SECTION I: INTRODUCTION

The FY-2017 “Comprehensive Economic Development Plan” for the Lake Cumberland Area Development District serves as a road map for the development of the region. The document takes a broad look at where we are today, and where we have been, and then helps to lay out a path toward where we want to be in the next five or ten years. While primarily an economic development tool, the CEDS is a comprehensive look at the region, and provides strategies to improve all aspects of regional livability.

The CEDS is developed through a joint funding agreement with the Economic Development Administration. The CEDS is rewritten every five years, with updates done every year in between. The document serves all ten counties and fourteen municipalities within the Lake Cumberland Area Development District.

Over the past five years, the United States has undergone a slow and steady economic recovery following the massive job losses of 2008-2009. Unemployment figures have fallen below pre-recession levels, and businesses are expanding. Consumer confidence levels are rising, and the nation’s economy appears to be solid.

Although the economy of the LCADD has strengthened and shows many signs of stability, there are still apparent weaknesses. Unemployment levels, while mostly good, are still high in a few locations. While much of the region’s economic wellbeing is dependent on the national economy, the fate of the region lies in the hands of its people. Careful planning on both the local and regional levels must be undertaken in order not only to assist in the recovery, but also to mold the shape of the recovery.
SECTION II: PUBLIC/PRIVATE PARTNERSHIPS

ORGANIZATION AND MANAGEMENT:

The Lake Cumberland Area Development District (LCADD) is comprised of ten counties in south central Kentucky containing fourteen municipalities. The LCADD is a local planning district created by Kentucky Revised Statute, Chapters 147A.050-147A. The board of directors is made up of local elected officials from each local government and citizen members from throughout the region. A listing of the Lake Cumberland ADD Board of Directors can be found at http://www.lcadd.org/lcadd-board.

The LCADD employs a professional staff providing a diverse base of experience and expertise. Staff currently totals approximately 100 persons, including one APA Certified Planner. It is through this board structure and professional staff that needs and opportunities are identified, ideas cultivated, and resources applied to achieve the goals of the region.

In developing the CEDS, staff worked with local communities to review the document, and develop strategies for the region. These recommendations were then presented to the LCADD Board of Directors for approval in its role as the overall Comprehensive Economic Development Committee for the region.
SECTION III: ECONOMIC ANALYSIS

The Lake Cumberland Area Development District is made up of ten counties located in south central Kentucky. Member counties include: Adair, Casey, Clinton, Cumberland, Green, McCracken, Pulaski, Russell, Taylor, and Wayne. While there are fourteen incorporated cities within the region, the vast majority of the population is located outside the city limits.

A: SOCIOECONOMIC BACKGROUND

Table 3.1 depicts the Lake Cumberland ADD’s population trends over the last 70 years. As can be seen, Pulaski is by far the largest county, holding roughly 30% of the region’s population. Conversely, Cumberland County remains the smallest, with just over 3% of the LCADD population. In the case of all counties except Cumberland and Green, 2010 populations have increased over 2000 levels.

One interesting aspect concerning county population levels is the fluctuation experienced over the decades. In most of the counties, populations were fairly high during the 1940’s. From there, levels begin to decrease rapidly up until the 1970’s and 1980’s, where the trend reversed. The most likely cause of this phenomenon relates to industrialization. In the 1940’s, 50’s, and 60’s, there was little industrialization within the Lake Cumberland region. Persons looking for employment tended to look outside the area, and more frequently, outside the state for a job. With the 1970’s and 80’s came industry and jobs to the area. This led to a lower out migration rate, and a growing in migration rate.

The median age of persons living in the Lake Cumberland region has increased significantly over the past two decades. As seen in Table 3.2, the LCADD median age rose from 35.0 in 1990, to 40.7 in 2010. In every county, the median age has increased by at least four years or more. These numbers can be partially attributed to the increase in the human life span, and a decrease in child birth. Another factor in these numbers is the increasing number of retirees moving away from the cities, and into the more rural areas. Both the areas around the region’s lakes and the more remote farmlands are becoming increasingly popular as retirement centers.

The aging of the population does pose some future problems for the area. With more and more seniors in the area, greater levels of service are needed in the health care and the senior care services sectors. Secondly, while seniors are working longer, and living fuller lives than ever before, an older population tends to lead to a smaller tax base for local communities. This could lead to a larger strain on government services that may be already operating on shoe-string budgets.

### 3.1: LCADD HISTORICAL POPULATION BY COUNTY 1940-2010

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<td>10,605</td>
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<td>9,634</td>
<td>10,272</td>
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<td>9,309</td>
<td>7,835</td>
<td>6,850</td>
<td>7,289</td>
<td>6,784</td>
<td>7,147</td>
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<td>11,261</td>
<td>11,249</td>
<td>10,350</td>
<td>11,043</td>
<td>10,371</td>
<td>11,518</td>
<td>11,258</td>
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<td>16,660</td>
<td>12,463</td>
<td>12,548</td>
<td>15,634</td>
<td>15,663</td>
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<td>38,452</td>
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<td>35,234</td>
<td>45,803</td>
<td>48,489</td>
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<td>21,146</td>
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### 3.2: LCADD MEDIAN AGE CHARACTERISTICS BY COUNTY, 1990-2010

<table>
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<th>2010</th>
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<td>39.0</td>
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<tr>
<td>Casey</td>
<td>35.1</td>
<td>37.8</td>
<td>40.6</td>
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<tr>
<td>Clinton</td>
<td>35.5</td>
<td>39.9</td>
<td>41.6</td>
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<tr>
<td>Cumberland</td>
<td>37.1</td>
<td>40.1</td>
<td>42.8</td>
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<tr>
<td>Green</td>
<td>37.4</td>
<td>40.0</td>
<td>42.6</td>
</tr>
<tr>
<td>McCracken</td>
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<td>34.2</td>
<td>37.9</td>
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<tr>
<td>Pulaski</td>
<td>35.2</td>
<td>38.5</td>
<td>41.1</td>
</tr>
<tr>
<td>Russell</td>
<td>36.1</td>
<td>39.9</td>
<td>42.2</td>
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<tr>
<td>Taylor</td>
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<td>38.1</td>
<td>39.4</td>
</tr>
<tr>
<td>Wayne</td>
<td>33.9</td>
<td>36.6</td>
<td>41.1</td>
</tr>
<tr>
<td>LCADD</td>
<td>35.0</td>
<td>38.1</td>
<td>40.7</td>
</tr>
</tbody>
</table>

NOTE: Data for tables 3.1 and 3.2 from the U.S. Census of Population and Housing, 1940-2010
Table 3.3 depicts a breakdown by race for each county, the district, and the state as a whole. The data reveals that whites now make up roughly 94.1% of all persons in the district, with blacks comprising only about 2.1%. As with the previous decade, the Hispanic population for the ten counties nearly tripled between 2000 and 2010. These massive increases in the Hispanic population reflect a nationwide trend of immigration.

The unemployment figures displayed in Table 3.4 show a steady decline for both the LCADD, and the State of Kentucky between 2009 and 2017. Unemployment rates dropped from approximately 11% to around 5% in just 8 years. With most economists defining full employment at around 5% to 6%, the region appears to be in a good position.

When broken down to the county level, the unemployment data is not quite as positive. Clinton, Russell and Wayne County all saw increases in unemployment, with all three of these counties having rates between 7.5% and 8.5%. The remaining counties all saw decreases, or held steady over the last year.

### Table 3.3: LCADD Population by Race 2000-2010

<table>
<thead>
<tr>
<th></th>
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<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Adair</td>
<td>96.7%</td>
<td>94.1%</td>
<td>2.8%</td>
<td>2.7%</td>
<td>0.7%</td>
<td>0.7%</td>
<td>1.3%</td>
<td>0.6%</td>
</tr>
<tr>
<td>Casey</td>
<td>99.0%</td>
<td>96.1%</td>
<td>0.4%</td>
<td>0.5%</td>
<td>0.7%</td>
<td>0.7%</td>
<td>1.4%</td>
<td>2.1%</td>
</tr>
<tr>
<td>Clinton</td>
<td>99.4%</td>
<td>96.0%</td>
<td>0.1%</td>
<td>0.4%</td>
<td>0.5%</td>
<td>0.5%</td>
<td>1.7%</td>
<td>1.6%</td>
</tr>
<tr>
<td>Cumberland</td>
<td>96.1%</td>
<td>94.9%</td>
<td>3.9%</td>
<td>2.6%</td>
<td>0.4%</td>
<td>0.4%</td>
<td>0.7%</td>
<td>0.2%</td>
</tr>
<tr>
<td>Green</td>
<td>96.8%</td>
<td>95.0%</td>
<td>2.8%</td>
<td>2.0%</td>
<td>0.5%</td>
<td>0.5%</td>
<td>1.0%</td>
<td>0.4%</td>
</tr>
<tr>
<td>McCreary</td>
<td>98.7%</td>
<td>90.4%</td>
<td>0.7%</td>
<td>5.3%</td>
<td>0.8%</td>
<td>0.8%</td>
<td>1.6%</td>
<td>0.9%</td>
</tr>
<tr>
<td>Pulaski</td>
<td>98.1%</td>
<td>95.1%</td>
<td>1.2%</td>
<td>1.1%</td>
<td>0.8%</td>
<td>0.8%</td>
<td>1.6%</td>
<td>0.4%</td>
</tr>
<tr>
<td>Russell</td>
<td>98.8%</td>
<td>94.9%</td>
<td>0.7%</td>
<td>0.4%</td>
<td>0.5%</td>
<td>0.5%</td>
<td>2.1%</td>
<td>0.8%</td>
</tr>
<tr>
<td>Taylor</td>
<td>94.2%</td>
<td>91.1%</td>
<td>5.4%</td>
<td>4.9%</td>
<td>0.8%</td>
<td>0.8%</td>
<td>1.5%</td>
<td>1.2%</td>
</tr>
<tr>
<td>Wayne</td>
<td>97.7%</td>
<td>94.1%</td>
<td>1.7%</td>
<td>1.5%</td>
<td>0.8%</td>
<td>0.8%</td>
<td>2.2%</td>
<td>1.6%</td>
</tr>
<tr>
<td>LCADD</td>
<td>97.6%</td>
<td>94.1%</td>
<td>1.9%</td>
<td>2.1%</td>
<td>0.7%</td>
<td>0.7%</td>
<td>1.6%</td>
<td>0.9%</td>
</tr>
<tr>
<td>Kentucky</td>
<td>91.0%</td>
<td>88.3%</td>
<td>7.7%</td>
<td>7.7%</td>
<td>1.5%</td>
<td>1.5%</td>
<td>2.7%</td>
<td>1.4%</td>
</tr>
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</table>

### Table 3.4: LCADD Unemployment Rate 2009-2017

<table>
<thead>
<tr>
<th>Year</th>
<th>LCADD</th>
<th>Kentucky</th>
</tr>
</thead>
<tbody>
<tr>
<td>2009</td>
<td>11.5%</td>
<td>11.5%</td>
</tr>
<tr>
<td>2010</td>
<td>10.5%</td>
<td>11.1%</td>
</tr>
<tr>
<td>2011</td>
<td>9.4%</td>
<td>9.6%</td>
</tr>
<tr>
<td>2012</td>
<td>8.1%</td>
<td>8.4%</td>
</tr>
<tr>
<td>2013</td>
<td>6.7%</td>
<td>6.4%</td>
</tr>
<tr>
<td>2014</td>
<td>5.3%</td>
<td>4.9%</td>
</tr>
<tr>
<td>2015</td>
<td>4.7%</td>
<td>4.7%</td>
</tr>
</tbody>
</table>

Tables 3.6 and 3.7 provide a brief glimpse into the economic wellbeing of the region’s population. As of 2000, the poverty rates have dropped in every LCADD county every decade since 1970. This has since reversed in several counties due to the recession and painfully slow recovery.

Decreases are especially notable in Wayne and Russell County, where poverty rates dropped a staggering 30% in 30 years. While McCreary County still has a poverty rate of over 35%, it’s still a vast improvement over 1970, when half its residents lived in poverty. While the LCADD has made great strides in eliminating poverty in the region, there is still a long way to go.

The median family income values listed in Table 3.7 have all been adjusted to reflect dollar values for the year 2000. In every case, these income levels rose in every county between 1970 and 2000, even after inflation was taken into account. Income values range from a regional high of $47,582 in Green County, to a low of $26,421 in McCreary County. In all cases, the Lake Cumberland ADD counties fall well below State median family income levels of $52,046.

For more detailed economic and demographic statistics on your community, the Kentucky Economic Development Cabinet provides detailed community profiles. These can be viewed by clicking on the below links:

- Adair
- Casey
- Clinton
- Cumberland
- Green
- McCreary
- Pulaski
- Russell
- Taylor
- Wayne
- Kentucky

3.6: Poverty Rates by County 1970-2010

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<td>Adair</td>
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<td>25.0</td>
<td>24.0</td>
<td>21.3</td>
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<tr>
<td>Casey</td>
<td>41.0</td>
<td>38.0</td>
<td>29.0</td>
<td>25.5</td>
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<tr>
<td>Clinton</td>
<td>49.0</td>
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<td>38.0</td>
<td>25.8</td>
<td>29.1</td>
</tr>
<tr>
<td>Cumberland</td>
<td>39.0</td>
<td>30.0</td>
<td>32.0</td>
<td>23.8</td>
<td>26.6</td>
</tr>
<tr>
<td>Green</td>
<td>26.0</td>
<td>24.0</td>
<td>22.0</td>
<td>18.4</td>
<td>18.0</td>
</tr>
<tr>
<td>McCreary</td>
<td>51.0</td>
<td>40.0</td>
<td>46.0</td>
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</tr>
<tr>
<td>Pulaski</td>
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</tr>
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<td>24.3</td>
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<td>18.0</td>
<td>20.0</td>
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<td>Wayne</td>
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<td>26.7</td>
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<td>32.0</td>
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<td>21.0</td>
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3.7: Median Family Income by County 1970-2000

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<td>39,045</td>
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<td>40,939</td>
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BUSINESS AND INDUSTRY

Up until the early 1990’s, the industrial base of the Lake Cumberland region was very limited in its diversity. Textile production was king, with lumber and natural resource extraction having a major employment role.

With the passing of the North American Free Trade Agreement (NAFTA), the Lake Cumberland ADD experienced a mass exodus of textile jobs, and a heavily weakened industrial sector. While initially devastating to the region, this job loss helped to pave the way for a stronger, more diverse economy with many more skilled, higher paying jobs. Textiles have been replaced with automotive parts, farm machinery, data systems, and an array or other industries.

INDUSTRIAL PARKS

The last 20 years has seen a dramatic increase in the number of formal industrial parks within the Lake Cumberland area. These newer parks tend to be designed with the needs of industry in mind, and not just thrown together haphazardly. Adequate power, roadways, and utilities are typically designed into the planning phase, and not as afterthoughts.

Currently there are 21 industrial parks, and several more industrial sites in the Lake Cumberland ADD. One of the newest, the Somerset Rail Park offers a multimodal alternative to today’s ever changing industrial needs.
TOURISM

Tourism has become one of the most successful cluster economies in the Lake Cumberland region. Tourism, to varying extents, affects all of the counties in the Lake Cumberland ADD. The largest beneficiaries of tourism tend to be the counties surrounding Lake Cumberland, Green River Lake, and Dale Hollow. These include Pulaski, Russell, Wayne, Clinton, Cumberland, Adair and Taylor. Of these, Pulaski County reaps the largest revenue, at over $121 million per year as of 2014. Russell and Taylor both come in with approximately $50 million annually. Vacationers and recreational enthusiasts come from all over the state, as well as Ohio, Indiana, and other states to take advantage of the region’s many lake-based facilities.

While not benefiting from lake access, other counties in the region have found other ways to develop their own tourism niche. McCreary County is blessed to have the Big South Fork Recreational Area, the Daniel Boone National Forest, and Cumberland Falls within its boundaries. Scenic wonders abound throughout the county, including Natural Arch, Blue Herron, and Yahoo Falls. Because of this, 2010 tourism expenditures in the county totaled over $6.5 million.

Casey County has historically had little of interest to draw tourists into the county. The Amish and Mennonite communities, as well as the annual Apple Festival, bring in a few tourists, but only generated $7 million in the year 2014. To improve its tourism potential, Casey County has recently developed the Casey County Ag/Expo Center. Focusing primarily on agriculture and equestrian events, the venue draws on the agri-tourism consumer.

While not having a major attraction to draw tourists, Green County has directed its focus on more niche attractions. The county’s abundance of genealogical material, and the oldest Courthouse west of the Alleghenies, have made Green County a destination for the history minded tourist. The City of Greensburg’s Green River Paddle Trail is rapidly becoming a draw for the recreational and environmental tourist. By better utilization of existing resources, Green County now receives nearly $4 million in tourism revenue.

### 3.8: Lake Cumberland ADD Tourism Expenditures By County 2005-2014 (In Millions)

<table>
<thead>
<tr>
<th>COUNTY</th>
<th>2005</th>
<th>2010</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>Adair</td>
<td>8.57</td>
<td>9.93</td>
<td>11.14</td>
</tr>
<tr>
<td>Casey</td>
<td>5.36</td>
<td>6.49</td>
<td>7.29</td>
</tr>
<tr>
<td>Clinton</td>
<td>8.12</td>
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<td>10.28</td>
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<tr>
<td>Cumberland</td>
<td>5.25</td>
<td>7.61</td>
<td>8.29</td>
</tr>
<tr>
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<td>2.92</td>
<td>3.58</td>
<td>3.83</td>
</tr>
<tr>
<td>McCreary</td>
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<td>6.56</td>
<td>7.36</td>
</tr>
<tr>
<td>Pulaski</td>
<td>83.75</td>
<td>111.13</td>
<td>121.72</td>
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<tr>
<td>Russell</td>
<td>32.89</td>
<td>43.97</td>
<td>46.68</td>
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<tr>
<td>Taylor</td>
<td>35.38</td>
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<td>55.06</td>
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<tr>
<td>Wayne</td>
<td>27.83</td>
<td>30.29</td>
<td>33.09</td>
</tr>
</tbody>
</table>

SOURCE: 2010 and 2015 Economic Impact of Southern and Eastern Kentucky’s Tourism and Travel Industry Report
EDUCATION:

The educational system in the Lake Cumberland Region has made dramatic strides forward over the last few decades. As can be seen in Table 3.9, the percentage of persons with a college and/or high school education has significantly increased between 1990 and 2010. In 1990, only 54% of all adults in the Lake Cumberland area had a high school education. By 2010, this number had risen to over 71%, a 17% increase. The percent of the population with a college education increased by nearly two and a half times over the same period. Even with these advances, the ADD is still lagging behind the state averages in education.

While the data is positive for both college and high school graduation rates, there is also some troubling news. According to 2010 Census numbers, the percentage of persons in Clinton County with a college degree has actually decreased by 1.6 percentage points over the last decade. Compared to significant increases in all other counties, this decrease does show some cause for alarm.

### Table 3.9: LCADD Educational Attainment 1990-2010

<table>
<thead>
<tr>
<th></th>
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<tr>
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<td>61</td>
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<tr>
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<td>74</td>
<td>81</td>
<td>14</td>
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</tr>
</tbody>
</table>

WORKFORCE DEVELOPMENT

The Workforce Development Department is tasked to administer the Workforce Innovation and Opportunities Act (WIOA) which represents a strong network of interlinked programs designed to provide wide choices to individuals seeking new opportunities and valuable information. It is a chance for us to take advantage of today’s opportunities for success and invest them in the workforce of tomorrow. As fiscal agent and the administrative entity for workforce activities in the Cumberlands Workforce Development Area, the LCADD and staff have had the challenge of implementing the WIOA by developing the objectives, strategies and designing a customer focused, comprehensive delivery system to make significant changes in the way we deliver education, training and employment services to respond to the needs of businesses, individuals and communities. The emphasis of the Cumberlands Workforce Development Area is finding employment with your present skills, education and abilities through core services at the One Stop Career Centers.

The Cumberlands Workforce Development Board has established an individual training account system (ITA) along with qualified training providers through a Request for Information process and maintains a vendor list for adult and dislocated workers to use. These programs are designed for customers that are unemployed, making low wages or unskilled to find a self-sufficient paying job. The Cumberlands WIOA is also responsible for the training portion of the Trade Adjustment Assistance program (TAA) that helps trade-affected workers who have lost their jobs as a result of increased imports or shifts in production out of the United States. The Cumberlands WIOA continues to offer On the Job Training and Incumbent Worker training to assist businesses in training employees. This allows employed workers to upgrade skills necessary to retain employment or help an individual business with training for new technology. The Cumberlands Workforce Development Board contracted with local agencies to provide WIOA youth services to in-school and out of school youth ages 16 to 21.
TRANSPORTATION

The transportation system in the Lake Cumberland ADD has been vastly improved over the past few decades. While still lagging behind many portions of the state, and the nation, the regions’ transportation network is slowly coming into its own.

HIGHWAYS

The Lake Cumberland highway network is comprised of roughly 2,429 miles of state maintained roadway, 4,694 miles of county maintained roadway, and 369 miles of city streets. The primary roadways in the region include US 27, US 127, and KY 61 crossing south to north, and the Louis B. Nunn Cumberland Parkway, KY 80, and KY 90 crossing west to east. While there are no interstates within the area, I 65 is accessible in the west via the LBN Cumberland Parkway, and I 75 is accessible in the east via KY 80 and KY 461.

The Lake Cumberland Regional Transportation Committee works closely with the Kentucky Transportation Cabinet to set funding priorities for local and regional highway projects. The majority of these projects deal with major corridor improvements that either tie the region together, or tie the region to major economic centers.

The proposed I 66 interstate facility, and the Heartland Parkway are two of the regions’ most vital construction needs. I 66 was conceived as a cross country interstate facility that would tie the east coast to the west. However, preliminary cost benefit analysis of the project yielded poor results nationally, and the dream has really only taken root in Kentucky. The aim of the State is to have an interstate route that crosses Kentucky’s southern counties, helping to boost economic development in the traditionally poorer areas. The Heartland Parkway is designed as a north-south corridor connecting the Louie B. Nunn Cumberland Parkway in the south to the Martha Lane Collins Bluegrass Parkway in the north. This particular project would serve to better link the region to both the Lexington and the Louisville metropolitan areas, as well as I 65, I 64, and I 75.

AIR TRANSPORTATION

There are currently eight general aviation air facilities within the Lake Cumberland ADD. These facilities are generally small in nature, and used for private craft, as well as small corporate jets. Although there are currently no commercial passenger facilities in the region, the Somerset-Pulaski County Airport did provide commercial flights for a brief period. Restoring this service could be a great asset to the economic development potential of the region.

RAIL TRANSPORTATION

The Lake Cumberland ADD only has rail service in the eastern part of the district. The CSX-Norfolk Southern Railroad passes through both McCreary and Pulaski Counties, with depot facilities in Somerset. The railway roughly parallels the US 27 corridor. McCreary County is also served, in small part, by the Kentucky and Tennessee Railroad. The region’s rail facilities are freight transportation only, and offer no passenger services.
ELECTRICITY

Electric service in the Lake Cumberland ADD is provided primarily by four companies, with two others skirting the fringes of the district. These providers provide to both residential customers, as well as business and industry. Electric power is generated in the region by the coal-fired John Sherman Cooper Station in Burnside, KY, and by Wolf Creek Dam in southern Russell County.

TELEPHONE/BROADBAND

Telephone service in the Lake Cumberland area is provided by one major carrier, and three local cooperatives. These companies also provide dial-up and broadband internet services to much of the region. In areas where broadband has not yet become available, wireless broadband carriers are helping to fill the void. This is especially true in Wayne County, where the city of Monticello has created its own broadband service to meet an unmet need.

INFRASTRUCTURE

PUBLIC WATER

The Lake Cumberland Area Development District is served by twenty-one public water utilities. Of these, thirteen are municipal systems, and eight are either water districts or associations.

At the present time, over 95% of all households in the region have access to public water. The region is also home to a large water supply and excess treatment capacity for future growth. As local water systems near maximum coverage, future needs are shifting away from system expansion, and toward replacing aging infrastructure and eliminating system inadequacies.

PUBLIC WASTEWATER

At the current time, there are thirteen wastewater utilities serving the Lake Cumberland ADD. Of these, eleven are municipal, and two are sanitation districts. Unlike with water service, sewer services in the region tend to operate within or around corporate boundaries. Current estimates show that approximately 23% of all area households have access to public wastewater treatment, with the majority of households treat waste with privately owned on-site facilities. Much of the region’s sewer collection lines are older clay pipes construction, and are rapidly aging and deteriorating. Substantial investment in maintenance and replacement is needed to preserve the existing network.

NATURAL GAS

Natural gas service is available to residential and industrial customers throughout the Lake Cumberland ADD. Service is primarily available in the cities, and surrounding areas, but is also available throughout some counties. Proposed service expansions would greatly benefit the region’s residents, and offer greater
HEALTHCARE

The Lake Cumberland area has a vast array of medical resources available to the community. With the exception of McCreary County, local hospitals are available in every county and offer standard health care services. In addition, Lake Cumberland Regional Hospital in Somerset, and Taylor County Regional Hospital in Campbellsville offer expanded services including a trauma center, child birth, and other advanced treatments.

Somerset is also home to a Veterans Clinic, which is a branch of the Lexington VA Medical Center. The addition of this clinic has greatly reduced travel times and increased convenience for local veterans seeking medical assistance.

The Lake Cumberland Area Development District is the Area Agency on Aging (AAA), and offers a variety of health care and in home services to the senior population of the region. The agency also manages the Person Directed Services (PDS) program, which is a Medicaid waiver program designed to give eligible Medicaid recipients needed services to remain in their homes.

The Lake Cumberland District Health Department is located in Somerset, KY, with offices in each of the ADD’s ten counties. The health department offers a wide variety of health services for persons of all ages, as well as several preventive care programs. The Lake Cumberland District Health Department is also the region’s permitting and inspection agency for residential septic systems, and is responsible for citing violations.

Perhaps the largest threat to the region’s health is the rampant opioid and drug epidemic currently ravaging the area. Illegal and prescription drug use is taking a heavy toll on the region, leading to many deaths, strained emergency services, and a drain on the economy, as businesses can not find employees capable of passing a drug test. President Trump recently declared the opioid crisis as a national emergency, though concrete solutions for the problem have yet to emerge at the present time. Finding a solution to this epidemic is a must if the Lake Cumberland area, is to have a vibrant future.
**TECHNOLOGY**

In today’s global economy, new technology has become just as essential to business and industry as transportation and workforce. For the region’s smaller communities, the ability to keep pace with changing technology is of paramount importance for recruiting new business. A community that fails to embrace technology will surely be left behind. However, those that properly use technology may be able to overcome other shortfalls that might not have been possible in the past. The Lake Cumberland ADD has actively been involved in several projects throughout the region to strengthen the area’s technological infrastructure.

**High Growth Training Center**

Development of the Kentucky Regional High Growth Training Center (KRHGTC) is a prime example of what collaboration between governmental entities and private sector organizations can do to bring high-impact projects to reality. Partners include the Pulaski County Fiscal Court, City of Somerset, Somerset Pulaski County Development Foundation, Somerset Community College, South Kentucky Rural Electric Cooperative Corporation, Lake Cumberland Area Development District, including its Economic Development Department and Workforce Investment Program (Cumberlands Workforce Investment Area), and Kentucky rural electric cooperative associations and other utility providers from throughout the region.

The Kentucky Regional High Growth Training Center was born from a growing need to replace an aging, skilled lineman workforce. The project consists of the construction of a state of the art lineman training facility, as well as a core training curriculum. Basic and advanced utility lineman training is provided.

Five basic lineman training sessions are provided each year with a potential class size of twenty-five. Two advance lineman training sessions are provided each year with a typical class size of nine. Classes began in the autumn of 2008. Students are ready to be productive immediately upon entering the workforce. Companies save both time and costs consumed by on-the-job training when they hire a graduate of the program. Safety, a component of the training, is enhanced as well.

**Broadband**

The availability of broadband internet has become very important in shaping a community’s ability to attract new business and industry. Coverage rates vary within the counties of the LCADD region. Larger internet providers such as Windstream tend to focus on more populated areas where there’s more bang for the buck, leaving the rural areas underserved. Local telephone cooperative Duo-County, which covers most of Russell, Adair, and Cumberland County, has begun running fiber optic line, and offering much greater bandwidth to its customers. In order to help increase access to broadband in the region, the Lake Cumberland ADD is working with various state and local entities including Connect Kentucky and KentuckyWired, as well as working directly with the City of Monticello on a broadband expansion project.
ENVIRONMENT

The Lake Cumberland ADD lies in southcentral Kentucky, and serves as a transition point for eastern and western Kentucky. The terrain ranges from the more mountainous, rocky conditions in the southeast counties, to the rolling hills and flatlands of the northwest. The vast majority of land is either farmland, or forested, with development focused largely around cities, and along certain major traffic corridors.

As the regions name suggests, the area is typified by several lakes and waterways. The region is centered around Lake Cumberland, with Green River Lake in the north, and Dale Hollow Lake south along the Tennessee Border. The area also is home to the Green River, the Cumberland River, and the scenic Rockcastle River. The area’s waterways not only provide ample water resources and recreational opportunities, but also host an abundance of fish and wildlife.

The climate of the Lake Cumberland region is characterized by warm summers and generally mild winters. Summer temperatures typically are around the mid-80’s to mid-90’s, with drought conditions occurring ever few years. Winters are generally mild with rain and light snow, though one and two foot snows occur in rare occasions.

As mentioned previously, the area is highly forested. This is most true in McCreary County, where a majority of the county is covered by the Daniel Boone National Forest, and the Big South Fork Recreation area. The abundance of forested land has given rise to a growing enviro-tourism industry, as well as sustained a long established wood products industry.

While not as agrarian as in decades past, the Lake Cumberland region is deeply rooted in the agriculture sector. The region, especially in the north and west, is littered with small family farms, producing a wide variety of crops and livestock.
Agriculture still plays a vital role in the economy of the region, contributing millions of dollars from the production of crops and livestock. While direct employment in the sector is small, secondary linkages produce hundreds of jobs in the region. As part of a statewide initiative to capitalize upon the numerous agricultural linkages and opportunities for economic growth a program called KADIS has been developed. KADIS is a partnership between the KY Dept. of Agriculture, the Governor’s Office of Agriculture Policy, the US Economic Development Administration, and the Area Development Districts. It seeks to promote and develop greater linkages among the many farmers, businesses, agencies, institutions, and individuals who collectively play a part in the agri-economy. The project has resulted in an inclusive geographic database of agricultural resources, information and assets across the Commonwealth of Kentucky. It can be found at: [http://kadisonline.org](http://kadisonline.org)

This web-based GIS driven system will create an emphasis on linkages and integration towards future planning and projects that affect the agriculture economy. It is anticipated that the information will become a collaborative dataset available to a wide range of users to enhance development of locally produced and sold agricultural and related products.

Some of the datasets in KADIS include:
- Sites/buildings suitable for agricultural businesses and industry
- Soils data
- Existing agri-businesses and facilities
- Disaster prone facilities, crop loss data, etc. Agricultural friendly land use regulations
- Kentucky Proud facilities, farmers markets, organic products, etc.
- Bio-energy resources/produce and local food resources
- Distribution/aggregation facilities
- Livestock resources
- Land uses including prime farmland, environmentally sensitive and protected areas, etc.
- Workforce development/technical training resources and programs
- Crop production information
- Transportation resources (rail, ports, etc.)

Linkages to other resources such as water, sewer, etc.

Additional Agricultural production information for the region can be obtained from the USDA Census of Agriculture found here: [http://www.agcensus.usda.gov](http://www.agcensus.usda.gov)
B. OTHER PLANNING ACTIVITIES

In creating this CEDS document, several other regional and local planning documents for the region were taken into consideration. The following list of planning documents has been consulted in this review:

- LCADD Regional Transportation Asset Inventory
- Kentucky’s FY 2016—2022 Highway Plan
- Kentucky Water Management Plan 2015
- Kentucky Wastewater Management Plan 2015
- Regional Emergency Water Supply Interconnection Plan
- Lake Cumberland Hazard Mitigation Plan
- Local Comprehensive Plans
- Lake Cumberland Area Plan on Aging
- Cumberlands Workforce Development Area Strategic Plan 2017-2020
- Local Planning and Zoning
- Local Solid Waste Management Plans

C: REGIONAL SWOT ANALYSIS

In order to better determine local and regional needs and goals, a SWOT Analysis was conducted over a month long period. Staff met with various groups from around the region to ascertain the region’s Strengths, Weaknesses, Opportunities, and Threats. Some of those groups surveyed include the following:

- Regional Water/Wastewater Management Council
- Regional Transportation Committee
- Regional Workforce development Board
- Area Council on Aging
- Elected Officials
- Private Citizens

The meetings resulted in a wealth of information which helped to steer the direction of the CEDS. Results of these meetings are included in the SWOT Analysis on the next page.
Regional SWOT Analysis

STRENGTHS
- Educational System/Post-Secondary Educational System
- Quality Elementary Schools
- Smaller Teacher/Student Ratio
- Available Workforce
- Local Entrepreneurs
- Water Supply Sources
- Reasonable Water/Sewer/Utility Rates
- Road System
- Local Airports
- Public Transportation – RTEC
- Our Central Location in the state
- Close access to interstates and parkways
- Regional Hospitals/Local Hospitals/Health Care
- Lake Cumberland Area Development District
- Progressive Political System
- Local Communities working together
- Faith Based Population
- Caring People willing to help others
- Philanthropic/Charitable Organizations
- County Library System
- Security and Emergency Services
- Lower Crime Rate
- Center for Rural Development
- Recycling Programs
- Modest Cost of Living
- Affordable Housing
- Local Wellness Centers
- Recreational Opportunities
- Area Lakes and Waterways
- State Parks/Local Parks/Recreational Parks

WEAKNESSES
- Low Wages
- Few Trained/Skilled Workers
- Non-Skilled Workforce
- Drug Problems affecting the Workforce
- Lack of Industry
- Youth leaving area to find employment
- Lack of Development
- Low High School/GED Graduate Population
- Lack of a Good Work Ethic in the Workforce
- Lack of Jobs
- Lack of Soft Skills in the Workforce
- Low Wages
- Lack of Restaurants and Hotels
- Underutilized Lake Development/Tourism
- Boat Ramps
- Corps of Engineers Fees and Regulations
- Lack of Utility Services
- Limited Connectivity to Interstate Highways/Parkways
- Lack of Public Transportation
- Lack of Railroads and Airports
- Lack of access to High Speed Internet
- No access to free Wi-Fi
- Lack of Property Maintenance
- Lack of County Zoning Ordinance
- Lack of Walking and Bike Trails
- High Welfare Participation
- Government Benefits equalling approximately $13.85 per hour
- Poor Communication on Services offered
- Lack of Entertainment
- Over Crowded Prisons/Jails

OPPORTUNITIES
- Investment in Vocational Schools
- Small Business Opportunities/Start Ups
- Apprenticeship Opportunities
- Attract Higher Paying Industries
- Provide a Living Wage
- Growth
- Cruise Boat on Lake Cumberland
- Promote Lake Tourism
- Attract Hotels/Resorts/Tourism
- Availability of Land for Development
- Promote/Develop Industrial Sites
- Industrial Site Readiness/Infrastructure
- Ample Water Supply for Industry
- Cheaper Utility Costs, Water, Sewer, Electric
- KY Connect Broadband
- New Roads and Improved Connectivity
- Cost of Land Per Acre
- Low Cost of Living Especially for Retirees
- Second Chance Opportunities for Drug Offenders
- Dry vs Wet Communities
- Quality of Life
- Retirement Opportunities
- Regional Partnership Agreements between Cities and Counties
- Reduce Duplication of Services
- Funding More Scholarships
- Mentoring Programs
- Promote Leader in Me Program in schools

THREATS
- Low Wages
- Uneducated Workforce
- No Work Ethic of New/Younger Employees
- Aging Population/Workforce
- Lack of Technical Skills in the Workforce
- Employers Leaving because of Workforce
- Automation Replacing Workers
- Repeal of the Davis/Bacon Act for state prevailing wage
- Declining Agriculture and availability of Farm Land
- Corp. of Engineer Fees
- Deteriorating Roads
- Infrastructure Rehab/Maintenance
- Lack of Infrastructure out in the County
- Lack of Industry Diversity
- Aging Electrical/Water/Sewer network
- Decline in Population
- No Fear of Jail or Prison
- Legislators not wanting to punish anyone for crimes/drugs
- Losing Hospitals in Small Communities
- Loss or Reduction in Social Services
- Youth moving away
- Rampant Drug Problem
- Rising Cost of Tuition
- Entitlements
- Apathy—Just don’t care attitude
- Community Leaders not wanting area to grow
- Bad Weather—Rain/Hail/Tornadoes/Drought
- Property Loss due to Weather
- Rising Health Care Costs
- College Debt
- Earning College Degrees that are not in demand
## D: CURRENT/ONGOING PROJECTS LIST

**GRPA Data Collection Form**

### Economic Development Administration

**GPRA Data Collection Form**

**Economic Development Districts and Indian Tribes**

**PART I**

- **Date:** November 16, 2019
- **Recipient Name:** Lake Cumberland Area Development District
- **Full Address:** 3860 Lebanon Dr., P.O. Box 1574, Russell Springs, KY 42585
- **Authorized Contact:** Judy Ketterer, OEC/Development & Economic Development
- **Telephone:** (270) 846-0410
- **Fax:** (270) 846-0414
- **Email (not optional):** JudyKetterer@lcky.org

**PART II**

- **EDA Investment:** Planning Partnership Investments
  - **Award Period:**
  - **Description of Investment:** Economic Development District

**Recipients Provide the Following Information**

### 1. Economic Development Districts (EDD) only

- **a. Number of Sub-state Jurisdictions eligible to participate in the EDD:** 28
- **b. Number of Sub-state Jurisdictions actively participating by attending meetings or financially contributing to the EDD:** 28

### 2. Economic Development Districts and Indian Tribes

- **a. Number of economic development initiatives from the Comprehensive Economic Development Strategy (CEDS) process implemented during the investment award period that led to private investment and/or jobs:** 13
- **b. Category type of project:**
  - Facility Construction/Rehab: 2
  - Technical Assistance: 5
  - Planning: 0
  - Other: 0
  - (total of these five must be equal to 2a)

- **c. How many (if any) of the above were: Technology:** 0
- **d. Number of Investments Funded by Any Source:** (Total must equal 2a. If EDA-funded investment, include only those awarded by EDA during this reporting period and have an EDA investment number. Do not count this planning investment.)
  - **EDA Funded:** (Qty.) 3
  - **Funded by Other Source:** (Qty.) 0

- **e. Attach a list of economic development initiatives reported in 2a. Identify the sources of funding for each initiative, specify EDA, state, local or other federal agency(s).**

- **f. Estimated number of jobs created or retained as a result of projects in 2a:** 200
- **g. Estimated amount of private sector investment generated by projects in 2a:** $3,000,000
- **h. Estimated amount of public sector investment generated by projects in 2a:** $15,700,000

**GMB Approved ED-916**

**OMB Control Number 0570-0098**

**Expiry: 11/30/2020**

### Project Reported

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<td>USDA-RD CF, City</td>
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<td>Albany Fire Hydrant Replacement Project</td>
<td>$130,000</td>
<td>CDBG Self-Help, Local</td>
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<td>Cumberland County Sheriff Vehicle Purchase Project</td>
<td>$84,230</td>
<td>USDA-RD CF, Fiscal Court</td>
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<td>Green County Spec Building Build-out Project</td>
<td>$13,240,000</td>
<td>EDA, CDBG, Company</td>
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<td>McCrory County</td>
<td>McCrory County Heritage Foundation, Inc. - Improvements to Big South Fork Scenic Railway</td>
<td>$2,500,000</td>
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<td>Marsh Creek to Hwy 92 Waterline Replacement Project</td>
<td>$1,444,710</td>
<td>CDBG, USDA-RD</td>
</tr>
<tr>
<td>Outdoor Venture Corp</td>
<td>Equipment Purchase Project</td>
<td>$5,750,000</td>
<td>CDBG, AML, Company</td>
</tr>
<tr>
<td>Industrial Authority Website &amp; Brochure Development</td>
<td></td>
<td>$25,000</td>
<td>USDA-REDD</td>
</tr>
<tr>
<td>Pendleton County</td>
<td>Restoring PRIDE in Kentucky’s Appalachia Phase II (East Kentucky PRIDE)</td>
<td>$1,457,500</td>
<td>ARC POWER, Local</td>
</tr>
<tr>
<td>Burnside Combined Waterline Improvements Project</td>
<td></td>
<td>$2,227,000</td>
<td>KIA DWSRF</td>
</tr>
<tr>
<td>Russell County</td>
<td>Russell County Sheriff Vehicle Purchase Project (5 vehicles)</td>
<td>$160,376</td>
<td>USDA-RD CF, Local</td>
</tr>
<tr>
<td>Jamestown Canine Police Vehicle Purchase Project</td>
<td></td>
<td>$54,078</td>
<td>USDA-RD CF, Local</td>
</tr>
<tr>
<td>Downtown Jamestown Waterline Replacement</td>
<td></td>
<td>$1,000,000</td>
<td>CDBG, KIA, DWSRF</td>
</tr>
<tr>
<td>Taylor County</td>
<td>Heating Place of Campbellsille</td>
<td>$200,000</td>
<td>CDBG</td>
</tr>
<tr>
<td>Wayne County</td>
<td>Monticello Sewer Extension – American Woodmark</td>
<td>$890,000</td>
<td>EDA, Local</td>
</tr>
</tbody>
</table>

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**GPRA Data Collection**

**Reporting Period:** January 1, 2019 to December 31, 2019
The Community and Economic Development Division provides project planning, technical assistance, financial packaging, grant application preparation and administrative services to all units of local government within the ten county area. Additionally, these services are available to non-profit organizations within the area and private, for-profit businesses with plans to locate or expand, creating jobs and investing private capital.

Staff continues to administer the following on-going projects which are in various stages of implementation.

### Adair County:

- **Adair County School System – Collaborating Across Regions – Healthcare Hub**
  - Work Ready Skills Initiative (WRSI) $238,000
  - School $39,931
  - Non-Cash Match $1,450
  - Total $279,381
  - WRSI negotiated grant down to $238,000. School picked up shortage. Originally applied for $264,425 from WRSI

- **Columbia Feasibility Study and Workforce Analysis**
  - USDA RD $40,000
  - Local $5,000
  - Total $45,000

### Clinton County:

- **Albany Fire Hydrant Replacement Project**
  - CDBG-Self-Help #17-012 $120,000
  - Local $10,000
  - Total $130,000

### Cumberland County:

- **Cumberland County Southern Distillery Equipment Purchase**
  - CDBG #17-056 $250,000
  - Company $500,000
  - Total $750,000

### Green County:

- **Green County American Legion Park Concession Stand & Restroom Replacement Construction Project**
  - Land and Water Conservation Fund (LWCF) $19,579.89
  - Local $19,579.89
  - Total $39,159.78

### McCreary County:

- **Stearns Downtown Revitalization Project**
  - Economic Development Administration $2,000,000
  - Local Match $550,000
  - Abandoned Mine Lands $1,100,000
  - USDA-RDBG $100,000
  - Total $3,750,000

- **Marsh Creek to Hwy 92 Waterline Replacement Project**
  - CDBG #18-030 $722,000
  - USDA-RD $722,710
  - Total $1,444,710

- **Outdoor Venture Corporation – Equipment Purchase Project (150 jobs)**
  - CDBG #18-064 $1,000,000
  - Abandoned Mine Lands (AML) $3,500,000
  - Company (PI) $1,250,000
  - Total $5,750,000

- **Industrial Authority Website & Brochure Development**
  - USDA-RDBG $25,000
  - Total $25,000

### Russell County:

- **Downtown Jamestown Waterline Replacement**
  - CDBG #18-020 $500,000
  - DWSRF $500,000
  - Total $1,000,000

### Taylor County:

- **Healing Place of Campbellsville**
  - CDBG-Recovery Kentucky #19-003 $200,000
  - Total $200,000

### Wayne County:

- **Monticello Sewer Extension – American Woodmark – West KY 90**
  - Economic Development Administration $712,000
  - Local $178,000
  - Total $890,000
### Applications Prepared During FY 2019: (Indicated by *)

**P** = Pending  
**F** = Funded  
**D** = Denied

#### Adair County:
- **City of Columbia Farmers Market on the Square Renovation Project**  
  - Kentucky Agricultural Funds: $239,340*  
  - Adair County Agricultural Funds: 10,000  
  - Total: $249,340  
  - *Application Withdrawn*

#### Casey County:
- **Liberty Police Cruiser Purchase Project**  
  - USDA-RO: $47,200*  
  - Local In-Kind: 15,798  
  - Total: $62,998
- **Casey County Hospital Computed Tomography (CT) Project**  
  - ARC: $276,704*  
  - Local: 69,176  
  - Total: $345,880

#### Clinton County:
- **Duvall Valley Water Improvements**  
  - ARC: $400,000  
  - AML: 2,000,000*  
  - AMD (Abandoned Mine Development): 75,000  
  - City of Albany: 100,000  
  - Total: $2,575,000
- **Clinton College and Career Equipment Purchase Project**  
  - ARC: $282,360*  
  - Local In-Kind: 800,000  
  - Total: $1,082,360

#### Cumberland County:
- **Jomel Seams Reasonable Expansion (25 jobs created, 50 retained, PI $300,000)**  
  - ARC: $400,000*  
  - COG: 500,000  
  - EDA: 450,000  
  - Total: $1,350,000

- **Cumberland County Sheriff Vehicle Purchase Project**  
  - USDA-RO: $46,300*  
  - Total: $46,300

- **Burkesville Wastewater Treatment Plant Improvements Project**  
  - COG: $1,000,000*  
  - KIA-CWSRF: 2,831,370  
  - Total: $3,831,370

- **Burkesville Fire Department Equipment Purchase**  
  - Assistance to Firefighters Grant (AFG): $33,424*  
  - Local: 1,671  
  - Total: $35,095
  
  Application submitted FY18. AFG just recently announced will be reviewing the two previous cycles of applications for award.

#### Green County:
- **Green County Spec Building Build-out Project (50 jobs created, PI $11.6 m)**  
  - COG: $1,000,000*  
  - EDA: 640,000  
  - Company: 11,600,000  
  - Total: $13,240,000

#### McCreary County:
- **Industrial Authority Website & Brochure Development**  
  - USDA-RDO: $25,000*  
  - Total: $25,000

- **Industrial Park Marketing Project**  
  - ARC Flex-E-Grant: $10,000*  
  - Local: 2,500  
  - Total: $12,500

- **Outdoor Venture Corporation – Sewer Project (150 jobs created, PI $1.0 m)**  
  - EDA: $1,779,760*  
  - ARC: 444,940  
  - Total: $2,224,700
  
  EDA pre-application approved. Full application invited. ARC pre-application in progress.

- **Outdoor Venture Corporation – Equipment Purchase Project (150 jobs)**  
  - COG: $1,000,000*  
  - AML: 3,500,000*  
  - Company (PI): 1,250,000  
  - Total: $5,750,000
Marsh Creek to Hwy 32 Waterline Replacement Project
CDBG $722,000* F
USDA-RD 722,710
Total $1,444,710

Pulaski County:
Burnside 2019 Recreation Economy for Rural Communities* P
Lake Cumberland Health Department Farmers Market Improvements
USDA-RBG $30,000* P
Total $30,000

Restoring PRIDE in Kentucky’s Appalachia Phase II (East Kentucky PRIDE)
ARC POWER $1,150,000* F
Local 287,500
Total $1,437,500

Burnside Combined Waterline Improvements Project
KIA DWSRF 2,227,000* F
Total $2,227,000

Russell County:
Russell County IDA Rebranding Project
ARC Flex-E-Grant $10,000* P
RCIDA 9,800
Total $19,800

Russell County Regional Agri-Business Training Center
ARC $350,000* P
CDBG 800,000
EDA 1,769,000
USDA-RBG 100,000
Local 150,000
Total $3,169,000

Russell County Sheriff Vehicle Purchase Project (5 Vehicles)
USDA-CF $50,000* F
Local 110,376
Total $160,376

City of Jamestown Canine Police Vehicle Purchase Project
USDA-RD CF $40,500* F
Local 13,578
Total $54,078

Russell Springs Fire Department Pumper/Tanker Purchase
Assistance to Firefighter Grant (AFG) $278,572* P
Local 13,928
Total $292,500

Taylor County:
Miller Park Playground Equipment Project
Land & Water Conservation Fund (LWCF) $60,933* P
City of Campbellsville 60,934
Total $121,867

Healing Place of Campbellsville
CDBG-Recovery Kentucky $200,000* F
Total $200,000

Wayne County:
Monticello 2019 Recreation Economy for Rural Communities* P
Wayne County Natural Gas Feasibility and Industrial Park Site Selection Studies
USDA-RBG $50,000* P
Wayne Co. Fiscal Court 5,000
Total $55,000

Monticello Residential Water Meter Replacement Project
CDBG-PF Self-Help $250,000* P
Monticello Utility Commission 260,936
Total $510,936

Regional
WIN Learning: Essential Workplace Ethics Instruction
ARC Pre-application $396,400* P
17 School Systems 99,100
Total $495,500

Lake Cumberland Area Development District Workforce Project
Department of Labor (WORC – Workforce Opportunity for Rural Communities) $2,204,395* P
Total $2,204,395

Russell County Regional Mapping Truck Purchase Project
Area Development Funds (ADF) $20,296.26* F
Local 3,692.74
Total $23,989.00
Projects in the Planning Phase:

- Greenhills Fire Hydrants
- Breeding Fire Department Substations
- Casey County Green River Hydrology Study
- Casey County Ambulance – Heart Monitor Replacement
- Casey County Sheriff Cruiser Purchase
- Cumberland County – Nursing Home Improvements
- Burkesville Police Cruiser Purchase
- Albany Police Station Construction
- Albany Water Treatment Plant Expansion and Improvements
- Mountain View Park Improvements
- Modoc Fire Department Project
- City of Greensburg DWSRF Project
- Green County Food Pantry and Rescue Squad Building Project
- Summersville Sewer Improvements – Grinder to Gravity
- McCreary County DWSRF Project
- McCreary County Heritage Foundation EPA Brownfield Clean-up Grant
- Pulaski County Soup Kitchen/Homeless Shelter
- Pulaski County Mini Gatlinburg Development “Miracle Mile”
- Somerset Natural Gas Line to New Locating Business Project – Phase II
- City of Somerset DWSRF Project
- Pulaski County Multi-Unit Senior Housing Project
- Eubank DWSRF Project
- Jabez Fire Sub-station
- Russell County School System CTE Equipment Purchase
- Jamestown Marina Area Sewer Project – SX21207013
- Russell County Regional Mapping Truck Purchase
- Jomel Seams Reasonable Expansion in Russell County
- Campbellsville Swimming Pool Repairs
- Campbellsville Farmers Market Renovation
- Campbellsville Fire Department Training Facility
- Wayne County Courthouse 2nd Floor ADA Compliance
- Wayne County Natural Gas Project
- Monticello Senior Center
- Wayne County Schools ATC Equipment Project
- Regional: Business Expansion/Location

Projects Completed During FY 2018:

Projects Completed During FY 2019:
- Casey County 911 Center – Repeaters Replacement Project
- Liberty Wastewater Treatment Plant Upgrade & Improvements Project CDBG #15-017
- Liberty Police Vehicle Purchase Project SX21045002
- Clinton County Sheriff Vehicle Purchase
- Foothills Academy Welding Equipment Purchase
- Rowena Boat Dock Infrastructure Project
- Marrowbone Park Improvement Project
- McCreary County Ambulance Chassis & Remount Purchase
- Burkesville River Street Sidewalk Project
- Healing Place of Campbellsville #18-006
- Website for Lake Cumberland Area Development District
- Website for Lake Area Foundation
E: REGIONAL RESILIENCY

HAZARD MITIGATION:

For decades, the typical approach to dealing with natural disasters was to react to them after they occurred. This generally resulted in the need for large amounts of state and federal aid. In more recent years, the focus has shifted towards both lessening the effects of disasters, and increasing a community’s resiliency and sustainability when disasters occur.

The Lake Cumberland Hazard Mitigation Plan represents an exhaustive effort to assess disaster potential, and to layout a framework for mitigating the effects of future disasters. The plan also lays out a course of action for recovery and a framework for resiliency in the event of disaster. The full document can be found on the Lake Cumberland ADD webpage at the following address:

http://lcadd.com/hazard-mitigation-plan

In addition to the Lake Cumberland Hazard Mitigation Plan, most units of local government, public utilities, and public protection agencies have some form of emergency/disaster recovery plan in place.

Currently, not all local governments in the region participate in safety net programs such as the National Flood Insurance Program. This can prevent local businesses and residents from obtaining affordable flood insurance, and render the community ineligible for some types of federal mitigation and recovery funding.

ECONOMIC RESILIENCY:

Economic shocks are often times more unexpected and more damaging to a community than most natural disasters. As was evidenced by the “Great Recession” of 2008, jobs vanish, homes are lost, and lives are destroyed. In the past, the Lake Cumberland region has been devastated not only by national recessions, but also by more localized industry collapses. While no community can truly be safeguarded from economic shocks, there have been several changes in the Lake Cumberland area which, at least to a degree, help to

least to a degree, help to insulate the region from the worst economic shocks.

One such change has been the diversification of the economic base itself. In the mid 1990’s, the region was devastated by the vast migration of textile manufacturers out of the country in pursuit of cheaper labor in Latin America. The region simply had too many eggs in one basket, and the basket was dropped. In the past two decades, the region has rebuilt with a more diverse cross section of industry, and focused on many smaller industries, and fewer large scale employers.

The Cumberlands Workforce Development Board currently works closely with local business and industry to better understand their changing situation, and provide proactive assistance in developing a workforce that meets current and future needs. The board also utilizes Workforce Innovation and Opportunity Act (WIOA) funding to provide assistance and retraining to dislocated workers in times of business closure or business migration.

Perhaps the most crucial element of economic resiliency is cooperation and coordination between local entities across political and geographic borders. Through the Lake Cumberland Area Development District, local governments, special districts, business and industry, and private citizens are able to come together to discuss possible future threats, and develop plans to address them before they occur.
SECTION V: ECONOMIC CLUSTERS

The strength and vitality of a region’s economy can be measured by the diversity of its economic clusters. Economic clusters are groups of industries within a region that either produce a similar product, or produce a complimentary or interdependent product. For example, this could be a group of candle makers, or it could be a candle maker, a wick producer, and a wax producer.

In the first half of the 20th century, the Lake Cumberland economy was based primarily on agriculture, lumber, and mineral resource extraction. These industries remained relatively strong until the 1960's and 1970's, when a mini industrial revolution swept the region. The small farming operation has slowly declined in the area, becoming more a secondary income, as opposed to a sole source. Both mining and mineral extraction have decreased to nearly non-existent. Of these early clusters, only wood extraction and production and agriculture have remained relatively important.

The first major industrialized cluster to hit the Lake Cumberland region was the textile boom of the 1970's. Textiles were located in every county in the region, some providing thousands of low paying jobs. This cluster kept expanding until the early to mid 1990's when NAFTA, and cheap foreign labor eradicated the industry within the region in just a few short years. Today, there is very little left of the industry, only vacant buildings, oversized water plants, and a very bitter taste.

Today the region has begun to develop a more diverse economy, which enjoys several unique economic clusters. As stated above, wood production and agriculture are still important parts of the Lake Cumberland Region. Both industries are present to some degree in all 10 counties.

The tourism industry had been a rapidly growing industry over the past several decades. With the impoundment of Lake Cumberland in the 1950’s, as well as the construction of Dale Hollow Lake, and Green River Lake, the area has become a virtual magnet for tourists from throughout the state, as well as Ohio, Indiana, Illinois, and several other states. Along with the lakes, the region also boasts Cumberland Falls, the Big South Fork Recreation Area, and several smaller, yet vital attractions.

In step with the development of the tourism industry, a thriving houseboat industry emerged around the region. Several large-scale houseboat manufacturers were established, most of which were home grown. Houseboat manufacturing is present in Pulaski, Wayne, Russell, and Clinton Counties, and produce products that are sold throughout the country, as well as globally. However, the industry was nearly wiped out by the global recession in 2009. To adapt, many of these firms have retooled and are now using the same processes to create single family manufactured housing.

The farm gate/product industry began as an offshoot of the wood industry. Farm gates we originally constructed of wood, and then moved to galvanized metal. The center of this industry is in Casey County, with factories in Russell, Adair, and Pulaski Counties. The national success of these products has led to diversification in the industry, with several new products being constructed for the agriculture industry.

The poultry product industry is a relative newcomer to the Lake Cumberland area. The opening of Keystone in Clinton County during the mid 1990’s has led to a growing cluster of chicken related operations. Most of these tend to be chicken farms, but also include related products, such as pens and feeders. While the center of this cluster is in Clinton County, the industry has spread to nearby Adair, Wayne, and Cumberland Counties.

The automotive component industry has become a blossoming industry over the last few years. While the Lake Cumberland region is not blessed with an auto manufacturer, the recent trend of foreign-based automobile companies producing vehicles in the southern United States has led to a spillover bonus for the region. Automotive components are made in Russell, Taylor and Pulaski Counties, with new factories starting up on an annual basis.

It is clear from the above-mentioned clusters that the Lake Cumberland ADD has much larger degree of economic diversity than it did 20 and 30 years ago. The region no longer has its eggs in just one or two baskets. A downturn in one industry will no longer affect the region the way the loss of textiles did during the 1990’s. This seems to indicate a stronger growth potential for the region over the next few decades.
SECTION V: ACTION PLAN
Goals, Objectives, and Strategies

GOAL 1. Promote the development of a strong, diverse, sustainable regional economy within the Lake Cumberland ADD counties.

A. Increase the number of jobs in the manufacturing and service sector by 10%.
B. Reduce unemployment to within 0.1 percent of Kentucky levels by 2022.
C. Expand the promotion of Tourism throughout the region.

◆ Recruit and support new business startups or expansions.

◆ Development of new and upgrading of existing industrial parks with amenities needed by modern industries.

◆ Develop regional entrepreneurship training classes.

◆ Expand funding of economic revolving loan funds in the region.

◆ Develop a regional tourism campaign with both broad-based, and focused marketing.

◆ Pursue Trailtown designations for local communities to enhance tourism.

◆ Develop a regional brownfields assessment, and explore removal of abandoned sites.
**GOAL 2.** Promote the development of an educated, well-trained workforce that is better able to fill better jobs, and achieve a higher standard of living.

- Increase the number of persons with a high school education by 5% by 2018.
- Provide educational opportunities for adults and students that maximize employment possibilities.

- Work with local industry to develop apprenticeship opportunities.
- Expand the availability of high-tech curriculum for a workforce of the future.
- Expand distance learning and satellite campuses throughout the region to improve accessibility and expand offered programs.
- Promote the “Leader In Me” program in local elementary schools.
- Expand scholarship opportunities through charitable foundations.
- Promote and assist with apprenticeship programs for both public and private sector employers.
GOAL 3. Develop a seamless, well-maintained transportation network that meets the needs of industry, tourism, and residents, without harming the region’s natural character.

A. Encourage the development of a well-planned highway system with connectivity within and outside the region.
B. Promote air transportation throughout the region.
C. Promote and expand public transportation throughout the region.

◆ Better utilize the Regional Transportation Committee to determine and promote the region’s most needed, cost efficient road improvements.

◆ Explore the feasibility of expanded public transportation within the region.

◆ Develop asset inventories of locally owned roadways and bridges to better prioritize maintenance.

◆ Promote airport enhancements and upgrades as needed.

◆ Study the feasibility of a regional airport.
GOAL 4. Develop an infrastructural network that both meets the needs of residents and industry, but which also protects the region’s environment.

A. Ensure public water is made available to at least 95% of all residents by 2018.
B. Promote the expansion of sanitary sewer where possible, and reduce failing septic systems and straight pipes throughout the area.
C. Ensure that broadband internet service is available to all residents by 2018.
D. Provide gas services to industry and residents wherever practical.
E. Improve fire protection and public safety.

- Support and develop projects which expand or enhance drinking water distribution and wastewater treatment.
- Develop asset inventories for local utilities to identify future needs and enhance system maintenance.
- Develop a local taskforce to examine broadband coverage and support broadband expansions.
- Examine feasibility of expanding natural gas service to unserved business and residential customers.
- Support upgrades to public safety facilities and equipment as needed (Fire, Police, EMS)
- Explore possibilities to improve existing cellular coverage in the area.
**GOAL 5.** Promote the development of a housing stock that is both safe and sanitary, and that will improve the well-being of the region’s residents.

A. Decrease the region's housing stock deemed substandard by 10% by the year 2018.
B. Promote home ownership for low and moderate income residents.

- Develop an inventory of current housing stock to determine area needs.
- Explore the development of homeownership training classes.
- Promote housing rehabilitation projects and blight removal.
- Explore possibility of expanded low-income housing development.
- Explore the feasibility of emergency and transitional housing for the homeless.
GOAL 6. Promote the health and wellbeing of local citizens through equal and greater access to health related services and educational opportunities.

   A. Decrease the person to physician ratio by 5% by 2018.
   B. Promote healthier lifestyles throughout the region.
   C. Promote measures to protect the area’s environmental quality.

- Promote wellness through walking and recreational trails.

- Explore the feasibility and facilitate the development of local wellness centers.

- Expand homecare and health care services for veterans.

- Promote local food through expanded accessibility to farmer’s markets.

- Explore all avenues to expand and enhance local substance abuse treatment facilities and programs to combat the growing opioid crisis.

- Explore the feasibility of expanded local and regional medical facilities.
GOAL 7. Work to enhance the community through improvements to the current system of social services, community facilities, and livability standards.

A. Support and, where possible, expand the current Area Aging Services Program.
B. Promote the development of senior centers throughout the region.
C. Improve community vitality with downtown revitalization and streetscaping.
D. Promote the development of community centers, cultural centers, and other facilities throughout the region.

- Support downtown revitalization and historic preservation.
- Support improvements to local parks and recreation.
- Explore new funding for senior centers and aging services.
- Support local charitable endowments for sources of community development.
- Explore funding for animal shelters and population control.
SECTION VII: EVALUATION

The Lake Cumberland ADD CEDS Committee will be responsible for performing evaluations on the performance and success of the CEDS Planning document on both an annual basis, and at the end of the document’s five year duration. These reviews will be based on both the accomplishment of the actions outlined in the plan, and the affect these accomplishments have on the economic and social health of the Lake Cumberland Region.

Annual reviews will be conducted around the third quarter of each fiscal year. Annual reviews will focus primarily on the accomplishment of actions laid out in the CEDS document. In cases where CEDS projects are not moving forward, the committee will examine ways in which the ADD can assist in getting the ball rolling. To a smaller extent, several key socio-economic indicators will be reviewed and analyzed to determine the extent of which the actions laid out in the plan have affected the conditions of the region as a whole. These factors will include, but not be limited to: income, unemployment levels, business expansion and startups, business closures, and public and private investment.

As presented in the attached GPRA Data Collection Form, fifteen projects listed in the FY-18 CEDS were implemented over the past year. A total of $15,702,710.00 in public investment was utilized to finance the implementation of these projects. This amount was leveraged by $13,503,182.00 in private funds. This investment led to the retention or creation of 200 jobs over the next year.

Examination of unemployment figures for the Lake Cumberland ADD shows that the unemployment rate remained fairly constant over the past year, with a slight decrease. Individual counties saw slight variations, with minor increases and decreases, but all remained fairly constant. Overall, the region continued to converge with State of Kentucky as a whole, with an unemployment rate only 0.5% higher.

While there are some positive improvements to the regional economy, several negatives still persist to hold back growth. The shrinking job base and the decreasing civilian labor force participation rate must be reversed in order to move the region into the future. The primary vision of the CEDS document is to remove these negatives, and to nurture an environment that is conducive to job creation and economic expansion. Both the public and private sector must work in unison further the goals and strategies contained within the CEDS in order to make this vision a reality.
Lake Cumberland Comprehensive Economic Development Strategy
Resolution 2017

WHEREAS, the Lake Cumberland 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 Department for Local Government and the Economic Development Administration, previously engaged in a Commonwealth-wide community-based, strategic planning process; and

WHEREAS, the Lake Cumberland Area Development District Board of Directors completed a Comprehensive Economic Development Strategy (CEDS) in 2017, serving as a five year plan; 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 Lake Cumberland Area Development District’s consensus for future growth and revitalization in the region.

NOW, THEREFORE, BE IT RESOLVED, that the Lake Cumberland Area Development District Board of Directors approves and adopts the Lake Cumberland Area Development District 2017 Comprehensive Economic Development Strategy document and will provide copies to the Economic Development Administration and Department for Local Government.

Adopted this 30th day of November, 2017

Edwin Wesley, Chairman
Board of Directors

Darryl McGaha, Executive Director

Lake Cumberland Comprehensive Economic Development Strategy
Resolution 2019 Update

WHEREAS, the Lake Cumberland 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 Department for Local Government and the Economic Development Administration, previously engaged in a Commonwealth-wide community-based, strategic planning process; and

WHEREAS, the Lake Cumberland Area Development District Board of Directors completed a Comprehensive Economic Development Strategy (CEDS) in 2017, serving as a five year plan; and

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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 Lake Cumberland Area Development District’s consensus for future growth and revitalization in the region.

NOW, THEREFORE, BE IT RESOLVED, that the Lake Cumberland Area Development District Board of Directors approves and adopts the 2019 Update of the Lake Cumberland Area Development District 2017 Comprehensive Economic Development Strategy document and will provide copies to the Economic Development Administration and Department for Local Government.

Adopted this 23rd day of November, 2019

Judge John Phelps Jr, Chairman
Board of Directors

Darryl McGaha, Executive Director