract more sit down restaurants within 4-6 years

#### Accomplishments since 2007 Community Action Plan:

- There has been further development of the existing Industrial Park. Over 3000 people employed. Phase VI provides an additional 300 acres for development.
- One third of the jobs in Clark County are in the manufacturing industry
- New industries have located in Clark County: Mansea Metal and Sekisui. Watson Builders purchased land for phase V development.
- Construction began on the Bluegrass Community and Technical College

**Issue #8: Economic Development, cont.**

---

- The Winchester/Clark County Industrial Authority invested \$2.4 million in infrastructure for Phase VI
- Retail and Restaurant development became a larger focus for the Industrial Authority this year. They began proactive work with brokers, developers and others to promote the community. The Winchester Plaza invested \$4 million to pay off the mortgage and start developing a plan for the future.
- Tobacco economy continues to decline
- Farmers market continues to struggle but is improving. The market is now located on Depot Street. The city may be able to acquire Depot Street and develop it which would help the Farmer's Market.
- Beechsprings Farm market planted hundreds of apple and peach trees. Production in 2 years.
- Two new commercial vegetable farms were established in the Pilot View area
- There is one large vineyard in Clark County and two other small vineyards
- At George Rogers Clark High School, agricultural education is becoming more diversified. Students growing bedding plants, fruit and vegetable plants to sell. There are about 300 Agriculture Students and 150 FFA members. They are seeing a trend in more females participating in FFA.

Results of the 2007 Independent Community Survey (Phone Survey Conducted by the University of Kentucky Survey Research Center)

**Question 29:** Would you patronize newly established local restaurants as opposed to traveling to out-of-town restaurants such as those at Hamburg Place?

Yes – 90.5%

No – 4.3%

Depends on cost/food type – 5.1%

**Question 30:** Do you think government should be involved in recruiting commercial businesses such as restaurants or retail establishments to locate in the community?

Yes – 74.5%

No – 25.5%

**Question 37:** Do you favor tax incentives in support of new industrial development?

Yes – 73.8%

No – 26.2%

**2008 Goals:**

- 1) In association with economic development promotion for new businesses, promote and highlight existing restaurants/retail through the City, Chamber of Commerce and Tourism websites

**Issue #8: Economic Development, cont.**

---

- 2) Highlight and promote the unique things that are happening in the community on the City/County website by August 2008 and maintain on a regular basis
- 3) Identify events, unique stores, projects or businesses in the community, highlight historic homes, museums, walking trails. Compile information and send out an e-mail communication to a large group (mayor's e-line, tourism or other avenue) by August 2008. Include maps on websites highlighting such unique opportunities. Create an inner agency communication system so that everyone knows what is happening in the community
- 4) Create an Economic Development Newsletter by September 2008 to provide information on what is going on in the community in regards to economic development.
- 5) Explore having horse and buggy carriage tours highlighting areas in the downtown area by December 2008

**Facilitator Editorial:**

The discussion on economic development ranged from restaurants, businesses, the farmers market and agriculture. As the conversation progressed there seemed to be a lot of learning by the participants of different and unique establishments in Winchester and Clark County. The consensus was that although there needs to be improvement in the number and variety of restaurants and businesses in Winchester as a whole and downtown that focus should also be placed on promoting what already exists. The discussion turned to how can the community better promote the unique opportunities in Clark County (historic homes, museums, local produce and farm markets, industry tours, vineyards and other unique opportunities). The goals centered around establishing a process for identifying all of these opportunities on a regular basis and getting the information to a central place to then be widely disseminated. In essence, improved promotion and communication of what already exists in combination with the increased efforts (by the Industrial Authority, Chamber of Commerce, Tourism and the government) to bring business to Clark County.

## **Issue #9 – Government Organization**

**Description: To follow through and implement the Clark County Community Process with specific, attainable and measurable goals and a timeline.**

### **2007 Summary and List of Accomplishments**

Goals of 2007 Community Action Plan (Included in both Government and Merge City/County Government):

#### Government:

##### Goal #1 (Short Term)

- By end of year 2007 create a commission to study advantages/disadvantages of merging City/County government

##### Goal #2 (Long Term)

- To have a more efficient use of tax dollars and effective government by 2010

#### Merge City/County Government:

##### Goal #1 (Short Term)

- Create a committee of diverse community leaders and citizens that would research the potential cost/benefits of merger within six months, make findings public by January 2008

##### Goal #2 (Long Term)

- Report finding of the committee to the community within a twelve month period of time

#### Accomplishments since 2007 Community Action Plan:

- City/County has merged some services including EMS and Parks and Recreation
- County government using more expense control by cutting out discretionary expenses
- In 2007, much work was done to address combining codes enforcement and planning and zoning services for both the City and County.
- Both the City and County addressed funding for EMS which is a combined service.
- Parks and Recreation programs especially an aquatic center is operated under a combined City/County Parks Board.

**Issue #9: Government Organization, cont.**

---

- Winchester /Clark County enjoys excellent cooperation with our emergency agencies continuing to meet on a monthly basis a practice that has occurred for over 10 years--a one of a kind effort.
- The Bluegrass Emergency Response Team(BERT) which is a regional hazardous material response team received state wide awards for their efforts.

Results of the 2007 Independent Community Survey (Phone Survey Conducted by the University of Kentucky Survey Research Center)

**Question 5:** Currently in Clark County, the ambulance service, Parks and Recreation, Health Department and Public School System all serve the entire county. Are you in favor of consolidating other services such as the city and county fire departments and local law enforcement agencies if it would result in cost savings, while maintaining the same quality of service?

Yes – 83.4%

No – 16.6%

**Question 6:** Do you favor or oppose merging and combining City and County government in Clark County, or are you not sure?

Favor – 30.8%

Oppose – 19%

Not Sure – 50.2%

**Question 7:** Would you support the establishment of a committee consisting of community leaders and citizens to research the potential costs and benefits of merging City and County governments?

Yes – 84.8%

No – 15.2%

**2008 Goals:**

- 1) City Commission and County Fiscal Court to pass a joint resolution approving the creation of a committee to research merging City/County government by June 1, 2008
- 2) Establish a committee of diverse community leaders, business people, citizens and elected officials to research the merging of City/County government by July 1, 2008
  - a. Consult with an outside facilitator with knowledge in merging governments
  - b. Create a public education and outreach plan
  - c. Conduct a comparative data study of existing counties that have merged

**Facilitator Editorial:**

The discussion on the issue of government centered on the City/County merger with the group deciding that there was very little accomplished from the previous year. They saw through the data that the public was interested in having the idea researched and thought an outside facilitator should lead the group. The group thought the committee should be formed by June and work started in July of this year. There was a consensus that this should be done and done in a timely manner.

## **Issue #10 – Downtown Development**

**Description: The community needs to create reasons to make downtown a destination.**

### **2007 Summary and List of Accomplishments**

#### Goals of 2007 Community Action Plan:

##### Goal #1 (Long Term)

- Achieve 95% occupancy of store fronts in Central Business District by 2012

##### Goal #2 (Short Term)

- Develop Comprehensive Plan by January 1, 2008 to revitalize downtown (including defining the “downtown area”)
- Create incentives that encourage business owners to locate downtown (to be done by January 1, 2008)

#### Accomplishments since 2007 Community Action Plan:

- Downtown “Winchester Superstar” debut with over 600 people in attendance at each event
- Thirty-three new jobs were created in the downtown district
- Thirteen new businesses opened in the downtown district
- Over \$1,000,000 was invested in the downtown district on major building renovations and façade improvements
- Depot Street began (a \$1,200,000 project)
- In January 2008, downtown Winchester was host to 150 Main Street Managers from all over the state (Winchester was considered a role model for other communities to follow in downtown development)
- Winchester First created and approved a detailed work plan
- The Kent Burnes study is being utilized on a monthly basis at Winchester First Board meetings

#### Results of the 2007 Independent Community Survey (Phone Survey Conducted by the University of Kentucky Survey Research Center)<sup>3</sup>

**Question 38:** Would you favor a property tax break for businesses locating downtown?

Yes – 67.3%

No – 32.7%

---

<sup>3</sup> This information was not included in the information presented to this group during the work session.

## **2008 Goals:**

### *Short term goals:*

- 1) Develop and implement a “parking plan” to increase parking to downtown patrons and the general public by September 30, 2008
  - a. Investigate parking for public employees and all downtown employees at Central Baptist Church lots and other locations in the downtown area
  - b. Remove reserved parking spaces for public officials
  
- 2) Develop, implement and promote downtown social activities calendar of events
  - a. Utilize e-mail, cable TV and the internet to promote evening outside entertainment. Also involve local businesses, restaurants, Leeds Center for the Arts, Winchester Opera House, etc.
  
- 3) Continue 2007 Goal to create incentives for business owners to locate downtown by January 1, 2009

### *Long Term Goals:*

- 1) Continue 2007 Goal to achieve 95% downtown occupancy rate by 2012

## **Facilitator Editorial:**

Parking was considered a major issue when it comes to downtown. The group expressed the need to utilize parking in nearby lots and remove the reserved spaces for local officials. By doing this, parking issues would diminish and the entire downtown business district would benefit.

The group discussed the many accomplishments of the downtown and felt, as a whole, that we had made very positive improvements during this past year. The report card reflects this as the group reached a fairly strong consensus of “good”. Finally, the group was very encouraged by the joint cooperative of local officials in their continued efforts to revitalize the downtown district.

## **Issue #11 – Community Recreation**

**Description:** There are many quality efforts ongoing in Clark County that can be expanded and enhanced to benefit the community along with several key opportunities for new features.

### **2007 Summary and List of Accomplishments**

#### Goals of 2007 Community Action Plan:

##### Goal #1 (Long Term)

- Complete construction of an indoor pool by 2012
- Construct a minimum of 3 miles of trails within Clark County

##### Goal #2 (Short Term)

- Raise \$1.4 million dollars for an indoor pool by August 2009
- Trails
  - o Secure location
  - o Search Committee
  - o Talk with property owners

#### Accomplishments since 2007 Community Action Plan:

- Design and approval for an indoor pool is underway (have raised \$.14 million dollars, need a total of \$2.8 million)
- Creation of the Activity Coalition
- Design and construction of the Winchester Traveling Trail
- Introduction of hiking into the Lower Howard's Creek area
- Availability of the Leeds Theatre, museum, art galleries and Civil War fort
- The Rails to Trails program has raised money for trails, in the process of negotiating for the easements needed
- The Library addition was completed
- The Parks and Recreation Department is offering more classes

#### Results of the 2007 Independent Community Survey (Phone Survey Conducted by the University of Kentucky Survey Research Center)<sup>4</sup>

**Question 12:** Should the government invest in the development of hiking trails in the community?

Yes – 67.1%  
No – 32.9%

---

<sup>4</sup> This information was not included in the information presented to this group during the work session.

## **2008 Goals:**

### **Short term goals:**

- 1) Design and construct a community indoor pool. Encourage a pool for competitive aspect (8 lanes, not 6). Immediately revisit proposed uses. Results to be seen by June 1, 2008
- 2) Conduct a revenue source study for the Parks and Recreation Department with results by June 2009
- 3) Create a strategic planning/vision committee to include youth, recreation, parks that could result in a new facility (ex: Lake Reba Model). Results by February 2009

## **Facilitator Editorial:**

The group was not as clearly informed or comfortable on this topic, but did feel like we made some improvements in 2007. They did agree that this is a somewhat ambiguous topic because the community can supply all the recreation we can dream up but we cannot make the residents participate. In other words, we can build it, but we cannot make them come. They did feel strongly that we need to build an eight lane indoor community pool and not just do it “halfway”.

## **Issue #12 – Youth**

**Description: Problems that negatively affect the children in our community must be addressed.**

### **2007 Summary and List of Accomplishments**

#### Goals of 2007 Community Action Plan:

##### Goal #1 (Long Term)

- Offer public transportation to after-school programs and activities
- Big Brother/Big Sister
- Sports – Transportation
- Sports – Cost
- Sports – Parent Involvement
- Community Project – Require all middle schools and high school to do a community project
- Talk to kids

##### Goal #2 (Short Term)

- Develop a Youth Center
- More research on drug testing for students

#### Accomplishments since 2007 Community Action Plan:

- Creation of a Black Achievers Program at George Rogers Clark, middle schools and some elementary schools
- Creation of a new baseball program for middle school
- Random drug testing program instituted for school children who drive or are involved in extracurricular activities
- Various sports related activities provided by civic groups and others in community
- A summer camp (4 weeks for ages 6-11) is provided by the Parks and Recreation Department
- Continued programs at the YMCA, 4-H and other civic sponsored programs

#### Results of the 2007 Independent Community Survey (Phone Survey Conducted by the University of Kentucky Survey Research Center)

There were no specific questions asked on the survey related to youth activities. For school questions and results please refer back to Issue #6: Education.

**2008 Goals:**

Short term goals (to be completed within one year):

- 1) Reduce drop out rate
- 2) Start a nutrition education program
- 3) Start a wellness education program
  - a. Encourage progressive programs
  - b. Create programs that are non-sports for physical activity
  - c. Educate the Parent Teacher Organization (PTO) on programs
- 4) Start a substance abuse education program
  - a. Expand life skills education in elementary school
  - b. Use college students to do drug education in schools
  - c. Use Mothers Against Drunk Drivers (MADD) for educational purposes
  - d. Look into correctional facility assistance for drug education (inmates telling story, jail visits, etc.)
- 5) Reduce teen pregnancy
- 6) Get more parental involvement
  - a. Get them involved early
  - b. Create a strategic plan for the PTO to rewrite the mission, strategies and communication
  - c. School system to work with PTO to improve communication and partnering efforts

Long term goals:

- 1) Develop a Youth Center
- 2) More research on drug testing for students
- 3) Reduce obesity

**Facilitator Editorial:**

This topic took the lion's share of the time for our facilitation. I had three group members who worked in the health department and health related fields. I also had one parent who served on the PTO. I believe this is the reason we had a great focus this year on health and wellness associated with our youth. It also drove the discussion around getting parents involved and staying involved with their children's activities at school and at home. With the 2008 goals being a distinct departure from 2007, I believe that the execution of goals going forward should focus on trying to synthesize the goals from both years into a master list. I recommend this due to the limited diversity of the group that I worked with.