



PURCHASE AREA

COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY

2022-2027
EDITION

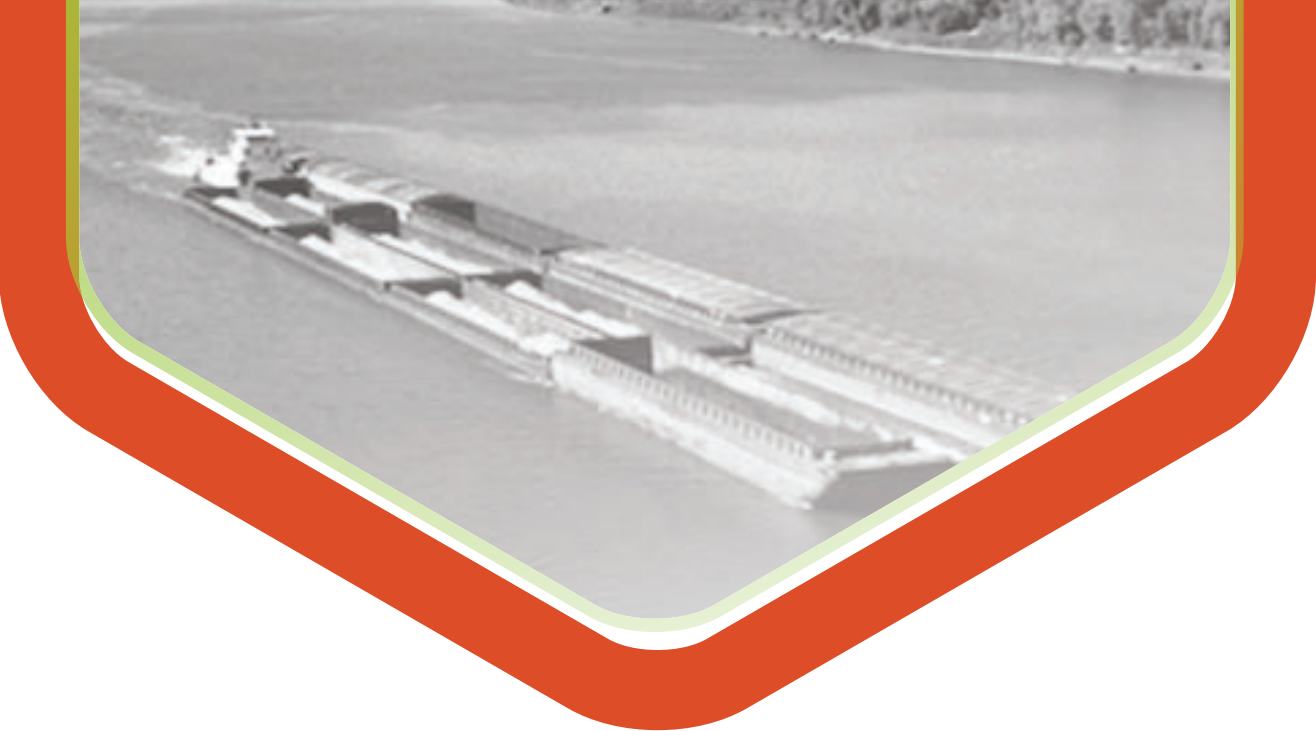


TABLE OF CONTENTS

EXECUTIVE SUMMARY

| | |
|---------------------|----|
| • Mission Statement | 04 |
| • Executive Summary | 05 |

REGIONAL SUMMARY BACKGROUND

| | |
|-----------------|----|
| • Demographics | 06 |
| • Statistics | 06 |
| • SWOT Analysis | 06 |

STRATEGIC DIRECTION

| | |
|-----------------------------|----|
| • Vision, Goals, Objectives | 07 |
| • Action Plan | 08 |
| • Evaluation Framework | 08 |

ECONOMIC RESILIENCE

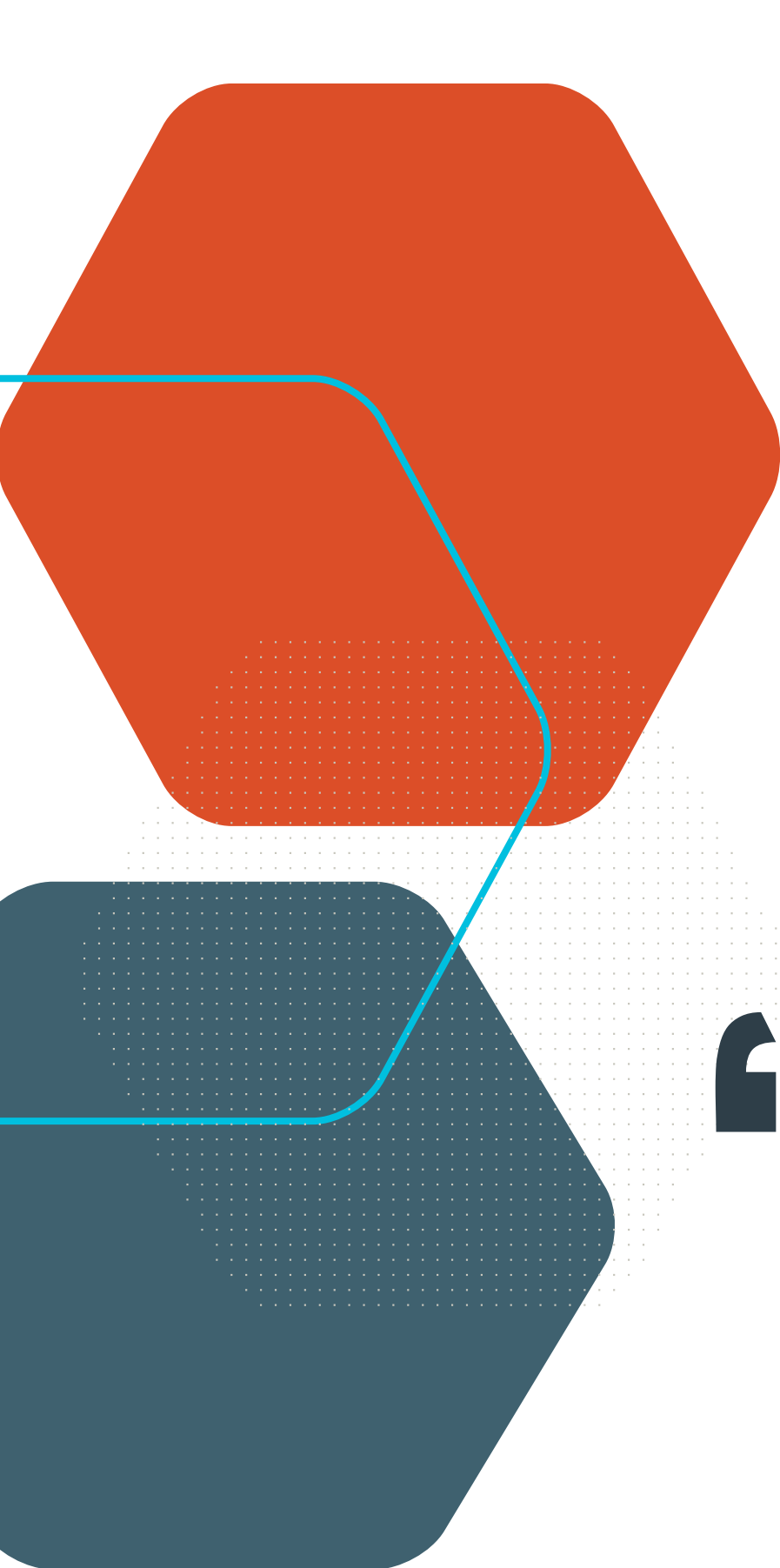
| | |
|--|----|
| • Planning for & implementing resilience | 08 |
| • Establishing information networks | 08 |

COUNTY DATA & OBJECTIVES

| | |
|--------------------|-------|
| • Ballard County | 10-11 |
| • Calloway County | 12-13 |
| • Carlisle County | 14-15 |
| • Fulton County | 16-17 |
| • Graves County | 18-19 |
| • Hickman County | 20-21 |
| • Marshall County | 22-23 |
| • McCracken County | 24-25 |

COMMITTEE MEMBERS

| | |
|--------------------------|----|
| • Members & Contributors | 26 |
|--------------------------|----|



MISSION STATEMENT

The Mission of the Purchase Area Development District is to improve the quality of life for the residents of the Purchase Area through planning, programs, and partnerships.



PURCHASE AREA DEVELOPMENT DISTRICT

EXECUTIVE SUMMARY

The Jackson Purchase Region is comprised of eight counties: **Ballard, Calloway, Carlisle, Fulton, Graves, Hickman, McCracken, Marshall** with a population of 196,799 and a combined land area of 2,394.8 square miles. The region is uniquely located, bordered by both the Mississippi and Ohio rivers as well as the Tennessee River and Kentucky Lake. The region is a haven for outdoor recreation and tourism with numerous state parks and historic sites.

The Purchase area has seen a slow increase in its overall population over the past few decades. The Purchase area labor force makes up just over 44 percent of its total population. Government, including education, are the leading occupations in the region followed by retail, healthcare/social services and manufacturing while also being a leader in agriculture. There is a growing need for a skilled, youthful workforce due to an aging population to help ease strains within local economies. The region provides incredible opportunities for recreation and tourism with countless miles of shoreline located on Kentucky Lake, Tennessee River as well as both the Ohio and Mississippi rivers and is home to numerous historic sites and state parks. The region is committed to education with 90% of citizens possessing at least a high school diploma and over 62% possessing at least some college education. The region makes continued efforts to improve its access

to transportation including the work on the I-69 corridor and is focused on continued development of multi-modal transportation while taking advantage of its unique access to waterways along both the Ohio, Mississippi and Tennessee Rivers. The region, like much of the country, has experienced a strain in the availability of affordable housing but has been exacerbated by the recent western Kentucky tornadoes of 2021. During this time of recovery, community leaders in the region are focused on using increased state and federal funding to address both the displacement of people and businesses affected by the natural disasters as well as focus on the improvement or replacement of aging infrastructure within the region. The Purchase Area Development District is committed to working with local community leaders across the region to improve the quality of life for residents through planning, programs, and partnerships.



KEY AREAS OF FOCUS

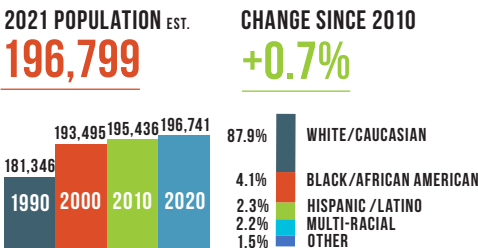
There are many factors that go into growing and maintaining thriving communities and economic growth. The primary areas of focus for the Jackson Purchase Region for the next 5 years as set out by community leaders and committee members are: **Housing, Workforce and Transportation**. These key areas are crucial to the continued support and development of strong communities within the region. Each area of focus has a specific vision, goal and objective that is obtainable through a collaborative effort.

3 KEY AREAS OF FOCUS

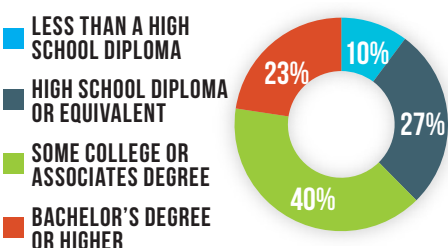
**WORKFORCE
HOUSING
TRANSPORTATION**

PURCHASE AREA REGIONAL
SUMMARY BACKGROUND

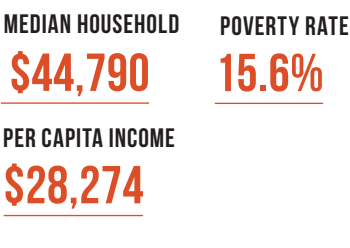
REGIONAL POPULATION



EDUCATION



INCOME



REGIONAL WORKFORCE STATS

TOP 5 INDUSTRIES

| Industry | Total Workers |
|-----------------------------------|---------------|
| 1. ALL GOVERNMENT | 12,976 |
| 2. RETAIL TRADE | 11,623 |
| 3. HEALTHCARE & SOCIAL ASSISTANCE | 10,693 |
| 4. MANUFACTURING | 10,067 |
| 5. ACCOMODATION & FOOD SERVICES | 8,907 |

| | | | |
|--------------------------------------|--------|------------------------------------|-------|
| TOTAL LABOR FORCE AGE 16+ (2021) | 87,086 | LABOR FORCE % OF POPULATION (2021) | 44.3% |
| TOTAL EMPLOYMENT (2021) | 82,966 | TOTAL UNEMPLOYED (2021) | 4,120 |
| TOTAL EMPLOYER ESTABLISHMENTS (2020) | 4,644 | UNEMPLOYMENT RATE (2021) | 4.7% |

source: kystats.ky.gov / census.gov

REGIONAL HOUSING STATS

| | |
|-------------------------------|-----------|
| TOTAL HOUSING UNITS *07/01/21 | 94,394 |
| OWNER-OCCUPIED HOUSING UNITS | 66,577 |
| OWNER-OCCUPIED HOUSING RATE | 70.5% |
| AVERAGE HOME VALUE | \$126,501 |
| MEDIAN MONTHLY OWNER COSTS | \$988 |
| MEDIAN GROSS RENT | \$660 |
| BUILDING PERMITS, *2021 | 93 |

source: census.gov

REGIONAL TRANSPORTATION

| | |
|---|--|
| AVERAGE COMMUTE TIME TO WORK 20 MINUTES | NUMBER OF BRIDGES 1,374 |
| # OF COMMUTERS WORKING IN OTHER COUNTIES 19,807 | ROUTE MILES OF RAILROAD FREIGHT 200 |
| # OF COMMUTERS WORKING IN THEIR COUNTY 59,430 | ROUTE MILES OF PASSENGER RAIL TRANSIT 46 |
| PRIMARY & COMMERCIAL AIRPORTS 1 | TOTAL DOCKS 17 |

source: bts.gov (Bureau of Transportation)



STRENGTHS

- > COST OF LIVING
- > HOSPITALITY
- > RECREATIONAL OPPORTUNITIES
- > EDUCATION
- > COMMUNITY INVOLVEMENT
- > GEOGRAPHICAL LOCATION
- > INTERSTATE ACCESS
- > ARTS & FAMILY CULTURE



WEAKNESSES

- > AFFORDABLE HOUSING
- > ACCESS TO MASS TRANSIT
- > AGING WORKFORCE
- > LIVING WAGE EMPLOYMENT
- > AGING INFRASTRUCTURE
- > FUNDING AVAILABILITY
- > LACK OF SKILLED WORKFORCE
- > ELDERLY SERVICES



OPPORTUNITIES

- > RECREATIONAL TOURISM
- > DEVELOPING WORKFORCE
- > INDUSTRIAL DEVELOPMENT
- > AGRICULTURE
- > INFRASTRUCTURE INVESTMENT
- > MULTI-MODAL TRANSPORTATION



THREATS

- > HOUSING AVAILABILITY
- > SEVERE WEATHER
- > POVERTY
- > LACK OF COMMUNITY FUNDING
- > LACK OF SKILLED WORKFORCE
- > INCOME DISPARITIES
- > AGING INFRASTRUCTURE

PURCHASE AREA REGIONAL
STRATEGIC DIRECTION

The Purchase area is committed to the community and economic growth of the region. To facilitate the continued development of local communities it is vital for there to be a vibrant, highly skilled workforce supported by available affordable housing and the ability to transport people, goods and services efficiently. **Workforce, Housing & Transportation** are the three key focus areas of the region to best improve local communities and foster economic growth and development.

WORKFORCE

VISION:
Collaborate with federal, state, and regional workforce organizations to ensure that local communities are building a skilled workforce.

GOAL:
To strengthen the alignment of employment, training, and education programs, and to promote individual and economic growth of the Workforce Innovation and Opportunity Act of 2014.

OBJECTIVE:
The Purchase ADD, as the One-Stop Operator and Direct-Service Provider for the West Kentucky Workforce Board will coordinate the operations and services of the Kentucky Career Center System. We want to promote Kentucky's targeted industries and their high-demand occupations to the region's job seekers, providing job search and training assistance to low-income adults, dislocated workers, and youth while meeting established workforce performance outcomes.

HOUSING

VISION:
To establish an environment that encourages affordable single family, multi-family and mixed used development through economic incentive and regional collaboration.

GOAL:
To structure regional housing development plans for counties utilizing current market conditions, future projections, and regional housing needs assessment.

OBJECTIVE:
Complete a regional housing study to better understand the full housing needs and impacts on the community in order to better address present and future housing issues.



TRANSPORTATION

VISION:
Advocate for regional transportation infrastructure & encourage safe & efficient access for all modes of travel between residential, industrial, business, civic and recreational facilities.

GOAL:
Advocate & promote a balanced, multi-modal transportation system to serve the local & regional movement of people, freight & services that supports & strengthens economic vitality & competitiveness of the region. Improve the ability of local communities to access national and international trade markets and support regional economic development.

OBJECTIVE:
Regionally promote the maintenance, improvement and development of transportation facilities including; public transit, highways, airports, riverports, and rail lines, that will enhance the transportation of people, goods and services. Support the development and operation of the region's riverports and riverport authorities.

Action Plan

WORKFORCE

- STRENGTHEN THE ALIGNMENT OF EMPLOYMENT TRAINING AND EDUCATION PROGRAMS WHILE PROMOTING ECONOMIC GROWTH.
- COLLABORATE WITH FEDERAL, STATE AND REGIONAL WORKFORCE ORGANIZATIONS TO ENSURE THAT LOCAL COMMUNITIES ARE BUILDING A SKILLED WORKFORCE.
- PROMOTE WEST KENTUCKY'S TARGETED INDUSTRIES AND HIGH-DEMAND OCCUPATIONS TO JOB SEEKERS. PROVIDE JOB SEARCH AND TRAINING ASSISTANCE.

HOUSING

- COLLABORATE WITH KENTUCKY HOUSING CORPORATION, HUD, USDA, STAKEHOLDERS AND LOCAL GOVERNMENTS TO DEVELOP HOUSING PLANS FOR COMMUNITIES.
- WORK WITH OUR PARTNERS TO HELP ADMINISTRATE TO INCREASE SINGLE FAMILY, MULTI-FAMILY HOUSING DEVELOPMENT WITHIN THE REGION.
- ANALYZE THE HOUSING NEEDS POST 2021 TORNAOOS THROUGH PARTNERSHIPS WITH LOCAL OFFICIALS, KHC, HOUSING AUTHORITIES AND OTHER STAKEHOLDERS.

TRANSPORTATION

- ADVOCATE FOR FEDERAL, STATE AND PRIVATE MULTI-MODAL NETWORK INVESTMENTS INTO ROAD, RIVER, RAIL & AIR TRANSPORTATION PROJECTS FOR COMMUNITIES.
- SUPPORT THE INCREASED INVESTMENT BY THE KENTUCKY TRANSPORTATION CABINET & GENERAL ASSEMBLY FOR RIVERPORT, RAIL & AIR PROJECTS.
- SUPPORT LOCAL GOVERNMENTS IN IMPROVING INTERMODAL CONNECTIONS BETWEEN RAIL, AIR, HIGHWAY AND RIVER SYSTEMS.

Evaluation Framework

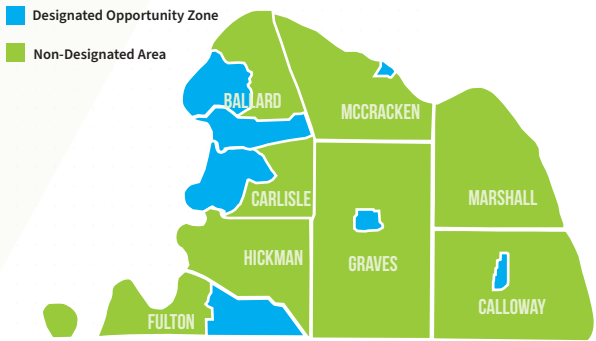
| WORKFORCE | RESPONSIBLE ENTITY | TIMEFRAME | STATUS |
|--|--|-----------|-------------|
| Promote & assist in training individuals throughout the region to obtain suitable employment. | PADD, WKY Workforce Board, Municipalities | ongoing | in-progress |
| Acheive at least 80% employment among adults participating in and receiving WIOA co-enrollment & training services. | PADD, WKY Workforce board, Program partners | 1-3 YEARS | in-progress |
| Help dislocated workers acheive at least 90% employment rate after receiving WIOA co-enrollment & training services. | PADD, WKY Workforce Board, Program partners | 1-3 YEARS | in-progress |
| HOUSING | RESPONSIBLE ENTITY | TIMEFRAME | STATUS |
| Structure housing development plans for counties utilizing current market conditions and future projections. | Local governments, Housing Author-ities, Program Partners, counties | 1-3 YEARS | in-progress |
| Increase single family, multi-family used development through economic incentive and regional collaboration. | Local governments, Housing Authori-ties, Program Partners, counties | 1-3 YEARS | in-progress |
| Collaborate with local officials, KHC, Housing Authorities, etc. to address concerns for displaced families post-2021 tornadoes. | PADD, Municipalities, Housing Au-thorities, Program Partners, counties | 1-3 YEARS | in-progress |
| TRANSPORTATION | RESPONSIBLE ENTITY | TIMEFRAME | STATUS |
| Advocate for federal, state, and private investments into transportation priorities (including rail and riverport). | PADD, KYTC, Municipalities | ongoing | in-progress |
| Support increased investment by KYTC/General Assembly for riverport and rail projects. | PADD, KYTC, Municipalities | ongoing | in-progress |
| Improve intermodal connections between rail, air, highway, and river systems. | PADD, KYTC, Municipalities | ongoing | in-progress |

Economic Resilience

- PLANNING FOR AND IMPLEMENTING RESILIENCE:
The Purchase Area Development District will continue comprehensive planning efforts throughout the region to improve the economic diversity and resilience of all its communities and addressing all economic challenges and deficiencies. This includes promoting programs to develop and grow the workforce, increasing broadband availability, increase the supply of affordable housing and improve multi-modal transportation infrastructure to support a diverse and resilient economic landscape.
- ESTABLISHING INFORMATION NETWORKS:
Communities within the region work closely to plan and mitigate disruptions within the economy due to natural disasters or changes within economic environment. The region will continue to establish and improve the communication network between community leaders and their local regional emergency managers to address the risks identified in the Jackson Purchase Region **Hazard Mitigation Plan (HMP)** and Purchase **Disaster Resiliency Plan (DRP)** which includes helping businesses with preparedness efforts and post-disruption recovery.

Opportunity Zones

Opportunity Zones, created under the 2017 Tax Cuts and Jobs Act, are a federal economic development tool focused on improving the outcomes of communities across the country, especially in areas that have suffered from disinvestment over many years. Opportunity Zones are designated low-income census tracts where tax incentives are available to groups or individuals who invest in an Opportunity Fund (i.e., an investment vehicle for injecting money in an Opportu-nity Zone) and hold their capital gains in Opportunity Zone-related assets or property.



Source: statsamerica.org/opportunity/map.aspx

ZONES PER COUNTY

- BALLARD COUNTY:**
CENSUS TRACT 9502.00 | BARLOW, KY | POPULATION 1,143 | 62 SQ MI | POVERTY RATE 16.2%
LABOR FORCE 583 | LABOR FORCE PART. RATE 61.4% | UNEMPLOYMENT RATE 2.7%
- CARLISLE COUNTY:**
CENSUS TRACT 9602.00 | BARDWELL, KY | POPULATION 1,749 | 79 SQ MI | POVERTY RATE 20.5%
LABOR FORCE 501 | LABOR FORCE PART. RATE 35.0% | UNEMPLOYMENT RATE 8.4%
- CALLOWAY COUNTY:**
CENSUS TRACT 0104.00 | MURRAY, KY | POPULATION 2,779 | 11 SQ MI | POVERTY RATE 38.6%
LABOR FORCE 1,032 | LABOR FORCE PART. RATE 47.8% | UNEMPLOYMENT RATE 8.0%

CARLISLE COUNTY:
BNU OUTLET | BARDWELL | \$35,710

CALLOWAY COUNTY:
GRANOLA GIRLS | MURRAY | \$92,750
BELLA'S BOUTIQUE | MURRAY | \$25,000

OPPORTUNITY ZONE PROJECTS

Over the last five years local governments in partnership with the Purchase Area Development District have made concerted efforts to invest in opportunity zones throughout the region. The region has funded six loans totaling **\$330,960**. In the upcoming years the region will continue to focus on and invest in it's opportunity zones to help its citizens and local businesses to acheive greater economic stability in every part of the region.

- FULTON COUNTY:**
CENSUS TRACT 9601.00 | FULTON, KY | POPULATION 3,410 | 85 SQ MI | POVERTY RATE 30.5%
LABOR FORCE 1,296 | LABOR FORCE PART. RATE 50.3% | UNEMPLOYMENT RATE 3.5%
- GRAVES COUNTY:**
CENSUS TRACT 0201.00 | MAYFIELD, KY | POPULATION 4,039 | 13 SQ MI | POVERTY RATE 28.2%
LABOR FORCE 1,675 | LABOR FORCE PART. RATE 54.3% | UNEMPLOYMENT RATE 4.2%
- MCCRACKEN COUNTY:**
CENSUS TRACT 0304.00 | PADUCAH, KY | POPULATION 1,275 | 2 SQ MI | POVERTY RATE 19.7%
LABOR FORCE 569 | LABOR FORCE PART. RATE 55.6% | UNEMPLOYMENT RATE 1.9%
- GRAVES COUNTY:**
WEST KENTUCKY MOVING COMPANY, LLC. | MAYFIELD | \$127,500
STEAM WRIGHT | MAYFIELD | \$25,000
- MCCRACKEN COUNTY:**
L&J DEVELOPMENT | PADUCAH | \$25,000

REGIONAL ACTIVE/PENDING PROJECTS

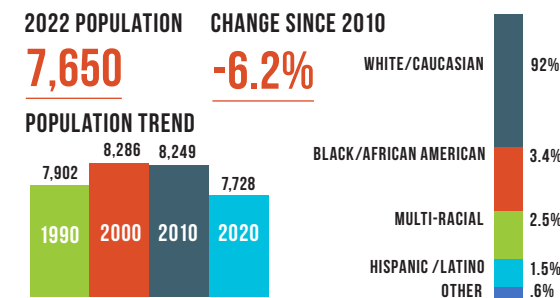
| PROJECTS | PROGRAM | AMOUNT | STATUS |
|--|---------|----------------|---------|
| WKY REGIONAL RIVERPORT AUTHORITY | HB9 | \$512,500.00 | PENDING |
| PURCHASE AREA REG HAZARD MITIGATION PLAN | HMA | \$111,081.00 | AWARDED |
| HOME UPLIFT - AFFORDABLE HOUSING PROGRAM | OTHER | \$400,000.00 | AWARDED |
| SAFE STREETS | SS4A | \$250,000.00 | AWARDED |
| DELTA HEALTH CARE SERVICES GRANT PROGRAM | USDA | \$1,000,000.00 | AWARDED |
| BRIC | BRIC | \$16,120.00 | AWARDED |
| TECHNICAL ASST. FOR SMALL BUS. OWNERS | OTHER | \$7,012.00 | AWARDED |
| DRA-LDD PROGRAM | DRA | \$64,682.00 | AWARDED |

COUNTY OVERVIEW

BALLARD COUNTY

Founded on the confluence of the Ohio and Mississippi rivers in 1842, Ballard County is the most northwestern corner of Kentucky. The county has a land area of 165,760 acres or 259 square miles. Wickliffe is the county seat. U.S. highway-routes 51, 60, and 62 bisect the county. Connecting state routes complete the major road-way network with county roads completing the farm to market network. Barkley Regional Airport is located 10 miles east of the county line and is easily accessible via US 62 and US 60.

POPULATION



INCOME

PER CAPITA INCOME
\$29,639

MEDIAN HOUSEHOLD
\$52,695

POVERTY RATE
14.4%

Source: census.gov

HOUSING

MEDIAN HOME VALUE
\$89,400

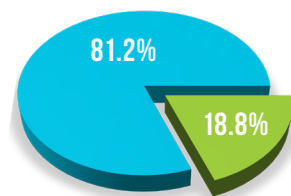
TOTAL HOUSING UNITS
3,713

MEDIAN GROSS RENT
\$709

OWNER/RENTER OCCUPIED HOUSING

OWNER-OCCUPIED HOUSING

RENTER-OCCUPIED HOUSING



Source: census.gov

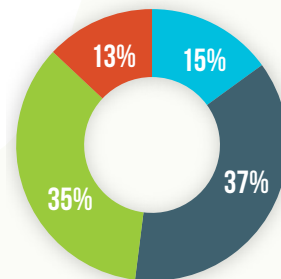
EDUCATION

LESS THAN A HIGH SCHOOL DIPLOMA

HIGH SCHOOL DIPLOMA OR EQUIVALENT

SOME COLLEGE OR ASSOCIATES DEGREE

BACHELOR'S DEGREE OR HIGHER



Source: cedik.ca.uky.edu

WORKFORCE

LABOR FORCE
3,489

UNEMPLOYMENT RATE
4.8%

Source: kystats.ky.gov

TOP 5 INDUSTRIES

Percentage of total employment by industry.

MANUFACTURING
14%

ALL GOVERNMENT (Incl. Education)
12%

RETAIL TRADE
6%

HEALTHCARE
4%

ADMIN. & SUPPORT
3%

COMPUTER & INTERNET USE

House Bill 320 and House Bill 382, enacted by the 2021 General Assembly, established Kentucky's Broadband Deployment Fund to assist private sector entities & governmental agencies in the cost of constructing the "last mile" of high-speed internet access to unserved & underserved households and businesses across Kentucky.

HOUSEHOLDS WITH A COMPUTER
84%

HOUSEHOLDS WITH A BROADBAND SUBSCRIPTION
78%

Source: census.gov

VISION

Ballard County's primary mission is to provide its citizens a rural quality of life without sacrificing access to goods and services through partnerships and collaboration.

EIGHT CAPITALS



INDIVIDUAL

HEALTH AND WELLNESS INSTITUTIONS, ACCESS TO MULTIPLE FORMS OF TRAINING SERVICES, PROXIMITY TO MCCrackEN COUNTY AND THE CITY OF PADUCAH WITHOUT LIVING THE CITY LIFE.



INTELLECTUAL

THE BALLARD COUNTY SCHOOL SYSTEM IS CONSIDERED A SCHOOL OF DISTINCTION, BALLARD COUNTY MEMORIAL HIGH SCHOOL ALSO INCLUDES A CAREER AND TECHNICAL CENTER FOR STUDENTS THAT WISH TO GO INTO INDUSTRIAL, BUSINESS, OR NURSING FIELDS, UNIVERSITY OF KENTUCKY EXTENSION OFFICE IN LACENTER, TIES TO MURRAY STATE UNIVERSITY THROUGH EAGLE REST PLANTATION.



SOCIAL

A STRONG NON-PROFIT SECTOR FOCUSED ON COMMUNITY GROWTH.



CULTURAL

CHRISTIAN COMMUNITY WHERE PRAYERS ARE SAID BEFORE EVERY MEETING AND MEAL, HISTORICAL SITES SUCH AS THE WICKLIFFE MOUNDS, COMMUNITY LIBRARIES, AND LOCAL CELEBRATIONS SUCH AS THE HARVEST AND MUM FESTIVALS.



NATURAL

WILDLIFE PRESERVATION SITES, MULTIPLE LAKES, CYPRESS SWAMPS, THE MISSISSIPPI RIVER, OPPORTUNITIES FOR BOATING, FISHING, CAMPING, TRAIL WALKING, AND



BUILT

HIGH-SPEED FIBER OPTIC INTERNET TO EVERY HOME IN BALLARD COUNTY, DIRECT HIGHWAY ACCESS TO EVERY CITY IN THE COUNTY, TWO DEVELOPED INDUSTRIAL PARKS, AND ESTABLISHED SMALL BUSINESSES.



POLITICAL

FISCAL COURT MEETINGS STREAMED TO FACEBOOK SO THAT ALL MAY HEAR DISCUSSIONS AND CONTRIBUTE, OPEN-DOOR POLICY TO BOTH LOCAL GOVERNMENT AND ECONOMIC DEVELOPMENT EFFORTS.



FINANCIAL

SMALL BUSINESS GRANT/LOAN OPPORTUNITIES THROUGH THE BALLARD IDA, NON-PROFIT PROJECT FUNDING APPLICATIONS THROUGH THE FISCAL COURT, AND REGIONAL COMMUNITY LENDING INSTITUTIONS.

ESSENTIAL PROJECT GOALS



ACTIVE/PENDING PROJECTS

| PROJECTS | PROGRAM | AMOUNT | STATUS |
|----------------------------|---------|----------------|---------|
| BRIDGE REPLACEMENT PROJECT | DRA | \$1,724,323.00 | PENDING |

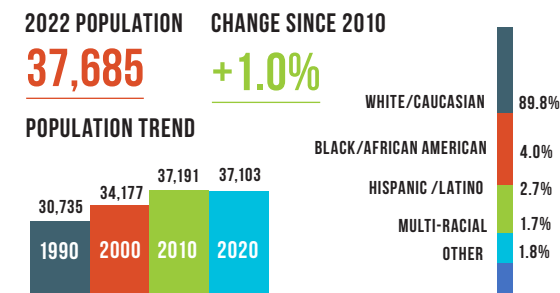


COUNTY OVERVIEW

CALLOWAY COUNTY

Calloway County, established in 1822 consists of 386 square miles and is located along Kentucky Lake. It encompasses two incorporated cities, Murray and Hazel, with Murray being the county seat. Calloway County is home to Murray State University, the region's leading public university. It also encompasses other community features such as award-winning school systems, excellent health care, and a diverse economic profile. Rand McNally recognized it as the number one retirement community in 1989 and USA Today named Murray as the "Friendliest Small Town" in 2012.

POPULATION



INCOME

PER CAPITA INCOME **\$25,278** MEDIAN HOUSEHOLD **\$44,534** POVERTY RATE **16.8%**

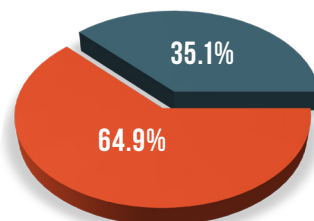
Source: census.gov

HOUSING

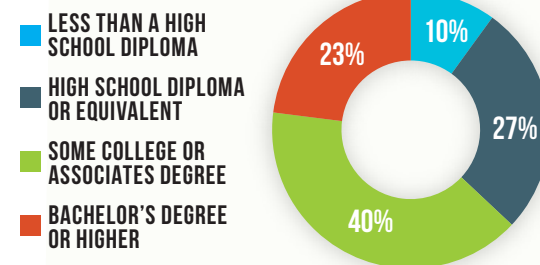
MEDIAN HOME VALUE **\$148,100** TOTAL HOUSING UNITS **18,142** MEDIAN GROSS RENT **\$718**

OWNER/RENTER OCCUPIED HOUSING

OWNER-OCCUPIED HOUSING
RENTER-OCCUPIED HOUSING



EDUCATION



WORKFORCE

LABOR FORCE **17,426**
UNEMPLOYMENT RATE **4.0%**

Source: kystats.ky.gov

TOP 5 INDUSTRIES

Percentage of total employment by industry.

| Industry | Percentage |
|----------------------------------|------------|
| ALL GOVERNMENT (Incl. Education) | 24% |
| MANUFACTURING | 14% |
| RETAIL TRADE | 11% |
| ACCOMMODATION & FOOD SRV. | 10% |
| HEALTHCARE SERVICES | 4% |

COMPUTER & INTERNET USE

House Bill 320 and House Bill 382, enacted by the 2021 General Assembly, established Kentucky's Broadband Deployment Fund to assist private sector entities & governmental agencies in the cost of constructing the "last mile" of high-speed internet access to unserved & underserved households and businesses across Kentucky.

HOUSEHOLDS WITH A COMPUTER **91%**
HOUSEHOLDS WITH A BROADBAND SUBSCRIPTION **83%**

Source: census.gov

VISION

Calloway County's primary mission is to oversee the business functions within the county while conscientiously managing the resources for its constituents, providing the best services possible while being financially responsible. An increase in high quality jobs and higher educational opportunities is a priority in the growth of the community. Therefore, the county's vision to grow the community must include improvements to infrastructure, broadband, technology, tourism, safety, security and recreation.

EIGHT CAPITALS



INDIVIDUAL

THE CALLOWAY COUNTY COMMUNITY POSSESSES GREAT INTELLECTUAL CAPACITY WITH A STRONG WORK ETHIC, HOSPITALITY, AND FAMILY VALUES.



INTELLECTUAL

CALLOWAY COUNTY IS HOME TO THE REGION'S PRIMARY LEARNING INSTITUTION, MURRAY STATE UNIVERSITY. THE COUNTY IS A PLACE OF INNOVATION, TECHNOLOGY AND ENTREPRENEURSHIP CONTINUING TO GROW AND DEVELOP FOR THE FUTURE.



SOCIAL

THE COMMUNITY HAS BEEN NATIONALLY RECOGNIZED FOR ITS FRIENDLINESS. BEING HOME TO A COLLEGE TOWN AND ITS LOCATION ON KENTUCKY LAKE ALLOWS FOR UNIQUE RECREATIONAL OPPORTUNITIES FOR THE COMMUNITY AND THE REGION AS A WHOLE.



CULTURAL

CALLOWAY COUNTY EMBRACES CULTURAL DIVERSITY AND HOSPITALITY WHILE PROMOTING A HEALTHY COMMUNITY. THE COUNTY IS MADE UP OF GREAT ORGANIZATIONS, CHURCHES AND NON-PROFITS WHICH PROMOTE AN ENVIRONMENT OF SAFETY, SECURITY AND STRONG COMMUNITY VALUES.



NATURAL

LOCATED ON KENTUCKY LAKE, CALLOWAY COUNTY POSSESSES A GREAT AMOUNT OF NATURAL RESOURCES WHICH INCLUDES LARGE AREAS OF FARMLAND, FORESTRY AND ACCESS TO WATERWAYS. ALL OF WHICH CAN BE UTILIZED FOR THE INDUSTRIAL AND RECREATIONAL BENEFIT OF THE COMMUNITY.



BUILT

CALLOWAY COUNTY HAS AND CONTINUES TO MAKE EFFORTS TO IMPROVE ITS INFRASTRUCTURE WHICH INCLUDES COMMUNITY BUILDINGS, WATER SYSTEMS, ROADS, BROADBAND, INDUSTRIAL PARKS, AND OTHER INFRASTRUCTURE TO PROVIDE THE OPPORTUNITY FOR CONTINUED GROWTH AND COMMUNITY SUPPORT FOR ITS CONSTITUENTS.



POLITICAL

CALLOWAY COUNTY HAS STRONG COMMUNITY LEADERS WHO SHARE THE SAME VISION AND GOALS. ALL LEADERS ARE ABLE TO COME TOGETHER AS ONE FOR THE BETTERMENT OF THE COUNTY AND COMMUNITIES INVOLVED.



FINANCIAL

CALLOWAY COUNTY IS PROUD OF ITS ECONOMIC STABILITY. THE COUNTY POSSESSES SEVERAL PROFITABLE INDUSTRIES, ENTERPRISES AND HAS A NUMEROUS AMOUNT OF LOCAL FINANCIAL INSTITUTIONS THAT CALL CALLOWAY COUNTY HOME.

ESSENTIAL PROJECT GOALS



ACTIVE/PENDING PROJECTS

| PROJECTS | PROGRAM | AMOUNT | STATUS |
|---------------------------------------|---------|--------------|---------|
| CALLOWAY CO. MURRAY ART GUILD PROJECT | CDBG | \$750,000.00 | AWARDED |

COUNTY OVERVIEW

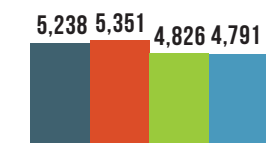
CARLISLE COUNTY

Established in 1886 the County seat is Bardwell, KY, which is known historically as a premier railroad station. The city of Arlington is located in southern Carlisle County which boasts of a rich agricultural community. Milburn & Cunningham are non-incorporated communities with Cunningham being the county's largest employer and shortest drive time to neighbor, McCracken County/Paducah. Located atop river bluffs with incredible water views of the Mississippi River and the Confluence Carlisle County possesses strategic agricultural strengths and family-friendly communities.

POPULATION

2022 POPULATION **4,720**
CHANGE SINCE 2010 **-0.72%**

POPULATION TREND



Source: census.gov



INCOME

PER CAPITA INCOME **\$26,414**
MEDIAN HOUSEHOLD **\$42,386**
POVERTY RATE **15.6%**

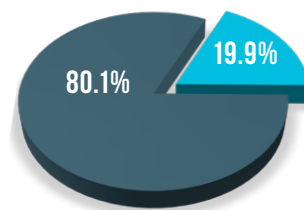
Source: census.gov

HOUSING

MEDIAN HOME VALUE **\$81,000**
TOTAL HOUSING UNITS **2,312**
MEDIAN GROSS RENT **\$689**

OWNER/RENTER OCCUPIED HOUSING

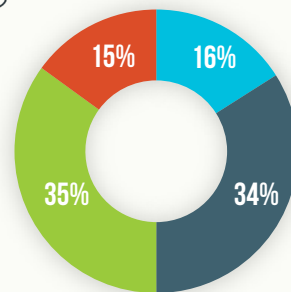
OWNER-OCCUPIED HOUSING
RENTER-OCCUPIED HOUSING



Source: census.gov

EDUCATION

LESS THAN A HIGH SCHOOL DIPLOMA
HIGH SCHOOL DIPLOMA OR EQUIVALENT
SOME COLLEGE OR ASSOCIATES DEGREE
BACHELOR'S DEGREE OR HIGHER



Source: cedik.ca.uky.edu

WORKFORCE

LABOR FORCE **2,263**
UNEMPLOYMENT RATE **3.7%**

Source: kystats.ky.gov

TOP 5 INDUSTRIES

Percentage of total employment by industry.

MANUFACTURING **22%**
ALL GOVERNMENT (Incl. Education) **18%**
RETAIL TRADE **9%**
HEALTHCARE & SOCIAL ASSIST. **5%**
CONSTRUCTION **4%**

COMPUTER & INTERNET USE

House Bill 320 and House Bill 382, enacted by the 2021 General Assembly, established Kentucky's Broadband Deployment Fund to assist private sector entities & governmental agencies in the cost of constructing the "last mile" of high-speed internet access to unserved & underserved households and businesses across Kentucky.

HOUSEHOLDS WITH A COMPUTER **89%**
HOUSEHOLDS WITH A BROADBAND SUBSCRIPTION **83%**

Source: census.gov

VISION

Carlisle County's prime strategic business location is surrounded by a natural paradise paired with an easy drive to diverse populations. Access to a strong workforce, infrastructure, and logistical hubs-paired with a low barrier entry into business gives us many strategic advantages. Our objective is the maximize opportunity within our County while supporting our local residents and local businesses. We strive to attract new businesses and industries as well as improve broadband within the area and maximize resources in regards to leisure, recreation and agriculture.

EIGHT CAPITALS



INDIVIDUAL

CARLISLE COUNTY IS A CERTIFIED WORK READY COMMUNITY AND STRIVES TO ENCOURAGE ALL INDIVIDUALS TO REACH THEIR POTENTIAL. KEY POINTS TO A WORK READY COMMUNITY IS IDENTIFYING THE GAPS AND CARRYING OUT STRATEGIES TO ACHIEVE A MORE KNOWLEDGEABLE, TRAINED WORKFORCE.



INTELLECTUAL

CARLISLE COUNTY IS AN INNOVATIVE AND GROWTH READY COMMUNITY, WHICH HAS LONG BEEN HOME TO STRONG MORALS, HARD WORKERS AND RENOWNED VISIONARIES.



SOCIAL

CARLISLE COUNTY IS HOME TO EXTREME ATV TRAILS AND CAMPING, IN ADDITION TO BEING A DESTINATION FOR HUNTING AND FISHING, MAKING CARLISLE COUNTY EVERY OUTDOOR SPORTSMAN'S DREAM. WITH 252 ACRES OF TRAILS AND ROUGHLY 23 MILES OF RIDING TRAILS, CARLISLE COUNTY IS A PRIME TOURISM LOCATION. WITH OUR NEIGHBORING COUNTIES HAVING COLUMBUS BELMONT STATE PARK AND WICKLIFFE MOUNDS STATE HISTORIC SITE.



CULTURAL

42% OF THE UNITED STATES POPULATION IS LOCATED WITHIN 600 MILES OF CARLISLE COUNTY. OUR PRIME STRATEGIC BUSINESS LOCATION IS SURROUNDED BY A NATURAL PARADISE PAIRED WITH AN EASY DRIVE TO DIVERSE POPULATIONS.



NATURAL

CARLISLE COUNTY IS LOCATED ON THE TIP OF FOUR STATES, (KY, MO, IL, TN) ALONG WITH CLOSE PROXIMITY OF THE CONFLUENCE OF THE MISSISSIPPI AND OHIO RIVERS-ALL CONNECTED BY A NETWORK OF HIGHWAYS AND INTERSTATES. THE COUNTY HAS A LAND AREA OF 199 SQUARE MILES ON MOSTLY FLAT LAND WITH AN ABUNDANCE OF FRESH WATER AND STREAMS THAT DRAIN INTO THE MISSISSIPPI RIVER. MOST OF THE AREA IS FARMLAND, GROWING CROPS AND TOBACCO.



BUILT

CARLISLE COUNTY HAS ALWAYS BEEN AN IMPORTANT BUSINESS LOCATION THROUGHOUT HISTORY. WITH CARLISLE COUNTY BEING LOCATED ON THE MISSISSIPPI RIVER, CN RAILWAY AND 30 MILES FROM INTERSTATE AND THE AIRPORT, IT PROVES THAT TRANSPORTATION BY AIR, FREIGHT, WATER AND ROAD ARE ALL EASILY ACCOMMODATED IN THIS LOGISTICAL HAVEN.



POLITICAL

CARLISLE COUNTY HAS STRONG COMMUNITY LEADERS WHO SHARE THE SAME GOALS AND OBJECTIVES. ALL LEADERS ARE ABLE TO COME TOGETHER AS ONE FOR THE BETTERMENT OF THIS UNIQUE COUNTY.



FINANCIAL

CARLISLE COUNTY SHOWS A LOW COST OF LIVING WITH HIGH POTENTIAL FOR GROWTH AND DEVELOPMENT. WE HAVE A LOW BARRIER OF ENTRY FOR BUSINESS, NEW CONSTRUCTION, AS WELL AS LOWER PERSONAL EXPENSES.

ESSENTIAL PROJECT GOALS



ACTIVE/PENDING PROJECTS

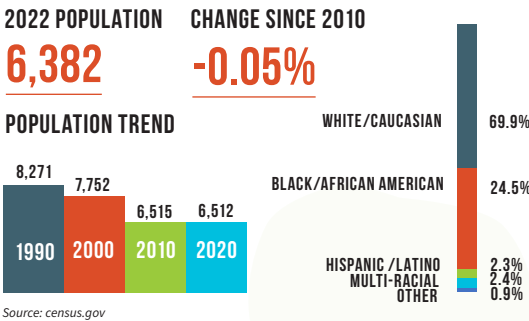
| PROJECTS | PROGRAM | AMOUNT | STATUS |
|--------------------------------------|---------|--------------|---------|
| MILBURN WATER DISTRICT AC LINE REHAB | CWSRF | \$147,816.00 | AWARDED |
| MILBURN WATER DISTRICT AC LINE REHAB | CWSRF | \$293,154.00 | AWARDED |
| CARLISLE COUNTY FRGRNDS LEVEE POND | LWCF | \$150,000.00 | AWARDED |

COUNTY OVERVIEW

FULTON COUNTY

Fulton County is the westernmost county in the Commonwealth of Kentucky, with the Mississippi River forming its western boundary and much of its identity. The county was named after Robert Fulton, the inventor of the steamboat, and the Hickman-Fulton County Riverport serves as the only public port on the east side of the Mississippi River in Kentucky. The City of Fulton is located on the Canadian National Railroad mainline and the future I-69 corridor. The county has a land area of 208.95 square miles, an average of 37.1 people per square mile. Fulton County has the two incorporated cities of Hickman, which is the County seat, and Fulton.

POPULATION



INCOME



HOUSING

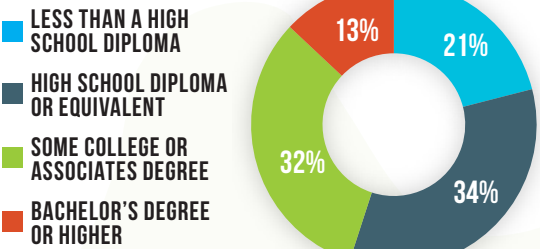


OWNER/RENTER OCCUPIED HOUSING



Source: census.gov

EDUCATION



WORKFORCE

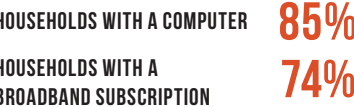


TOP 5 INDUSTRIES



COMPUTER & INTERNET USE

House Bill 320 and House Bill 382, enacted by the 2021 General Assembly, established Kentucky's Broadband Deployment Fund to assist private sector entities & governmental agencies in the cost of constructing the "last mile" of high-speed internet access to unserved & underserved households and businesses across Kentucky.



VISION

Fulton County's primary objective is to improve the quality of life for all its citizens through community development and economic growth. Our growth strategies include improving multi-modal assets for industrial sites and the Hickman-Fulton County Riverport as well as enhancing utility infrastructure (including broadband), workforce training, and tourism assets throughout the county.

EIGHT CAPITALS

- INDIVIDUAL** FULTON COUNTIANS ADHERE TO A SOUTHERN CHARM KNOWN FOR ITS WORK ETHIC, FRIENDLINESS, CHARITABILITY, AND ENTREPRENEURSHIP.
- INTELLECTUAL** FULTON COUNTY BENEFITS FROM CLOSE PROXIMITY TO TWO EXCEPTIONAL REGIONAL UNIVERSITIES AND A NATIONALLY-RECOGNIZED COMMUNITY AND TECHNICAL COLLEGE. AS A RESULT, OUR MANUFACTURING AND AGRICULTURAL ENTERPRISES ARE SURPRISINGLY HIGH-TECH AND INNOVATIVE.
- SOCIAL** SMALL COMMUNITIES THRIVE ON RELATIONAL TRANSACTIONS. FULTON COUNTY IS POPULATED WITH COMMUNITY AND BUSINESS LEADERS WHO ARE ALSO NEIGHBORS AND WORK TOGETHER IN A NEIGHBORLY FASHION TO GET THINGS DONE.
- CULTURAL** FULTON COUNTY HAS A RICH HISTORICAL, AGRICULTURAL, AND TRANSPORTATION-RELATED IDENTITY. THOSE ROOTS CONTINUE TO INFORM OUR TRADITIONAL FAMILY VALUES, A GIFT OF HOSPITALITY, AND A UNIQUE SENSE OF PLACE. ONE OF THE COUNTY'S BIGGEST EVENTS IS THE INTERNATIONAL BANANA FESTIVAL, HOSTED BY THE CITY OF FULTON IN EARLY

- NATURAL** FULTON COUNTY BOASTS EXCEPTIONAL NATURAL BEAUTY AND SCENIC BYWAYS AFFORDED BY THE MIGHTY MISSISSIPPI RIVER AND THE ADJOINING NATIONAL GREAT RIVER ROAD. OPPORTUNITIES FOR HUNTING, FISHING, CAMPING, BOATING, HIKING AND OTHER HEALTH-PROMOTING OUTDOOR ACTIVITIES ARE UNPARALLELED IN OUR COUNTY.
- BUILT** EXCEPTIONAL MULTI-MODAL ASSETS ARE LOCATED IN FULTON COUNTY INCLUDING A MISSISSIPPI RIVER PORT, CLASS 1 RAIL, AND THE FUTURE I-69 CORRIDOR. ELECTRIC RATES LOWER THAN 70 PERCENT OF THE COUNTRY, ABUNDANT NATURAL GAS, AND MULTIPLE AQUIFERS CAPABLE OF YIELDING LARGE AMOUNTS OF GOOD-QUALITY WATER. THE ISO FIRE RATING IN THE CITY OF FULTON IS 3, OUTSTANDING FOR A CLASS 5 CITY.
- POLITICAL** FULTON COUNTY IS INCLUDED IN A USDA-LEAD PILOT PROGRAM, RURAL PARTNERS NETWORK, EMPLOYING AN ALL-OF-GOVERNMENT APPROACH TO SOLVING PROBLEMS IN RURAL AMERICA. THE CATALYST FOR THAT DISTINCTION IS A DEMONSTRATED WORKING RELATIONSHIP AMONG CITY, COUNTY, INDUSTRY, AND ECONOMIC DEVELOPMENT LEADERS IN OUR COUNTY.
- FINANCIAL** FULTON COUNTY IS GROWING ITS WAY OUT ECONOMIC CHALLENGES THROUGH THE EFFORTS OF LOCAL COMMUNITY-MINDED ENTREPRENEURS AND STRATEGIES DESIGNED TO ADDRESS HOUSING SHORTAGES, WORKFORCE DEVELOPMENT, INFRASTRUCTURE ENHANCEMENTS, AND MARKETING TOURISM ASSETS.

ESSENTIAL PROJECT GOALS



ACTIVE/PENDING PROJECTS

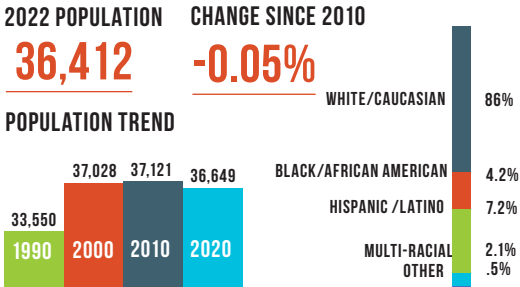
| PROJECTS | PROGRAM | AMOUNT | STATUS |
|--|---------|--------------|-------------|
| FULTON COUNTY INDUSTRIAL PARK | DRA | \$761,500.00 | AWARDED |
| FULTON CO GIBSON BUILDING COM CTR | CDBG | \$733,550.00 | AWARDED |
| HICKMAN-FULTON CO RIVP AUTH | HB 9 | \$823,969.72 | IN PROGRESS |
| DRA-USDA WORKFORCE GRANT | USDA | \$40,000.00 | STUCK |
| HICKMAN-FULTON CO RIVP AUTH DREDGING | DRA | \$60,000.00 | IN PROGRESS |
| CITY OF HICKMAN STRATEGIC PLANNING GRANT | DRA | \$25,000.00 | PENDING |
| HICKMAN ELECTRIC TRANSM= LINE - DAIRY | DRA | \$564,765.40 | STUCK |

COUNTY OVERVIEW

GRAVES COUNTY

Graves County is located in the center of the Jackson Purchase Region. As one of Kentucky's largest counties boasting 557 square miles, it is easily accessible by the intersection of I-69, State KY-80, and US-45 in the region. Graves County is a top-producing agricultural county but has deep roots in manufacturing and is home to the world-renowned centrifugal air compressor industry.

POPULATION



INCOME



HOUSING

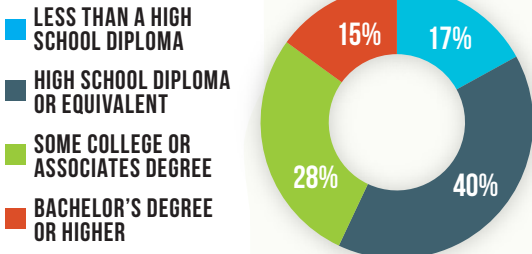


OWNER/RENTER OCCUPIED HOUSING



Source: census.gov

EDUCATION



WORKFORCE



TOP 5 INDUSTRIES



COMPUTER & INTERNET USE

House Bill 320 and House Bill 382, enacted by the 2021 General Assembly, established Kentucky's Broadband Deployment Fund to assist private sector entities & governmental agencies in the cost of constructing the "last mile" of high-speed internet access to unserved & underserved households and businesses across Kentucky.



VISION

The vision of Mayfield-Graves County is to rebuild for a vibrant, robust place to nourish commerce, industry, and sense of community with the enhancement of workforce development, housing, and amenities.

EIGHT CAPITALS

- INDIVIDUAL**
OVER THE PAST TWO DECADES, THE COMMUNITY HAS EXPERIENCED THE LOSS OF MAJOR EMPLOYERS, A PANDEMIC, AND AN F4 TORNADO, AND YET STILL ENDURES TO BE A RESILIENT COMMUNITY.
- NATURAL**
MAYFIELD & GRAVES COUNTY HAS A RICH AGRICULTURAL HISTORY THAT LENDS ITSELF TO SOME OF THE FINEST OUTDOOR ACTIVITIES WITH MANY PUBLIC PARKS AVAILABLE.
- INTELLECTUAL**
SPIN-OFF BUSINESSES AND ENTREPRENEURIAL INDUSTRIES HAVE GROWN FROM THE AREA TO SPUR INNOVATION THROUGHOUT THE BUSINESS BASE OF GRAVES COUNTY WITH AN INTERNATIONAL REACH.
- BUILT**
THE MOST PROMISING INFRASTRUCTURE PROJECT THAT HAS HAPPENED TO MAYFIELD-GRAVES COUNTY IS THE BADGING OF INTERSTATE 69, CONNECTING WEST KENTUCKY, AND SPECIFICALLY MAYFIELD-GRAVES COUNTY, TO NORTH AMERICA NORTH-SOUTH CORRIDOR.
- SOCIAL**
MAYFIELD & GRAVES COUNTY BENEFITS FROM MULTIPLE CIVIC ORGANIZATIONS, NON-PROFIT GROUPS AND AREA CHURCHES WHO PLAY A VITAL ROLE IN COMMUNITY NETWORKS.
- POLITICAL**
MAYFIELD-GRAVES COUNTY HAS HISTORICALLY BEEN A POLITICAL PLAYER IN THE COMMONWEALTH OF KENTUCKY THANKS TO THE FANCY FARM PICNIC, HELD EACH YEAR ON THE FIRST SATURDAY OF AUGUST.
- CULTURAL**
OVER THE PAST THREE DECADES, MAYFIELD & GRAVES COUNTY HAS BECOME A MULTICULTURAL COMMUNITY WITH OVER FIFTEEN DIFFERENT COUNTRIES REPRESENTED IN THE SCHOOL SYSTEM AND CULTURAL CELEBRATIONS.
- FINANCIAL**
LOCAL FINANCIAL INSTITUTIONS, STATE AND NATIONAL AGENCIES MAKE UP THE FABRIC OF MONETARY RESOURCES IN MAYFIELD GRAVES COUNTY.

ESSENTIAL PROJECT GOALS



ACTIVE/PENDING PROJECTS

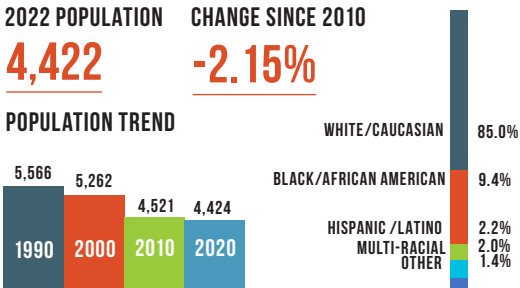
| PROJECTS | PROGRAM | AMOUNT | STATUS |
|--|-----------|----------------|---------|
| EDA MAYFIELD REBUILDS MAKERS SPACE | EDA | \$2,998,103.00 | PENDING |
| RED CROSS MAYFIELD REBUILDS MAKERS SPACE | RED CROSS | \$384,593.00 | AWARDED |
| CDBG-DR INFRASTRUCTURE - WATER RETENTION | CDBG-DR | \$3,149,325.00 | PENDING |
| CDBG-DR INFRASTRUCTURE - BOX CULVERT | CDBG-DR | \$3,162,810.00 | PENDING |
| CDBG-DR OWNER OCCUPIED HOUSING | CDBG-DR | \$6,000,000.00 | PENDING |

COUNTY OVERVIEW

HICKMAN COUNTY

Formed in 1821, Hickman County is one of four Mississippi River counties in the Jackson Purchase region and consists of 244 square miles. Located on the banks of the Mississippi in Hickman County is Columbus-Belmont State Park, the site of a Confederate fortification built during the American Civil War. The park, a popular tourism destination, commemorates military actions that took place in both Columbus, Kentucky and Belmont, Missouri across the river. Hickman County has rich natural resources promoting recreational activities and robust agriculture production.

POPULATION



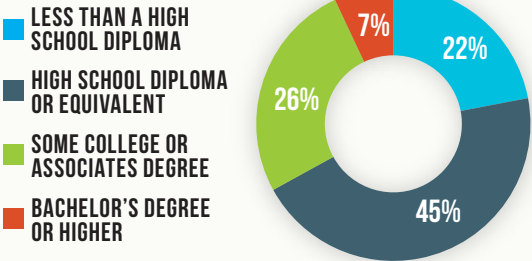
INCOME



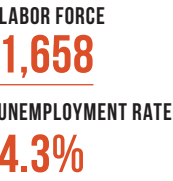
HOUSING



EDUCATION



WORKFORCE



TOP 5 INDUSTRIES



COMPUTER & INTERNET USE

House Bill 320 and House Bill 382, enacted by the 2021 General Assembly, established Kentucky's Broadband Deployment Fund to assist private sector entities & governmental agencies in the cost of constructing the "last mile" of high-speed internet access to unserved & underserved households and businesses across Kentucky.



VISION

The county's primary objective is to improve the quality of life for all its citizens through community development and economic growth. Our growth strategies include universal access to reliable broadband, commercial and industrial expansion, and developing and marketing our unique recreational and tourism assets.

EIGHT CAPITALS



INDIVIDUAL

HICKMAN COUNTIANS ARE KNOWN FOR THEIR TRADITIONAL VALUES, HOSPITALITY, AND HARD WORK. IN FACT, HICKMAN COUNTY IS A CERTIFIED WORK READY COMMUNITY.



INTELLECTUAL

HICKMAN COUNTY BENEFITS FROM CLOSE PROXIMITY TO TWO EXCEPTIONAL REGIONAL UNIVERSITIES AND A NATIONALLY-RECOGNIZED COMMUNITY AND TECHNICAL COLLEGE. THE AWARD-WINNING FALCON ACADEMY, FORMED IN 2009, HAS BECOME THE MODEL FOR THE COMMONWEALTH OF KENTUCKY'S DUAL CREDIT PROGRAM.



SOCIAL

COMMUNITY IS IMPORTANT IN HICKMAN COUNTY. WE HAVE TO WORK TOGETHER IN SMALL TOWNS TO GET THINGS DONE AND WE VALUE GENUINE RELATIONSHIPS PRODUCED BY COMMON VALUES AND SERVING OTHERS.



CULTURAL

HICKMAN COUNTY EMBODIES A 'SWEET TEA' CULTURE OF SOUTHERN CHARM, SMALL TOWN FAMILY VALUES, AND HOSPITALITY.



NATURAL

THE KENTUCKY GREAT RIVER ROAD NATIONAL SCENIC BYWAY, WHICH MEANDERS THROUGH HICKMAN COUNTY, MARKS THE ENTIRE WESTERN BORDER OF THE MISSISSIPPI RIVER IN KENTUCKY FOR ABOUT 60 MILES. AN ABUNDANCE OF OUTDOOR RECREATIONAL ACTIVITIES ARE AVAILABLE ALONG THE RIVER AND MULTIPLE WA-



BUILT

THE CITY OF CLINTON'S DOWNTOWN IS DOMINATED BY A RECENTLY-RENOVATED COURTHOUSE THAT IS LISTED ON THE NATIONAL REGISTER OF HISTORIC PLACES. THE POPULAR ROTARY PARK FEATURES A BEAUTIFUL FARMERS MARKETS STRUCTURE AND A LAKE THAT IS REGULARLY STOCKED WITH CATCHABLE-SIZE CATFISH. COLUMBUS-BELMONT STATE PARK ON THE BLUFFS OF THE MISSISSIPPI RIVER IS A REGIONAL HISTORICAL



POLITICAL

HICKMAN COUNTY GOVERNMENT AND COMMUNITY LEADERS ARE UNITED IN PROVIDING COUNTY-WIDE BROADBAND COVERAGE, MAINTAINING QUALITY K-12 EDUCATION, SUPPORTING EFFECTIVE NONPROFIT ORGANIZATIONS AND FOSTERING ECONOMIC DEVELOPMENT



FINANCIAL

HICKMAN COUNTY IS HOME TO STRONG FINANCIAL INSTITUTIONS, PROFITABLE INDUSTRY AND ROBUST AGRICULTURE-RELATED ENTERPRISES.

ESSENTIAL PROJECT GOALS

1

BROADBAND CONNECTIVITY

2

INDUSTRIAL DEVELOPMENT

3

WORKFORCE DEVELOPMENT

4

IMPROVING INFRASTRUCTURE

5

PROMOTING TOURISM ASSETS

ACTIVE/PENDING PROJECTS

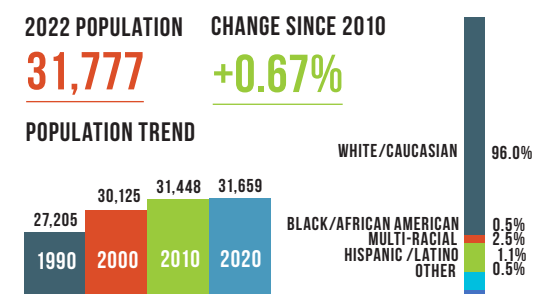
| PROJECTS | PROGRAM | AMOUNT | STATUS |
|--|---------|----------------|---------|
| OAKTON/MOSCOW HOUSING REHAB PROJECT | CDBG | \$714,000.00 | AWARDED |
| HICKMAN COUNTY MISSION HOUSE PROJECT | CDBG | \$1,500,000.00 | AWARDED |
| KENTUCKY PRODUCT DEV INITIATIVE - RD 1 | KPDI | \$76,564.00 | AWARDED |
| KENTUCKY PRODUCT DEV INITIATIVE - RD 2 | KPDI | \$91,000.00 | PENDING |
| CLINTON SEWER LIFT STATION RELOCATION | DRA CIF | \$1,827,360.00 | PENDING |

COUNTY OVERVIEW

MARSHALL COUNTY

Marshall County is located on Kentucky Lake and Tennessee River with a total land area of 340 square miles. Benton is the county seat. The lake and river runs along the entire eastern border of the county which plays a big role in recreation and tourism. Marshall County has a great industrial footprint. The Marshall County School District is top-ranked in the state and its residents have access to comprehensive health care at Marshall County Hospital.

POPULATION



Source: census.gov

INCOME

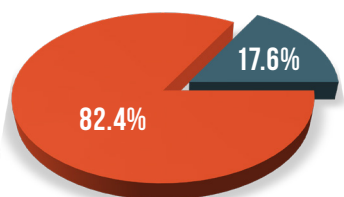


Source: statsamerica.org (EDA)

HOUSING

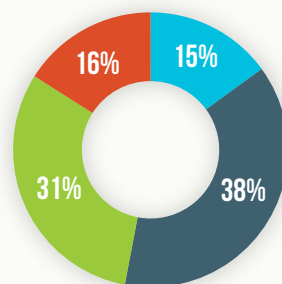


OWNER/RENTER OCCUPIED HOUSING



Source: census.gov

EDUCATION



Source: cedik.ca.uky.edu

WORKFORCE



Source: kystats.ky.gov

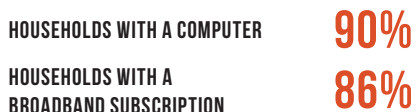
TOP 5 INDUSTRIES

Percentage of total employment by industry.



COMPUTER & INTERNET USE

House Bill 320 and House Bill 382, enacted by the 2021 General Assembly, established Kentucky's Broadband Deployment Fund to assist private sector entities & governmental agencies in the cost of constructing the "last mile" of high-speed internet access to unserved & underserved households and businesses across Kentucky.



Source: census.gov

VISION

The county's primary objective is to maximize the opportunity within the county to best support the local residents and local businesses. An increase in high quality job and higher educational opportunities are a priority in the growth of our community. We want to achieve this by attracting new businesses and industries as well as improve the broadband within the area as well as maximize resources in regards to leisure, recreation and agriculture.

EIGHT CAPITALS



INDIVIDUAL

MARSHALL COUNTY HAS A GENERATIONAL WORKFORCE OF ACTIVE LIVING INDIVIDUALS WHO ENJOY THE



INTELLECTUAL

HIGH SKILLED WORKFORCE WITH ACCESS TO HIGHER EDUCATION AND WORKFORCE DEVELOPMENT. SKILLS USA PROGRAMS ACTIVE.



SOCIAL

MADE UP OF SELF-SUFFICIENT, PROGRESSIVE CITIES NETWORKING TO GET THINGS DONE FOR THE COMMUNITY AS A WHOLE.



CULTURAL

INNOVATIVE AND GROWTH READY COMMUNITY THAT HAS LONG BEEN HOME TO STRONG MORALS, HARD WORKERS AND RENOWNED VISIONARIES.



NATURAL

OUTDOOR ADVENTURE WITH MILES OF SHORELINE, WILDLIFE AND BEAUTIFUL SUNSETS.



BUILT

LAND, WATER OR AIR. EASY ACCESSIBILITY. CALVERTY CITY INDUSTRIAL COMPLEX AND GROWTH ENABLING AT SOUTH-WEST ONE.



POLITICAL

ORGANIZATIONS & VOLUNTEERS ARE DRIVEN TO GUIDE THE COMMUNITY CREATING A PROMISING COUNTY FOR RESIDENTS AND BUSINESSES ALIKE.



FINANCIAL

CREATING WEALTH, STRIVING TO INVEST FINANCIAL CAPITAL IN WAYS THAT INCREASE AND IMPROVE THE QUALITY OF LIFE FOR RESIDENTS AND BUSINESSES.

ESSENTIAL PROJECT GOALS

1

INFRASTRUCTURE

2

PUBLIC HEALTH & SAFETY

3

UTILITIES IMPROVEMENTS & REHAB

4

ECONOMIC DEVELOPMENT

5

PARKS & RECREATION

ACTIVE/PENDING PROJECTS

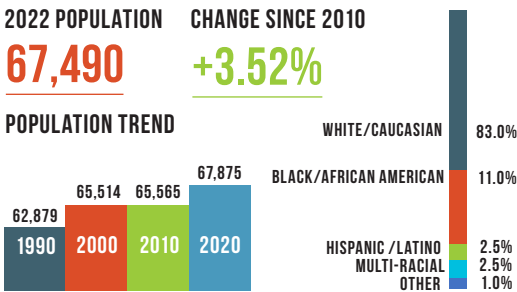
| PROJECTS | PROGRAM | AMOUNT | STATUS |
|--------------------------------------|-----------|----------------|-------------|
| ALTERNATE 2ND ENTERANCE TO SW ONE | DRA | \$527,158.00 | AWARDED |
| MARSHALL COUNTY NEEDLINE FOOD PANTRY | CDBG - CV | \$1,000,000.00 | AWARDED |
| CDBG-DR OWNER OCCUPIED HOUSING | CDBG-DR | \$1,000,000.00 | IN PROGRESS |

COUNTY OVERVIEW

MCCRACKEN COUNTY

McCracken County was established in 1825 located on the confluence of the Ohio and Tennessee River bordered by Illinois to the north and consists of 268 square miles. Paducah is the county seat and was incorporated as a City in 1830. Blending a rich history with a stable economy, healthy business climate, and outstanding schools and neighborhoods, Paducah is a thriving place for families and business. The City of Paducah has a population of 27,137 and consumes 20.75 square miles. Paducah serves a major hub for the maritime industry. Additionally, Paducah is served by four major railroad lines and direct interstate access. Paducah is also home to two regional healthcare centers, and award-winning Western Kentucky Community and Technical College, Murray State University Paducah Campus as well as University of Kentucky College of Engineering Paducah Campus.

POPULATION



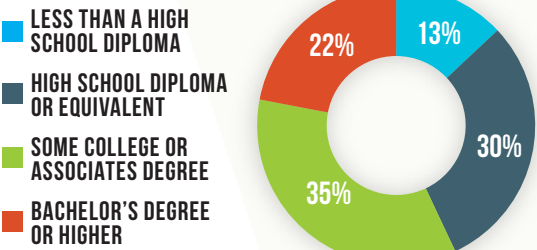
INCOME



HOUSING



EDUCATION



WORKFORCE



TOP 5 INDUSTRIES



COMPUTER & INTERNET USE

House Bill 320 and House Bill 382, enacted by the 2021 General Assembly, established Kentucky's Broadband Deployment Fund to assist private sector entities & governmental agencies in the cost of constructing the "last mile" of high-speed internet access to unserved & underserved households and businesses across Kentucky.



VISION

Paducah is a city where people can strive to reach their full potential through lifelong learning, healthy lifestyle, creativity, culture, and compassion for one another. The City's mission is to be the best city in the world through discovering innovative solutions that meet our current and future needs; provide excellent service delivery for both our internal and external customers through creating a welcoming and respectful environment; believing that every person that chooses to live, work, and play in our City matters; believing that Paducah leads through responsiveness, positive forward momentum, and a thirst

EIGHT CAPITALS

INDIVIDUAL

THE CITY OF PADUCAH & MCCRACKEN COUNTY WORKS DILIGENTLY TO DISCOVER AND CREATE INNOVATIVE SOLUTIONS TO COMPLEX CHALLENGES AND OPPORTUNITIES.

INTELLECTUAL

THE CITY OF PADUCAH IS HOME OF WESTERN KENTUCKY COMMUNITY AND TECHNICAL COLLEGE, AND HAS SATELLITE CAMPUSES FOR MURRAY STATE UNIVERSITY AND UNIVERSITY OF KENTUCKY. THESE RESOURCES ASSIST WITH CREATING A STRONG WORKFORCE, A CREATIVE ENTREPRENEUR BASE, AND AN ENVIRONMENT FOR TECHNOLOGY TO THRIVE.

SOCIAL

THE CITY OF PADUCAH HAS BEEN DESIGNATED AS A UNESCO CREATIVE CITY, AND A PLACE WHERE ARTS AND CULTURE THRIVE. WITH MORE THAN 90 BUSINESSES LOCATED IN THE HEART OF DOWNTOWN PADUCAH, THERE ARE ENDLESS OPPORTUNITIES.

CULTURAL

MCCRACKEN COUNTY AND THE CITY OF PADUCAH PROMOTES DIVERSITY, EQUITY AND INCLUSION AND WORKS DILIGENTLY TO HIGHLIGHT ITS HISTORICAL PAST AND RICH CULTURE. WITH NUMEROUS CULTURAL RESOURCES AND ASSETS, THE COUNTY ALONG WITH THE CITY OF PADUCAH WORKS DILIGENTLY TO BRING ATTENTION AND ADD VALUE TO CONVERSATIONS AND EDUCATION THAT ADVANCES THE COM-

NATURAL

THE CITY OF PADUCAH HAS MORE THAN TWO DOZEN PARKS AND FACILITIES FOR THE PUBLIC TO ENJOY. THE CITY IS WORKING TO IMPROVE BICYCLE AND PEDESTRIAN ACCESS AND SAFETY THROUGHOUT THE CITY. BEING LOCATED ON THE TENNESSEE RIVER LINE, THE CITY IS WORKING TO ACTIVATE AND BRING RECREATIONAL TRAFFIC TO THE TENNESSEE AND OHIO RIVERS.

BUILT

THE CITY OF PADUCAH IS WORKING TO IDENTIFY NEW INFILL DEVELOPMENT OPPORTUNITIES, WHILE ALSO LOOKING FOR NEW URBAN TERRITORIES TO EXPAND DEVELOPMENT AND SERVICES TO.

POLITICAL

MCCRACKEN COUNTY HAS STRONG COMMUNITY LEADERS WHO ARE ABLE TO COME TOGETHER AS ONE FOR THE BETTERMENT OF THIS UNIQUE COUNTY. THE CITY OF PADUCAH HAS A CITY MANAGER FORM OF GOVERNMENT, WITH A MAYOR AND FOUR CITY COMMISSIONERS WHO ARE ELECTED AT-LARGE.

FINANCIAL

THE CITY OF PADUCAH AND MCCRACKEN COUNTY HAS A DIVERSIFIED ECONOMIC BASE AND WORKFORCE. THE CITY DOES FACE THE CHALLENGE OF REDUCING THE ECONOMIC DISPARITY AMONG ITS RESIDENTS AND AN AGING WORKFORCE.

ESSENTIAL PROJECT GOALS



ACTIVE/PENDING PROJECTS

| PROJECTS | PROGRAM | AMOUNT | STATUS |
|-------------------------------------|---------|----------------|---------|
| JSA AIRPORT SEWER EXTENSION PROJECT | DRA | \$1,771,285.00 | AWARDED |
| PADUCAH RIVERPORT REVITALIZATION | DRA | \$418,000.00 | AWARDED |

COMPREHENSIVE ECONOMIC DEVELOPMENT PLAN

COMMITTEE MEMBERS

The Comprehensive Economic Development Strategy (CEDS) is updated on a yearly basis and has a complete re-write every 5 years. Committee members are appointed by local officials to represent their county or jurisdiction. These members come together and collaborate in planning and development for their communities and the region. The CEDS is a regional economic development plan consisting of current statistics, demographics, goals and objectives to help plan for our future and achieve economic success. We want to thank all of our committee members for their hard work and dedication to their communities and the region.

Committee Chair

Jim Martin, Judge Executive, Fulton County

Ballard County

Hannah Chretien
Terry Simmons

Calloway County

Mark Manning
Chris Wooldridge
Gina Winchester

Carlisle County

Jessica Galloway
Nancy Henley

Fulton County

Cubb Stokes
Mark Welch

Graves County

Michael Harris
Jason Lemle
Charles Shelby

Hickman County

Teressa Dowdy
Howard Dillard

Marshall County

Greg Wiles
Jessica Scillion
Blair Travis

McCracken County

Bruce Wilcox
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