

COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGIES (C.E.D.S) and Economic Recovery and Resiliency Plan

November 1, 2021



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CEDS Resolution

SECTION 1

OVERVIEW

This chapter provides an outline of...

- Area Organizations and Governance
- CEDS Committee

Overview

A *Comprehensive Economic Development Strategy* (CEDS) is the result of a local planning process designed to guide the economic growth of an area. A CEDS process will help create jobs, foster more stable and diversified economies, and improve living conditions. It provides a mechanism for coordinating the efforts of individuals, organizations, local governments, and private industries concerned with economic development. Furthermore, a CEDS is required to qualify for Economic Development Administration (EDA) assistance under its public works, economic adjustment, and other planning programs, and a CEDS is a prerequisite for designation by EDA as an Economic Development District (EDD).

The Comprehensive Economic Development Strategy (CEDS) process began in 1992 when Kentucky's Area Development Districts (ADDs) were challenged to create a comprehensive, community-based strategic planning process that would encompass the entire Commonwealth. Throughout the following year, the Pennyriple Area Development District (PADD) Board of Directors and other key stakeholders guided the development of the first study. The study was then updated in the following years. The update process built upon the guidelines set forth in the previous studies.

The Pennyriple Area Development District (PADD) is organized as a non-profit corporation and is one (1) of fifteen (15) such Development Districts in Kentucky. Geographically, the Pennyriple ADD includes Caldwell, Christian, Crittenden, Hopkins, Livingston, Lyon, Muhlenberg, Todd, and Trigg counties. The PADD Board of Directors is composed of a minimum of 51 percent elected officials with the remainder of the Board representing agriculture, commerce, industry, civic organizations, education, labor and minorities.

The 2021 CEDS has been rewritten and will be referred to as the *Pennyriple Area Development District Comprehensive Economic Development Strategy 2021*. As the Pennyriple Area Development District moves through the 21st Century, its mission will be a continuation of support to local governments for economic and community development. The ADD is committed to working with community leaders and their respective elected officials to provide a level of services and facilities beneficial to all residents of the Pennyriple.

Local, state and federal funds are becoming increasingly difficult to obtain and citizens are demanding greater accountability for the funds being allocated at all levels of government. As a result, strategic planning becomes even more critical. Through strategic planning, development within the region will be more cost effective and result in the most efficient utilization of the available funding.

This 2021 CEDS reflects the specific challenges and opportunities of this area. The six (6) main areas of this report are as follows:

- Background
- Overview of Economic Conditions
- SWOT Analysis
- Strategic Direction and Action Plan
- Economic Resilience.
- Evaluation Framework

The analysis addresses the local and state economy, the opportunities and threats posed by external trends and market forces, and the availability of partners and resources for economic development. The community's vision and goals, together with the appraisal of the region's competitive advantage, set the strategic direction for the action plan. The action plan establishes the program priorities for implementation, and the implementation section was developed to measure performance and track progress.

Area Organizations and Governance

The Pennyrile region encompasses over 3,790 square miles or 2,426,880 acres of low-rounded hills interspersed by broad alluvial valleys and is part of the Western Coal Field Region. Each area has historically provided the economic base for the Pennyrile with rich mineral resources and prime agricultural farmland.

Appendix A includes a map of the Pennyrile Area, as well as the Congressional and State Senate and House of Representative Districts in the Pennyrile region.

COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGIES

Pennyrile Area Development District 2021 Comprehensive Economic Development Strategies (CEDS) Committee

<i>CALDWELL COUNTY</i>	<i>CHRISTIAN COUNTY</i>	<i>CRITTENDEN COUNTY</i>
Larry Curling Judge/Executive	Steve Tribble Judge/Executive	Perry Newcom Judge/Executive's Designee
Dakota Young Mayor, City of Princeton	Wendell Lynch Mayor, City of Hopkinsville	Adam Ledford Mayor's Designee
David Williams Private Sector Representative	Nikki Durham Private Sector Representative	Robert Frazer Private Sector Representative
Jim Seibert Mayor, City of Fredonia	Bernard Standard Private Sector Representative	Roger Simpson Private Sector Representative
	Lori Harper Private Sector Representative	Crittenden County Economic Development Commission
	Carter Hendricks South Western Kentucky Economic Development Council	

<i>HOPKINS COUNTY</i>	<i>LIVINGSTON COUNTY</i>	<i>LYON COUNTY</i>
Jack Whitfield Jr. Judge/Executive	Garrett Gruber Judge/Executive	Wade White Judge/Executive
Kevin Cotton Mayor, City of Madisonville	Bill Hesser Mayor, City of Smithland	John Choat Mayor, City of Eddyville
Chris Phelps Mayor, City of Mortons Gap	Gary Damron Mayor, City of Salem	Deb Domke Private Sector Representative
Chris Smiley Mayor, City of Dawson Springs	Terry Stringer Private Sector Representative	Lee Wilson Private Sector Representative
Ray Hagerman Madisonville-Hopkins County Economic Development Commission	Crissy Carter Private Sector Representative	

<i>MUHLENBERG COUNTY</i>	<i>TODD COUNTY</i>	<i>TRIGG COUNTY</i>
Curtis McGehee Judge/Executive	Todd Mansfield Judge/Executive	Hollis Alexander Judge/Executive
Jan Yonts Mayor, City of Greenville	Arthur Green Mayor, City of Elkton	Todd King Mayor of Cadiz
Rajiv Johar Private Sector Representative	Scott Marshall Private Sector Representative	John Sumner Private Sector Representative
Tony Armour Mayor, Central City	Martha Jo Ray Private Sector Representative	Stephanie Perry Private Sector Representative
Chris Clifton Muhlenberg Alliance For Progress	John Walton Todd County Industrial Foundation	Sharon Butts Cadiz-Trigg County Economic Development Commission

SECTION 2

SUMMARY OF ECONOMIC CONDITIONS

This chapter provides an outline of...

- Population Size
- Population Composition and Age Distribution
- Economy Analysis
- Criminal Offenses
- Inventory of Tax Rates
- Education
- Economic Cluster Analysis
- Tourism
- Ft. Campbell Army Base
- Environment
- Inland Waterway System

SUMMARY OF ECONOMIC CONDITIONS

Population Size

The population growth patterns were analyzed from 1950 to 2019 as shown in *Table 1, Population of the Counties in the Pennyryle ADD*. The population of the Pennyryle region increased over the first fifty (50) years of this time period, but in the last nine (9) years between 2010 and 2019, the Pennyryle Region saw its first decrease in population. Of the nine (9) counties in the Pennyryle ADD region, the total population decreased from 219,305 residents in 2010 to 211,671 residents in 2019, which was a population decrease of 7,631 people or 3.48 percent. The PADD counties with the largest population decrease between 2010 and 2019 were Crittenden with 5.46 percent, Hopkins with 4.76 percent and Christian with 4.72 percent. Trigg County was the only County that saw a population increase over the 2010 to 2019 time period with a 2.18 increase, which was helped by people who are retiring or are drawn to the quality of life of the community because of Lake Barkley and the Land Between the Lakes (LBL) Recreation Area.

Table 1
Population of the Counties in the Pennyryle ADD 1950 to 2019 (estimates)

Area	1950	1960	1970	1980	1990	2000	2010	2019
Pennyryle ADD	174,302	178,061	176,201	204,937	205,800	215,519	219,305	211,671
Caldwell	13,199	13,073	13,179	13,473	13,232	13,060	12,984	12,747
Christian	42,359	56,904	56,224	66,878	68,941	72,265	73,955	70,461
Crittenden	10,818	8,648	8,493	9,207	9,196	9,384	9,315	8,806
Hopkins	38,815	38,458	38,167	46,174	46,126	46,519	46,920	44,686
Livingston	7,184	7,029	7,596	9,219	9,062	9,804	9,519	9,194
Lyon	6,853	5,924	5,562	6,490	6,624	8,080	8,314	8,210
Muhlenberg	32,501	27,791	27,537	32,238	31,318	31,839	31,499	30,622
Todd	12,890	11,364	10,823	11,874	10,940	11,971	12,460	12,294
Trigg	9,683	8,870	8,620	9,384	10,361	12,597	14,339	14,651

Source: U.S. Census Bureau, *Census of Population, 1950-2010*, KSDC 2019 est.

An understanding of the present population characteristics helps the community to determine the adequacy of existing land use patterns, economic arrangements, and community facilities in terms of meeting existing needs. Changes can also be made in projected population trends by significant changes in economic development strategies and proactive land use planning processes.

**Table 2
Population Changes of Counties in Pennyriple ADD 2010 to 2019 (estimates)**

Area	2010	2019	Percentage Change
Pennyriple ADD	219,305	211,671	-3.48%
Caldwell	12,984	12,747	-1.83%
Christian	73,955	70,461	-4.72%
Crittenden	9,315	8,806	-5.46%
Hopkins	46,920	44,686	-4.76%
Livingston	9,519	9,194	-3.41%
Lyon	8,314	8,210	-1.25%
Muhlenberg	31,499	30,622	-2.78%
Todd	12,460	12,294	-1.33%
Trigg	14,339	14,651	2.18%

Source: US Census Bureau and KSDC



New Trigg County, KY Resident

Population Composition and Age Distribution

The age composition of the Pennyriple ADD population underwent significant changes over the last decade as indicated in *Table 3, Pennyriple ADD Age Composition Changes, 2010-2019*. Following the trend throughout the United States, Pennyriple ADD residents are having fewer children, and therefore, the percentage of the population under 19 had a small decrease over the last nine (9) years. On the other hand, the percentage of persons 65 years of age and over is increasing as the “baby boomer” generation reaches this age bracket. The percentage of persons over 65 years old also reflects the trend of people living longer and relocating to small rural towns upon retirement.

**Table 3
Pennyriple ADD Age Composition Changes 2010 – 2019 est.**

Age Group	2010 Population	2019 est Population	% Changes 2010-2019
All Ages	227,474	219,305	-3.59%
0-19	61,283	59,335	-3.18%
20-64	135,291	128,056	-5.35%
65+	30,900	31,914	3.28%

Source: Kentucky State Data Center



A.W. Watts Senior Center: Photo Provided by the KY New Era

**Table 4
Population By Race For Kentucky And Pennyrile ADD Counties (2019 estimates)**

Area	Total Population	White Alone		Black or African American Alone		Asian Alone		Other		Hispanic or Latino (any race)	
		Total	%	Total	%	Total	%	Total	%	Total	%
Kentucky	4,467,673	3,759,463	84.1%	367,899	8.2%	69,783	1.6%	95,822	2.1%	174,706	3.9%
Pennyrile ADD	211,671	173,066	81.8%	22,826	10.8%	1,574	0.7%	5,396	2.5%	8,809	4.2%
Caldwell	12,747	11,579	90.8%	682	5.4%	61	0.5%	209	1.6%	216	1.7%
Christian	70,461	45,968	65.2%	15,145	21.5%	972	1.4%	2,645	3.8%	5,731	8.1%
Crittenden	8,806	8,452	96.0%	90	1.0%	21	0.2%	136	1.5%	107	1.2%
Hopkins	44,686	39,425	88.2%	4,963	11.1%	273	0.6%	1,048	2.3%	977	2.2%
Livingston	9,194	8,698	94.6%	53	0.6%	32	0.3%	182	2.0%	229	2.5%
Lyon	8,210	7,369	89.8%	474	5.8%	45	0.5%	139	1.7%	183	2.2%
Muhlenberg	30,622	28,152	91.9%	1,464	4.8%	100	0.3%	431	1.4%	475	1.6%
Todd	12,294	10,544	85.8%	953	7.8%	25	0.2%	235	1.9%	537	4.4%
Trigg	14,651	12,879	87.9%	1,002	6.8%	45	0.3%	371	2.5%	354	2.4%

Source: US Census Bureau and Kentucky State Data Center

Economic Analysis

The following tables provide a quantitative look at the Pennyriple ADD economy in four ways: as a whole, in comparison with the state, in comparison with the other counties in the region, and broken into component parts. The tables display data regarding the labor force and employment trends of county residents, including data regarding poverty and median income trends.

As indicated in *Table 5, Pennyriple ADD County Labor Force Characteristics*, the average unemployment rate for the Pennyriple ADD was 4.40 percent in May, 2021. Like most of the United States, the Region’s employment is still bouncing back from the COVID-19 pandemic. As of the date of this report, Kentucky had 47 percent of its population fully vaccinated compared to 57 percent of the total U.S population which is fully vaccinated. Three (3) of the Pennyriple ADD counties have unemployment rates higher than the State average which is 4.50 percent. The county that had the highest unemployment rate was Muhlenberg County with an unemployment rate of 5.70 percent. Livingston County’s had the second highest unemployment rate (5.00%), and Christian County had an unemployment rate of 4.70 percent.

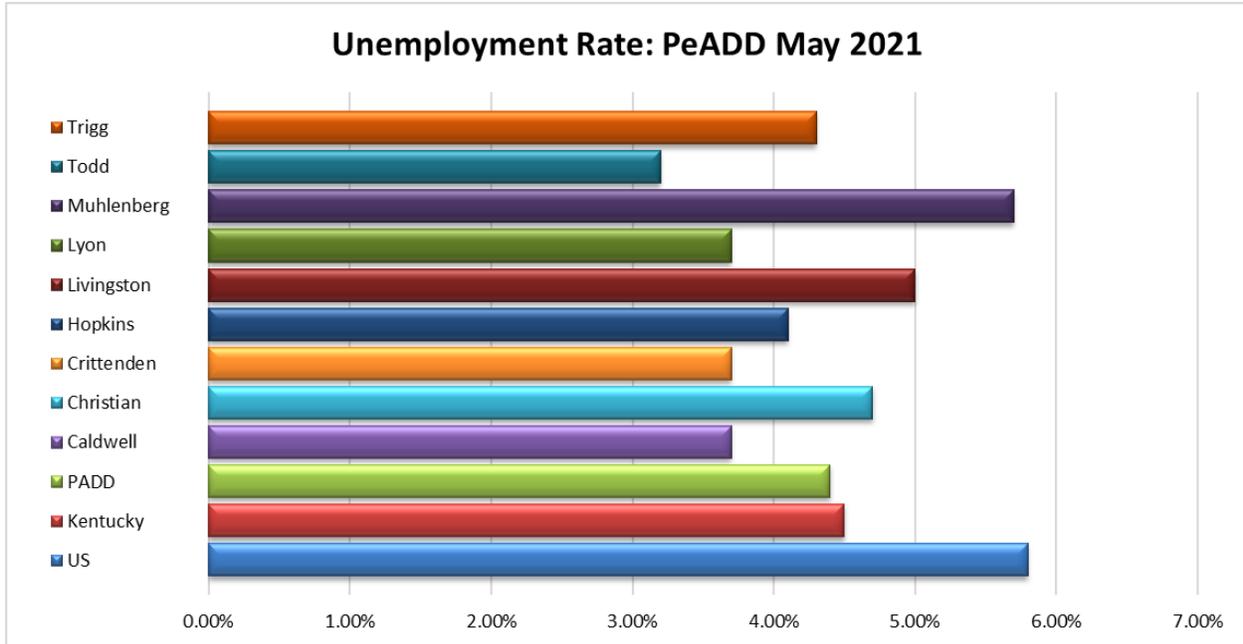
There were six (6) counties in the Pennyriple ADD that had lower unemployment rates than the State for the same time period. These were Trigg County with a 4.3 percent unemployment rate and Hopkins County with 4.1 percent, as well as Caldwell, Crittenden and Lyon with each having a 3.70 percent unemployment rate. Todd County has the lowest unemployment rate with 3.2 percent.

**Table 5
Pennyriple ADD Labor Force Characteristics: May 2021**

Area	Civilian Labor Force	Employment	Unemployment	Unemployment Rate
Kentucky	1,988,110	1,898,982	89,128	4.50%
PADD	78,856	75,379	3,477	4.40%
Caldwell	5,521	5,316	205	3.70%
Christian	24,568	23,408	1,160	4.70%
Crittenden	3,525	3,395	130	3.70%
Hopkins	17,948	17,212	736	4.10%
Livingston	3,383	3,214	169	5.00%
Lyon	3,094	2,981	113	3.70%
Muhlenberg	9,444	8,909	535	5.70%
Todd	5,312	5,144	168	3.20%
Trigg	6,061	5,800	261	4.30%

Source: KY Labor Market Information

The Pennyriple ADD, like all of the United States, is still facing the COVID-19 Pandemic. Most of the job loss in our region is due to shutdowns or supply-chain problems that are a direct result of the pandemic.

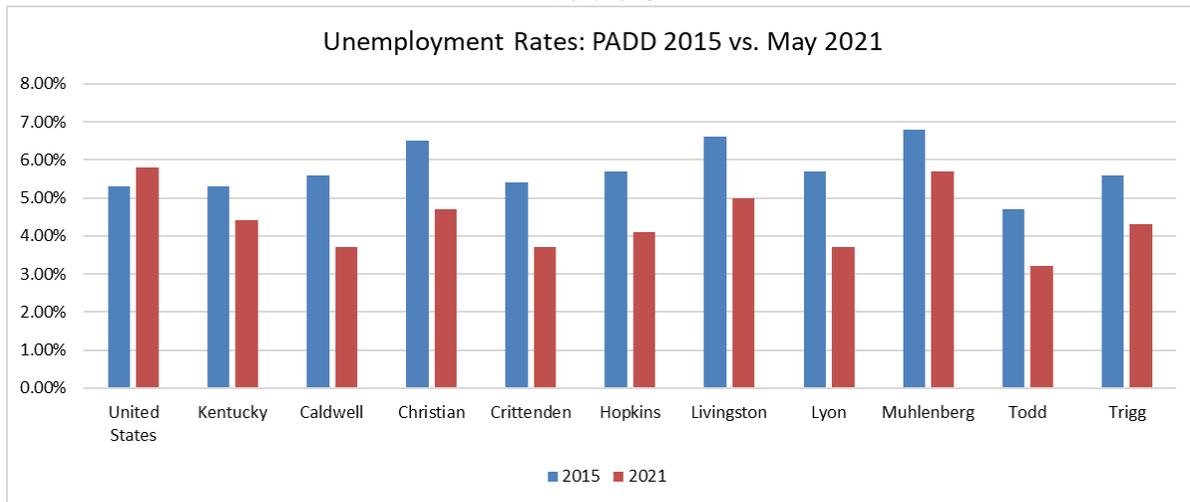


Source: KY Labor Market Information

Source: KY Labor Market Information

As shown in Table 6, *Unemployment Rates: PADD Counties 2015 through May 2021*, the unemployment rates show that all nine (9) counties in Pennyrile ADD had unemployment rates that have decreased from 2015. Muhlenberg County had the highest unemployment rate in the Pennyrile ADD which has been impacted by Coal Power Plant closures and the general reduction in coal mining employment. The remaining counties range from a fraction of a percentage point below the national unemployment rate to unemployment rates significantly lower than the national average.

Table 6



Source: <http://thinkkentucky.com>, KY Labor Market Information, and Bureau of Labor Statistics

The unemployment rate of the counties in the Pennyriple region was compared to the unemployment rates over the last five (5) years in *Table 7, Civilian Labor Force and Unemployment Estimates for Pennyriple ADD Counties, Annual Averages from 2016 to May 2021*. Of the nine (9) counties in the Pennyriple region, five (5) of these counties had significant losses in their employment and civilian Labor Force from their 2016 levels. These were Christian, Crittenden, Hopkins, Livingston, and Muhlenberg counties. Todd county had a minor loss of 29 jobs over the same six (6) year time period. Hopkins County's 2017 employment was 19,366 persons, which then decreased to 17,212 persons by May 2021. This is a reduction of 2,154 jobs in the Labor Force in Hopkins County which was an 11 percent decrease from 2017 to May of 2021. Christian County lost 561 jobs in the county from 2016 to May, 2021, which was a 2.3 percent decrease.

Three (3) counties in the Pennyriple Region had an increase in jobs from 2016 to May, 2021. These were Caldwell, Lyon and Trigg counties. Trigg county's employment increase from 5,406 jobs in 2016 to 5,800 jobs in May, 2021, which was an increase of 394 jobs or 7.2 percent. Lyon County's employment increased by 314 jobs or 11.7 percent over this same time period, and Caldwell County increased by 4.9 percent.

COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGIES

**Table 7
Civilian Labor Force and Unemployment Estimates for Pennyriple ADD Counties,
Annual Average 2016 through May 2021**

Area	Year	Civilian Labor Force	Employment	Unemployment	Unemployment Rate
Kentucky	2016	2,002,205	1,893,240	108,965	5.40%
	2017	2,059,885	1,947,890	111,995	5.44%
	2018	2,073,753	1,981,195	92,558	4.46%
	2019	2,072,586	1,983,577	89,009	4.30%
	2020	2,019,887	1,885,645	134,242	6.60%
	May-21	1,988,110	1,898,982	89,128	4.50%
Caldwell	2016	5,382	5,067	315	5.90%
	2017	5,308	5,024	284	5.35%
	2018	5,376	5,143	233	4.33%
	2019	5,473	5,200	273	5.00%
	2020	5,570	5,224	346	6.20%
	May-21	5,521	5,316	205	3.70%
Christian	2016	25,510	23,789	1,721	6.70%
	2017	25,361	23,674	1,687	6.65%
	2018	25,434	24,050	1,384	5.44%
	2019	25,085	23,683	1,402	5.60%
	2020	24,587	22,662	1,925	7.80%
	May-21	24,568	23,408	1,160	4.70%
Crittenden	2016	3,816	3,597	219	5.70%
	2017	4,331	4,110	221	5.10%
	2018	4,017	3,836	181	4.51%
	2019	3,810	3,625	185	4.90%
	2020	3,663	3,460	203	5.50%
	May-21	3,525	3,395	130	3.70%
Hopkins	2016	19,710	18,497	1,213	6.20%
	2017	20,341	19,366	975	4.79%
	2018	19,465	18,664	801	4.12%
	2019	18,562	17,714	848	4.60%
	2020	18,149	16,815	1,334	7.40%
	May-21	17,948	17,212	736	4.10%
Livingston	2016	3,643	3,382	261	7.20%
	2017	3,784	3,489	295	7.80%
	2018	3,657	3,452	205	5.61%
	2019	3,669	3,459	210	5.70%
	2020	3,534	3,268	266	7.50%
	May-21	3,383	3,214	169	5.00%
Lyon	2016	2,834	2,667	167	5.90%
	2017	3,195	3,045	150	4.69%
	2018	3,138	2,998	140	4.46%
	2019	3,119	2,973	146	4.70%
	2020	3,095	2,931	164	5.30%
	May-21	3,094	2,981	113	3.70%
Muhlenberg	2016	11,972	11,095	877	7.30%
	2017	11,380	10,518	862	7.57%
	2018	10,523	9,876	647	6.15%
	2019	10,541	9,890	651	6.20%
	2020	10,004	9,138	866	8.70%
	May-21	9,444	8,909	535	5.70%
Todd	2016	5,426	5,173	253	4.70%
	2017	5,523	5,285	238	4.31%
	2018	5,460	5,266	194	3.55%
	2019	5,447	5,232	215	3.90%
	2020	5,391	5,131	260	4.80%
	May-21	5,312	5,144	168	3.20%
Trigg	2016	5,740	5,406	334	5.80%
	2017	5,797	5,443	354	6.11%
	2018	5,880	5,626	254	4.32%
	2019	6,024	5,741	283	4.70%
	2020	6,030	5,611	419	6.90%
	May-21	6,061	5,800	261	4.30%

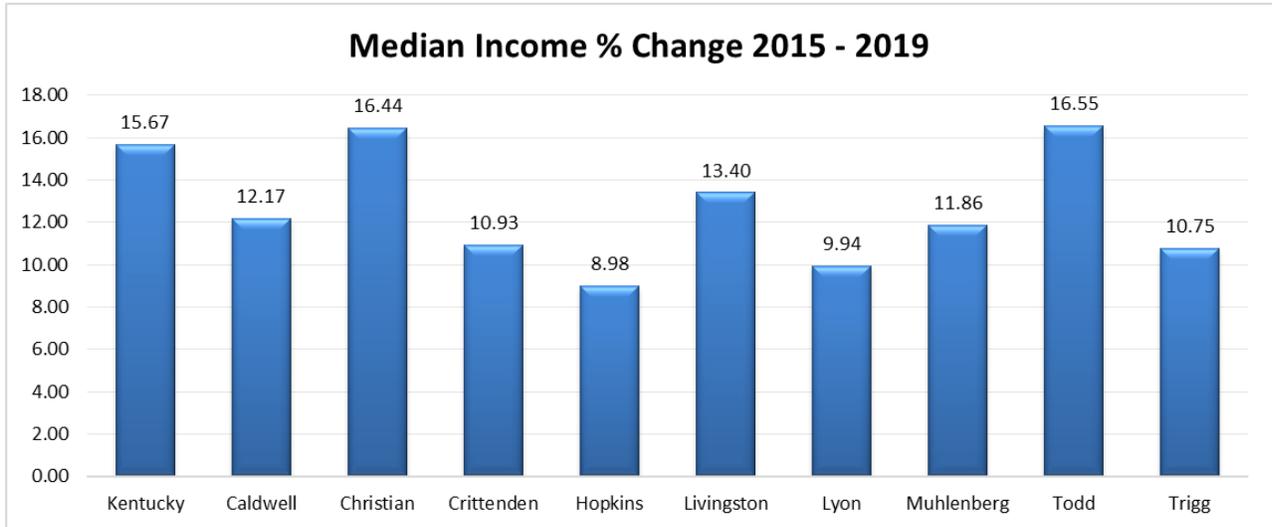
An analysis of the income and poverty levels within the Pennyryle ADD was conducted to compare the regional income to the State averages as indicated in *Table 8, Persons Living Below Poverty in the Pennyryle ADD: 2015 – 2019* and *Table 9, Median Income in the Pennyryle ADD: 2015 – 2019*. In the State of Kentucky, the poverty level decreased 11.9 percent over the five (5) years between 2015 and 2019, while the State median income increased 15.67 percent over the same time period. All nine (9) of the Pennyryle ADD counties had a decrease in poverty levels over the 2015 to 2019 period with Trigg county having only a very slight decrease. All nine (9) Pennyryle counties saw an increase in their Median Income over the 2015 to 2018 time period. The largest Median Income increase was in Todd County, which had a 16.5 percent increase in Median Income over the same time period,

**Table 8
Persons Living Below Poverty in the Pennyryle ADD: 2015 – 2019 (Estimated)**

Area	2015	2019	Percent Change 2015 -2019
Kentucky	786,345	692,875	-11.89
Caldwell	2,341	1,982	-15.34
Christian	13,750	12,219	-11.13
Crittenden	1,717	1,646	-4.14
Hopkins	8,269	7,829	-5.32
Livingston	1,404	1,110	-20.94
Lyon	1,196	1,015	-15.13
Muhlenberg	5,718	5,425	-5.12
Todd	2,374	2,060	-13.23
Trigg	2,129	2,119	-0.47

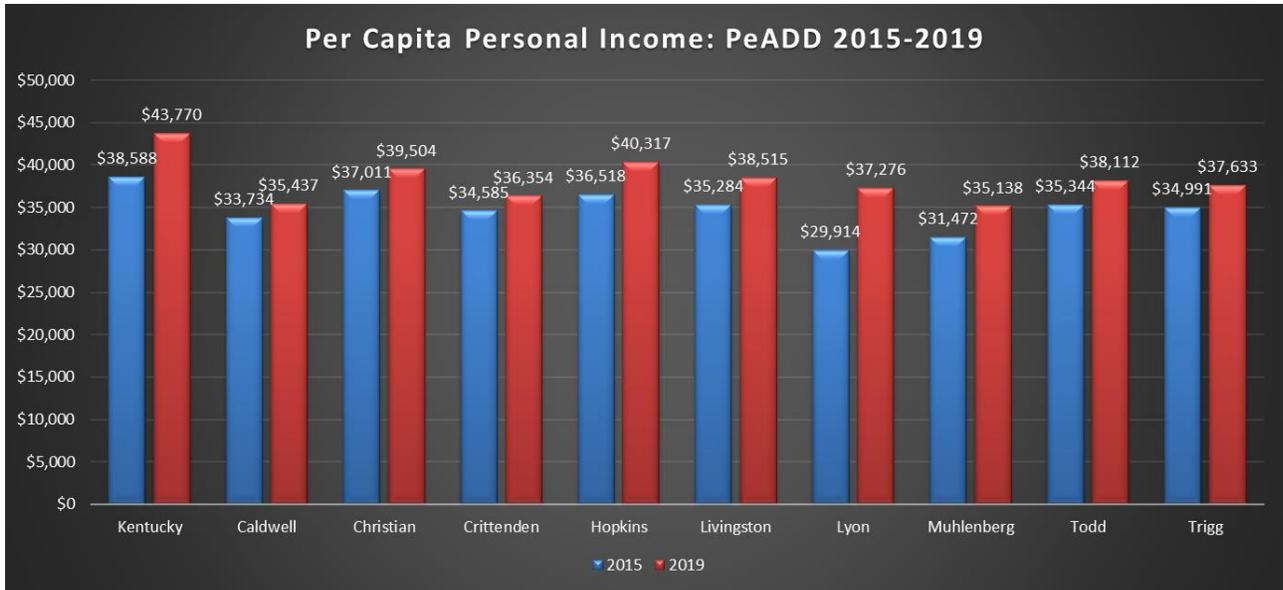
Source: US Census Bureau and Small Area Income and Poverty Estimates

Table 9



Source: US Census Bureau and Small Area Income and Poverty Estimates

Table 10



Source: Bureau of Economic Analysis, US Department of Commerce

The data shows that Per Capita Income has increased in all of the PADD counties from 2015 to 2019 as shown in *Table 10, Per Capita Income in the Pennyriple ADD 2015-2019*. However, none of the Pennyriple ADD counties had their Per Capita Incomes over the State average during this same time period.

COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGIES

**Table 11
Components of Personal Income For Pennyriple ADD Counties: 2019 (\$000)**

Area	Personal Income	Per Capita Income (4*)	Earnings by Place of Work	Contributions for Government Social Insurance (5*)	Adjustment for Residence (6*)	Net Earnings by Place of Residence	Dividends, Interest, and Rent (7*)	Personal Current Transfer Payments	Non-Farm Personal Income (1*)	Farm Income (2*)	Wage & Salary Disbursements	Proprietors' Income (8*)
Kentucky	\$195,548,751	\$43,770	\$133,678,610	\$15,762,125	-\$2,440,352	\$115,476,133	\$33,037,117	\$47,035,501	\$132,581,403	\$1,097,207	\$96,606,011	\$12,803,204
Caldwell	\$451,716	\$35,437	\$230,608	\$30,674	\$30,253	\$230,187	\$64,612	\$156,917	\$232,737	-\$2,129	\$159,529	\$27,270
Christian	\$2,783,520	\$39,504	\$4,618,952	\$506,713	-\$2,532,250	\$1,579,989	\$519,552	\$683,979	\$4,589,817	\$29,135	\$3,201,093	\$232,738
Crittenden	\$320,137	\$36,354	\$113,375	\$14,261	\$65,082	\$164,196	\$46,400	\$109,541	\$109,771	\$3,604	\$68,270	\$23,403
Hopkins	\$1,801,601	\$40,317	\$1,068,677	\$131,984	\$55,368	\$992,061	\$270,493	\$539,047	\$1,038,431	\$30,246	\$760,482	\$109,520
Livingston	\$354,104	\$38,515	\$177,898	\$23,354	\$29,775	\$184,319	\$51,492	\$118,293	\$177,600	\$298	\$129,357	\$14,451
Lyon	\$306,040	\$37,276	\$132,434	\$16,568	\$34,389	\$150,255	\$53,024	\$102,761	\$132,016	\$418	\$90,117	\$14,707
Muhlenberg	\$1,075,985	\$35,138	\$524,766	\$67,813	\$108,214	\$565,167	\$141,454	\$369,364	\$509,254	\$15,512	\$368,260	\$52,580
Todd	\$468,555	\$38,112	\$188,524	\$19,380	\$111,270	\$280,414	\$66,862	\$121,279	\$159,466	\$29,058	\$90,300	\$69,163
Trigg	\$551,358	\$37,633	\$175,330	\$23,570	\$140,823	\$292,583	\$89,301	\$169,474	\$171,547	\$3,783	\$109,857	\$32,849

Source: Bureau of Economic Analysis, US Department of Commerce

1/ The estimates of earnings for 2001-2006 are based on the 2002 North American Industry Classification System (NAICS). The estimates for 2007-2010 are based on the 2007 NAICS. The estimates for 2011-2016 are based on the 2012 NAICS. The estimates for 2017 forward are based on the 2017 NAICS. 2012 NAICS. The estimates for 2017 forward are based on the 2017 NAICS.

2/ Census Bureau midyear population estimates. Estimates for 2010-2019 reflect county population estimates available as of March 2020.

3/ Employer contributions for government social insurance are included in earnings by industry and earnings by place of work, but they are excluded from net earnings by place of residence and personal income. Employee and foreign embassies.

4/ The adjustment for residence is the net inflow of the earnings of interarea commuters. For the United States, it consists of adjustments for border workers and US residents employed by international organizations and foreign embassies.

5/ Rental income of persons includes the capital consumption adjustment.

6/ Includes actual employer contributions and actuarially imputed employer contributions to reflect benefits accrued by defined benefit pension plan participants through service to employers in the current period.

7/ Proprietors' income includes the inventory valuation adjustment and capital consumption adjustment.

8/ Under the 2007 NAICS, internet publishing and broadcasting was reclassified to other information services.

Metropolitan Areas are defined (geographically delineated) by the Office of Management and Budget (OMB) bulletin no. 20-01 issued March 6, 2020.

Note. All dollar estimates are in thousands of current dollars (not adjusted for inflation). Statistics presented in thousands of dollars do not indicate more precision than statistics presented in millions of dollars.

Criminal Offenses

**Table 12
Number of Offenses, by Type of Crime for Pennyriple ADD Counties (2019)**

	Violent Crime					Property Crime			
	Total	Murder	Rape	Robbery	Assault	Burglary	Larceny	Auto Theft	Arson
Kentucky	275,931	405	3,877	2,519	43,836	16,251	69,062	10,868	294
Caldwell	1,432	0	0	0	127	10	56	7	1
Christian	7,567	6	27	30	639	117	349	35	2
Crittenden	600	0	1	0	51	17	22	4	0
Hopkins	4,840	3	22	9	411	46	360	29	3
Livingston	586	3	4	2	62	12	26	0	0
Lyon	1,541	0	1	1	84	41	45	9	0
Muhlenberg	3,004	4	10	3	265	37	129	11	1
Todd	1,049	1	0	1	90	17	46	5	0
Trigg	863	1	2	3	151	10	32	8	0

Source: Kentucky State Police, Annual Report - Crime in Kentucky, 2019

Inventory of Tax Rates

A state sales tax at a rate of 6 percent is applied to the purchase or lease price of taxable goods and on utility services in the State of Kentucky. The local tax rates for the counties in the Pennyriple Region are found in the tables below.

**Table 13
County Property Taxes per \$100 Valuation (2020)**

Taxing Jurisdiction	Real Estate*	Tangibles	Motor Vehicles
Kentucky	\$0.1220	\$0.4500	\$0.4500
Caldwell	\$0.2505	\$0.2992	\$0.2320
Christian	\$0.2830	\$0.2522	\$0.1600
Crittenden	\$0.2346	\$0.2552	\$0.2290
Hopkins	\$0.2101	\$0.2789	\$0.1565
Livingston	\$0.2156	\$0.2665	\$0.1541
Lyon	\$0.3033	\$0.3764	\$0.2780
Muhlenberg	\$0.3036	\$0.3672	\$0.1912
Todd	\$0.2510	\$0.3071	\$0.1994
Trigg	\$0.3290	\$0.3923	\$0.3290

Source: <http://thinkkentucky.com> and Kentucky Revenue Cabinet

*Note: The County Real Estate Tax Rate in this Table include all County-wide property tax rates which includes the Fiscal Court Rate, and generally includes other rates like the Extension Service, Health Department, Library, etc. It does not include the School Districts and Special Taxing Districts.

COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGIES

**Table 14
Local Property Taxes per \$100 Valuation (2020)**

Taxing Jurisdiction	Real Estate	Finished Goods & Tangibles	Motor Vehicles	Occupational License Tax
Caldwell				
Princeton	\$0.1630	\$0.1650	\$0.1220	1.50% (Salaries/Wages and Net Profits/Receipts)
Christian				
Crofton	\$0.2660	\$0.3049	\$0.2713	No Tax
Hopkinsville	\$0.2390	\$0.2510	\$0.2510	1.95% (Salaries/Wages) and 1.50% (\$250 minimum on net profits)
Lafayette	\$0.2560	\$0.1034	\$0.3000	No Tax
Oak Grove	\$0.3050	\$0.1860	\$0.1860	1.50% (Salaries/Wages) and Net Profits/Receipts - \$100 min; wholesale: .06%; retail: 15%; prof: .38%
Pembroke	\$0.2290	\$0.0688	\$0.4080	No Tax
Crittenden				
Marion	\$0.2190	\$0.2830	\$0.2290	0.75% (Salaries/Wages and Net Profits/Receipts)
Hopkins				
Dawson Springs	\$0.3640	\$0.6146	\$0.1900	1.50% (on Gross Wages) and 1.50% (Net Profits/Receipts)
Madisonville	\$0.1950	\$0.2968	\$0.2420	1.5% (Salaries/Wages and Net Profits/Receipts)
Livingston				
Grand Rivers	\$0.1320	\$0.0223	\$0.1590	No Tax
Smithland	\$0.1220	\$0.1559	\$0.1500	No Tax
Lyon				
Eddyville	\$0.1190	\$0.0731	\$0.1580	No Tax
Eddyville	\$0.1270	\$0.1270	\$0.1330	1.50% (Salaries/Wages and Net Profits/Receipts)
Kuttawa	\$0.2410	\$0.5748	\$0.2290	No Tax
Muhlenberg				
Central City	\$0.0880	\$0.1730	\$0.1010	No Tax
Drakesboro	\$0.0400	\$0.0400	\$0.2500	No Tax
Greenville	\$0.0500	\$0.0000	\$0.0000	No Tax
Powderly	\$0.2840	\$0.6231	\$0.2600	No Tax
Todd				
Elkton	\$0.2050	\$0.2850	\$0.2850	No Tax
Guthrie	\$0.3350	\$0.3170	\$0.4000	2.00% (Salaries/Wages) and .125% (gross receipts)
Trenton	\$0.3290	\$0.2888	\$0.1990	1.00% (Salaries/Wages)
Trenton	\$0.1760	\$0.2939	\$0.2200	No Tax
Trigg				
Cadiz	\$0.2650	\$0.3858	\$0.2050	1.50% (Salaries/Wages)

Source: www.thinkkentucky.com, Kentucky Revenue Cabinet, and Kentucky Society of Certified Public Accountants

Table 15
School District Property Taxes per \$100 Valuation (2020)

Taxing Jurisdiction	Real Estate	Tangibles	Motor Vehicles	Occupational License Tax
Caldwell	\$0.4460	\$0.4460	\$0.5380	No Tax
Christian	\$0.4280	\$0.4280	\$0.5660	No Tax
Crittenden	\$0.4860	\$0.4860	\$0.5410	No Tax
Hopkins	\$0.6820	\$0.6820	\$0.5470	No Tax
Dawson Springs	\$0.7470	\$0.7470	\$0.6870	No Tax
Independent Schools				
Livingston	\$0.4510	\$0.4530	\$0.4520	No Tax
Lyon	\$0.4470	\$0.4490	\$0.4360	No Tax
Muhlenberg	\$0.5530	\$0.5530	\$0.4970	No Tax
Todd	\$0.4560	\$0.4560	\$0.5240	No Tax
Trigg	\$0.5510	\$0.5510	\$0.4600	No Tax

Source: www.thinkkentucky.com, Kentucky Revenue Cabinet, and Kentucky Society of Certified Public Accountants



The New Felix E. Martin Jr. Hall, Muhlenberg County High School

COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGIES

**Table 16
Total Wages by Industry Division Covered By Unemployment Insurance (2020)**

<i>Area</i>	<i>All Industries</i>	<i>Mining</i>	<i>Construction</i>	<i>Manufacturing</i>	<i>Utilities, Trade, and Transportation</i>	<i>Information</i>	<i>Finance, Insurance, Real Estate</i>	<i>Services</i>	<i>State and Local Government</i>	<i>Other</i>
<i>Kentucky</i>	23,298,592,784	95,084,097	1,229,329,555	3,989,165,250	4,430,452,530	327,742,912	1,711,938,861	1,374,992,681	3,606,715,319	420,979,278
<i>Caldwell</i>	38,303,897	**	1,931,653	12,567,139	6,996,981	329,744	1,537,297	557,460	5,668,117	562,998
<i>Christian</i>	343,116,536	1,245,601	7,675,925	80,026,220	55,674,423	2,316,240	11,648,929	15,848,479	77,746,038	5,259,283
<i>Crittenden</i>	14,560,106	**	271,973	4,607,955	1,501,143	**	933,182	149,219	3,452,990	232,810
<i>Hopkins</i>	176,752,577	**	11,074,097	32,734,796	37,433,383	1,182,827	7,089,910	4,332,710	29,880,852	4,464,536
<i>Livingston</i>	32,540,467	7,811,047	6,691,076	1,180,017	6,220,080	**	168,051	172,840	5,236,997	313,894
<i>Lyon</i>	19,956,701	-	1,211,588	741,724	1,845,088	**	359,804	1,315,771	9,230,819	382,669
<i>Muhlenberg</i>	85,885,003	**	12,451,153	9,775,211	12,636,932	521,367	2,131,117	2,949,588	22,448,268	1,470,133
<i>Todd</i>	18,750,006	**	1,258,014	2,581,274	5,535,430	**	931,343	473,575	4,869,189	240,987
<i>Trigg</i>	27,073,953	**	814,558	4,555,955	2,527,080	**	1,186,223	3,876,650	6,593,820	328,598

Source: Kentucky Labor Market Information, Unemployment Insurance Covered Employment and Wages, Employer Contributions and Benefits Paid, by Industry, Kentucky Calendar Year 2018.

Dash - indicates nondisclosure data. Data is not disclosed for any industry if under three reporting units

Table 17
Earnings by Industry for Kentucky Counties (2018)

Area name	Total Earnings	Farm Earnings	Nonfarm Earnings	Mining	Construction	Manufacturing	Whole-sale Trade	Retail Trade	Transportation	Information	Finance and Insurance	Health Care	Government
Kentucky	129,237,594	1,153,011	128,084,583	791,349	7,668,283	19,235,847	6,048,179	7,712,299	8,071,611	1,782,594	7,301,043	16,366,817	23,078,489
Caldwell	235,534	11,752	223,782	(D)	11,549	55,498	(D)	24,619	13,779	1,781	7,745	(D)	33,357
Christian	4,505,173	6,682	4,498,491	5,785	68,879	432,260	(D)	111,247	103,097	15,087	47,128	233,982	2,992,843
Crittenden	117,357	6,800	110,557	(D)	(D)	27,380	(D)	6,837	2,710	(D)	5,387	17,270	20,492
Hopkins	1,033,456	27,166	1,006,290	55,602	79,667	148,192	24,061	74,898	79,784	5,772	30,692	179,063	168,783
Livingston	166,889	4,330	162,559	(D)	24,683	5,756	5,667	6,358	16,047	(D)	879	15,906	30,133
Lyon	125,677	(896)	126,573	94	9,065	(D)	3,009	7,135	(D)	(D)	1,414	13,810	54,672
Muhlenberg	512,811	25,780	487,031	36,867	51,575	47,421	(D)	36,801	21,404	3,374	11,567	(D)	132,791
Todd	202,696	45,163	157,533	34	18,115	24,739	14,837	17,169	(D)	(D)	5,575	(D)	29,002
Trigg	166,822	47	166,775	(D)	19,637	24,992	1,080	13,059	(D)	(D)	5,909	17,971	37,790

Source: US Department of Commerce, Bureau of Economic Analysis

(D) = Not shown to avoid disclosure of confidential information, but the estimates for this item are included in the totals.

Table 18
Business Establishments by Employment-Size (2018)

Area	Total	<20	20 – 99	100 – 499	500+
Kentucky	91,079	76,263	12,252	2,276	288
Caldwell	285	256	26	0	0
Christian	1321	1082	199	34	5
Crittenden	169	155	8	4	0
Hopkins	959	834	109	13	0
Livingston	138	120	14	4	0
Lyon	165	148	17	0	0
Muhlenberg	552	482	63	6	0
Todd	202	186	16	0	0
Trigg	235	211	22	0	0

Source: US Census – County Business Patterns

Table 19
PADD Agricultural Employment (2017)

Area	Total Employment
Kentucky	52,701
Caldwell	293
Christian	1,380
Crittenden	250
Hopkins	392
Livingston	215
Lyon	95
Muhlenberg	555
Todd	812
Trigg	457

Source: United States Department of Agriculture, Economic Research Service



Education

Nearly 13 percent of Kentucky residents do not possess a high school diploma or Graduated Education Diploma (GED); that number is even higher for seven (7) of the nine (9) counties in the Pennyriple Area Development District. Todd County has the highest percentage of residents without a high school diploma or GED at 26.3 percent, while Christian County has the lowest percentage at 9.7 percent.

In the State of Kentucky, 23.2 percent of the population has a bachelor’s degree or higher, compared to 30.9 percent of US population. Trigg County has the highest percentage of residents holding a bachelor’s degree or higher with 16.9 percent and Livingston County had the lowest with 8.9 percent.

The percentage of Kentucky students ready for college by graduation was 65.4 percent. In the PADD region, Lyon County has the highest percentage of students ready for college by graduation with 83.3 percent, while Todd County had the lowest percentage (47.1 percent).

**Table 20
Educational Attainment for PADD Counties 2017**

Area	% Population with less than High School or GED	% Population with Bachelors Degree or Higher	% Students Ready for College and/or Career by Graduation	Average ACT Score
United States	13.4%	30.9%		
Kentucky	12.7%	23.2%	65.4%	19.8
Caldwell	12.5%	16.5%	73.1%	20
Christian	9.7%	16.8%	61.2%	18.1
Crittenden	25.4%	13.3%	75.6%	19.6
Hopkins	13.9%	15.7%	74.4%	20.5
Livingston	22.8%	8.9%	58.4%	19.1
Lyon	18.6%	14.0%	83.3%	20.6
Muhlenberg	20.9%	11.3%	70.2%	18.7
Todd	26.3%	12.6%	47.1%	18.6
Trigg	19.2%	16.9%	73.2%	18.9

Source: Kentucky Center for Education & Workforce Statistics (kcews.ky.gov)

Economic Cluster Analysis

Economic clusters are groups of businesses and institutions with some similarity in industry, operation, or technology. These businesses and institutions are generally located within a specific geographic area. Often these businesses may be part of the same supply chain or may even be direct competitors. The clustering of these organizations can be mutually beneficial in a number of ways, such as the development of a labor force with a common skill set, the creation of research institutions developed to serve these businesses or the location of support services specific to that cluster. In addition, a more competitive environment may be created. Increased competition may lead to firms collaborating in ways they may not have considered before, or may pressure firms to increase their productivity, efficiency or creativity.

The following are traditional and emerging clusters of note in the Pennyriple ADD region. These clusters are not the only economic groupings in the region, but were selected due to their prominence, need of support, or opportunity for facilitation. The clusters identified were:

Automotive Suppliers

There is a large cluster of automotive suppliers in the Pennyriple region. These manufacturing plants provide Just-In-Time (JIT) inventory for the automotive industry in the State of Kentucky and surrounding states. Although there are no automotive production plants in the Pennyriple region, the area has 21 manufacturing and other companies that support the auto industry.

Kentucky is the fourth largest producer of cars and light vehicles and the fifth largest producer of trucks in the country. The State accounts for 10.2 percent of all cars and trucks produced in the country. Ford was the first auto production plant to come to Kentucky in 1913 to the City of Louisville. Today, the Louisville’s Ford Truck Plant has approximately 6,600 workers. On June 1, 1981, General Motors (GM) moved production of the Corvette from St. Louis to Bowling Green, Kentucky, which still remains the exclusive home of the Corvette. There are 1,200 employees at the Bowling Green Plant, which has since started production of a Cadillac XRL line in 2002. Toyota started production in the Georgetown, Kentucky plant in 1988, which is Toyota’s largest North American production plant with approximately 7,400 employees. There are also nearby automotive production plants in Indiana and Tennessee that are supplied by the Pennyriple area automotive suppliers.

There are 21 firms in the Pennyriple region that are connected in some way to the automotive supply industry or are related to this industry in some manner. These 21 companies employ approximately 5,576 employees in the Pennyriple region and is the largest economic cluster in the region.



Agriculture

The Pennyriple Region has enjoyed a rich heritage in agriculture and this tradition continues today. Corn, soybeans, wheat, tobacco, cattle and poultry are the main commodities produced in the region. Value added agricultural products are a continuation of this evolution. US Tobacco has long had a processing plant in the region that produces smokeless tobacco products. Commonwealth Agri-Energy, LLC developed, in partnership with a major grain elevator coop in Christian County, an Ethanol Plant that produces Ethanol as well as animal feed and other by-products from corn grown within the region. There are numerous other agricultural support businesses and services in the region.



The market value of agricultural products sold in the Pennyriple region has seen an increase over the last five (5) years. The total market value of all agricultural commodities in the Pennyriple region was \$768,977,000 in 2017 according to the Kentucky Department of Agricultural data. This was an increase of 11.7 percent from the \$688,066,000 total market value of all agricultural commodities sold in the Pennyriple in 2012.

As indicated in *Table 22, Pennyriple ADD - Market Value of Agricultural Products Sold (2012–2017)*, in the PADD counties, Christian County sold the most agricultural products in 2017 with \$205,275,000 worth of products. Todd County sold the second largest amount of agricultural products with \$175,617,000 in sales in 2017.

As shown in *Table 21, Pennyriple ADD – Value of Sales by Commodity Group 2017*, grain crops were the largest selling agricultural commodity in all nine (9) counties in the region. Christian County had the largest grain sales with \$129,007,000 in 2017. Todd County had the second highest amount of grain sale with \$64,334,000 in 2017.

There is no industry more prone to natural disasters than agriculture. In Kentucky, agriculture is the number one economic generator statewide accounting for more than \$5 Billion annually and almost 10% of the state's economy. The ever increasing frequency of natural disasters has forced leaders to look at ways to bolster mitigation efforts and enhance the resiliency of this sector of the economy.

Despite the setbacks of recent disasters, there is a renewed realization that Agriculture is a crucial and ever-growing sector of the state's economy. In addition to the CEDS processes, most recent economic development studies have pointed to the impact of current and projected agriculture related activities. In addition, value-added agriculture, bio-energy projects, and local food initiatives are recommended as economic development strategies for implementation statewide. The Area Development Districts and the Kentucky Department of Agriculture share the vision that economic development and agriculture go hand in hand.

The Kentucky Area Development Districts are partnering with the Kentucky Department of Agriculture, the Governor's Office of Ag Policy and the Economic Development Administration to undertake this unique statewide initiative that has resulted in the following activities aimed at reducing the impact of future disasters while providing a framework to further enhance the agricultural economy in Kentucky.

- a. Development of a dynamic GIS Agriculture Database that includes disaster prone facilities, potential sites for Agricultural Development, aggregation/distribution facilities, and other assets to include the updating of the Kentucky Economic Development Information System (EDIS), which includes agricultural related industrial sites, potential sites, and other information.
- b. Development of an all- inclusive database and GIS system of all organizations, individuals, infrastructure, and other assets involved in local food.
- c. Collection of data and development of strategies to minimize future devastation by natural disasters by identifying crucial food production and supply facilities
- d. Creation of a statewide strategy to provide a framework to plan, form relationships, strengthen alliances and better connect rural suppliers and urban consumers

- e. Support and development of cohesive statewide strategies to better implement the federal and state initiatives such as “Know your farmer, know your food” and “Farm to Table”
- f. Support and movement of the Agricultural sector into mainstream Economic Development Strategies.

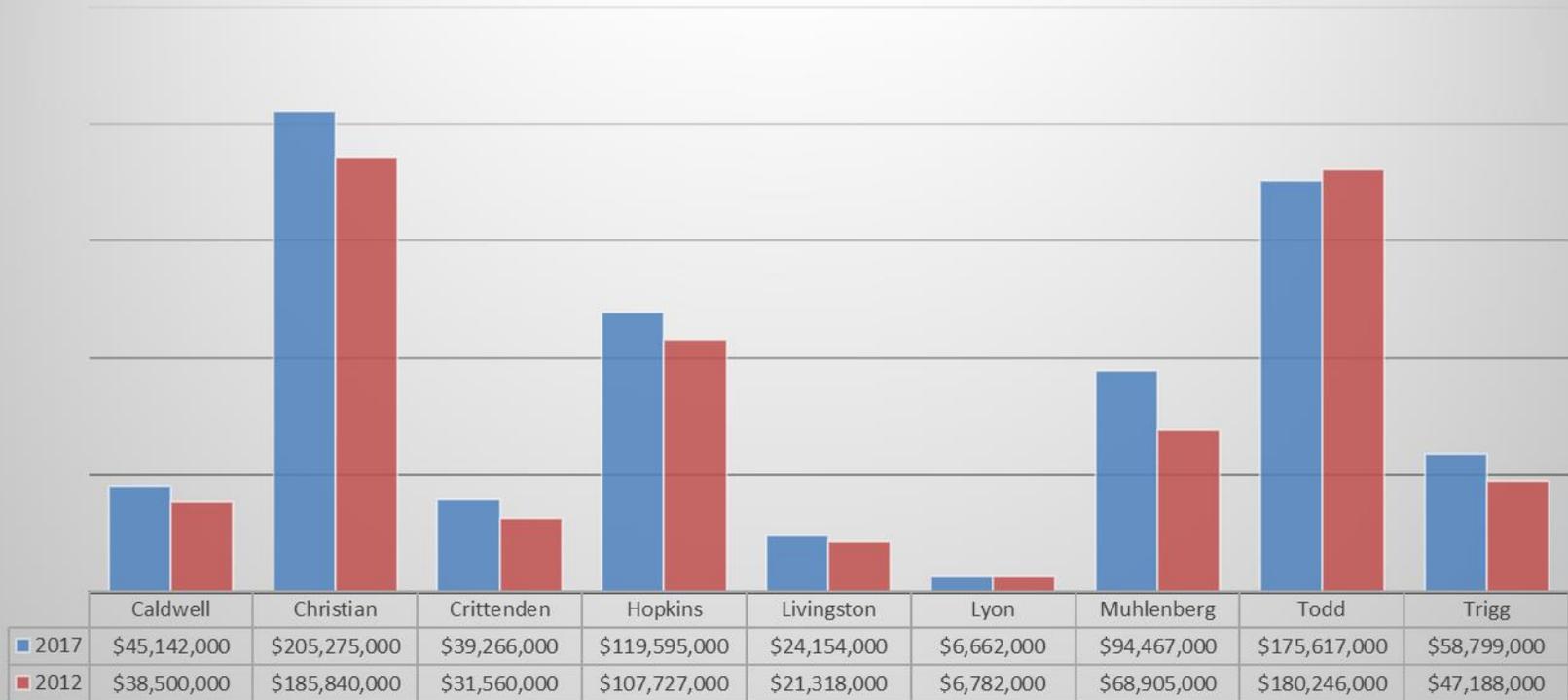
COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGIES

**Table 21
Pennyrile ADD - Value of Sales by Commodity Group (\$1,000) (2017)**

Commodity	Caldwell	Christian	Crittenden	Hopkins	Livingston	Lyon	Muhlenberg	Todd	Trigg
Grains, oilseeds, dry beans, and dry peas	\$36,182	\$128,067	\$25,383	\$36,373	\$14,437	\$3,523	\$21,406	\$64,384	\$32,028
Tobacco	\$3,040	\$31,069	-	\$789	-	\$1,200	\$5,220	\$13,109	\$9,927
Cotton and cottonseed	-	-	-	-	-	-	-	-	-
Vegetables, melons, potatoes, and sweet potatoes	(D)	\$2,575	\$292	\$67	\$9	(D)	\$14	\$2,194	\$787
Fruits, tree nuts, and berries	(D)	\$268	\$64	\$19	\$11	(D)	(D)	\$161	\$64
Nursery, greenhouse, floriculture, and sod	\$247	\$2,651	\$294	\$475	-	(D)	\$300	\$2,214	\$290
Cut Christmas trees and short rotation woody crops	-	-	-	-	-	-	-	-	-
Other crops and hay	\$677	\$1,914	\$1,387	\$1,261	\$948	\$538	\$1,670	\$892	\$781
Poultry and eggs	\$10	\$13,775	(D)	\$67,545	(D)	(D)	\$46,676	\$65,780	\$126
Cattle and calves	\$2,772	\$13,746	\$4,096	(D)	\$5,553	\$1,293	(D)	\$9,772	\$12,321
Milk and other dairy products from cows	(D)	\$10,154	\$23	-	-	-	(D)	\$9,522	\$2,045
Hogs and pigs	\$6	(D)	(D)	(D)	(D)	(D)	(D)	\$6,649	\$162
Sheep, goats, and their products	\$30	\$158	\$637	\$91	\$37	\$16	\$75	\$100	\$36
Horses, ponies, mules, burros, and donkeys	(D)	\$764	(D)	\$114	(D)	(D)	\$207	\$785	\$123
Aquaculture	-	(D)	-	\$84	-	-	-	(D)	-
Other animals and other animal products	\$2	\$57	\$18	\$4	\$16	-	\$11	(D)	\$110
Total Products	\$45,142	\$205,275	\$39,266	\$119,595	\$24,154	\$6,662	\$94,467	\$175,617	\$58,799

Table 22

Market Value of Agricultural Products Sold
PeADD 2012-2017



Source: USDA - Census of Agriculture (2017 Census)

Forestry and Primary Wood Industries

Kentucky has one of the most diverse hardwood species mix in the nation and ranks third nationally in hardwood production. The Kentucky Division of Forestry estimates that there are more than 3,500 forest industries in the state, and these industries employ more than 30,000 Kentuckians.

There are approximately 47 major companies in the Wood Industry in the Pennyriple Region employing over 500 people.

Table 23
Wood Industry in the Pennyriple Area 2013

<i>County</i>	<i>Number of Industries</i>	<i>Number of Employees</i>
Caldwell	5	20
Christian	8	74
Crittenden	2	11
Hopkins	5	61
Livingston	1	1
Lyon	1	7
Muhlenberg	8	135
Todd	9	162
Trigg	8	40

*Source: University of Kentucky - College of Agriculture
(Kentucky Forest Product Industry Directory)*

Tourism

The Pennyriple region is fortunate to have several tourism attractions from local festivals to the Land Between the Lakes (L.B.L.) National Recreation Area. The Kentucky Tourism Cabinet estimates that the 2018 total travel expenditures was \$409,640,000 in the Pennyriple counties.

Table 24
Travel Expenditures in Kentucky (in Millions)
2018 and 2019

Area	2018 Direct Expenditures	2018 Total Expenditures	2019 Direct Expenditures	2019 Total Expenditures
Kentucky	\$7,563.20	\$11,248.94	\$8,119.22	\$11,800.65
Caldwell	\$8.83	\$14.33	\$9.24	\$15.05
Christian	\$98.65	\$192.89	\$102.45	\$198.25
Crittenden	\$3.19	\$5.85	\$3.22	\$5.89
Hopkins	\$46.99	\$74.88	\$47.62	\$76.56
Livingston	\$14.39	\$20.05	\$15.14	\$20.90
Lyon	\$22.92	\$29.43	\$24.25	\$31.09
Muhlenberg	\$27.34	\$42.49	\$28.54	\$42.90
Todd	\$1.82	\$4.04	\$1.85	\$4.16
Trigg	\$18.97	\$25.68	\$20.26	\$27.10

Source: Kentucky Tourism – kentuckytourism.com/industry



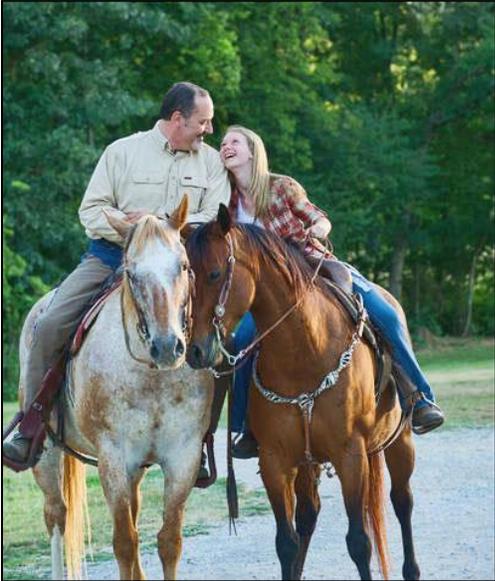
Trigg County Country Ham Festival

The Land Between the Lakes (LBL) is a 170,000-acre National Recreation Area located on a peninsula between Kentucky Lake and Lake Barkley. LBL is a vast area full of adventure for those who are looking to explore several hundreds of miles of country roads, shorelines and trails. L.B.L. provides boating, fishing, hiking, camping, horseback riding, and ATV trails, as well as many other attractions. There are 1.4 million visitors that come to L.B.L. annually.

The scope of the size of L.B.L. is better understood with the facts listed below:

171,280 Acre peninsula that is 1-9 mile wide and 40 miles long

- 300 Miles natural shoreline*
- 190 Acres wildlife refuges*
- 200 Wildlife watering holes*
- 261 Miles hiking trails*
- 106 Miles horse trails*
- 70 Miles mountain bike trails*
- 100 Miles off-road vehicle trails*
- 444 Miles scenic roads*
- 15 Designated camping areas with lake access*
- 1,427 Camp sites*
- 26 Boat ramps*
- 5 Environmental Education Facilities*
- 4 Gateway State Park Resorts*
- 2 States: Kentucky & Tennessee*





Ft Campbell Army Base

Ft. Campbell is home to the 101st Airborne Division, 5th Special Forces Group, 160th Special Operations Aviation Regiment (SOAR) and several other units. The Fort is located in southwestern Kentucky and straddles the Kentucky/Tennessee line. A portion of the base is in Trigg and Christian Counties in the Pennyrile region, and two (2) counties in Tennessee. The Fort has 64,000 acres of maneuver lands, 15,000 acres of cantonment, and 26,000 acres of impact areas.



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In 2014, Fort Campbell supported over 247,180 persons including 29,486 Soldiers, 53,116 family members, 3,746 civilian employees, 52 reservist, 65,757 military retirees, and 91,436 retiree family members. The total FY 2014 post payroll was \$3.5 Billion.

Fort Campbell serves as a projection platform and premier training and development center for Air Assault Operations in the United States Army. The post is the home of the army's most deployed contingency forces.



Environment**Climate**

The climate of the Pennyryle Area Development District region consists of warm summers and relatively mild winters. The average temperature for the area is around 60 degrees Fahrenheit, with that temperature fluctuating according to the seasons. The normal amount of precipitation averages about 48 inches per year. The mean snowfall is 11 inches, although that number has been decreasing over the past few years. It precipitates an average of 55 days per year in the Pennyryle area. The prevailing winds for the region are Southern winds. The Pennyryle has an average relative humidity level of: 79 percent at 12 midnight; 84 percent at 6am; 57 percent at 12 noon; and 61 percent at 6pm.

**Air Quality**

The Federal Clean Air Act of 1970, including amendments in 1990, has helped improve the quality of air in Kentucky. The Clean Air Act specifies controls for six pollutants: ozone, nitrogen oxide, carbon monoxide, sulfur dioxide, particulate, and lead. The Kentucky Division for Air Quality operates a network of 98 monitoring stations in 34 counties across Kentucky. The information gathered at these stations is used to track yearly average concentrations of air pollutants in Kentucky. From the data, trends can be recognized. There are numerous sources of air pollution in the Pennyryle Area Development District region. These sources include smokestacks, automobile exhaust, and area sources such as dust from roads. Pollution controls on industrial sources and automobiles have signaled a decline in the average air concentrations of pollutants. The quality of the air has improved since 1980; however, Christian County has obtained a non-attainment status for the 8-hour ozone levels required by the EPA. This non-attainment maintenance status could possibly affect future highway project and industrial growth in the county.

Historic Resources

The Pennyryle ADD region has many historic resources that are unique to the area. Six of the nine counties currently participate in Renaissance on Main, a state program that will allocate funds to restore historically meaningful parts of the counties. The Kentucky Dam Village State Resort Park is also located in this nine county region. Other

COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGIES

historic resources in this area include the John James Audubon State Park in Henderson and the Jefferson Davis Monument State Historic Site in Fairview. One of the most memorable events in United States' history took place in the PADD region, The Trail of Tears. The Trail of Tears Park, located in Hopkinsville, is another unique historic resource of the Pennyrile area.



Downtown Princeton, KY

Recreation and Greenspace

The PADD region has many parks and other forms of recreation for the general public. In most of the nine counties, a City/County Park can be found for recreational purposes. Another well-known recreational area in the Pennyrile region is The Land Between the Lakes (LBL). This is a popular site for camping, fishing, or just spending time outdoors. Other areas of interest include the following: the Pennyrile Forest State Resort Park, Lake Barkley State Resort Park, and Kenlake State Resort Park.

Inland Waterway System

The Pennyrile region is centered in the middle of the eastern US Inland Waterway System. Waterways provide enormous advantages as a mode of transport compared to rail and highway modes of transports. Barge transportation primarily ships bulk material at a fraction of the price of other shipping options. The Mississippi River alone carries 60% of U.S grain shipments, 22% of oil and gas shipments, and 20% of all coal shipments.



SECTION 3

S.W.O.T ANALYSIS

This chapter provides an outline of...

- Area Strengths
- Area Weakness
- Area Opportunities
- Area Threats

SWOT ANALYSIS

SWOT stands for strengths, weaknesses, opportunities, and threats. A SWOT Analysis is a method of assessing the current state of the region and identifying the potential that exists to take advantage of strengths and opportunities as well as mitigate weaknesses and threats.

The following is a brief overview of the Pennyriple region:

Strengths

- a. The region is centrally located to the Midwest, Southeast and Northeast portion of the United States, which provides an ability to quickly access most of the large US population centers east of the Rocky Mountains
- b. Centrally located in the hub of four (4) large rivers used for Barges to carry bulk material via the Inland Waterway System
- c. No shortage of water resources for manufacturing plants that need water as a major element of their production process
- d. Affordable and reliable electric resources for manufacturing plants that need electric as a major element of their production process
- e. Good access to major Interstates and rail systems
- f. Affordable cost of living

Weaknesses

- a. Relatively small knowledge industrial base
- b. Insufficient risk capital to fund new start-up businesses
- c. Regional businesses not taking advantage of global markets
- d. Need better Broadband internet access in rural areas

Opportunities

- a. Growing local entrepreneurs by developing business start-up support networks and programs
- b. Promote value-added business that uses local agricultural products to produce new products
- c. Expanding regional business into the global markets

Threats

- a. A full and extended deployment of Ft. Campbell soldiers during another war or conflict would have a major negative impact on several sectors of the regional economy from retail sales to housing
- b. Military downsizing and Base closings could possibly affect Ft. Campbell
- c. A national economic downturn would have ripple effects into this region as well as across the United States
- d. Additional State or Federal regulations that restrict the operation and viability of coal fire power plants, which would further reduce the employment in the Western Kentucky coal fields
- e. Climate change on local agricultural production over the next 50+ years

SECTION 4

STRATEGIC DIRECTION

This chapter provides an outline of...

- Vision Statement
- Economic Priorities
- Goals, Objectives and Tasks

STRATEGIC DIRECTION

Pennyrile ADD Vision Statement

Plan for a diverse economy that provides family supporting jobs in a positive environment for business creation.

State of Kentucky's Economic Priorities

The following outline is a list of the current priorities for the Commonwealth of Kentucky:

Goals for Kentucky

1. Building Careers and Opportunities

- 1.1. *Increase Kentucky's competitiveness*
- 1.2. *Enhance competitiveness of Kentucky's businesses*
- 1.3. *Develop a 21st Century infrastructure*
- 1.4. *Transportation systems that create economic opportunity*
- 1.5. *Responsible management of Kentucky's natural resources*
- 1.6. *Increase global presence*

2. A Healthier Kentucky

- 2.1. *Promote healthy lifestyles*
- 2.2. *Promote quality, affordable healthcare*
- 2.3. *Develop a 21st Century healthcare industry*

3. Educational Excellence

- 3.1. *Strengthen early foundation for success*
- 3.2. *Maximize student achievement and college readiness*
- 3.3. *Implement new strategies for high-quality teaching*
- 3.4. *Align the educational system to ensure lifelong success*
- 3.5. *Improve decision making through computer technology*
- 3.6. *Focus the mission of statewide universities*
- 3.7. *Provide stewardship from comprehensive universities*

4. Safe & Secure Communities

- 4.1. *Stem the proliferation of illegal drug use*
- 4.2. *Protect Kentucky's most vulnerable citizens*
- 4.3. *Reform corrections*
- 4.4. *Ensure safe homes and communities*

5. Responsible Governance

- 5.1. *Establish a professional, efficient & effective management structure*
- 5.2. *Foster a performance-oriented culture*
- 5.3. *Enhance government through information efficiency*
- 5.4. *Improve use of current resources*
- 5.5. *Assessment of governance as a whole*

Strategic Direction

This strategic plan will guide the economic development efforts for the Pennyrile Region over the next five (5) years. This plan presents a shared regional vision, a set of goals, and some specific objectives and actions to accelerate the region's economic success. Ultimately, success of the recommendations in the plan will be dependent of the level of commitment from the various communities.

Goals

The following six (6) goals to support the vision statement and form the framework for the strategic plan.

Goal 1

Economic Development, Marketing and Sustainability:

Grow the Pennyrile Regional economy through economic development activities (business retention, expansion, and recruitment) and marketing efforts that enhance a region's image as a place to do business that supports long term economic resiliency and sustainability of the region.

Goal 2

Entrepreneurship and Innovation:

Leverage the higher education institutions in western Kentucky, major corporations, medical complexes, and innovations assets to establish the region's support for a base for entrepreneurship and small business growth.

Goal 3

Talent and Workforce Development

Build on the collaboration among the Pennyrile Region's higher education and workforce development organizations to create a strong pipeline of talent to support the region's current and future employers.

Goal 4

Transportation and Infrastructure

Capitalize on the region's existing transportation assets and modes (interstates, railroads, port, airports) and make strategic investment in regional infrastructure (including broadband) that improves the region's economic competitiveness and resiliency.

Goal 5

Place-Making, Smart Growth and Community Resiliency

Embark on local regional initiatives to strengthen the quality of place in the communities in the region to create an attractive environment for existing and future residents.

Goal 6

New and Affordable Housing Programs, Development and Affordable Child Care

These goals are not prioritized. Each of these goals is integral to the sustainability and growth of the region.

Strategic Goals, Objectives and Tasks

The following strategic goals, and accompanying objectives and tasks, are derived from the data and strategic planning process that has been identified in this document. It is important to recognize that many of the following objectives and tasks, as they are incorporated into the Pennyrile ADD's annual CEDS, will require financial resources not currently available to PADD. The CEDS Committee recognizes that implementing the Strategic Goals will require PADD staff and its local economic development agency partners to aggressively pursue additional and extensive funding sources and assistance to accomplish those goals.

Goal 1:

Economic Development, Marketing and Sustainability:

Grow the Pennyrile Regional economy through economic development activities (business retention, expansion, and recruitment) and marketing efforts that enhance a region's image as a place to do business that supports long term economic resiliency and sustainability of the region.

Objectives and Tasks

Objective 1 Increase the level of funding for economic development activities across the nine (9) county Region.

- (a) Explore ways to establish a pool of grant funds that economic development organizations within the region could apply for to advance economic development initiatives. This would not be a redistribution of existing funding for economic development organizations and programs in the region; instead, it would be aimed at increasing the overall resources for economic development initiatives in the nine (9) county region.
- (b) Catalog existing efforts that are not adequately funded, as well as new initiatives that should be funded.
- (c) Launch a formal fundraising campaign to build this pool of resources from the public sector, private sector, and foundations. Consider hiring a fundraising consultant to execute the campaign.

Objective 2 Market and promote the 9-county region as a great place to do business on the national stage

COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGIES

- (a) Expand existing marketing and business promotion efforts taking place in individual counties within the region to include references of the nine (9) county region as a whole including access to the intercostal waterways.
- (b) Identify and develop relationships with key decision makers (business executives, site consultants, and commercial real estate brokers) to promote the region as a place for business recruitment/expansion.
- (c) Market to the identified industry cluster audiences by utilizing specific media channels that serve those industries at national and international conferences and by directly contacting decision makers and thought leaders in those industries.
- (d) PADD should continue to work closely with the local economic development agencies within the region and state-level economic development officials to pursue new economic development opportunities for the region.

Objective 3 Enhance the regional economy through promotion of the natural and cultural resources for industry and tourism.

- (a) Work with the Visitors and Convention Bureaus, MDNR, MEDC and regional/local partners to establish unique natural or cultural resource brands for the region and establish the region as a four seasons travel experience.
- (b) Increase the opportunities for both visitors and residents to experience the natural and cultural resources within the region through diverse, adaptable and accessible outdoor recreation activities.
- (c) Support sustainable fisheries and wildlife-based industries that promote the region's world-class fishing and wildlife opportunities and provide sustained economic growth to the regional economy.

Objective 4 Engage a broad cross-section of organizations in the region's economic development & marketing efforts. Every organization in the region, whether non-profit, public, or private should be aware of the overall economic development strategies in the region and consider how they might contribute to their community's economic success.

- (a) Set up regular meetings between the region's economic development organizations, Small Business Development Centers and other groups to enhance shared awareness of economic development activities and to get on the same page with regional

marketing efforts. In addition to the region's economic development organizations, other groups that should be engaged include utility providers, railroad companies, community foundations, chambers of commerce and convention & visitors bureaus.

- (b) Encourage as much collaboration across the region as possible between organizations that have similar missions, including mergers or joint meetings, if appropriate.

Objective 5 **Expand international relationships & foreign investment in the region by establishing a formal effort to target and develop international business opportunities.**

- (a) Utilize the strength of the region's higher education institutions and workforce training efforts as a resource to build international relationships. Utilize and expand international programs and campuses that serve international students, as with Murray State University and Western Kentucky University
- (c) Leverage the existing concentration of international students at regional higher education institutions. Evaluate where students are coming from and establish a relationship with those regions. Build a database of international alumni and communicate with them regularly so they stay connected to the region after they return to their home country. Utilize international students as interns to assist in the development of these efforts.
- (d) Market and promote the services of the region's workforce training expertise in specific industry clusters to educational institutions in other countries
- (e) Assist large corporations in the region with the creation of a welcome program for international employees. This program could include receptions and networking opportunities for international employees, community information and marketing material in foreign languages, and other transitional resources and support.
- (f) Target businesses that have an international supply chain that utilize the I-69 corridor with Mexico or Canada to market the regions as a key national distribution location along Interstate 69.

Goal 2

Entrepreneurship and Innovation:

Leverage the higher education institutions in western Kentucky, major corporations, medical complexes, and innovation assets to establish the region’s support for a base for entrepreneurship and small business growth.

Objectives and Tasks

Objective 1 Create a regional entrepreneurship and start-up eco-system map indicating the various programs, initiatives, and assets that are in place to drive forward new business activity.

- (a) Create an online map to help entrepreneurs, start-ups and investors to navigate the region's existing entrepreneurship and innovation resources and network.
- (b) The eco-system map can serve as a tool to improve awareness of the region to outsiders sending the message that the PADD Region is a great place to launch a new enterprise or invest in a new venture.
- (c) The map can also be used to educate the local community about the spirit of entrepreneurship that exists and the start-up activity that is taking place. Because so many people within the region are unaware of existing entrepreneurship and innovation assets, the map can serve as a promotion piece to get the community thinking of itself as a hotbed for entrepreneurs.
- (d) Develop office and warehouse space for local startup entrepreneurs in each county.

Objective 2 Improve access to start-up capital for local entrepreneurs by fully utilizing existing investment sources within the region and developing stronger ties to angel and venture capital investors inside and outside the region

- (a) Identify regional and national venture capital and angel investors to help finance potential start-ups. Partner with local businesses (law firms, accounting firms, and other professional service businesses) to sponsor and fund startups with a small equity stake in the company in lieu of conventional payment or as a pro bono service to the community.

- (b) Work with the regional small business development centers to assist local entrepreneurs with tapping into federal funding sources by identifying Small Business Innovation Research (SBIR) grants and the Small Business Technology Transfer program (STIR), and other programs available to entrepreneurs.
- (c) Leverage the alumni networks at Murray, WKU, UK and U of L, as well as other colleges and universities to communicate with successful alumni who are entrepreneurs, looking to invest in, or return to the region.

Goal 3

Talent and Workforce Development

Build on the collaboration among the Pennyriple Region's higher education and workforce development organizations to create a strong pipeline of talent to support the region's current and future employers.

Objectives and Tasks

Objective 1 **Improve the workforce readiness of the region's K-12 students and adult population by better marketing the number of internships, apprenticeships, work co-op programs, and other initiatives.**

- (a) Provide better public outreach and information on the number of existing internships and work co-op programs for high school and college students to expose the region's young talent to employment opportunities in the region's businesses, government entities, and non-profit organizations.
- (b) Develop short-term and long-term training programs, early middle college and dual enrollment programs, apprenticeships, and work co-op programs for adult students, ensuring that these programs are designed to lead to employment opportunities.

Objective 2 **Conduct a talent analysis to quantify and document the region's labor talent so that economic developers may more successfully market the region and attract businesses and employers.**

- (a) Profile the current and potential labor force of the region by analyzing various resources and databases.
- (b) Profile the college graduates and certification program graduates of the region.

Objective 3 Encourage collaboration among the region's civic leadership programs to bring the region's young leaders together to discuss regional issues and challenges.

- (a) Tap into the Leadership Hopkinsville Program and the other similar Leadership programs in the other counties in the PADD region to coordinate issues, challenges and economic development programs.

Objective 4 Find ways to align veterans with regional employers.

- (a) Utilize the region's veterans as a pool of talent for employers, capitalizing on the tendency of veterans to prefer working alongside other veterans.
- (b) Work with Fort Campbell to tap the pool of military personal leaving service and wanting to remain in the area and transfer into the civilian workforce.
- (c) Identify Veteran Administration (VA) programs to help retrain and integrate veterans back into the workforce.

Goal 4
Transportation and Infrastructure

Capitalize on the region's existing transportation assets and modes (interstates, railroads, port, airports) and make strategic investment in regional infrastructure (including broadband) that improves the region's economic competitiveness and resiliency.

Objectives and Tasks

Objective 1 Continue to expand and improve broadband internet access throughout the region, especially in rural areas.

- (a) Focus on expanding broadband service in areas where it is not currently available (mostly in the region's rural areas).
- (b) Assist in mapping of tall structures to facilitate interest by broadband suppliers.
- (c) Support regional initiatives through educational workshops, convening of stakeholders and partnering with Connect Kentucky

to expand broadband infrastructure into the rural areas of the region through the Connect America Fund program.

Objective 2 Support efforts to maintain and improve the region's highways and local roadways.

- (a) Continue working with the region's Rural Transportation Committee (RTC), local governments, and district transportation planners to prioritize road improvements where they are needed most to improve the safety and connectivity of the region's roadway infrastructure for growth of existing businesses and the attraction of new companies
- (b) Work with the Kentucky Transportation Cabinet (KYTC), local Street Department supervisors and local engineers to modernize road and highway planning and infrastructure to effectively accommodate storm water runoff and infiltration needs, thereby reducing the costs and impacts of flooding.

Objective 3 Provide more comprehensive and more efficient transit services to support the region's workforce, employers, educational providers, veterans, older adults, people with disabilities and people with lower incomes.

- (a) Work with the region's higher education institutions, adult education providers, major employers, and other key constituents to identify ways to expand transit options to better serve the region's workforce. This may include extending public transportation into evening hours in some cases when it is deemed cost effective.
- (b) Work toward expansion and coordination of public transportation to serve key regional colleges (Murray State University, Western Kentucky University). Explore the possibility of PACS developing a shuttle service for all nine (9) counties to one of the major regional universities. This would involve one morning shuttle and one evening shuttle.
- (c) Work with regional stakeholders to identify regional gaps in mobility, particularly for veterans, older adults, people with disabilities and people with lower incomes.

Objective 4 Leverage and make strategic investments in the region's existing rail infrastructure to support the growth of key industries, particularly the agriculture sector.

- (a) Request a study be funded by KYTC to analyze all proposed rail related opportunities in the Pennyriple Region and prioritize rail-related investments based on the recommendations and input from local economic development staff in the region

Goal 5

Place-Making, Smart Growth and Community Resiliency

Embark on local regional initiatives to strengthen the quality of place in the communities in the region to create an attractive environment for existing and future residents.

Embark on local and regional initiatives to strengthen the quality of place in each of PADD's urban communities and reduce the vulnerabilities (economic, environmental and natural threats) to create an attractive environment for existing and future residents. Today's generation of young adults, much more than previous generations, favors urban living and everything that comes with it (riding transit, walking, biking, patronizing locally owned shops and restaurants instead of national chains, etc.). Providing an attractive environment which appeals to young professionals is critical for economic development because the number one issue for companies (and by extension, for communities) is access to qualified workers. And this is not limited to large cities. A growing amount of small cities and towns offer walkable neighborhoods and downtown districts that attract young people. Ultimately, the communities that can attract and retain skilled workers (whether they are large cities or small towns) have a major competitive advantage in today's economy.

The Region has struggled to retain and attract talented workers, especially young professionals, in recent decades. This struggle is not unique to the region—in fact, it's a national issue. However, the problem is often more challenging in small and mid-size metro areas that have fewer amenities than large metro areas. Nonetheless, the region is well positioned to emerge as a leading destination for talent. The region has a variety of attractive downtown districts in some of the region's smallest communities and largest cities, many of which are experiencing an uptick in investment and development from both public and private sectors. The region also has an abundance of natural and cultural resources to enable the population a multitude of outdoor recreational opportunities. And the region has many companies (large and small) that are committed to enhancing their communities as a way to retain and attract skilled workers.

A continuing struggle within the Region, and the State, is the result of the decade-long economic decline and the Great Recession that hit our communities like a hazardous storm. Those who were hit hardest are the households that are working, often at more than one job, and still struggling to survive. Economic vitality and resiliency strategies must take into account initiatives that assist this large component of our households in the region to shift from a survival mode to a sustainability mode.

Objectives and Tasks

Objective 1 **Expand and promote the region's recreation and entertainment opportunities as a way to retain and attract talent within the region.**

- (a) Explore ways to expand the region's recreational infrastructure (hike & bike trails, parks, ball fields, etc.) to expand the outdoor recreational opportunities for the residents. Identify potential funding sources for this.
- (b) Launch a regional entertainment promotional effort in partnership with the Lake Barkley Tourist Commission, local tourist boards and other local organizations to support the growth of existing festivals/events and to pursue additional events to attract visitors to the area.
- (c) Create a regional web site on regional entertainment that sends out emails once a week to everyone who signs up for the service. This will give everyone in the region advance notices of all events in the region.

Objective 2 **Establish place-making and good urban planning as a priority.**

- (a) All local communities need updated Comprehensive Plans, which are developed with a vision for each community that makes a noticeable impact on the look, feel and aesthetics of the community.
- (b) Coordinated and connecting bike and walking multi-use trails and sidewalks need to be a part of the Plan.
- (c) Planning Commission members need to be training on how to implement and develop planning studies.
- (d) Recreational opportunities and parks need to be a major elements of all local Comprehensive Plans.
- (e) Local Planning Commission members, Chamber leadership, economic develop agencies and local elected officials need to attend workshops where other communities had successful downtown revitalization efforts.
- (f) All local communities with blighted homes and other structures need to have funds in place in each year's budget to combat severely dilapidated structures.

- (g) Identify neighborhoods in need of revitalization and encourage collaboration with public private partnerships that target redevelopment programs in these neighborhoods.

Goal 6

Create Affordable Housing Programs, Provide Incentives for New Housing Developments and Affordable Child Care

Build on the existing affordable housing and childcare programs within the region and create incentives and partnerships with private developers to build new housing and affordable childcare opportunities in the region.

Objectives and Tasks

Objective 1 Make sure new and existing affordable housing programs in the region are well communicated to the general public.

- (a) Use various local and regional media sources, which includes social media and web site sources, to advertise new and existing affordable housing programs to the public. Have *First Time Homeowners* and affordable housing workshops in each county that also provide follow-up individuals counseling on affordable housing programs, as well as provide credit and other types of financial counseling.
- (b) Work with local real estate associations, banks, mortgage loan providers and local housing agencies on what programs are available and get input and recommendation on proposed new programs.

Objective 2 Establish an Ad-hoc Committee in each county to explore options for recruiting developers that specialize in constructing either new homes or new residential subdivisions.

- (a) Find out from the developers view point, what, if any, incentives could entice them to do a residential development in one of the PADD counties. Explore possibilities for public private partnerships. Have a few incentive concepts developed before these meetings to present to developers.

Objective 3 **Develop incentives and programs to help open new affordable childcare facilities, as well as programs to offset the cost of childcare for low-to-moderate income families.**

SECTION 5

ACTION PLAN IMPLEMENTATION

This chapter provides an outline of...

- Tenets of Economic Development
- Workforce Development
- KADIS
- Technology

ACTION PLAN IMPLEMENTATION

Tenets of Economic Development for the Pennyrile Region

The recent recession and continued job losses means that the U.S. economy is in a state of flux. When the economy emerges on its new trajectory, economic development will forever be changed. Traditional staples will shift, and new paradigms will rule the game:

1. **Traditional manufacturing will no longer sustain economies in the U.S.** *Manufacturing is not keeping pace and cannot be relied upon to serve as a region's largest job engine. Competition for new manufacturing jobs will be fierce and expensive (in terms of incentives). Economic developers must think differently about how they target this sector and must focus attention on retaining and helping their current manufacturing employers.*
2. **Smaller scale, highly targeted projects are the name of the game.** *Economic developers should focus attention on smaller, independently owned companies. As individual businesses, they may not be large job creators, but they are nimble and will attract additional investment into their communities.*
3. **Assist existing businesses with growth.** *Business retention activities should encompass much more than the traditional annual visit and a survey about their needs. Companies today need hands-on assistance. Economic developers should help connect local enterprises to suppliers and customers. Match them with affordable space to expand into rather than expecting them to build from scratch (communities are at high risk of losing companies if their only option is greenfield construction). Ensure that they have access to the same level of incentives as recruitment prospects do.*
4. **Build structural support for entrepreneurship.** *Business recruitment and local company expansion are two of three legs of a balanced economic development program. Entrepreneurship should be given equal attention. Communities that invest in support for local startups will be markedly more successful than communities that do not.*
5. **Keep wealth at home by providing primary employers a full spectrum of local professional services.** *Communities with an incomplete portfolio of professional service firms (e.g., accounting, marketing, legal, architecture, and engineering) lose millions of dollars each year that could be captured and circulating in the local economy. For these communities, growing professional service firms should be a focus of entrepreneurship initiatives.*

6. **Stay true to your roots.** Consider the traditional roots of a community's economy and identify innovative ways to help those businesses transition into the next generation. Innate strengths can serve as a theme behind a region's brand identity and platform for future target industries.
7. **Aim high and think differently.** Rocky economic conditions give communities an opportunity to reevaluate their economic development approaches and set new long-term goals. The sense of uncertainty often brings together entities that may not otherwise work together into a collaborative problem-solving mindset. It is an ideal time for "community ventures," a concept that this Strategy encourages for the Pennyrile region. For example, what will be the next great community venture to follow the successful Commonwealth Agri-Energy Ethanol Plant? The region should feel confident that it can do it again. Go for it!

Workforce Development

The West Kentucky Workforce Board (WKWB) serves the seventeen (17) western most counties of Kentucky through the implementation of the Workforce Innovation and Opportunity Act (WIOA) under the U.S. Department of Labor. The Board is composed of a majority of private sector/business representatives. The law envisions a strong role for local business-led boards under WIOA focusing on strategic planning, policy development and oversight of the local workforce investment system. By identifying local area workforce issues and concerns the WKWB brings together the necessary assets to facilitate solutions that foster prosperity for the region. All activities are performed in coordination with the chief elected officials – County Judge Executives and the Mayors of cities within the Western Kentucky Workforce Development Area.

Activities of the board include gathering and disseminating information about the area's labor market and businesses' employment needs; building a strong area-wide workforce development system; creating a local plan; convening brokering and leveraging resources of local stakeholders including businesses, training institutions, economic development and other community organizations to develop solutions to workforce development challenges; support and development of career pathways to high demand sectors; coordination with education and training providers, including adult education and literacy activities to ensure alignment with the local plan; and oversight of the local area's One-Stop Delivery System including procurement of operators, services, accessibility, performance negotiation and program oversight.

In addition to the business majority, the remaining membership of the WKWB is composed of labor organizations, adult education providers, educational entities, community organizations, economic development representatives, partner agencies, community and regional service agencies and training institutions. The Kentucky Education and Workforce Development and Labor Cabinet agencies, which are recognized as "Partners" under the One-Stop Career Center concept (America's Job Center Network) collaborate with regional groups to provide services under the WKWB's guidance to serve the needs of customers and meet the needs of the workforce. Services are provided both to businesses and individuals, including adults,

COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGIES

dislocated workers and youth. Services assist the individual in attaining skills to be competitive in the workforce while creating a pipeline of talent for business.

Over \$5 million is invested each year in supporting high demand sectors, training and retraining workers for available jobs and business expansion, as well as retention of a well-trained workforce in the region. Through On-the-Job Training (OJT) opportunities, businesses may be reimbursed up to 50% of the employee's salary during training, with Workforce funding offsetting the extraordinary costs associated with production time and quality during the training period. This program provides a significant incentive for employers to hire individuals who are unemployed, who are working in low-paying jobs, or who are working in low-skilled jobs. An average of twenty (20) businesses in the Pennyrile region participate in OJT programs with over 100 employees training and gaining full-time employment annually.

Additionally, the WKWB supports business and offers business services through its One-Stop Career Center system. Service centers located in Hopkinsville, Paducah, Madisonville and Central City provide customized services to meet specific needs of business, regional sectors and area employers. These business services may include pre-screening services, assessments, referrals, job fairs, hiring events, retention services, soft skills training, apprenticeship support, on-the-job training and/or customized training. Special events are sponsored throughout the year to disseminate information to local employers about services available within the community.

Regional initiatives combining workforce and economic development strategies include:

- a. Assistance with local communities to develop partnerships, improve and support regional workforce initiatives, complete applications and attainment of Work Ready Community status through state and national initiatives as well as support for WRSI.
- b. Dislocation Support- In addition to support for the workers through Rapid Response, the WKWB offers Resource Roundtables for community solutions around major dislocations. The last few years, as Coal Economy Dislocations and WARN Notices from Coal Companies continued to rise, the WKWB met with economic development, local leadership, coal companies and community partners to look at workforce solutions and employment sectors for retraining and employment opportunities. An Initiative was started to address the impacts of coal and power industry reductions in Hopkins and Muhlenberg Counties and mitigate the impact of future reductions through emphasizing economic diversification in the region, through alignment and leveraging of EDA and DOL funding.
- c. Leveraging regional resources and providing support and programs to build and support small business and grow entrepreneurship in the region
- d. Partnership with Ft. Campbell to assist in training and retraining transitioning military that allows workers to develop skills required to succeed in high growth/high demand industries;
- e. Facilitation of continuing funding opportunities for regional economic growth and strategic planning by aligning sectors with the West Kentucky Future and other regional studies and strategies as it relates to workforce development support, sector growth and providing solutions to workforce issues throughout the region



One of most recent communities to attain or improve their Work Ready Community Status

The WKWB, headquartered in Hopkinsville, is assisted through the staffs of the Pennyriple Area Development District, Hopkinsville and the Purchase Area Development District, Mayfield. The Kentucky Education and Workforce Development Cabinet, Department of Workforce Investment administers and distributes the Department of Labor funds for Workforce Innovation and Opportunity Act programs to the local areas and assists with employment and training opportunities, technical assistance and monitoring of those funds within the Commonwealth of Kentucky.

Kentucky Agricultural Development Information Systems (KADIS)

The KADIS is a partnership between the Kentucky Department of Agriculture, the Governor's Office of Agriculture Policy, the US Economic Development Administration and the Kentucky Area Development Districts in an effort to link together all organizations, institutions, agencies, and individuals seeking to promote and develop the agricultural sector of the Kentucky economy. The ADD's work with each county in their respective region to gather data sets that will collectively produce an all-inclusive spatial/non-spatial Geographic Information System of all agricultural resources and assets throughout the Commonwealth of Kentucky. This web-based GIS driven system will create an emphasis on linkages and integration towards future planning and projects that affect the agriculture economy.

Some of the datasets included in KADIS include:

- a. Sites/buildings suitable for agricultural businesses and industry
- b. Soils data
- c. Existing ag businesses and facilities
- d. Disaster prone facilities, crop loss data, etc.
- e. Agricultural friendly land use regulations
- f. Kentucky Proud facilities, farmers markets, organic products, etc.
- g. Bio-energy resources/produce and local food resources
- h. Distribution/aggregation facilities

COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGIES

- i. Livestock resources
- j. Land uses including prime farmland, environmentally sensitive and protected areas, etc.
- k. Workforce development/technical training resources and programs
- l. Crop production information
- m. Transportation resources (rail, ports, etc.)
- n. Linkages to other resources such as water, sewer, etc.

Technology

Regional Innovation for Startups and Entrepreneurs (RISE)

Murray State University has established a regional *Western Kentucky RISE* hub to serve, attract and cultivate more entrepreneurs. This West Kentucky RISE program has partnered with the Technology Council of West Kentucky and other area entrepreneurship services providers to support early stage business development through capitalization, mentorship, navigating state and local regulations, as well as advice on scaling operations and other resources for high-growth potential businesses.

Innovation & Commercialization Center (ICC)

The Innovation & Commercialization Center (ICC) is part of a statewide network of offices dedicated to the development of startup Kentucky technology and high growth companies. The ICC utilizes a strict commercialization model to prepare startup companies for successful private equity and venture funding to ensure the development of a technology cluster in the region. The ICC is fully operational and serves thirty-four clients across the region who seek aggressive growth and the addition of dozens of technology jobs in the Western Kentucky region. The ICC is the home for several knowledge-based economic development programs. They include the Western Region Center for Emerging Technology (WRCET), a non-profit organization and the Technology Business Incubator (TBI).

The Technology Business Incubator (TBI) is a program designed to deliver services which accelerate the growth and development of technology business tenants in the RBIC building. The first resident client was placed in the RBIC building on May 1st, 2006. The tenant is a web-based software company in the streaming video management market.

Some of the advantages provided by TBI to business tenants are:

Services

- Access to University faculty / student expertise
- Assistance with identifying student employment opportunities
- Complete methodology (rigorous protocol) for commercialization
- Business plan guidance
- Financial Plan Consulting
- Access to Marketing Specialists
- Business Valuation (for angel and venture capital finance rounds)
- Introduction to private equity network (statewide)
- Access to other venture and startup consultants statewide

- Access to independent business technology consultants (on-site)

Facilities

- Office space with employee and visitor parking and campus security
- Premium commercial-grade High speed Internet access
- Video cable access
- Digital (VOIP) telephone system
- A staffed receptionist for phone and visitors management
- Conference room with networking and video equipment
- Mail room for incoming and outgoing (USPS, UPS, FedEx, DHL)
- Access to copy machine and fax machine.

Kentucky Opportunity Zones

Opportunity Zones target distressed areas where investors can receive significant federal tax breaks and deferrals for investing in a variety of economic development projects. Kentucky has 144 designated Opportunity Zone across the State, and there are five (5) in the Pennyriple ADD. These Opportunity Zoning are effective for 10 years and are intended to assist both existing businesses and new businesses.

SECTION 6

STRATEGIC PROJECTS

This chapter provides an outline of...

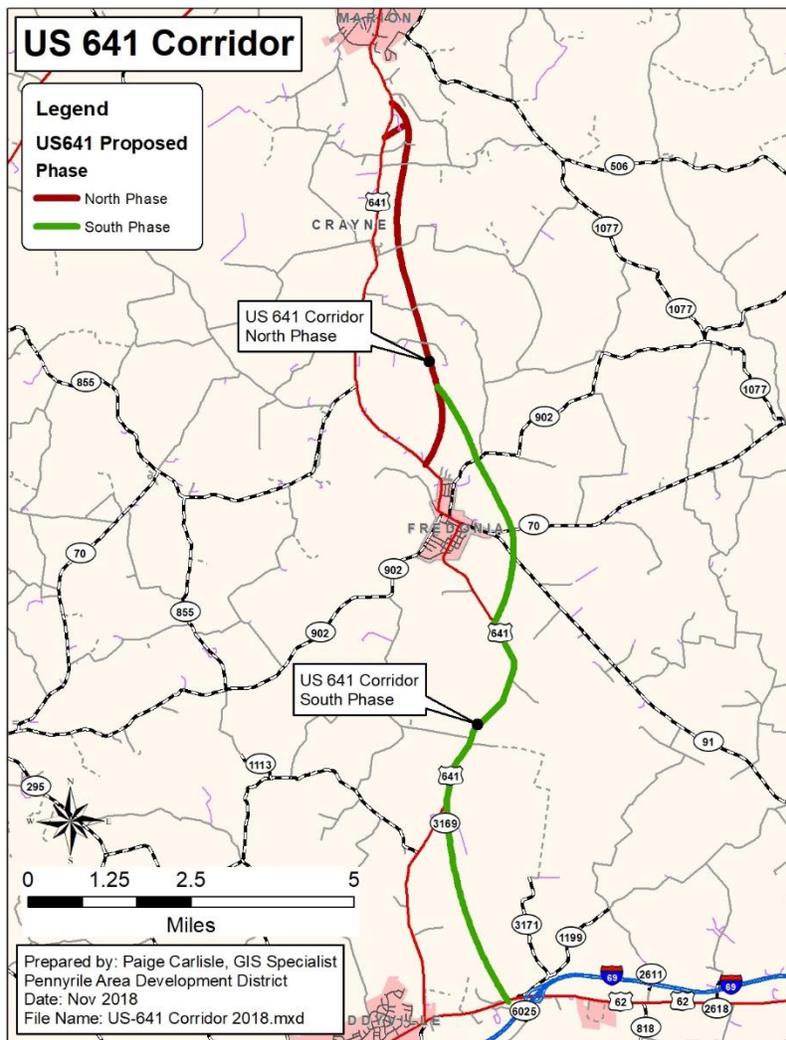
- Transportation
- Project List

STRATEGIC PROJECTS

Transportation

Complete the New US 641 route to Crittenden County

The proposed new/relocated US 641 highway, when completed, will provide Crittenden County with a direct link to I-69. The road will attract new investment into the City of Marion. This route is being developed in two (2) sections. The northern section of the new US 641 route has been completed but the southern section has not begun. The southern section of US 641 starts on US 62 just off the US 62/I-69 intersection and ties into the northern section just east of The City of Fredonia. The total project, including both sections, is estimated to cost \$109 million.



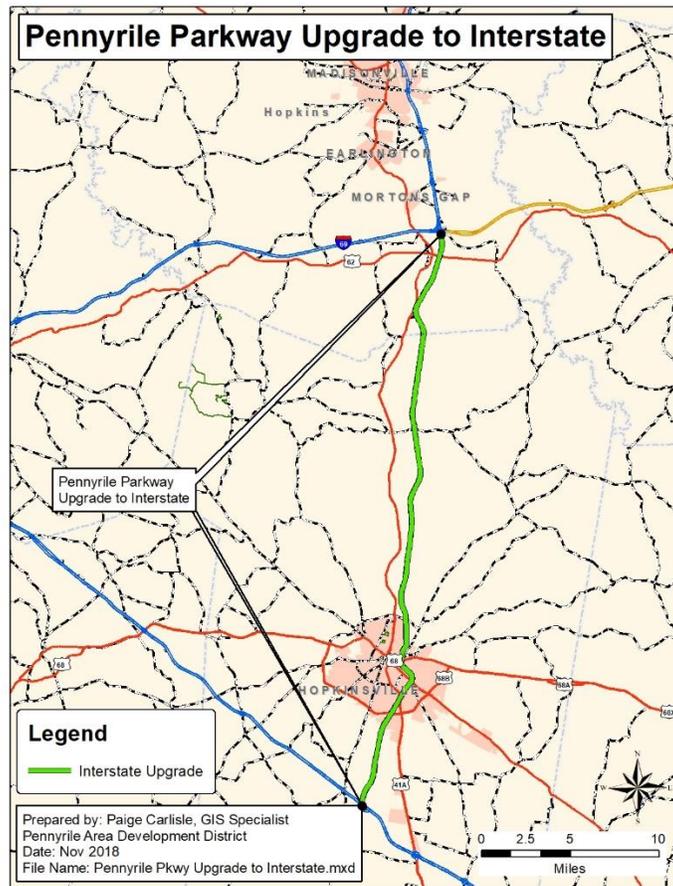
I-69 in Kentucky

There are two (2) remaining sections of the proposed I-69 corridor that still need funding. The section of the Julian Carroll Parkway that needs upgrading with spot improvements from just south of Mayfield, Kentucky to the Tennessee State line, and the Henderson Kentucky Bypass that includes a new bridge over the Ohio River. The proposed new I-69 Ohio River Bridge is not funded and with a cost of slightly over \$1 billion is the most challenging element to construct from a funding perspective.



The Upgrading of the Edward T. Breathitt “Pennyrile” Parkway to an Interstate from I-24 to I-69/WK Interchange.

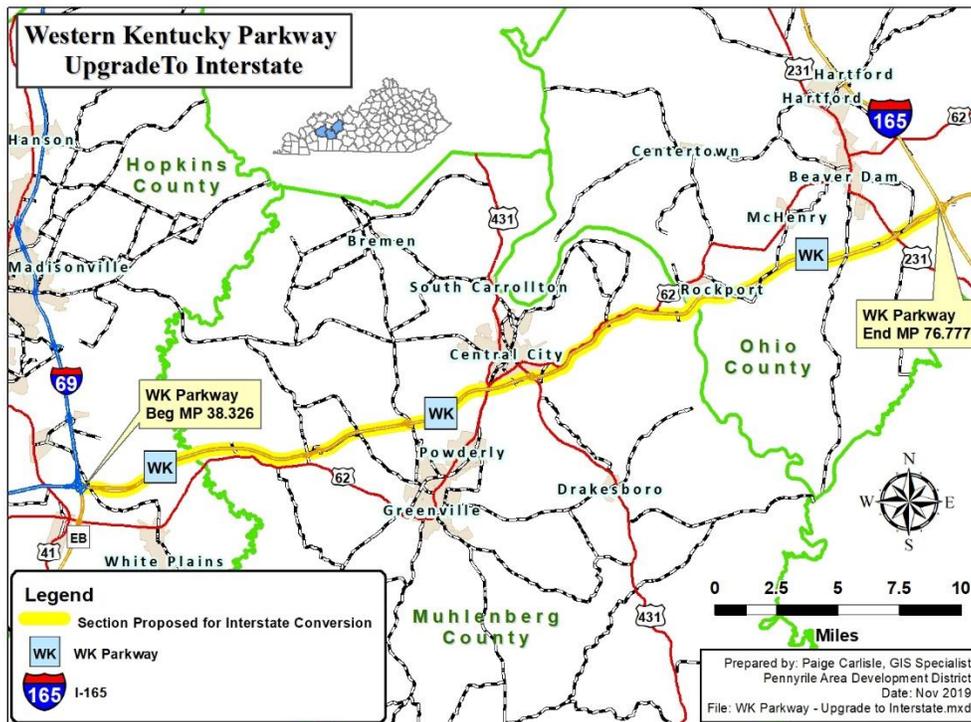
The Kentucky Transportation Cabinet (KYTC) initiated an interstate deficiencies study to identify and evaluate potential improvement options to upgrade the Edward T. Breathitt (formally the Pennyrile) Parkway to interstate standards for inclusion into the interstate system. This section of the Breathitt Parkway goes from I-24 in Christian County approximately 34 miles north to the intersection of I-69/Western Kentucky Parkway in Hopkins County. The Edward T. Breathitt Parkway (hereafter referred to as ETB Parkway), a fully controlled access facility. The proposed upgrades would provide interstate connectivity from I-69 in the north to I-24 in the south. A key part of the process to upgrade this route to interstate standards is an agreement must be reached between Commonwealth of Kentucky and the Federal Highway Administration (FHWA) concerning what improvements must be completed to a few sections of the Parkway system which does not meet interstate standards. This agreement must be reached before the Parkway can be upgraded and “shielded” as an interstate.



Twenty-seven miles of the ETB Parkway was constructed as a 70-miles-per-hour (MPH) rural, rolling terrain facility in the 1960s. The remaining southern seven (7) miles of the ETB Pennyrile Parkway from I-24 north into Hopkinsville was constructed in 2011 as a rural arterial. The Pennyrile Parkway needs additional safety improvement. These safety issues involve vertical and lateral bridge clearances, shoulder widths, interchange spacings, and other improvements. Currently, there are no commitments from KYTC to fund the needed safety improvements. Also, the Federal Highway Administration (FHWA) has not made any commitments to KYTC as to exactly which safety improvements must be fixed and which could obtain a waiver.

The Upgrading of the Western Kentucky Parkway to an Interstate from the I-69/WK Interchange in Hopkins County to the I-165 Interchange in Ohio County.

The Kentucky Transportation Cabinet (KYTC) initiated an interstate deficiencies study to identify and evaluate potential improvement options to upgrade the Western Kentucky Parkway to interstate standards for inclusion into the national interstate system. This section of the Breathitt Parkway goes from I-69 in Hopkins County approximately 38 miles east to the intersection of I-169 in Ohio County. The Western Kentucky Parkway is a fully controlled access facility, and the proposed upgrade would provide interstate connectivity to I-69 in the west to I-169 in the east. A key part of the process to upgrade this route to interstate standards is that an agreement must be reached between Commonwealth of Kentucky and the Federal Highway Administration (FHWA) concerning what improvements must be completed to key sections of the Parkway system which does not meet interstate standards before Parkways can be upgraded and “shielded” as an interstate.



**Other Strategic Projects in the
Pennyrile Area Development District**

Caldwell

Princeton/Caldwell County water and sewer improvements
Infrastructure improvements for business, industry and housing development
Enhance broadband availability in rural areas
Entrepreneurial infrastructure development
Outdoor/Recreational infrastructure development

Christian

Utility Improvements to Commerce Park II.
Road Infrastructure improvements to and in existing industrial parks
Hopkinsville Water Treatment Plant upgrade
Enhance broadband availability in Christian County through construction of fiber optic infrastructure
Infrastructure improvements for business, industry and housing development
Entrepreneurial infrastructure development
Outdoor/Recreational infrastructure development
Infrastructure improvements to support development in southern Christian County
Constructing the Christian County Industrial Connector and KY 115 widening project.

Crittenden

Infrastructure improvements to Industrial Park North
Infrastructure improvements for business, industry and housing development
Enhance broadband availability in rural areas
Entrepreneurial infrastructure development
Outdoor/Recreational infrastructure development

Hopkins

Infrastructure Improvements to new Hopkins County North Industrial Park Property along Pennyrile Parkway
Infrastructure development to serve as north/south connector road between Center St. and Island Ford Road on the west side of Pennyrile Parkway in Madisonville
Flood mitigation at Commercial Development (Martin Mall) in Madisonville
Rail Spur development for Madisonville Industrial Park
Entrepreneurial Infrastructure Development
Sewer infrastructure improvements between Madisonville and Hanson
Development of Regional Sports Complex
Infrastructure improvements for business, industry and housing development
Enhance broadband availability in rural areas
Outdoor/Recreational infrastructure development

Livingston

Infrastructure improvements to Industrial property along I-24
Development of River industry
Infrastructure improvements for the City of Smithland

COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGIES

Infrastructure improvements for business, industry and housing development
Enhance broadband availability in rural areas
Entrepreneurial infrastructure development
Outdoor/Recreational infrastructure development

Lyon

Eddyville Riverport Rail Spur and other infrastructure improvements
Develop a Riverport Mater Plan.
Eddyville/Kuttawa/Lyon County Water and Sewer Improvements
Infrastructure Improvements to support Fishing/Tourism related Industry
Infrastructure improvements for business, industry and housing development
Enhance broadband availability in rural areas
Entrepreneurial infrastructure development
Outdoor/Recreational infrastructure development

Muhlenberg

Infrastructure improvements for Industrial Parks
Greenville/Central City/Drakesboro Sewer Improvements
Develop Riverports along the Green River
Construct Rail Spur for Associated Pallet and Northern Central City Industrial Park
Entrepreneurial Infrastructure Development
Infrastructure improvements for business, industry and housing development
Enhance broadband availability in rural areas
Outdoor/Recreational infrastructure development

Todd

Guthrie Gas System Improvements/Expansion
Elkton Infrastructure Development along US 68-80
Infrastructure/utility improvements to industrial site along US 79
Infrastructure improvements for business, industry and housing development
Enhance broadband availability in rural areas
Entrepreneurial infrastructure development
Outdoor/Recreational infrastructure development
Upgrade US 79 from TN Line to Russellville
Rail spur for industrial development in southern Todd County
Infrastructure improvements to Elkton Water and Waste Water systems
Infrastructure improvements to Guthrie Water and Waste Water systems

Trigg

Water/Sewer improvements including I-24 area
Infrastructure improvements to Industrial Park #3
Water/Sewer improvements on east side of I-24
Enhance broadband availability in Trigg County through construction of fiber optic infrastructure
Infrastructure improvements for business, industry and housing development
Enhance broadband availability in rural areas
Entrepreneurial infrastructure development
Outdoor/Recreational infrastructure development

Pennyrile Region

Enhancing the region's educational and workforce development resources, and to align training with target industry needs

Creation of a region-wide entrepreneurship initiative that puts into place networks and assets that will foster the creation of new homegrown companies

Improving the region's business climate for its target industries and for business in general

Develop and promote initiatives supporting value-added agriculture related businesses

Construct adequate broadband infrastructure for all nine (9) counties

SECTION 7

ECONOMIC RESILIENCE

This chapter provides an outline of...

- Overview
- Possible Disruptions
- Strategies

ECONOMIC RESILIENCE**Overview of Economic Resilience**

It is becoming increasingly apparent that regional economic prosperity is linked to an area's ability to prevent, withstand, and quickly recover from major disruptions to its economic base. In the context of economic development, economic resilience becomes inclusive of three (3) primary attributes: the ability to recover quickly from a shock, the ability to withstand a shock, and the ability to avoid a shock altogether. Establishing economic resilience in a local or regional economy requires the ability to anticipate risk, evaluate how that risk can impact key economic assets, and build a responsive capacity. Often, the shocks/disruptions to the economic base of an area or region are manifested in three (3) ways:

- ❖ Downturns or other significant events in the national or international economy which impact demand for locally produced goods and consumer spending:
- ❖ Downturns in particular industries and constitute a critical component of the region's economic activity; and/or
- ❖ Other external shocks (a natural or man-made disaster, closure of a military base, exit of a major employer, the impacts of climate change, etc.)

Possible Disruptions in the Pennyrile Region

There are several possible major disruptions to the economic base of the Pennyrile region that should be planned for and mitigated to the extent possible. The Pennyrile region is fortunate that it does not have hurricane or forest fire problems, but like most regions we do have some possible shocks that could hit our region.

Ft Campbell base closure or extended deployment

The Base Realignment and Closure (BRAC) program is a process to increase the Department of Defense efficiency by planning military base realignments and closure of military installations. More than 350 installations have been closed in five BRAC rounds: 1988, 1991, 1993, 1995, and 2005. One of the largest economic threats to our region is the closing of Ft. Campbell or a major reduction of troops via realignment. Although, this does not seem likely due to the fact that the Base houses the 101st Airborne Division (Air Assault) that provides our Nation an unmatched expeditionary Air Assault capability for land operations around the world, as well as other quick reaction units on Base.

However, the same qualities that make Ft. Campbell critical to the military, also makes it likely to deploy during a major operation of land forces. This has happened two (2) times in the last 15 years with the Gulf War (1990), and the Afghanistan and Iraq War (2001 to present). The first Gulf War was a major blow to the economy of the region. The majority of Ft. Campbell Forces were deployed for an extended period. Retail stores, restaurants, housing and a host of other businesses were significantly hurt and some went out of business. By the time the Afghanistan and Iraq War began in 2001, the region was more prepared for large scale deployments, and Ft. Campbell began deploying smaller units like brigades to rotate troops into the conflict which meant that some troops

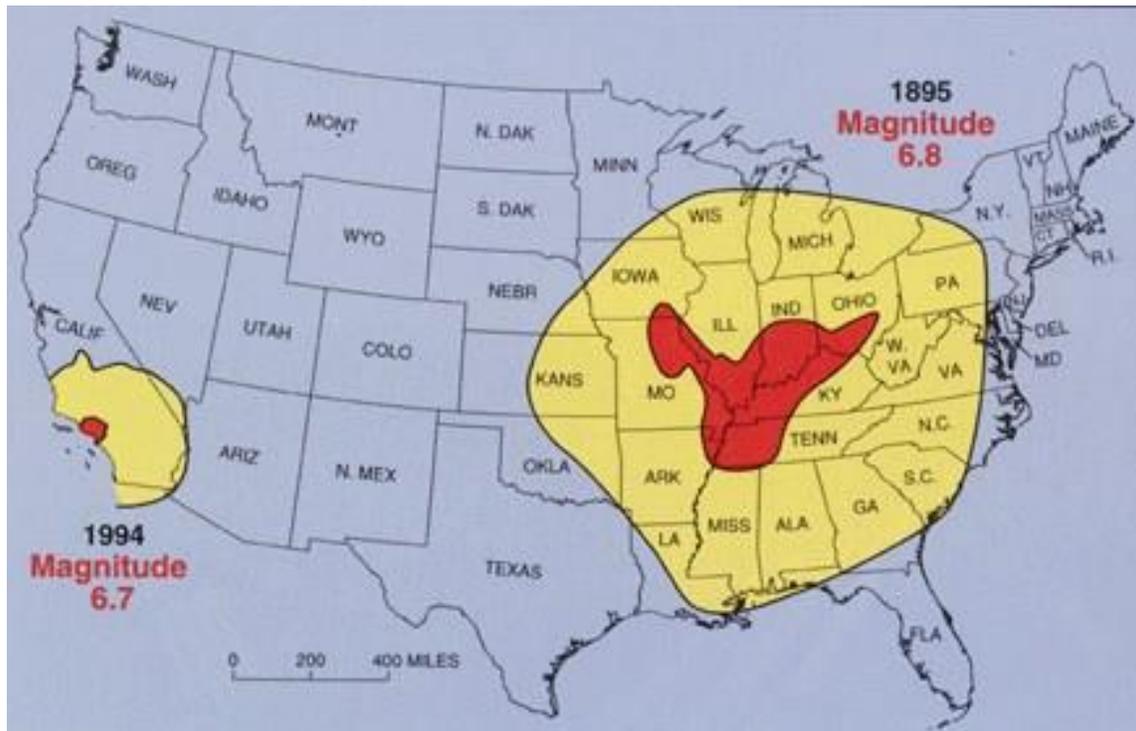
remained at Ft. Campbell and were rotated in and out of the conflict which helped reduce the impact on local businesses.

The region can mitigate Ft. Campbell troop deployments by diversifying the base economy to areas that do not rely on the military base, the local business owners that do rely on the base need to make investing decisions based on the fact that deployments can occur and when the President of the United States needs to call 911, someone at Ft. Campbell is likely to answer the phone.

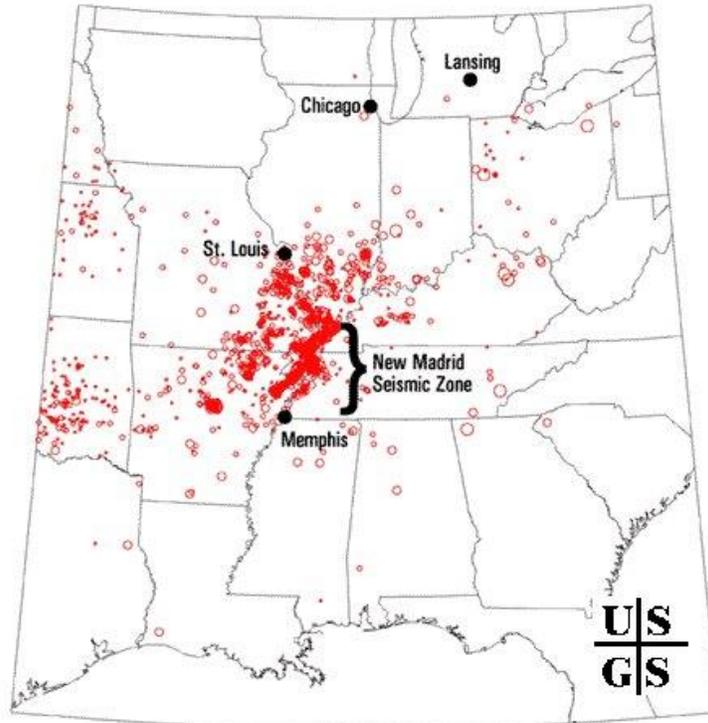
New Madrid Earthquakes

The 1811–1812 earthquakes were a series of intense earthquakes beginning with an initial pair of very large earthquakes on December 16, 1811. They remain the most powerful earthquakes to hit the contiguous United States east of the Rocky Mountains in recorded history. They, as well as the seismic zone of their occurrence, were named for the Mississippi River town of New Madrid, then part of the Louisiana Territory, now within Missouri.

There are estimates that the earthquakes were felt strongly over roughly 50,000 square miles, and moderately across nearly 1 million square miles. The 1906 San Francisco earthquake, by comparison, was felt moderately over roughly 6,200 square miles.



The New Madrid seismic zone still remains active. There have been over 4,000 earthquakes along the zone since 1974.



4000 earthquakes have been reported since 1974

The region can mitigate earthquake impacts on the economy by developing and enforcing local building codes that have earthquake standards. KYTC and other state agencies already require bridge and other transportation infrastructure to be capable of handling a major earthquake. Our local and regional emergency response agencies need back-up generators and other equipment to allow them to operate without electrical power, as well as planning for earthquake events.

Floods

Flooding is always a major concern in the Pennyryle Region. Floods can knock out bridges, and inundate commercial building and homes. The Ohio River flood of 1937 took place in late January and February 1937. With damage stretching from Pittsburgh to Cairo, Illinois, one million people were left homeless, with 385 dead and property losses reaching \$500 million (\$8 billion in 2012 dollars). At Paducah, the Ohio River rose above its 50-foot (15 m) flood stage on January 21, cresting at 60.8 feet (18.5 m) on February 2 and receding again to 50 feet (15 m) on February 15. For nearly three weeks, 27,000 residents were forced to flee to stay with friends and relatives in higher ground in McCracken County or in other counties. Some shelters were provided by the American Red Cross and local churches. Buildings in downtown Paducah bear historic plaques that note the high-water marks. With 18 inches (460 mm) of rainfall in 16 days, along with

sheets of swiftly moving ice, the '37 flood was the worst natural disaster in Paducah's history. Because Paducah's earthen levee was ineffective against this flood, the United States Army Corps of Engineers was commissioned to build the flood wall that now protects the city.

Flash flooding can also occur on all of the Pennyriple smaller rivers and major streams. The region can mitigate flood impacts on the economy by developing and enforcing local zoning and building codes can prevent commercial and residential construction in Flood Plains. Preventing urban development in Flood zones is the easiest solution, but "Buy-Out" programs that offer to purchase homes in flood zones, and then teardown the homes is another program.

Strategies for Economic Resiliency

The CEDS Committee addressed the issue of economic resiliency by asking and discussing the question "If you knew that the major economic drivers and job creators in your committee were to disappear in 5 years, what would your community be doing now to diversify the local economy and create economic resiliency"? That "lead in question" to the economic diversity discussion refocused the CEDS Committee on the Strategic Goals resulting in adding additional objectives and tasks to those goals. It was recognized that some of the Strategic goals were intended to enhance the current economic engines in the community, some were focused more on the economic resiliency of new business attraction and development, and some were a combination of both. The CEDS Committee concluded that the Strategic Goals that should be emphasized as ways and means to encourage and develop economic resiliency are as follows:

Strategic Goal 1

Improve the Economic Development Climate and Economic Development Capability of the Pennyriple ADD Region.

Establish regular meetings of an effective, collaborative network of economic professionals throughout the PADD Region to address current and shifting economic needs of the respective communities and the Region generally. Part of the charge and responsibility of this Economic Development Advisory Council (EDAC) must be to effectively monitor and address the changing needs of the regional and local economy and develop current "real time" strategies to address the needs of economic adaptation and diversification. The EDAC can also be an effective body to network and collaborate with other local, state and national economic development organizations as indicated in the other Strategic Goals.

Strategic Goal 2

Maximize the Potential of the Tourism Rich PADD Region.

While tourism is already embedded as a viable economic engine in the Region, the natural and historic resources that create the tourist environment will remain regardless of potential economic changes in the area. Expanding tourism opportunities and activities in the Region, increased and enhanced advertising and marketing of the tourism assets of the Region, and effectively developing regional and inter-local

collaboration to attract visitors can serve as an important and viable resource to withstand possible downturns in other areas of the Region's economy.

Strategic Goal 3

Strengthen, Expand and Diversify the Existing Economic Base within the PADD Region.

This Strategic Goal, by definition, is focused on the issue of developing economic diversity in the PADD Region. It is intended to immediately address the need for economic diversity and resiliency.

Strategic Goal 4

Leverage Transportation Planning for Economic Base Improvement

Expanding the transportation network and insuring that the Pennyrile Region's transportation issues and needs are adequately addressed. Alternate highway routes that can accommodate truck traffic are essential to the economic resiliency of the PADD Region.

Strategic Goal 5

Target the global economy by helping local business diversify their market outside the US when feasible.

Local economic development staff should go to training courses developed by the National Chamber of Commerce or other groups to help local business navigate international shipping, exchange rates, contracts, etc.

Strategic Goal 6

Develop Strategies for Business Resiliency in Disaster Situations

Develop and implement a training program for businesses to anticipate and mitigate disaster situations. Fortunately, the PADD Region is located in an area that has a relatively low risk of natural disasters. The most common natural disasters arise from winds and flooding. Even then, the disasters are primarily small scale and localized to a small geographic area. Even though the prospect of natural disasters is low, the CEDS Committee determined that the most effective way to address the issues of business resiliency in the event of a natural or other disaster situation was to develop a training curriculum to educate businesses in the Region in two (2) major areas:

1. How to prepare for a disaster that may create business problems, or closure.
2. Ways to maintain a business in the event of a disaster.

SECTION 8

EVALUATION FRAMEWORK

This chapter provides an
outline of...

- Evaluation Procedures

EVALUATION FRAMEWORK

EVALUATION PROCEDURES

The Pennyrile Area Development District will annually review and update the area's Plan. To accomplish this task, the PADD will establish standards for plan review that will identify annual changes in the socio-economic climate of the District. Secondly, the PADD will determine weaknesses or obstacles that are hindering economic growth and stability.

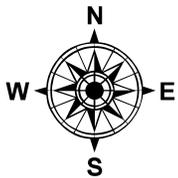
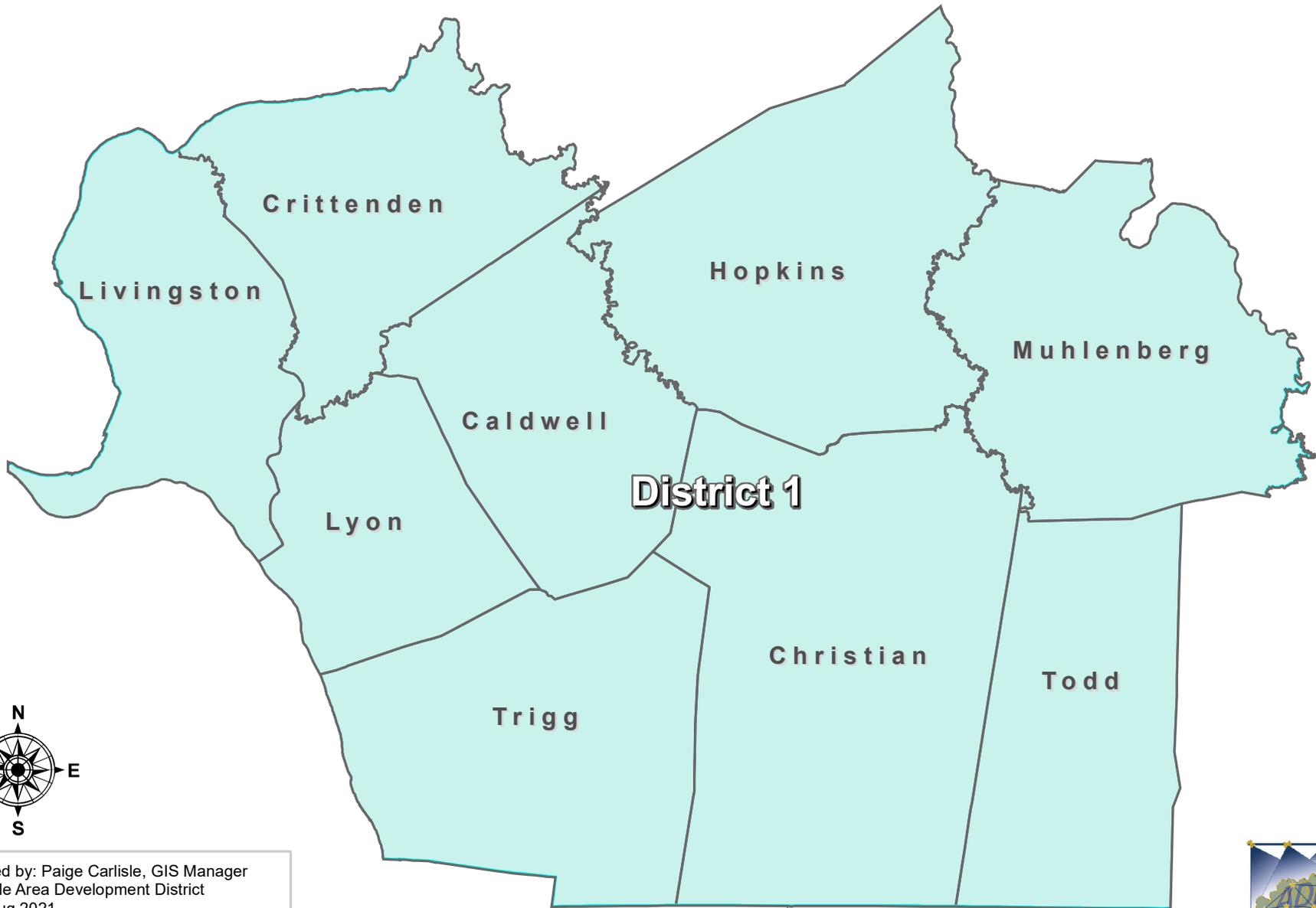
An Advisory Committee will be formed to conduct a series of meetings with committees assigned to deal with the economy; human resources; infrastructure; transportation; natural resources; and justice. The Committee, with PADD's assistance, will evaluate information received in the categorical program committee meetings to establish an agenda for public meetings.

Residents from across the Pennyrile will be invited to participate in public forum meetings to set goals and objectives for future plans and programs. These meetings will be conducted on an annual basis and the information obtained will become a part of the 2021 CEDS.

APPENDIX A

Map of Pennyrile Area
Maps of Congressional, Senatorial, and House of
Representative Districts

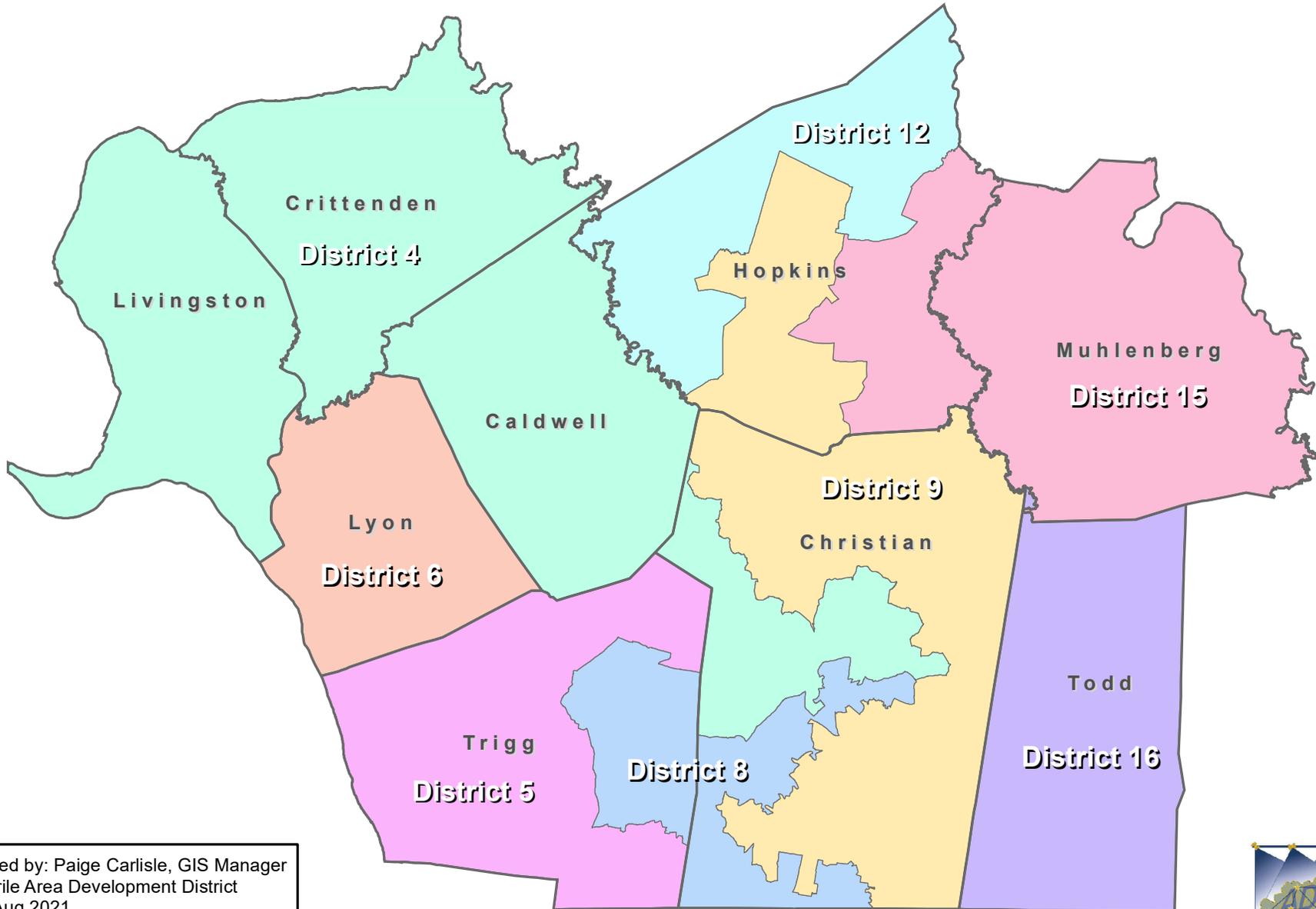
**Pennyriple Area Development District
US Congressional Districts - 2021**



Prepared by: Paige Carlisle, GIS Manager
Pennyriple Area Development District
Date: Aug 2021
File: PADD - Congressional Districts 2021.mxd



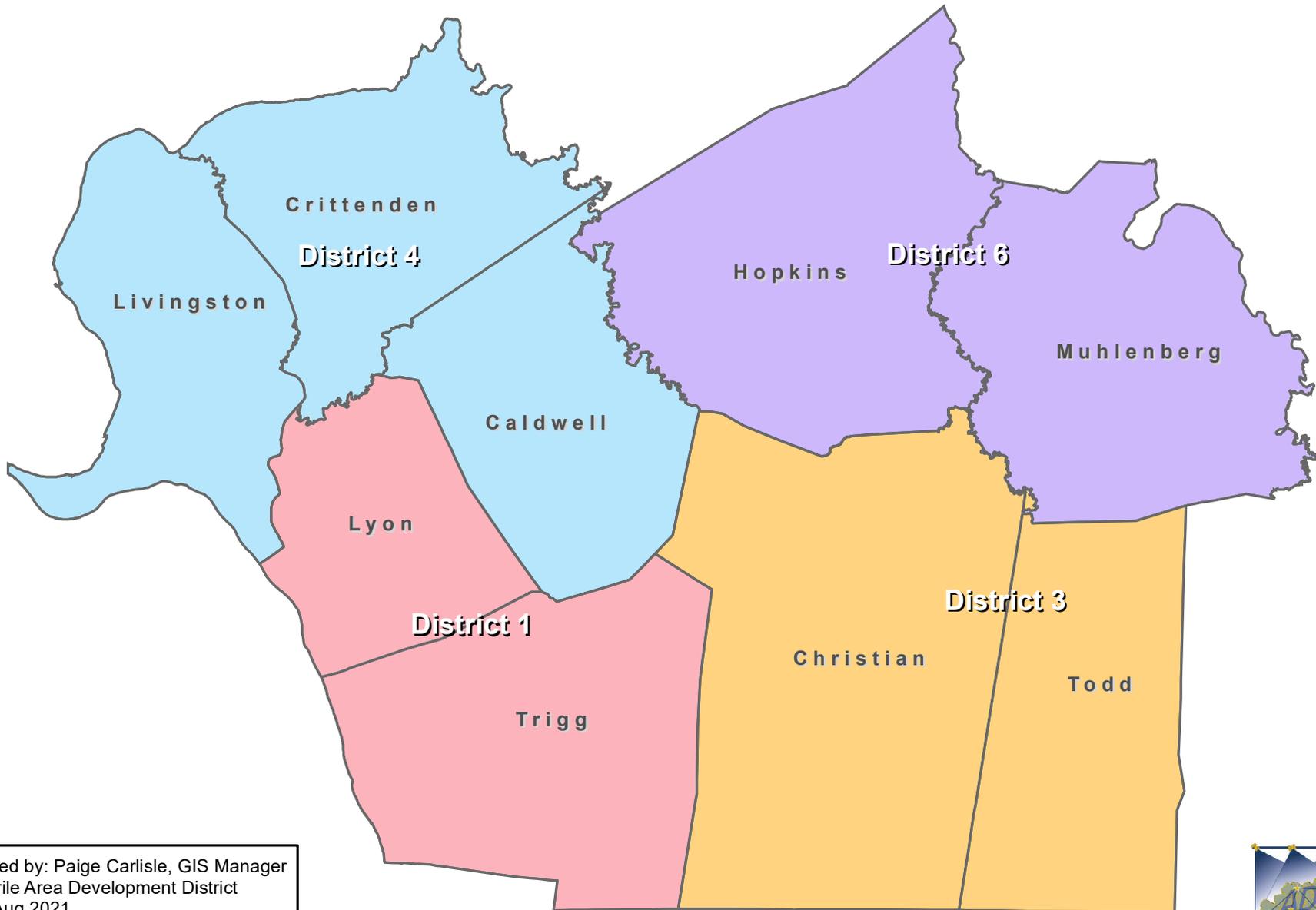
Pennyriple Area Development District House Districts - 2021



Prepared by: Paige Carlisle, GIS Manager
Pennyriple Area Development District
Date: Aug 2021
File: PADD - House Districts 2021.mxd



Pennyryle Area Development District Senate Districts - 2021



Prepared by: Paige Carlisle, GIS Manager
Pennyryle Area Development District
Date: Aug 2021
File: PADD - Senate Districts 2021.mxd



APPENDIX B

Economic Recovery & Resiliency Plan Report

**Pennyrile Area Development District
Economic Recovery & Resiliency Plan Report**

Executive Summary

Early in 2020, the world was hit by a global pandemic. COVID-19 or the Novel coronavirus, originating in Wuhan, China spread to all countries of the world. On March 1, 2020, the World Health Organization officially characterized COVID-19 a global pandemic. The result was an almost total shutdown of the economy of the nation, state, and Pennyrile region.

The Pennyrile region is fortunate to have a diversified economy. The region historically has not soared as high as the nation during periods of economic growth, it likewise hasn't suffered relatively speaking as deeply as the nation during periods of economic declines.

This report will concisely and to the point analyze by sector the immediate and ongoing affects the COVID-19 pandemic has had on the region. This report will also identify specific strategies to implement that will speed the region's economic recovery and enhance the region's long-term resiliency moving into the future. This report is also to be used in conjunction and as an addendum to the District's Comprehensive Economic Development Strategies report that has guided the region's economic growth for many decades.

Multijurisdictional Planning

The Pennyrile Region encompasses over 3,790 square miles in Western Kentucky. This report includes nine counties and thirty-three city governments and over 100 units of local government. The participating procedure was comprised of and guided by the Pennyrile Area Development District Comprehensive Economic Development Strategies (CEDS) committee. (See Page 4.)

In addition, PADD collaborated with other agencies responsible for pandemic response such as all health departments, emergency management departments, and local and regional hospitals. Information was collected by face to face and virtual meetings, board work sessions, telephone calls, etc. In addition, PADD closely works with all economic development agencies at the state and regional levels.

History and COVID-19 Timeline

(note: the timeline noted in this report is presented to be more historical in nature and focused on the first year of the pandemic. Additional timeline information will be provided at the end of this section in the form of web-based resources).

January-March, 2020:

On January 9, 2020 the World Health Organization (WHO) announced the discovery of a mysterious Coronavirus-related Pneumonia in Wuhan, China. On January 21, a Washington State resident becomes the first US resident to be diagnosed with a confirmed case. The WHO issues a Global Health Emergency after the worldwide death toll rises from 200 to over 9,800. Human to human contact is discovered to be quickly spreading the virus and global travel restrictions are being instituted by early February.

On February 3, the United States declares a Public Health Emergency as the Center for Disease Control (CDC) says the world is heading toward Global Pandemic status. On March 11, the WHO officially declares COVID-19 a global pandemic.

In Kentucky, on March 6-7 Governor Andy Beshear declared a state of emergency and activates the State Health Operations Center and initiates a myriad of measures intended to slow the spread of the virus in the Commonwealth. Also, during March, Kentucky saw an astronomical increase in positive case diagnoses resulting in the beginning of the closing of the state's economy.

In the Pennyriple region, local public health officials along with locally elected officials began measures to close public gathering establishments in order to slow the spread of the virus.

Also, in March, the state and federal officials began instituting social distancing, masking, quarantining, and business restriction guidelines that would stay in place for many months. The US Congress passes the CARES Act in March as well.

April-June, 2020:

During this period, the pandemic saw extended and increased growth of infection. Death rates rose astronomically as did business and social shutdowns. Reports began to emerge showing that extended periods of shutdown can dramatically slow the spread.

Work began in earnest on the development of vaccines in the US. The US Government reaches a deal with Pfizer and Astra Zeneca to speed the development of an effective vaccine. The US COVID-19 death toll passes the 100,000 mark on May 28th, and the total cases reach 2.0 million. During this period, worldwide air travel came to a near standstill. US carriers, soon followed by others, issued mandates for testing and masks for all travelers.

July-September, 2020:

During July, the US set seven records in eleven days for positive cases surpassing 3.0 million cases. The US also reported a record 75,000 cases of COVID-19 in a single day, breaking a record set the previous week. The Moderna vaccine gains

approval for phase three trials from the FDC and CDC and shows promise for providing a viable vaccine.

On the economic front, the implementation of the CARES ACT begins with centerpieces of the legislation being unemployment benefit extensions along with the Payroll Protection Plan Program (PPP) aimed at keeping Americans employed through the pandemic. Despite these efforts, the GDP and unemployment rates drop dramatically during this period.

The school year opens with a mix of plans to keep children and teachers safe, ranging from in-person classes to remote schooling to hybrid models. Meanwhile, the WHO recommends steroids to treat severely and critically ill patients, but not to those with mild disease.

In Kentucky, this period saw a plethora of Executive Orders issued by Governor Beshear limiting public gatherings, mask mandates, restaurant and bar capacities, and other actions deemed necessary for slowing the spread of the virus.

A plan devised by the Department of Health and Human Services and the Department of Defense aims to make a COVID-19 vaccine free for all Americans, with the vaccine being rolled out in January 2021. Once a vaccine is authorized, the plan dictates that 6.6 million kits of supplies needed to administer vaccines will also be distributed. The plan does not include a decision on who would be the first to receive the vaccine.

October- December, 2020:

In October, the US saw a spike in new cases reaching 60,000, a number not seen since August. Also, during this period, new strains of the virus were being discovered throughout the world. Meanwhile, trials of the promising vaccines were making much progress.

In a grim milestone, it was during this period that the US reached 10 million cases and 250,000 deaths from the pandemic making this the deadliest quarter to date.

It was in December that the FDA gave approval to both the Pfizer and Moderna vaccines for emergency use in fighting the pandemic. This clears the way for a monumental plan to roll out and administer the vaccine throughout the US in 2021.

As 2020 concluded, there was cautious optimism that the battle against COVID-19 was entering a new phase both medically and economically. Also, the continuing spread of various variants and mutations of the virus due to vaccine hesitancy due to misinformation and the politicization of mask wearing and other protective measures pose serious risks to the recovery from this disaster and continues to evolve daily at the time this writing.

For additional timeline resources:

www.cdc.gov

www.governor.ky.gov.covid

EDA Funding:

Early in the pandemic, EDA stepped in to partner with the Kentucky Area Development Districts and the Kentucky Department for Local Government to provide supplemental funding through the newly approved Coronavirus Aid, Relief, and Economic Security Act of 2020 (CARES ACT). The funding provided additional financial resources to be focused on assisting local governments, small businesses, and the development of this report. The goal of this funding is to maximize the District's recovery and resilience efforts and to enhance the District's existing Comprehensive Economic Development Strategy (CEDS).

In addition, the Pennyriple ADD secured over \$600,000 to be put to work immediately to save small businesses that are struggling to survive due to the pandemic and subsequent economic downturn.

These resources came at a crucial time for the KY ADDs as they are considered the front-line soldiers in the economic recovery war and have been suffering from funding cuts over the past several years while the demand for their services and resources have skyrocketed. This funding can directly be attributed to the quick response and long-term recovery of the Pennyriple region.

CEDS INCORPORATION:

This economic recovery and resiliency analysis and plan will be utilized and fully incorporated in the Pennyriple ADD's Comprehensive Economic Development Strategy (CEDS). In addition, this document will be used to complement and enhance the region's other planning efforts such as the Regional Hazard Mitigation Plan, Public Health Plans, and other plans and strategies as appropriate. It is hoped that all agencies and organizations in the PeADD's ecosystem will continuously discuss, plan, and strategize for future events.

This document will aim to recommend many goals and objectives from the existing CEDS to both speed up the recovery from the pandemic and to better position the region for future economic setbacks.

ANALYSIS DISCUSSION BY SECTOR:

Economy, Business, and Industry:

The COVID-19 pandemic has had and continues to have severe and historic economic consequences around the globe. Kentucky and the Pennyriple region are no exceptions. The pandemic is unique in that its effects were evenly spread geographically but not equal in sector impacts.

COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGIES

While all areas of the economy suffered a dramatic and historic slowdown, the Pennyriple saw a more drastic impact on those industries that rely upon human interaction and close proximation.

During 2020, over 20 million Americans and over 500,000 Kentuckians lost their jobs. The unemployment rate skyrocketed from 3.8% to 13%. In the Pennyriple region, the unemployment rate went from 4% to 17% in just 3 months.

While the manufacturing sector remained relatively strong during 2020, a particular unique negative impact from COVID-19 was seen in the restaurant, leisure, and hospitality industries. These industries virtually shut totally down for a few months and had to pivot to innovative strategies to survive. Fortunately, the Pennyriple region to date has seen smaller than expected failures of these business due primarily to the assistance provided through the CARES Act and the American Recovery Act.

Another unique challenge to the region's economy was the strains put on the supply chain and logistics economy. The Pennyriple region is strategically a logistics hub for many industries. The region continues to recover and respond to these challenges and these efforts appear to be effective.

One final, but huge impact is on the workforce. Most employers are seeing a near crisis in the shortage of workers. This issue can be attributed to a combination of factors including perceived health risks, childcare and home challenges, and the extension of additional unemployment benefits at both the federal and state levels.

Education:

COVID-19 was especially hard on the educational system both nationally and in the Commonwealth. Early in the pandemic, most, if not all, both K-12 and post-secondary educational institutions closed in-person classes. This created challenges never before faced by the educational sector. Long-term issues are still being uncovered dealing with children being out of the classroom for long periods of time. Mental health and anxiety issues for teachers, children, and parents were very real during 2020 and continued into 2021. These issues not only impact the students, teachers, and families but also have far-reaching economic and societal impacts that have never been seen in modern history.

Workforce:

COVID-19 presented an unprecedented crisis for workers across the country, state, and region. Millions found themselves out of work as the pandemic deepened across the nation. This presented a myriad of unique challenges for states and local economies. In addition, the economic downturn spurred by the pandemic has left entire industries forever altered with many Americans looking at a post COVID "new normal" workplace. This is evidenced by working from home and other trends that will continue to emerge as workers recognize the health risks associated with open-spaced workplaces. The pandemic has also placed a renewed emphasis on essential workers and how they are defined, appreciated, and compensated.

COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGIES

While some industries, especially those depending on person to person contact, have been devastated, many industries have already recovered and appear to have emerged relatively unscathed. Many of the manufactures in the Pennyrile region are already back to their pre COVID levels of production and employment.

However, perhaps the most pressing issue that has arisen to date has been the shortage of available workers. In most industries from manufacturing to service, a crisis is developing whereby employers are not able to fill available jobs. This initially was largely attributed to the extended unemployment insurance benefits at the state and federal level funded through the CARES ACT, American Rescue Plan ACT, and other economic stimulus initiatives. Many states have announced the scale back of unemployment payments and this problem should correct itself over time when natural market forces slowly take over again.

Healthcare:

The COVID-19 pandemic has created historic challenges and historic financial pressure for the Healthcare sector of the economy both nationwide and locally. As the virus virtually halted most economic activities, it focused all the attention of the healthcare industry to that of testing and treating individuals that were infected.

Virtually all non-emergency procedures were canceled during the bulk of 2020 to focus on caring for those infected while striving to contain the spread of the virus. This has resulted in a historic strain on the financial resources and revenues of the hospitals across the nation and Pennyrile area.

The loss of revenues has been met with a shared increase of costs for hospitals and healthcare facilities due to the COVID-19 outbreak. This is especially true and more pronounced in rural hospitals and health care clinics. The economic downturn has compounded the problem leading to a spike in the uninsured due to the rise in unemployment.

All the while, physicians, nurses, and all front-line healthcare workers were the leaders in the day to day battle against the virus. The healthcare system and others are continuing to work to support these workers and develop solutions to meet the everchanging needs of their employees.

Long Term Care:

The COVID-19 pandemic has created unprecedented challenges and pressures to the entire healthcare system but perhaps none greater than those effects on the Long-Term Care system.

Often the most vulnerable citizens are those residents of long-term care facilities. The age and health of these residents, along with their close proximity to one another, made them particularly vulnerable to the pandemic. In fact, the first documented outbreak of COVID-19 in the US was in a long-term care nursing facility in Washington state.

The residents and their families faced tremendous challenges and stress when CDC and state guidelines severely or totally restricted visitations with residents. The family members often had to resort to “virtual” strategies to see their loved ones, if they saw them at all. Due to this, anxiety, stress, and depression were additional challenges to address with those in long-term care facilities.

Additionally, the health of the residents was often put on the back burner due to the needs of COVID-19 patients and their need for hospital beds and physician’s attention.

Aging and Independent Living Services:

Providing services to the aging and disabled population is increasingly challenging even without the presence of a pandemic. Older individuals, when confined to their homes during the pandemic, face a variety of risks and endangerments to the physical and psychological health and well-being.

The pandemic caused the Pennyrile Area Development District Area Agency on Aging and Independent Living to cease all in-home visits, and assessments were moved to virtual settings. This created an increased vulnerability to those seniors without family members in their household. This resulted in older adults finding themselves further isolated during most of 2020. Not going out and having a routine meant that not only was their mental health compromised, but also many older adults put off routine health care visits further increasing their vulnerability.

Uncertain funding streams and increasing costs led to many aging agencies unable to effectively plan for the long-term. However, supplemental funding provided during the pandemic led to a record number of seniors benefitting from the home delivered meals program provided by PADD and PACS. This program was responsible for the only human interaction many seniors had on a regular basis during the depths of the pandemic.

Tourism:

The tourism economy nationwide experienced unprecedented declines in the early to mid-stages of COVID-19. As national and international air travel came to a virtual halt, people started assessing other options for travel and leisure activities. This created a small safety net for some of the Pennyrile area’s tourist businesses and attractions. Those areas with large outdoor spaces such as the region’s lakes areas, state parks, and Land Between the Lakes seemed to be busy during the summer months of 2020.

However, restaurants, motels, theatres, distilleries, and other indoor venues continued to struggle for the entirety of the year and into 2021. Many restaurants failed during this time and more continue to struggle many months into the pandemic.

Government and Judicial Services:

Most governmental offices, including courthouses, city halls, and utility offices closed their doors to walk-in visitors early in the pandemic. Gradual reopening started occurring when government offices were able to make accommodations for CDC guidelines to reopen in a limited fashion. This disruption caused and continue to cause major delays in general governmental services and the delay in the administration of justice.

Public Protection/Law Enforcement/ First Responders:

The pandemic placed an inequitable burden on those individuals involved in public safety. Early on, when the exact nature of the coronavirus was yet unknown, the pressure of successfully avoiding contracting the virus was extremely high for this sector along with those involved in health care. Obstacles were exposed by COVID-19 in many areas including communication, resource management, and changes to services.

Community Services/Non-Profits:

The Coronavirus impact on community service agencies and non-profit organizations have been varied and wide-reaching. This sector saw excruciating pressure to not only provide services at pre-COVID level but also to substantially increase services due to the economic crisis and increasing demand for their services.

Complicating this conundrum is the fact that community service agencies and nonprofits saw the bottom drop out of their revenues and sources of funding. As these organizations oftentimes provide life sustaining services to the most vulnerable, much attention has been justly brought to the value of contributions made by the community partners.

Mitigation and Recovery Efforts & Strategies

A variety of efforts have been undertaken at most levels to mitigate and speed the recovery of all economic sectors of the state and region. The most wide-reaching economic stimulus packages in modern history were passed by congress. The CARES Act and the American Recovery Plan Act have lessened the negative impacts of the pandemic to a large degree.

Nevertheless, challenges remain in order to get the economy not only to its pre-pandemic levels but also for planning for future long-term growth, resiliency, and preparedness for future disasters.

The strategic targeting of these and other funds are needed not only to ensure immediate results, but also for long-term growth and effective investment of resources. These new funding opportunities should be spent on projects that have been planned, vetted, and developed through local and regional efforts such as the regional CEDS and other plans of the ADD.

Goals and Objectives

There is no better resource for Goals and Objectives for long-term economic recovery for the Pennyrile Region than those already identified in the Comprehensive Economic Development Strategy of the District. However, the pandemic has shown that an emphasis needs to be put on the following projects/initiatives:

1. True Broadband Deployment in all Rural Areas of the District
2. Supply Chain improvements and sector development
3. Implementation of planned Transportation and Water/Sewer Projects
4. Workforce projects to better address the skills gap, worker shortages, needs of employers, and the ability for employees to work from home
5. Fine-tuning and fully integrating disaster planning efforts into economic recovery and resiliency efforts
6. Fully utilizing PeADD resources to ensure wise investments of ARRA, ARP, and the Build America Act of 2021.

Conclusion

At the time of this writing, the COVID-19 pandemic is nearly 19 months old. Many strides have been made in combatting this once in a century crisis. Likewise, many setbacks have also been incurred. However, economically, the regional economy shows many indications of a robust rebound. It is the goal of this CEDS and Recovery Plan process to ensure long-term economic growth and resiliency in order to minimize the long-term damage due to the COVID-19 crisis. It is also the aim of this report to strengthen the existing planning processes such as the CEDS and point resources to the projects already identified and vetted by the PeADD.

Potential Resources

- [Track the Recovery](#)
- www.CDC.gov
- www.governor.ky.gov
- www.covidtracking.com
- [US Census Bureau Covid-19 Impact Report](#)
- [US Census Community Resilience Estimates](#)
- [Google COVID-19 Mobility Report](#)
- [Apple Mobility Data](#)
- [Facebook Data for Good](#)
- [Broadband Now](#)
- [COVID 19 Resources List from Stanford](#)
- [Federal Highway Administration - tracking traffic flows](#)
- www.mayoclinic.org

APPENDIX C
CEDS Resolution

2021 Comprehensive Economic Development Strategy Update

Resolution 2021-02

WHEREAS, the Pennyriple Area Development District is one of fifteen Area Development Districts within the Commonwealth of Kentucky; and

WHEREAS, the Kentucky Area Development Districts, in coordination with the Kentucky Department for Local Government and the Economic Development Administration, previously engaged in a Commonwealth-wide community-based, strategic planning process known as **Comprehensive Economic Development Strategy (C.E.D.S.)**; and

WHEREAS, the CEDS is a continuous process enabling Kentuckians to strategically plan for themselves through consensus management of all resources; and

WHEREAS, the CEDS has been updated in accordance with standards set by the Economic Development Administration; and

WHEREAS, the Board of Directors recognizes this plan as the Pennyriple Area Development District's consensus for future growth and revitalization in the region.

NOW, THEREFORE, BE IT RESOLVED, that the Pennyriple Area Development District Board of Directors approve and adopt the Pennyriple Area Development District 2021 Update of the Comprehensive Economic Development Strategy document and will provide copies to the Economic Development Administration.

Adopted this 8 day of November 2021


Chairman


ATTEST