

MARKETING CARROLL COUNTY:
A Community Approach to Expanding the Customer Base
For Carroll County Businesses

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I. INTRODUCTION

Carroll County's overall economy is expanding at a rate greater than the state average. Industrial expansion and development have created an influx of new jobs. Population and per capita income have steadily increased, and regional attractions such as General Butler State Resort Park, the Kentucky Speedway, and Jefferson Community and Technical College offer the potential for a consistent stream of visitors to Carroll County.

Complementing its industrial base, Carroll County has recently experienced moderate growth in local retail development. In 2005, a dozen new retail businesses and restaurants opened to the public. Moreover, Carroll County's retail sales economy shows no leakage. Carroll County maintains one of the highest trade area capture ratios in Northern Kentucky at 1.69.¹

However, competition for the limited number of retail and restaurant sales throughout this region has never been greater. Recent commercial developments in Northern Kentucky and Oldham County provide attractive options for business and leisure travelers. The development of a new roadway connecting Interstate 71 to Markland Dam and Belterra Casino threatens to divert would-be Carroll County customers.

If Carroll County is to continue to thrive and to survive as a retail market in this regional economy, the Carroll County community and its individual retailers and restaurants must focus on the development of its customer base. Each community

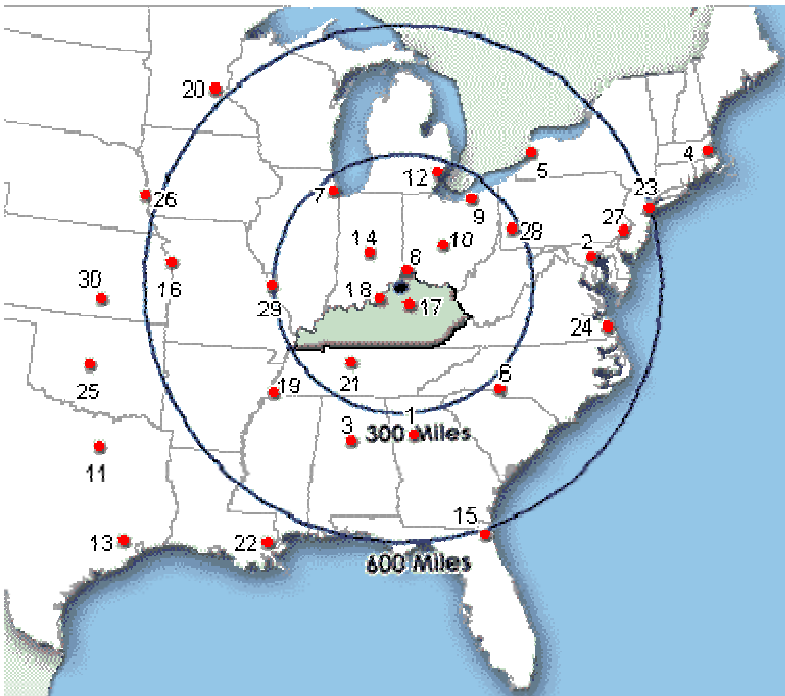
¹ In trade area capture parlance, a ratio of 1.0 or greater means that there are more purchases in that region than would be reflected simply by the buying power of its residents. Conversely, a ratio of 0.99 or less indicates leakage in the local economy. Carroll County has a trade area capture ratio of 1.69. (See Appendix a, Table 1 --Total Trade Area Capture).

organization and business entity must take immediate action to make the Carroll County market more attractive to potential customers throughout the region.

Background

Carroll County is centrally located in the northern region of Kentucky—situated directly on Interstate 71, fifty miles south of Cincinnati, Ohio and forty-six miles north of Louisville, Kentucky. The area serves as a central point for the distribution of goods and services. All of the major manufacturing, retail and agricultural markets in the eastern half of the United States can be reached efficiently from Carroll County.²

Selected Market Centers



Percent of U.S. Within 600 Miles of Carrollton

Population	51%
Personal Income	50%
Retail Sales	49%
Manufacturing Employment	58%

Highway Distance to Selected Market Centers

² Kentucky, Division of Planning; Map, 1996 Edition.

	City	Miles		City	Miles		City	Miles
1.	Atlanta, GA	469	11.	Dallas, TX	886	21.	Nashville, TN	224
2.	Baltimore, MD	572	12.	Detroit, MI	320	22.	New Orleans, LA	756
3.	Birmingham, AL	415	13.	Houston, TX	1,079	23.	New York, NY	695
4.	Boston, MA	909	14.	Indianapolis, IN	113	24.	Norfolk, VA	646
5.	Buffalo, NY	495	15.	Jacksonville, FL	784	25.	Oklahoma City, OK	807
6.	Charlotte, NC	468	16.	Kansas City, MO	560	26.	Omaha, NE	744
7.	Chicago, IL	294	17.	Lexington, KY	71	27.	Philadelphia, PA	629
8.	Cincinnati, OH	57	18.	Louisville, KY	52	28.	Pittsburgh, PA	346
9.	Cleveland, OH	308	19.	Memphis, TN	434	29.	St. Louis, MO	316
10.	Columbus, OH	164	20.	Minneapolis, MN	705	30.	Wichita, KS	761

Source: DeLorme Map N' Go, 2000.

General Butler State Resort Park (“Butler”) is located in the heart of Carroll County, less than two miles from Interstate 71. Butler offers 791 acres of park space, a 30-acre lake, boat dock, 9-hole golf course, swimming pool, playgrounds, tennis courts, organized recreational activities, fishing, camping, 56 lodge rooms, and hiking trails. Butler has an annual attendance in excess of 1,000,000 people, and the park includes a convention center with seating for up to 800 people.

Eleven miles north of the City of Carrollton on Interstate 71, the Kentucky Speedway hosts seven to eight auto races each year in addition to a variety of other events and concerts. Each of the Kentucky Speedway events attracts more than 70,000 people to the area.

The Carrollton Campus of Jefferson Community and Technical College (“JCTC”) is a 12,450 square foot facility in the heart of historic downtown Carrollton. It provides freshman and sophomore level general education courses leading to associate in arts and associate in science degrees, as well as career programs in practical nursing, industrial

engineering technology, industrial chemical technology, and information technology. JCTC's current undergraduate enrollment in Carroll County exceeds 600 students. While some of these students reside in Carroll County, many others commute from Gallatin, Owen, Henry and Trimble counties. The Carrollton Campus of Jefferson Community and Technical College also serves as the region's provider of basic adult education courses and family literacy programs. Currently, more than 750 individuals from throughout the region utilize this service.

Population, Employment and Per Capita Income Growth Projections

Based upon a review of historical trends, interviews with industry, and recently acquired data, one must conclude that population, job growth, and per capita income will continue to increase in Carroll County in the future.

Since 1960, Carroll County's population has consistently and steadily risen. With a current population approaching 10,500, Carroll County's population is projected to increase by nearly 13% by the year 2010.³

Industrial growth in Carroll County is already apparent. Within the last 12 months, Carroll County's two largest industrial employers, North American Stainless and Dow Corning, announced major expansions. North American Stainless' announcement included an expansion of more than \$250 million that will include 30-50 new jobs. Dow Corning's announcement concerned a \$63 million expansion that will provide 30 new jobs. When one considers these announced expansions, the three-plus year construction project occurring at Kentucky Utilities' Ghent Generating Station, and the fact that it is generally accepted that when one industrial is job created, 2.4 to 3.1 secondary or tertiary

³ University of Louisville's Kentucky Data Center. (See Appendix B).

service jobs are created,⁴ then one must acknowledge the tremendous growth in employment occurring in Carroll County.

Over the past 30 years Carroll County has improved steadily in every income category. Real per capita income and real median income have doubled, and nominal per capita income and nominal median income are seven times greater today than they were in the 1970's. Moreover, Carroll County's percentage increase in personal income over the last five years is greater than the percentage increase for both the nation and the Commonwealth of Kentucky.

II. ASSESSING CARROLL COUNTY

The Carroll County Chamber of Commerce, Tourism Commission, Community Development Corporation, Main Street Program, and Extension Service met in concert to discuss community efforts to market Carroll County and to evaluate Carroll County's marketing strengths, weaknesses, opportunities, and threats. This analysis forms the basis for proposals to improve Carroll County's retail customer base.

Carroll County's Marketing Strengths

1. General Butler State Resort Park

General Butler State Resort Park is perhaps Carroll County's most significant marketing asset. First, Butler represents a destination for both leisure travelers and visitors. Butler routinely holds large festivals and events designed to appeal to a wide audience. It has been in existence for many years and is a popular location for reunions, group meetings, family picnics, and group recreational activities.

⁴ Kentucky Cabinet for Economic Development, Division of Research; 1994 Data Book, pp. 91-92.

Second, operating as one of Kentucky's State Parks under the Commonwealth of Kentucky's official brand, Butler represents a familiar product to the leisure traveler and to visitors. Even before visiting Carroll County and General Butler State Resort Park, patrons have an expectation that they will receive a high level of service at a reasonable price based upon past visits to any one of the other State Parks across Kentucky.

Finally, as a State entity, Butler enjoys the benefits of State advertising. Butler is highlighted on several State Government websites. It is featured in state and regional tourism publications, and it enjoys consistent word of mouth advertising among State leaders as they travel around Kentucky and into nearby states.

2. Location

Carroll County benefits from its access to Interstate 71 and its location at the confluence of the Ohio and Kentucky Rivers. Both features define Carroll County and the opportunities that are available.

Interstate 71 is the major transportation connector between Cincinnati, Ohio and Louisville, Kentucky. It is the link that extends to Columbus, Ohio to the north and connects with Interstate 65 to reach Nashville, Tennessee and Mobile, Alabama to the south. Interstate 71 is also instrumental in creating, defining, and maintaining Carroll County's extensive industrial base.

The confluence of the Ohio and Kentucky Rivers provides Carroll County with nearly unlimited access to water transportation, pleasure boating, and other water recreation.

3. Natural Beauty and Small Town Charm

Carroll County embraces its rural roots. Despite large-scale industrial development, Carroll County has preserved large, un-congested green spaces throughout the county. Miles of river frontage and the picturesque quality of the confluence of the Ohio and Kentucky Rivers also provide an unparalleled scenic backdrop to the County's rural character. Both Point Park and Robert Westrick Park offer inviting public green spaces.

Despite its growth and economic evolution, Carroll County has retained its sense of being a historic small town in rural Kentucky. Carroll County residents pride themselves on their ability to offer rural hospitality, and Carrollton's Historic Main Street remains an important asset for the people who live and work in Carroll County. Great efforts have been expended to preserve historic buildings, traditional community celebrations, and rural values.

4. Accessible Government and Community Involvement

Carroll County is full of individuals and community groups who are community service minded, altruistic, and eager to help. Although change typically occurs slowly in Carroll County, there is a general sense that what is good for the community is good for the individual.

Government services, on both the County and City levels, are easily accessible in Carroll County. The general public appears to feel engaged in the process of governing, and elected officials are approachable and attempt to be responsive to public requests.

Carroll County's Marketing Weaknesses

1. Negative Themes and Perceptions

Many of the negative themes and perceptions in, of, and about Carroll County persist. Many outsiders know Carroll County only as the site of a fatal bus crash in the late 1980's. Others see Carroll County as a once great but now obsolete tobacco town. Still others identify Carroll County by the loss of business and activity in the City of Carrollton's historic Main Street.

For the Interstate 71 traveler, the perception of Carroll County can be quite unfortunate. Some see Carroll County only as a stop for gas or fast food on the way to Louisville or Cincinnati. An unclean restroom, poor service, or litter can at times be the Interstate 71 traveler's only impression of all that Carroll County has to offer.

For the business or leisure traveler considering Carroll County as a destination, the process can be confusing. Of all the community service organizations and public service providers in Carroll County, none have a single common element to their brand, and each represents Carroll County with a different slogan. Painfully few Carroll County retailers or restaurants maintain an active and professional website. Local retailers typically do not maintain common or consistent hours of operation.

2. Non-cohesive Commercial Districts and Inadequate Signage

Carroll County has four distinct commercial districts. One encounters the first commercial district immediately upon exiting Interstate 71 at Exit 44. It is comprised mostly of gas stations, fast food restaurants, and hotels. Signage in the area is ineffective to direct a potential customer to the other commercial districts. There is no common lighting or landscaping theme to direct the potential customer that more retail and

restaurant opportunities are available, and this first commercial district is bounded by what appears to be pasture or farmland.

The second commercial district presents a fairly comprehensive combination of retail, convenience stores, restaurants and gas stations. It includes General Butler State Resort Park, the County Fairgrounds, and the National Guard Armory. There is no common landscaping or lighting theme in this commercial district to alert potential customers that additional retail options exist further down Highway 227. This area similarly lacks signage directing potential customers to the remaining commercial districts. A large green space and a few residences provide a boundary for this commercial district.

The third commercial district contains a similarly comprehensive blend of retail, convenience stores, gas stations, and restaurants. It includes the major intersection of Highway 227 and U.S. 42. This commercial district lacks common lighting and landscaping. The absence of common sidewalks and parking that is generally in front of the buildings limit pedestrian movement throughout this commercial district. Though this commercial district marks the jurisdictional boundary of the City of Carrollton, the gateway is not well defined. An extensive residential section provides an artificial boundary for this commercial district.

The fourth and final commercial district is The City of Carrollton's Historic Main Street. Lacking sufficient directional signage from Interstate 71, one would either have to know that the historic district existed, be coming from the Trimble County area, or be very determined in order to reach the retailers and restaurants in the Main Street area. The Main Street area itself is a confusing blend. Though it contains a very favorable mix

of retail, specialty retail, restaurants and service providers, there is a vast difference in the appearance of various properties. Some of the properties are very well maintained and support the historic / small-town character of the commercial district. Some of the buildings show obvious signs of neglect, and others would appear to be abandoned. For travelers by boat, the backs of the buildings in the Main Street Area paint a very unfavorable impression of the mix of retail, specialty retail and restaurant service available.

3. Retailers' Reluctance to Market

Carroll County retailers are generally reluctant to market their goods, services, and ideas. With limited budgets, few choose to spend resources on print or radio advertisements. Virtually no Carroll County retailer or restaurant advertises regionally, and most have been resistant to collaborative advertising opportunities in the larger metropolitan markets of Greater Cincinnati/Northern Kentucky and Louisville.

As previously noted, few Carroll County retailers or restaurants maintain active and professional websites. Personal selling is usually limited to interaction within the store, and few Carroll County merchants engage in aggressive public relations campaigns.

Carroll County's Marketing Opportunities

1. Kentucky Speedway

Kentucky Speedway is a large outdoor stadium-like facility constructed to host auto racing. Although Kentucky Speedway has not yet been successful in attracting a NASCAR event, it hosts seven to eight lower tier auto racing events each year. It also

hosts concerts and other events. On average, each of these events attracts approximately 70,000 people to the area.

Kentucky's state government has fully and consistently supported the development of Kentucky Speedway. They have invested millions in infrastructure improvements and promotion, and they have supported plans to add an airport facility near the Speedway.

The Speedway group themselves have been aggressive in developing their product. When they were unable to lure a NASCAR race to the Kentucky Speedway, they filed a lawsuit claiming anti-trust violations in federal court in Northern Kentucky. Having survived NASCAR's motions to dismiss the suit, that suit is currently pending.

As the first developed exit south of the Kentucky Speedway, Carroll County benefits significantly from the Kentucky Speedway events. On the weekends of Kentucky Speedway events, Carroll County hotels are typically at capacity and Carroll County restaurants and gas stations record significant sales.

However, little has been done to capitalize on the visitors to this region that the Kentucky Speedway events provide. Carroll County retailers and restaurants do not actively promote their wares at Kentucky Speedway events. Neither Carroll County retailers and restaurants nor Carroll County hotels and Tourism have developed events or promotional packages surrounding the Speedway events to encourage visitors to extend their stays or to explore Carroll County's commercial districts. Similarly, Carroll County's public service groups have not met with Gallatin County's Chamber of Commerce to discuss cross-promotion or the use of the Speedway as a regional attraction.

2. Belterra Casino

Belterra Casino is a gaming facility in Vevay, Indiana—directly across the Ohio River from Carroll County. Because casino gaming is illegal in Kentucky, Belterra has no competition in this region and attracts clientele from vast distances.

On one hand, Belterra presents competition for Carroll County. Belterra tries to keep guests on their premises and in their casino by offering inexpensive hotel rooms, a championship-style golf course, multiple dining options, fine dining, and first class banquet and meeting facilities. On the other hand, Belterra, by its very nature, cannot compete with the assets promoted by Carroll County's natural beauty and small town charm. In fact, the contrast of Belterra's amenities actually complements Carroll County's natural assets.

Despite this opportunity, Carroll County has not designed events or promotions to draw Belterra visitors to shop and eat in Carroll County.

3. Interstate 71

Interstate 71 provides a constant stream of visitors to Carroll County and connects this area with the metropolitan areas of Northern Kentucky/Greater Cincinnati and Greater Louisville/Oldham County.

According to the Commonwealth of Kentucky's Transportation Cabinet, the most recent traffic count figures indicate that nearly 28,000 vehicles pass by Carroll County's Exit 44 on Interstate 71 each day.⁵ Many local retailers in close proximity to the Interstate exit have invested in signage to draw passersby from the Interstate. However,

⁵ See Appendix D. The most recently reported traffic count figures for Highway 227 including the area that feeds the Interstate 71 exchange are 14,000 vehicles per day. Although there is no data regarding how many of these vehicles have exited from the Interstate and how many vehicles represent local traffic, one can reasonably assume that a significant number of vehicles are exiting Interstate 71 into Carroll County each day.

Carrollton's Main Street has done nothing to advertise the historic Main Street district to these potential visitors.

Moreover, despite the fact that Interstate 71 provides easy access to Carroll County from the larger metropolitan markets to the north and south, Carroll County retailers have not invested in advertising—individually or collectively—designed to reach this target audience.

Carroll County's Marketing Threats

1. LaGrange, Oldham County

The city of LaGrange in Oldham County provides many of the same attributes for business and leisure travelers as Carroll County. LaGrange is located directly on Interstate 71 and is proximal to the metropolitan markets of Cincinnati, Ohio and Louisville, Kentucky. It is a small, historic town based in rural values. LaGrange has a historic downtown/main street district and offers a comprehensive blend of retail, specialty retail, restaurants and service providers.

Recent developments in LaGrange suggest that it is expanding its potential customer base. First, LaGrange has recently made the decision to go “moist.” Though an unofficial term, this refers to the ability of restaurants to serve alcohol to patrons when the restaurant provides a certain number of seats (approximately 100) and a certain percentage of the restaurant's sales come from food (approximately 50%).⁶ This development will likely prove to help LaGrange attract more business and leisure travelers.

⁶ Carroll County is “wet.” This unofficial term refers to the ability of establishments to serve alcohol to their patrons without reference to the number of seats available, and without limitation based on classifications of sales.

Second, LaGrange has taken steps to make LaGrange a destination. The LaGrange Main Street Program is well organized and active. They have received much attention for the development of specialty retail in their historic Main Street, their local history museum, their Ghost Tours, and the new Farmers' Market.

Finally, LaGrange actively advertises in both the Louisville and Northern Kentucky markets. By way of example, one can find television commercials for historic LaGrange on local cable television channels in Northern Kentucky.

2. Northern Kentucky Developments

The development of retail shopping opportunities and restaurants in the area traditionally described as Northern Kentucky is quickly expanding south. Large-scale developments such as Newport on the Levee, the new outdoor shopping facility / lifestyle center in Crestview Hills, and budding big-box retail development in Crescent Springs offer more shopping and dining opportunities than Carroll County could ever produce.

These developments are only 45 miles away, and as they prosper, they will encourage sprawl to the south. Boone County is already the fastest growing county in the Commonwealth of Kentucky. In the last 10 years, Boone County and the City of Florence have developed ten fold. The southern Boone County areas of Mt. Zion Road, Richwood and Walton are seeing farmland transformed into restaurants, gas stations, shopping and housing. In Verona, a large tract of land adjacent to Interstate 71 has recently been cleared. These prospective developments are a mere 30 miles from Carroll County.

3. New Road Linking Interstate 71 and Markland Dam/Belterra Casino

As previously noted, the development of Kentucky Speedway has resulted in the construction of a new exit off Interstate 71 and a new roadway that connects Interstate 71 with Markland Dam and Belterra Casino. Though it is currently undeveloped, this exit is now the closest exit to Kentucky Speedway. Moreover, as a direct connector to Belterra Casino, travelers interested in visiting Belterra are more likely to use this roadway and bypass Carroll County and the shopping and restaurant opportunities available here.

4. Failure to Act

Carroll County's greatest threat is business as usual. The failure to act, the failure to be proactive to expand Carroll County's customer base and to protect its existing market share in this regional economy, and the failure to embrace change could produce a lasting blow to Carroll County's economy.

III. CURRENT AND PAST MARKETING EFFORTS

Carroll County and some surrounding communities have employed various marketing efforts with differing degrees of success. On the community level, Carroll County achieved some of its greatest marketing successes during the heyday of Ski Butler. Whether this success can be attributed to the novelty of this attraction, the absence of competition, or the fact that Ski Butler was such a significant source of family oriented entertainment, is unclear. It is certain, however, that Ski Butler made Carroll County a destination for visitors, and it provided Carroll County with a positive regional identity. Moreover, Ski Butler provided Carroll County merchants with a target audience and a common theme for advertising and promotional activities.

At one time, the Scottish Weekend and Goldenrod Gala had similar effects for Carroll County. These events—sometimes held together—provided Carroll County with a positive identity in this region. They embraced Carroll County’s rural roots while once again offering Carroll County merchants with a target audience and a common promotional theme.

Bass Fishing Tournaments and Rumble on the River represent Carroll County’s most recent foray into community marketing and establishing a regional identity. Although these events are currently underutilized on the community level as marketing tools for Carroll County, they present the potential to provide Carroll County merchants with a target audience and a common theme for advertising and promotional activities.

Nearby communities provide some insight into unexplored community-based marketing and efforts to develop a regional customer base. Rising Sun, Indiana provides annual training and resources for members of the wait staff in area restaurants. These employees are regularly schooled in hospitality training and are informed of community events and attractions. Madison, Indiana and Newport, Kentucky have used themed community festivals to draw visitors and provide a cohesive marketing identity. Madison’s Chautauqua and Newport’s riverfront park with all its ethnic festivals are good examples of well-planned themed events that draw visitors, involve multiple merchants, and provide a common theme for advertising and promotional activities. Finally, communities like Scottsburg, Indiana and Covington, Kentucky have active merchants associations that organize, advertise and promote the community’s products and merchants throughout the region.

IV. OPPORTUNITIES FOR GROWTH

Marketing Basics

1. Identifying Your Target Audience

The first step in developing any marketing campaign is to identify your target audience. The question of who will buy your product or use your service is really a combination of who is available to buy your product or service and whether they have a need or want for the product or service offered.

With the metropolitan markets of Northern Kentucky/Greater Cincinnati and Louisville in such close proximity to Carroll County, one must assume the target audience for Carroll County merchants is nearly unlimited. Both markets have significant populations with large disposable incomes. Traditional economic analysis would suggest that Carroll County presents a moderate to low priority for destination leisure travel for the members of this market, but Carroll County presents a moderate to high priority for business travel and a high priority for general convenience items for both the business and leisure traveler.

Upon closer inspection, one can deduce more relevant facts about travelers who are most likely to visit Carroll County and their shopping and eating preferences. In October of 2005 the Carroll County Community Development Corporation conducted a survey of the visitors spending at least one night in a Carroll County hotel.⁷ Visitors

⁷ Participants in the Carroll County Visitor Survey included guests of the Lodge at General Butler State Resort Park, Best Western, Days Inn, Hampton Inn, and Holiday Inn Express. Although the number of responses cannot be deemed statistically significant, the responses do provide a baseline insight into the characteristics of the typical Carroll County visitor. Please see Appendix E for a sample of the Carroll County Visitor Survey.

To make the results of the Carroll County Visitor Survey more relevant, they have been supplemented with information provided by local retail establishments whose practices include tracking area codes and zip codes of their purchasers. This information is proprietary and not directly reflected in this document.

responding to the survey came to Carroll County from throughout Kentucky, parts of southern Ohio and eastern Indiana, throughout Tennessee, and Canada. These visitors were typically interested in outdoor recreational activities such as golf and hiking. Among their favorite activities while away from home, these visitors indicated a preference for outdoor festivals.

The majority of Carroll County visitors responding to the survey were males between the ages of 31 and 60. Most were married with 0-2 children and reported income of \$50,000 to \$60,000 per year. Most of the visitors were traveling alone, and most cited “Business” or “Conference” as the main purpose for their visit to Carroll County, though some visitors were here in Carroll County for “Pleasure/Vacation” and some were simply passing through.

Among the things Carroll County visitors responding to the survey liked about Carroll County, General Butler State Resort Park and the natural scenery were the most popular responses. Other respondents enjoyed the peace and quiet and friendly service they received during their stay. Carroll County visitors responding to the survey had few requests for the availability additional convenience items, although a few respondents specifically indicated that more community activities would have made their stay more enjoyable.

However, when taken in sum, this information supports the data revealed in the limited number of responses to the Carroll County Visitor Survey and provides a reliable result.

Finally, Carroll County visitors responding to the survey indicated that they would purchase the following specialty items while visiting Carroll County if they were available:

- Antiques
- Candles
- Chocolates/Candy
- Christmas Items
- Coffee Shop Items
- Crafts
- Factory Outlet Items
- Flowers
- Gourmet Foods
- Sport/ Outdoor Equipment
- Heritage/Ethnic Gifts
- Jewelry
- Liquor and Wines
- Pottery
- Quilts

2. *Developing Your Message*

Whether one is discussing marketing an individual business or community-based marketing, the process of developing your message is the same. In his book, Built for Growth: Expanding Your Business Around the Corner or Across the Globe, Arthur Rubinfeld, the architect for brand development, marketing and expansion of the retail coffee chain *Starbucks*, describes a three-step process: Ideating, Creating, and Executing.

To *ideate* is the act of generating ideas, to imagine all the different possibilities for your business, to think about your concept in every way possible, to examine it from every angle, to challenge your assumptions and think about all the options, and to brainstorm all the possible ways you might develop the concept.

To *create* is the next step, which is to develop a specific business solution that embodies your concept and expresses your values and brand. It's the actual "thing" you want to do, the kind of retail approach you want, and how you will proceed with it.

To *execute* is to carry out your plan . . . Execution includes listening to customer feedback, evaluating the success of the concept and the various products that you sell, tweaking the concept, and constantly updating your concept and brand as needed.⁸

⁸ Rubinfeld, Arthur & Hemingway, Collins, Built for Growth: Expanding Your Business Around the Corner or Across the Globe (Wharton School Publishing 2005), at pp. xxii-xxiii.

As a baseline, each community organization and individual business entity must identify, define, and continually evaluate its core values. This is more than simply creating a brand. In a small retail setting, the brand is the store experience itself. Identifying and defining core values becomes more about finding the points of distinction—the elements of service, attention, and atmosphere—that make the organization unique.

In Carroll County, each individual business and community organization must become more introspective and analyze the ways it wants to provide service to the general public, the attention it offers to the needs of its customer base, and the physical atmosphere it creates for the potential customer. Through the process of ideation, creation, and execution, each entity must identify its core service values and prepare to distribute the message of what that entity stands for throughout the region.

3. Distributing Your Message

There are several ways to disseminate your entity's core values to the general public. The most popular methods include public relations, personal selling, on-line marketing, advertising, and direct marketing.

The term “public relations” refers to activities that communicate a positive image of a product or marketer. This includes any marketing message that is communicated thorough mass media but is not paid for by the organization. Examples of public relations include

- Press releases sent to target publications such as general business publications and newspapers in target markets;
- Article placement;

- Invitations to journalists from target industry publications to tour the region;
and
- Writing or asking members of the business community to write opinion articles and editorials.

“Personal selling” refers to person-to-person communication in which the receiver provides immediate feedback to the marketer’s message. Examples of personal selling include one-on-one meetings with members of the target audience and networking at various events.

“On-line marketing” includes using the Internet to promote a product or service. This can involve static and informational websites, advertisements placed on websites in the target market, e-newsletters, and e-mail campaigns.

“Advertising” is a form of communication about goods, services, or ideas usually involving one or more forms of mass media and paid for by an identified sponsor. Advertising can include print ads in target publications, billboard space, and radio and television commercials. Traditional advertising is a good way to reach a wide audience. However, great care must be taken to make sure that advertising is extremely targeted. Otherwise, businesses will see a low return on their investment.

“Direct marketing” refers to direct selling and direct mail aimed toward a specific targeted group for the purpose of soliciting a response. This includes brochures, postcards and gifts. Direct marketing is most effective when a business or organization can reasonably identify and economically target a group that is motivated to purchase the good or service.

Attracting Tourists to Local Businesses⁹

In order to expand its existing customer base, many small communities, such as Carroll County, must look beyond sales from local consumers and develop innovative strategies to target more of the tourist dollar.

This process begins with a candid analysis by businesses and the community as to which attractions actually bring people to and through the area. Attractions that account for tourism in any given community can include natural attractions, cultural attractions and special events, businesses and institutions, and overnight accommodations.

Ultimately, the key is to understand who the potential customers are in terms of demographic information, activity preferences, and lifestyle characteristics.

Once a business or community has identified its local assets and the characteristics of its target audience, it can craft a comprehensive strategy to attract and to sell to tourists using the following guidelines.

1. Knowing Your Customer

- Obtain data and consumer profiles to understand your typical visitor's gender, age, income, place of origin, family size, lifestyle information and leisure preferences.
- Review the profile of visitors to the community continually to identify products and services that fit their needs and preferences.
- Get to know your customers.
- Know what attractions draw visitors to your community.
- Remember your customer's names.
- Research retail activity in the larger metropolitan areas.
- Talk to each person that comes in the door.

2. Targeting the Visitor

- Recognize that visitors can be those on vacation, those in town on business, second homeowners, and family and friends of local residents.

⁹ Ryan, Bloms, Hovland and Scheler, "Tourism Retail Development: Attracting Tourists to Local Businesses," *UW Extension* (University of Wisconsin Cooperative Extension, Center for Community Economic Development 1998).

- Recognize that local residents also enjoy shopping like a tourist.

3. *Location*

- Benefit from traffic congestion.
- Provide adequate parking.
- Cluster complementary businesses.

4. *Store Appearance*

- Examine the first impressions visitors may have of your business.
- Use a window display to grab the attention of pedestrians.
- Use sidewalk displays.

5. *Atmosphere*

- Appeal to the senses of sight, smell and sound.
- Design the interior of the store to accommodate the leisure traveler.
- Combine a mix of attractions within the store that offers a unique shopping environment for the entire family.
- Develop a common theme for cluster businesses.

6. *Experience*

- Celebrate your visitors' personalities and accomplishments.
- Change promotional strategies throughout the year.
- Offer an authentic experience.
- Conduct weekly events.
- Offer tours of the community's historic and interesting places and know local legends and stories.
- Give customers a hands-on experience.
- Provide an educational experience.
- Provide an entertaining and fun experience.
- Provide samples.
- Talk to your visitors about your products.

7. *Products*

- Sell products that are truly unique.
- Ask and listen to the customer for product ideas.
- Offer convenience items for visitors and locals.
- Continually seek new suppliers.
- Offer products for kids.
- Study national and regional trends to identify products and services that could complement your business.
- Personalize products.

- Sell authentic products and products that are made locally.
- Sell products that tie the visitor to the community and to your store.

8. *Pricing*

- Don't compete strictly on price.
- Offer something for free.
- Sell some affordable products.

9. *Inventory Management*

- Introduce new inventory on a regular basis.
- Adjust inventory on a seasonal basis.
- Stock items that sell.
- Consider point-of-sale computer system to track inventory.
- Don't get buried in old inventory.

10. *Convenience*

- Accept advance orders.
- Accept credit cards and traveler's checks.
- Keep regular hours.
- Offer facilities for recreationists.
- Offer free gift-wrapping.
- Provide clean restrooms.
- Provide special ordering capability.
- Set hours of operation in relation to area attractions.

11. *Hospitality*

- Set quality service standards.
- Help your business and community develop a visitor friendly image.
- Hire and take care of good employees.
- Know other languages.
- Post road maps and provide visitor information.
- Smile and be friendly.
- Teach employees about the area.

12. *Delivery*

- Deliver items to local hotels.
- Offer shipping.

13. *Stand Behind Your Products*

- Guarantee your products and services.

- Offer an out-of-town return policy.

14. Reaching the Visitor

- Develop a marketing plan.
- Use a combination of promotional strategies.
- Consider a toll-free phone number.
- Consider outdoor advertising on key highways.
- Develop a mailing list.
- Develop an effective Yellow Pages listing.
- Develop an Internet website.
- Develop and distribute an effective brochure.
- Reach guests at local lodging facilities.
- Reach tourists at their home via e-mail.
- Seek opportunities for free publicity through public relations.
- Use a sign-in book.
- Use media to provide information to visitors.
- Write press releases.

15. Strengthen Ties with Your Community

- Become active in the Chamber of Commerce, Main Street Program, and local and regional tourism promotion groups.
- Participate in market analysis and business retention/expansion programs.
- Coordinate displays with local events.
- Conduct reciprocal promotions with other businesses.
- Encourage the development of other complementary businesses.
- Maintain a good relationship with other businesses.
- Participate in community-wide promotions.
- Seek opportunities to promote your business through community service.
- Sell items that complement, not duplicate, other stores in town.
- Support local producers, artists, and craftspeople.
- Work with other businesses to develop a common theme and positive image.

16. Encouraging Repeat Business

- Send thank you letters, annual reminders and invitation letters to visitors.
- Provide incentives to tour guides, tour bus drivers, taxi drivers, and hotel and wait staff.
- Learn and remember your customers' names, where they are from, and something about their family.

Restaurant Marketing

Restaurant marketing analysis is similar to retail sales marketing analysis. The keys are to track industry trends, to identify the needs and wants of customers, and to continually adapt the ways in which business is conducted in order to remain relevant and competitive in a regional economy. Because each individual restaurant must conduct its own evaluation, this section will focus on industry trends and tips for moving ahead.

1. Industry Trends

A. Consumer Preferences

According to a nationwide survey conducted by the National Restaurant Association, men are more likely than women to use restaurant services.¹⁰ Younger adults are more likely than older adults to visit a restaurant.¹¹

Generally, restaurant patrons fall into four broad categories:

- Adventure diners are consumers who are most enthusiastic about trying new types of foods and ingredients. They are frequent diners who are upscale, educated, and more likely to live in urban areas.¹²
- Traditional diners are the least experimental and tend to live in smaller communities. They are often older, enjoy comfort foods, and frequent restaurants less often.¹³
- Health-conscious diners are more concerned about what they eat when dining out. They make food choices based on health concerns as well as specialized diets such as vegetarian, low carbohydrate, and high protein.¹⁴

¹⁰ Kennedy, Way & Ryan, "Restaurant Industry Trends," Let's Talk Business (University of Wisconsin Cooperative Extension), Issue 84, August 2003.

¹¹ Id.

¹² Id.

¹³ Id.

- Carefree diners want to forget about eating healthy.¹⁵

Throughout the United States, the distribution of restaurant patrons among these four categories is fairly even.¹⁶ However, “adventurous diners” are the most active restaurant diners.¹⁷ Moreover, National Restaurant Association research suggests increased preferences for salads, seafood, chicken, and bottled water.¹⁸

B. Top Trends to Watch

According to the National Restaurant Association several key trends are emerging in 2005 and 2006.

- Greater use of technology and worker training as a means to boost productivity and efficiency;¹⁹
- Continued increased focus on healthy lifestyles and restaurants providing customers with balance, choice, and customization;²⁰
- Increased upgrades and improvements in décor;²¹ and
- New foods and ingredients to satisfy the adventurous diner.²²

C. Full Service Restaurant Trends

Full service restaurants are defined as those establishments with waiter/waitress service where an order is taken while the patron is seated. Looking forward, the trend in full service restaurants seems to be providing more options to consumers for fast and easy

¹⁴ Id.

¹⁵ Id.

¹⁶ Id.

¹⁷ National Restaurant Association, “National Restaurant Association Announces Record Sales Projected in Year Ahead for Nation’s Largest Private-Sector Employer” (December 14, 2004), www.restaurant.org/pressroom/pressrelease.cfm?ID=979.

¹⁸ Kennedy, Way & Ryan, “Restaurant Industry Trends,” Let’s Talk Business (University of Wisconsin Cooperative Extension), Issue 84, August 2003.

¹⁹ National Restaurant Association, “National Restaurant Association Announces Record Sales Projected in Year Ahead for Nation’s Largest Private-Sector Employer” (December 14, 2004), www.restaurant.org/pressroom/pressrelease.cfm?ID=979.

²⁰ Id.

²¹ Id.

²² Id.

food service. Nationwide, a large number of full service restaurants are now offering carryout meals. Recent data suggests that most adults would be interested in full service restaurants delivering food to their home, and the class of consumers that includes young adults and households with children would welcome a drive-thru option at full service restaurants.²³

D. Quick Service Restaurant Trends

Quick service restaurants include those establishments where patrons order at a cash register, use a drive-thru, or select items from a food bar. Recently, the “Fast Casual” restaurant has gained significant market share on the traditional quick service restaurant. Fast casual restaurants offer foods and décor more in line with the casual dining experience. They are less likely to offer fried foods and more likely to have hand-held items such as sandwiches and wraps. These restaurants tend to do their highest sales volumes during lunch and generate a higher average check than traditional quick service restaurants.

Value and convenience will continue to be the trend for quick service restaurants. According to a National Restaurant Association survey, consumers view takeout as essential to their lifestyle. However, more consumers are becoming value-conscious—expecting better value in terms of price paid, service consistency, and food quality. Consumers are also more interested in using technology, and many would place orders on the Internet or use self-service terminals inside the restaurant if available.²⁴

²³ Kennedy, Way & Ryan, “Restaurant Industry Trends,” Let’s Talk Business (University of Wisconsin Cooperative Extension), Issue 84, August 2003.

²⁴ Id.

2. *Moving Ahead*

A. **Restaurant Design**

The dining experience is more than great food and great service. Sight, sound, and touch also play an important part in the overall dining experience. According to the renowned San Francisco restaurant designer, Shawn Alexander, “Restaurant patrons want an authentic experience that speaks to them and their needs.”²⁵

Alexander offers eight tips for restaurant design.

- Develop a vision for your restaurant so that you create a setting that matches the clients’ expectations.
- Design for functionality.
- Enhance the guest experience by creating visual cues through the use of materials, textures, colors, seating, and tabletop accessories.
- Design to define space.
- Use color to convey ambience and to highlight the culinary offerings.
- Use materials, textures, and shapes that create a pleasurable sound environment and eliminate unwanted sound effects and disturbing background noise.
- Use light to create mood.
- Design ceilings to provide a background for the room and to define space.²⁶

B. **Tips on Takeout**

As previously noted, takeout is gaining great popularity among consumer preferences. The following tips on takeout are offered by the National Restaurant Association.

- Designate a takeout area;

²⁵ Alexander, Shawn, “Restaurant Design: Sometimes Great Food and Service Just Aren’t Enough.” Restaurant Report (2005), www.restaurantreport.com.

²⁶ *Id.*

- Train staff in takeout guidelines;
- Provide convenient parking;
- Use proper packaging;
- Put food safety first;
- Advertise your offerings;
- Make ordering convenient; and
- Double check orders.²⁷

C. Use the Internet

The National Restaurant Association offers the following suggestions for using the Internet to market your restaurant:

- Create your own website;
- Publicize your web address;
- Offer online reservations and ordering;
- Link your website to your state restaurant association's website;
- Target tourists;
- Encourage feedback on your website; and
- E-mail your customers about special events, discounts, and menu changes.²⁸

D. The Importance of Lunch

According to a 1999 study by the National Restaurant Association, consumers have a growing desire for compressed lunches. That is, a vast majority of Americans feel pressed for time and see eating lunch as something to be done while doing something else.²⁹ Though most full-time employees report that they do eat lunch a majority of the time, they report taking only 30 minutes or less to do so.³⁰

The study also found that most lunch consumers are value-conscious but seek variety. "Although pressed for time, consumers are also looking for something a little bit different for lunch to liven up the workday."³¹

²⁷ National Restaurant Association, "Tips on Takeout." Bread and Butter (July 2001).

²⁸ National Restaurant Association, "Working the Web." Bread and Butter (March 2001).

²⁹ National Restaurant Association, "1999 Lunch Study: Restaurateurs Put Food Back Into Lunch Hour." Restaurants USA (October 1999).

³⁰ *Id.*

³¹ *Id.*

Finally, the National Restaurant Association's study found that most consumers value the opportunity to place orders online or over the telephone.

V. RECOMMENDATIONS

To move Carroll County forward and to expand the customer base for Carroll County's retail businesses and restaurants, each community organization and individual business must act immediately.

Action Item No. 1: Carroll County retail businesses and restaurants must feel accountable for Carroll County's success.

1.1: Each Carroll County business should reflect upon its core values to determine if it is truly providing the very best in service, attention to customer needs and wants, and atmosphere.

1.2: Each Carroll County business should reflect upon the outside appearance of its store. From every visible angle, the store should be inviting to the general public. Necessary repairs should be made. Updating must occur. Where possible, common themes should be employed.

1.3: Each Carroll County business should reflect upon the interior design and décor of its store. The shopping or dining experience must be pleasant according to the senses of sight, sound, smell, taste, and touch. The store and the bathroom must be clean at all times. Sections of the store or restaurant where smoking is permitted, if at all, should be clearly defined and well ventilated. Lighting and color should support a positive consumer experience.

1.4: Each Carroll County business should develop a marketing plan that considers public relations, personal selling, on-line marketing, advertising, and direct marketing. Each business should look for opportunities to disseminate its message in the larger metropolitan markets of Cincinnati and Louisville. This may include collaborative marketing opportunities.

1.5: Each Carroll County business should consider its role in this regional economy. Each business should become active in local, regional, and state organizations such as the Chamber of Commerce, Main Street Program, State Restaurant Association, etc. Each business should track consumer preferences and demographic information regionally and alter their product mix accordingly.

1.6: Each Carroll County business should analyze the ways in which it chooses to do business. Carroll County businesses should strive to have common and consistent

hours of operation. Carroll County businesses should accept credit card transactions and Traveler's Checks. Carroll County businesses should participate in regional promotions and promotions involving attractions and events that bring consumers to Carroll County. Carroll County businesses should track sales, send thank you notes to visitors, and e-mail consumers regarding product offerings, promotions, and events.

1.7: Each Carroll County business should develop a website. Each Carroll County business should consider opportunities to provide on-line ordering.

Action Item No. 2: Carrollton's Main Street Program must become more active to promote the mix of retail businesses, service industries, and restaurants located in Carroll County.

2.1: The Main Street Program should execute a lighting and landscape plan that defines commercial districts and directs consumers to shopping and dining opportunities across all four of Carroll County's commercial districts.

2.2: The Main Street Program should develop attractive signage to direct consumers to potential shopping and dining opportunities and local attractions.

2.3: The Main Street Program should work with Carroll County Tourism to improve the quality of the annual events that the Main Street Program plans, to expand promotion of these events into the metropolitan areas of Cincinnati and Louisville, and to build repeat visitors.

2.4: The Main Street Program should lead collaborative marketing efforts along a common theme for retail and restaurants in Carroll County. These marketing efforts should be directed to the entire region.

2.5: The Main Street Program should procure Interstate signage identifying local attractions.

2.6: The Main Street Program should develop an attractive gateway defining the entrance to the City of Carrollton.

Action Item No. 3: The Carrollton/Carroll County Tourism Commission must become better organized to forge partnerships with area attractions and to develop events and local attractions that make Carroll County a destination for tourists and tourist groups.

3.1: Carroll County Tourism should develop a common theme, slogan, and mark that all agencies and businesses with responsibility to promote Carroll County can adopt and incorporate. Carroll County Tourism should develop brochures and giveaways incorporating Carroll County's theme and mark.

3.2: Carroll County Tourism should develop semi-annual hospitality training seminars for Carroll County wait staff and ensure that they have up to date information on events and attractions, local information, maps, and local history.

3.3: Carroll County Tourism should improve the overall quality of the local events and attractions offered and develop new events and attractions designed to attract out-of-town consumers and to make Carroll County a destination. Carroll County Tourism should publicize Carroll County events and attractions in the metropolitan areas of Cincinnati and Louisville.

3.4: Carroll County Tourism should forge partnerships with the Kentucky Speedway, Belterra, and other regional attractions in order to draw upon the customer base of each facility. Carroll County Tourism should create specific events and promotions for these consumers and resolve any and all scheduling and transportation conflicts to maximize consumer opportunities.

Action Item No. 4: The Carroll County Chamber of Commerce must become a factor in the region to promote Carroll County and must assume responsibility to promote a consistent, positive message about the community and the retail businesses and restaurants found here.

4.1: The Carroll County Chamber of Commerce should meet regularly with other area Chambers of Commerce including, but not limited to, the Gallatin County Chamber of Commerce, the Northern Kentucky Chamber of Commerce, and the Madison, Indiana Chamber of Commerce.

4.2: The Carroll County Chamber of Commerce should become active in the Kentucky Chamber of Commerce, join regional and statewide marketing efforts, track consumer preferences regionally and statewide, and seek cross-promotional opportunities.

4.3: The Carroll County Chamber of Commerce should provide public relations opportunities and opportunities for community involvement to Carroll County retail businesses and restaurants.

4.4: The Carroll County Chamber of Commerce should issue regular press releases to media in the metropolitan areas of Cincinnati and Louisville supporting positive perceptions of Carroll County and Carroll County businesses.

Action Item No. 5: The Carroll County Community Development Corporation must push the community, community groups, and individual businesses to plan for the future, to carry out planning initiatives, and to continually evaluate progress and new opportunities for growth.

5.1: The Carroll County Community Development Corporation should develop a three to five year redevelopment plan for the U.S. 42 (Highland Avenue) corridor in Carroll County including Carrollton's Historic Main Street.

5.2: The Carroll County Community Development Corporation should work to recruit new and unique retail businesses and restaurants to Carroll County.

5.3: The Carroll County Community Development Corporation should meet regularly with the Carrollton Main Street Program, Carrollton/Carroll County Tourism, and the Carroll County Chamber of Commerce regarding their efforts to expand the customer base for Carroll County businesses.

VI. APPENDICES

Appendix A – Trade Area Capture

**Table 1
TOTAL TRADE AREA CAPTURE³²**

COUNTY	1990	2001
Boone	1.77	1.83
Bracken	0.31	0.30
Campbell	0.70	0.75
Carroll	1.06	1.69
Gallatin	0.50	0.70
Grant	0.96	1.00
Harrison	0.86	0.69
Kenton	0.76	0.64
Owen	0.70	0.62
Pendleton	0.52	0.39

**Table 2
SECTOR SALES
FOOD AND BEVERAGE STORES³³**

	1990	2001
Boone	1.05	0.90
Bracken	1.09	0.41
Campbell	1.22	0.87
Carroll	2.88	1.30
Gallatin	0.67	1.27
Grant	0.75	1.22
Harrison	0.97	1.17
Kenton	1.39	0.73

³² Sales And Marketing Management, Effective Buying Income: 1990 and 2001

³³ Sales And Marketing Management, Effective Buying Income: 1990 and 2001

Owen	0.59	0.94
Pendleton	0.36	0.76

**Table 3
SECTOR SALES
FOOD SERVICE AND
DINING ESTABLISHMENT³⁴**

	1990	2001
Boone	1.24	1.61
Bracken	0.08	0.24
Campbell	1.03	1.09
Carroll	0.93	1.09
Gallatin	0.64	0.43
Grant	0.77	0.80
Harrison	0.05	1.18
Kenton	1.09	1.35
Owen	0.20	0.37
Pendleton	0.86	0.33

**Table 4
SECTOR SALES
GENERAL MERCHANDISE³⁵**

	1990	2001
Boone	1.68	2.29
Bracken	0.04	0.10

³⁴ Sales And Marketing Management, Effective Buying Income: 1990 and 2001

³⁵ Sales And Marketing Management, Effective Buying Income: 1990 and 2001

Campbell		0.46
	0.45	
Carroll		0.49
	0.18	
Gallatin		0.15
	0.08	
Grant		0.95
	0.27	
Harrison		1.18
	1.04	
Kenton		0.75
	0.28	
Owen		0.02
	0.02	
Pendleton		
	0.15	0.008

Table 5
SECTOR SALES
HOME FURNISHINGS AND APPLIANCES³⁶

	1990	2001
Boone		1.88
	2.16	
Bracken		0.16
	0.04	
Campbell		0.52
	0.42	
Carroll		0.08
	0.62	
Gallatin		0.08
	0.00	
Grant		0.40
	0.42	
Harrison		0.52
	0.33	
Kenton		0.68
	0.87	
Owen		0.08
	0.04	
Pendleton		0.28
	0.04	

³⁶ Sales And Marketing Management, Effective Buying Income: 1990 and 2001

Table 6
SECTOR SALES
MOTOR VEHICLE AND PARTS STORES³⁷

	1990	2001
Boone	2.06	2.10
Bracken	0.17	0.30
Campbell	0.88	0.56
Carroll	2.80	1.50
Gallatin	0.04	0.05
Grant	1.42	1.16
Harrison	0.60	0.29
Kenton	0.26	0.46
Owen	1.60	0.98
Pendleton	0.28	0.44

³⁷ Sales And Marketing Management, Effective Buying Income: 1990 and 2001

Appendix B — Population

**Table 1
TOTAL POPULATION FIGURES**

	1960 ³⁸	1970 ³⁹	1980 ⁴⁰	1990 ⁴¹	2000 ⁴²	2010	2020	2030
KY	3,038,156	3,218,706	3,660,324	3,686,892	4,041,769	4,442,374	4,843,219	5,235,685
Boone	21,940	32,812	45,842	57,589	85,991	126,036	179,528	249,143
Bracken	7,422	7,227	7,738	7,766	8,279	9,107	9,902	10,564
Campbell	86,803	88,501	83,317	83,866	88,616	92,385	94,931	95,547
Carroll	7,978	8,523	9,270	9,292	10,155	11,442	12,626	13,645
Gallatin	3,867	4,134	4,842	5,393	7,870	11,638	16,911	23,981
Grant	9,489	9,999	13,308	15,737	22,384	32,341	45,939	64,125
Harrison	13,704	14,158	15,166	16,248	17,983	20,380	22,772	24,815
Henry	10,987	10,910	12,740	12,823	15,060	18,000		
Kenton	120,700	129,440	137,058	142,005	151,464	159,730	165,463	167,873
Owen	8,237	7,470	8,924	9,035	10,547	12,618	14,911	17,361
Pendleton	9,968	9,949	10,989	12,062	14,390	17,690	21,385	25,261
Trimble	5,148	5,601	6,253	6,090	8,125			

**Table 2
Total Population⁴³**

	2000	2001	2002	2003	2004
Labor Market Area	404,167	412,723	418,745	424,962	432,569
Carroll County	10,155	10,133	10,223	10,230	10,344
Carrollton	3,846	3,821	3,834	3,817	3,830

³⁸ US Department of Commerce, Bureau of the Census. County and City Data Book: 1967. Washington, DC: Government Printing Office, Apr. 1967. (Table 2 Item 1)

³⁹ US Department of Commerce, Bureau of the Census. County and City Data Book: 1972. Washington, DC: Government Printing Office, Mar. 1973. (Table 2 Item 3)

⁴⁰ US Department of Commerce, Bureau of the Census. County and City Data Book: 1994. Washington, DC: Government Printing Office, Aug. 1994. (Table B Item 6)

⁴¹ US Department of Commerce, Bureau of the Census. County and City Data Book: 2000. 13th Ed., Washington, DC: Government Printing Office, 2001. (Table B-1)

⁴² University of Louisville's Kentucky State Data Center. 1999 Edition Population Projections. 3 June 2002 <<http://cbpa.louisville.edu/ksdc/kpr/pro/pro1999.txt>>.

⁴³ U.S. Department of Commerce, Bureau of the Census.

**Table 3
Population Projections⁴⁴**

	2005	2010	2015	2020
Labor Market Area	434,338	471,301	511,343	542,657
Carroll County	10,334	10,631	10,993	11,304

**Table 4
Population by Selected Age Groups, 2000⁴⁵**

	Carroll County		Labor Market Area	
	Number	Percent	Number	Percent
Under 18	2,570	25.3	108,594	26.9
18-24	927	9.1	35,379	8.8
25-34	1,422	14.0	58,444	14.5
35-44	1,612	15.9	69,650	17.2
45-54	1,405	13.8	56,264	13.9
55-64	953	9.4	34,333	8.5
65-74	714	7.0	22,989	5.7
75 and older	552	5.4	18,514	4.6
Median Age	35.9		34.9	

**Table 5
Population by Race and Hispanic Origin, 2004⁴⁶**

	Carroll County		Labor Market Area	
	Number	Percent	Number	Percent
White	10,012	96.8	411,119	95.0
Black	202	2.0	12,735	2.9
Asian, Pacific Islander	26	0.3	3,641	0.8
American Indian	26	0.3	903	0.2
Hispanic Origin	396	3.8	7,487	1.7

⁴⁴ Kentucky State Data Center, University of Louisville and Kentucky Cabinet for Economic Development.

⁴⁵ U.S. Department of Commerce, Bureau of the Census.

⁴⁶ U.S. Department of Commerce, Bureau of the Census. Hispanic is not a race category. A person can be white, black, etc. and be of Hispanic origin.

Appendix C – Income

Table 1
Personal Income⁴⁷

	1998	2003	Pct. Change
Carroll County	\$20,178	\$24,786	22.8%
Kentucky	\$22,043	\$26,575	20.6%
U.S.	\$26,883	\$31,472	17.1%
Labor Market Area Range	\$14,021 - \$29,756	\$16,505 - \$33,460	

Table 2
Households⁴⁸

	2000		2003
	Number of Households	Persons Per Household	Median Household Income
Carroll County	3,940	2.5	\$38,762

Table 3
REAL⁴⁹ PER CAPITA INCOME⁵⁰

	1970	1980	1990	2000
KY	14,131	17,201	20,393	24,085
Boone	15,440	19,692	23,754	28,776
Bracken	11,419	13,091	16,217	18,652
Campbell	14,841	18,169	21,469	25,047
Carroll	13,594	15,521	18,552	21,766
Gallatin	11,961	15,465	15,655	17,399
Grant	13,093	15,820	17,240	19,191
Harrison	13,470	16,054	18,419	20,972
Kenton	15,764	18,430	23,312	28,086
Owen	11,424	12,792	15,702	18,845
Pendleton	12,098	15,134	16,223	19,264

⁴⁷ U.S. Department of Commerce, Bureau of Economic Analysis.

⁴⁸ U.S. Department of Commerce, Bureau of the Census.

⁴⁹ Federal Reserve Bank of Minneapolis. Consumer Price Index, 1913 - . 27 May 2002 <<http://minneapolisfed.org/economy/calc/hist1913.html>>.

⁵⁰ Calculated using CPI and data from Chart, “Nominal Median Income”

Table 4
NOMINAL PER CAPITA INCOME⁵¹

	1970	1980	1990	2000
KY	3,184	8,231	15,478	24,085
Boone	3,479	9,423	18,029	28,776
Bracken	2,573	6,264	12,309	18,652
Campbell	3,344	8,694	16,295	25,047
Carroll	3,063	7,427	14,081	21,766
Gallatin	2,695	7,400	11,882	17,399
Grant	2,950	7,570	13,085	19,191
Harrison	3,035	7,682	13,980	20,972
Kenton	3,552	8,819	17,694	28,086
Owen	2,574	6,121	11,918	18,845
Pendleton	2,726	7,242	12,313	19,264

Table 5
REAL⁵² MEDIAN INCOME⁵³

	1970	1980	1990	2000
KY	14,131	17,201	20,393	24,085
Boone	15,440	19,692	23,754	28,776
Bracken	11,419	13,091	16,217	18,652
Campbell	14,841	18,169	21,469	25,047
CARROLL	13,594	15,521	18,552	21,766
Gallatin	11,961	15,465	15,655	17,399
Grant	13,093	15,820	17,240	19,191
Harrison	13,470	16,054	18,419	20,972
Kenton	15,764	18,430	23,312	28,086
Owen	11,424	12,792	15,702	18,845
Pendleton	12,098	15,134	16,223	19,264

⁵¹ US Department of Commerce, Bureau of Economic Analysis. Regional Accounts Data: Local Area Personal Income - Table CA1-3: Per Capita Personal Income. 27 June 2002

< <http://www.bea.doc.gov/bea/regional/reis/drill.cfm>>

⁵² Federal Reserve Bank of Minneapolis. Consumer Price Index, 1913 - . 27 May 2002

<<http://minneapolisfed.org/economy/calc/hist1913.html>>.

⁵³ Calculated using CPI and data from Chart, "Nominal Median Income"

Table 6
NOMINAL MEDIAN INCOME⁵⁴

	1970	1980	1990	2000
KY	3,184	8,231	15,478	24,085
Boone	3,479	9,423	18,029	28,776
Bracken	2,573	6,264	12,309	18,652
Campbell	3,344	8,694	16,295	25,047
Carroll	3,063	7,427	14,081	21,766
Gallatin	2,695	7,400	11,882	17,399
Grant	2,950	7,570	13,085	19,191
Harrison	3,035	7,682	13,980	20,972
Kenton	3,552	8,819	17,694	28,086
Owen	2,574	6,121	11,918	18,845
Pendleton	2,726	7,242	12,313	19,264

Table 7
INCOME CATEGORIES 2000⁵⁵

DOLLARS	0	15000	25000	35000	50000	75000
	to 14999	to 24999	to 34999	to 49999	to 74999	and over
KY	22.3	15.4	13.8	16.4	17.2	14.9
Boone	9.0	10.3	10.0	16.3	25.1	29.3
Bracken	20.2	15.2	14.8	20.5	18	11.3
Campbell	14.9	12.9	13.6	17.7	21.0	20.0
Carroll	23.6	11.6	13.4	16.1	22.1	13.4
Gallatin	20.6	13.1	14.0	18.7	19.8	13.8
Grant	14.7	13.2	16.4	19.0	22.6	14.0
Harrison	18.2	13.9	15.5	19.1	19.3	13.9
Kenton	13.6	12.1	13.0	18.2	21.6	21.5
Owen	23.1	14.2	14.8	18.2	18.0	11.8
Pendleton	16.3	15.1	14.3	20.4	20.0	13.9

⁵⁴ US Department of Commerce, Bureau of Economic Analysis. Regional Accounts Data: Local Area Personal Income - Table CA1-3: Per Capita Personal Income. 27 June 2002

< <http://www.bea.doc.gov/bea/regional/reis/drill.cfm>>

⁵⁵ University of Louisville's Kentucky State Data Center. US Census Bureau: Profile of Selected Economic Characteristics: 2000 – Geographic Area: Kentucky. Table DP-3. 4 June 2002

<<http://cbpa.louisville.edu/ksdc/sdc/census2000/4pageprofiles/kyDP.pdf>>

Appendix D – Traffic Count

**Table 1
Kentucky Traffic Counts
Route I-71**

From MP: 42.802 At: KY 389
To MP: 44.312 At: KY 227

<u>Year</u>	<u>Count</u>	<u>Type</u>
2004	27,900	Actual Count
2003	29,500	Actual Count
2002	28,300	Engineer's Estimate
2001	28,600	Engineer's Estimate
2000	28,100	Actual Count
1999	27,000	Actual Count
1998	24,900	Actual Count
1997	23,600	Engineer's Estimate
1996	21,900	Actual Count
1995	20,900	Actual Count
1994	21,200	Actual Count
1993	18,900	Actual Count
1992	17,800	Actual Count
1991	17,200	Actual Count
1990	15,900	Actual Count
1989	15,900	Actual Count
1988	16,700	Actual Count
1987	15,700	Actual Count
1986	13,500	Actual Count
1985	13,800	Actual Count
1984	16,400	Actual Count
1983	15,600	Actual Count
1982	11,800	Actual Count
1981	14,800	Actual Count
1980	15,400	Actual Count
1979	12,900	Actual Count
1978	13,500	Actual Count
1977	12,600	Actual Count
1976	11,300	Actual Count
1975	10,200	Actual Count
1973	11,100	Actual Count
1971	9,130	Actual Count
1970	11,100	Actual Count
1969	8,740	Actual Count

Table 2
Kentucky Traffic Counts
Route KY 227

From MP: 3.652 At: KY 1112
 To MP: 6.816 At: KY 36

<u>Year</u>	<u>Count</u>	<u>Type</u>
2004	14,000	Actual Count
2003	14,000	Computer Estimate
2001	14,000	Actual Count
1995	10,200	Actual Count
1989	8,330	Actual Count
1987	7,070	Actual Count
1983	5,490	Actual Count
1981	5,130	Actual Count
1979	5,940	Actual Count
1975	4,570	Actual Count
1973	5,220	Actual Count
1971	3,790	Actual Count
1970	3,640	Actual Count
1969	3,420	Actual Count
1966	1,330	Actual Count
1964	1,470	Actual Count

Appendix E – Carroll County Visitor Survey

WELCOME TO CARROLL COUNTY, KENTUCKY

Dear Friends:

Please help us to improve the products and services we offer to the Visitors to Carroll County. Please take a moment to complete the attached Visitor Survey.

In the meantime, if we can do anything to make your stay in Carroll County more enjoyable, please do not hesitate to call us at (502) 732-7034.

Very truly yours,

Reno Deaton
Executive Director

**CARROLL COUNTY, KENTUCKY
VISITOR SURVEY**

1. Respondent's zip code: _____

2. Which of the following activities have you participated in during the past year? (Please check all that apply)

 ___ Outdoor recreation (specific activity _____)
 ___ Special events (specific activity _____)
 ___ Museums and historical sites (specific activity _____)
 ___ Casino gaming
 ___ Other (specify _____)

3. What three things did you like most about visiting our community?

4. If available, what types of convenience items could have made your visit here more enjoyable?

5. If available, what types of specialty products would you consider purchasing while visiting our community? (Please check all that apply)

- | | | |
|---|--|--|
| <input type="checkbox"/> Antiques | <input type="checkbox"/> Dolls | <input type="checkbox"/> Pet Supplies |
| <input type="checkbox"/> Art | <input type="checkbox"/> Factory Outlets | <input type="checkbox"/> Photography |
| <input type="checkbox"/> Baskets | <input type="checkbox"/> Flowers | <input type="checkbox"/> Pottery |
| <input type="checkbox"/> Bakery Products | <input type="checkbox"/> Sport/Outdoor Equipment | <input type="checkbox"/> Quilts |
| <input type="checkbox"/> Bird Houses | <input type="checkbox"/> Gourmet Foods | <input type="checkbox"/> Rugs |
| <input type="checkbox"/> Books | <input type="checkbox"/> Heritage/Ethnic Gifts | <input type="checkbox"/> Skin and Health Care |
| <input type="checkbox"/> Candles | <input type="checkbox"/> Home Accessories | <input type="checkbox"/> T-shirts and Clothing |
| <input type="checkbox"/> Cards | <input type="checkbox"/> Jewelry | <input type="checkbox"/> Teddy Bears |
| <input type="checkbox"/> Cheese | <input type="checkbox"/> Leather Items | <input type="checkbox"/> Toys |
| <input type="checkbox"/> Chocolates/Candy | <input type="checkbox"/> Lifestyle Apparel | <input type="checkbox"/> Wreaths |
| <input type="checkbox"/> Christmas Items | <input type="checkbox"/> Liquor and Wines | <input type="checkbox"/> Other _____ |
| <input type="checkbox"/> Coffee Shop | <input type="checkbox"/> Novelty Gifts | _____ |
| <input type="checkbox"/> Crafts | <input type="checkbox"/> Perfumes/Soaps | _____ |