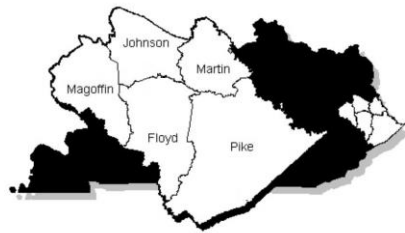


# 2021 Big Sandy Area CEDS Update

Comprehensive Economic Development Strategy



**Big Sandy Area Development District**  
**110 Resource Court**  
**Prestonsburg, KY 41653**  
**606-886-2374**  
**[www.bigsandy.org](http://www.bigsandy.org)**



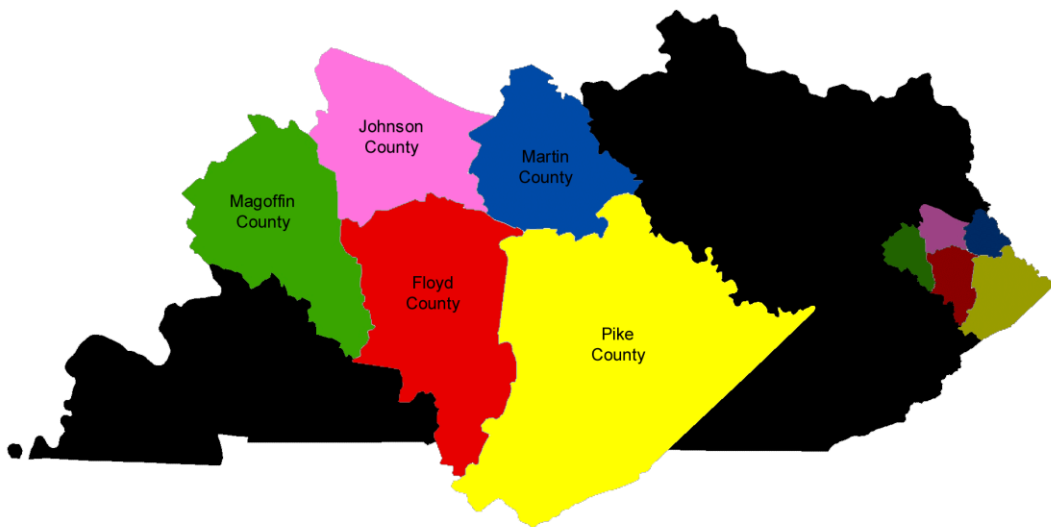
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## Comprehensive Economic Development Strategy

2021

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# Big Sandy Area Development District



## Our Purpose

To provide those citizens of Kentucky living in Floyd, Johnson, Magoffin, Martin and Pike counties a regional leadership forum, responsible for area wide planning and coordination of service and development projects undertaken in cooperation with the Commonwealth of Kentucky and designated agencies of the federal government.

To serve the member jurisdictions, their subdivisions, and non-profit groups related thereto, as a legally constituted body capable of performing administrative services and implementing programs and projects which improve the quality of life in the region.

To support, assist, and promote private sector developmental and entrepreneurial efforts within the region so as to enhance employment opportunity and to bring about a greater diversification in the base elements of the region's economy.



2021 CEDS

## I. Executive Summary

### ***Big Sandy Comprehensive Economic Development Strategy***

The 2021 Big Sandy Comprehensive Economic Development Strategy (CEDS) is a result of the gathering of information and the participation by various key stakeholders interested in community and economic development that include representatives from chambers of commerce, tourism organizations, industrial authorities, local elected officials, workforce development agencies, educational institutions, and citizenry. The process involves a look at current activities, stakeholder strategic plans, and current conditions that results in identifying future goals for the region and the strategic actions necessary to achieve those goals. It is intended to be a guide that will assist local leaders in decision making for achieving a better quality of life and unified objectives.

Primary goals are to 1) achieve job creation and retention, 2) workforce development of the region's employee base with relevant skill sets, and 3) quality of life improvements. Objectives that are identified in the following pages reflect the need to continue with many of the efforts identified in prior years that will result in diversification and stabilization of the region's economy. The desire remains and is that the region will be in a competitive position to attract businesses and retain residents with expanded opportunities for earning a good living in eastern Kentucky. Critical components for quality of life enhancements include infrastructure improvements, affordable housing, healthcare access, and recreation. Economic development focus areas are centered upon the region's primary and developing sectors: aerospace, healthcare, technology, and tourism as well as workforce development initiatives that will educate individuals in the knowledge and skills that are relevant to employers.

For continued community development and economic growth the region will need to build upon the strategies and actions that have been identified. Making adjustments along the pathway to success will be required as the region takes chances, tries new approaches, and rebuilds its economy. Local governments are responding to the challenges by implementing projects, making tough budget decisions, and considering generation of additional revenue in order to advance the region's economy. Many have undertaken or are in the process of community planning activities that incorporate larger regional and statewide objectives. Alignment of strategies and resources in a collaborative manner will create efficiencies as well as greater effectiveness of purpose. The introduction of the ARC POWER Initiative and AML Pilot Program funding has resulted in increased efforts to implement a more effective economic development strategy. The District continues to be actively engaged in projects and planning that currently utilize these federal funds, or have the potential to access them in the future.

The economic indicators and performance measures used to evaluate the District's progress demonstrate that it may be years before improvement is reflected in the statistics. The Shaping Our Appalachian Region (SOAR) Initiative has been the change agent needed to move the region forward. The District's CEDS is aligned with the focus areas identified by SOAR and the region.



US 460 at Sookey's Creek by John Michael Johnson



## II. Summary Background

### 2021 CEDS

Historically the region has experienced economic instability associated with fluctuations of extractive industries. The region is currently on a different trajectory that will result in diversification and a more stable economy. We are already witnessing the effects of collaborative efforts that are resulting in job creation in diversified sectors. Rebuilding the region's economic base, however, will take years due to the need to re-train the workforce, create new academic and vocational programs, and carry out a marketing strategy that tells our story in order to attract high quality jobs to the region. While these activities are underway, creating a cohesive brand and strategy that the region's population is aware of will take time. Previous investments in the region over time have resulted in improved infrastructure, educational systems, and capacity. Collaboration among key stakeholders to achieve like-minded goals and objectives is occurring and will continue to be vital in an era where local resources are limited. A renewed focus through recruitment of new industry, the expansion and retention of existing industry, and the development of local entrepreneurial opportunities will continue to drive actions toward building the economy in eastern Kentucky. Furthermore, the changing demographics for the region, particularly population loss, present further challenges that are not easily overcome. The culture of the region including strong ties to family and loyalty to community can be leveraged to bring former residents back to the region when additional employment opportunities become available. Quality of life improvements will also assist in these efforts.

The region's long-range goals to build a more diverse, stable economy, with increasing employment opportunities, and a skilled workforce are reflected in the following pages through identified action plans. An improved quality of life for all residents is a goal for the region.

**The guiding principles that frame the goals, objectives and strategies for future development have remained little changed and include actions by the District:**

- Economic diversification.
- Developing and marketing the area as a good place to live and work.
- Assist organizations, local governments, development authorities and others in their development efforts.
- Building a foundation for progress by developing a trained workforce of educated individuals who can compete in the global markets.
- Public sector investment in infrastructure that supports an increasing level of economic development.
- Targeting and recruitment of new industry into the region in identified sectors.

- Assisting and supporting existing business/industry within the region.
- Developing and supporting new entrepreneurial activity within the region.
- Regional approaches as standard practice to maximize resources and impact.
- Continual strategic planning at the local level that builds upon investments.

**The strategic focus categories are:**

- Infrastructure that meets the region's demands.
- Workforce development, employer and educational alignment to meet current and future employer needs.
- Sector strategies.
- Develop an environment that promotes and nurtures entrepreneurial opportunities and small business development.
- Responsible resource utilization.
- Tourism development.
- Quality of life improvements.

The region has not yet seen full economic recovery from the Great Recession as compared to other areas of the Commonwealth and the nation. Lower income levels, higher unemployment rates, and population declines continue. While economic and workforce development agencies are attempting to create opportunities for employment, viable options in large enough numbers to retain skilled individuals are slow in materializing. Meanwhile, financial strains on families are resulting in residents relocating to other areas for employment. The region's Workforce Innovation Board, Eastern Kentucky Concentrated Employment Program (EKCEP), has been successful in securing funding to address some of these workforce challenges and is assisting former mining industry employees in re-training to other vocations. Additional workforce challenges include an aging population and the brain drain of students who are educated outside the region and never return.

The average annual unemployment rate for the District remains above both the state and national averages. Unemployment in the District was at 7.8% in July 2020, a mild increase from 2019 rates during the same time frame; meanwhile the national unemployment rate has jumped to 10.2%, while the state also increased to 5.7% - both largely attributable to the COVID-19 Pandemic<sup>1</sup>. Magoffin County consistently remains at the top of the list with the highest unemployment rates among counties in the Commonwealth. As a result, poverty rates continue to remain high.

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<sup>1</sup> Due to the impacts of the COVID-19 pandemic on data collection, the US Census Bureau will not release its standard 2020 ACS 1-year estimates and will instead release experimental 1-year estimates based on limited 2020 data sometime after the publication of this Comprehensive Economic Development Strategy. Therefore the data referenced in this publication is from the US Census Bureau's 2019 ACS data release.



Tourism development continues as one of the emerging sectors in the region. Adventure tourism, specifically, continues to be the primary focus of the District's communities. ATV trail development planning in a multi-county initiative is underway and was greatly enhanced by the creation of the Kentucky Mountain Regional Recreation Authority and will support trail development that is similar in nature to West Virginia's and Virginia's efforts. Collaboration is occurring across state boundaries.

Healthcare continues to see growth in employment and private as well as public planned investments in facilities and services are further evidenced by growth at Pikeville Medical Center, the region's largest healthcare employer. The opening of the University of Pikeville – Kentucky College of Optometry within the last three years and the planned development of Pikeville Medical Center's Children's Hospital will also continue the significant economic impact of the healthcare sector. Opportunity for expanding the sector is seen as a realistic option with collaborations, networking, and research opportunities.

The potential for growth in primary jobs include sectors such as aerospace, advanced manufacturing, metal working, and technology. The East Kentucky Concentrated Employment Program (EKCEP) WIB continues sector work in energy, healthcare, skilled trades, and business services, specifically technology. Teleworks USA has seen the employment of over 3,400 individuals since 2015 in home-based or tele-hub technology-related positions.



Kentucky College of Optometry at the University of Pikeville



Pikeville Medical Center



American Metal Works



**Regional Weaknesses:**

- educational programs do not match job availability
- educational attainment
- waste water management, service to outlying areas
- housing affordability
- cost to develop land
- work ethic of subset of workforce, entitlement attitude
- aging population
- drug abuse and resulting family effects
- lack of vision in leadership
- territorialism
- lack of public transportation
- under employed
- lack of development guidelines, zoning
- Mountain Parkway expansion, incomplete

68.92% from the previous year. Employment in the industry continues to decline for the region as a whole as well. While this year’s coal production increases provided 162 jobs in Pike County and 3 jobs in Johnson County, these gains were cancelled out by the concurrent loss of 179 positions in Floyd County and 7 fewer jobs in Martin County (Kentucky Coal Facts Report-2<sup>nd</sup> Quarter 2021). This long-term decline has resulted in federal, state, regional, and local leaders seeking alternatives to employment in traditional industries.

The occupations showing the largest employment in the District include office support, sales, healthcare practitioners, education, and transportation occupations. Retail and service sectors show the largest employment numbers. The challenges associated with employment in these sectors include the fact that these jobs are among the lowest paying jobs in the region. The three largest cities within the region are Pikeville,

Prestonsburg, and Paintsville. Located along the US 23 corridor, they are considered retail hubs for surrounding communities. Healthcare and related businesses remain strong with growth anticipated over time in these higher wage positions. Replacement of higher wage jobs for the average worker continues to be the focus. Projections for employment growth through 2024 show gains of 3.36% for the EKCEP workforce region with sales, office, and food prep having the greatest number of annual openings projected.

Diversification strategies include but are not limited to exploring alternatives in aerospace, IT, advanced manufacturing, tourism, and small business development. Multiple stakeholders are focused on a variety of pilot projects, recruitment efforts, planning activities, and key partnerships that are anticipated to result in positive outcomes for the region in job creation. In addition, the designation of Opportunity Zones in the District is anticipated to spur economic activity through private investments resulting in job creation. A map of the region’s Opportunity Zones is included in the Appendix.

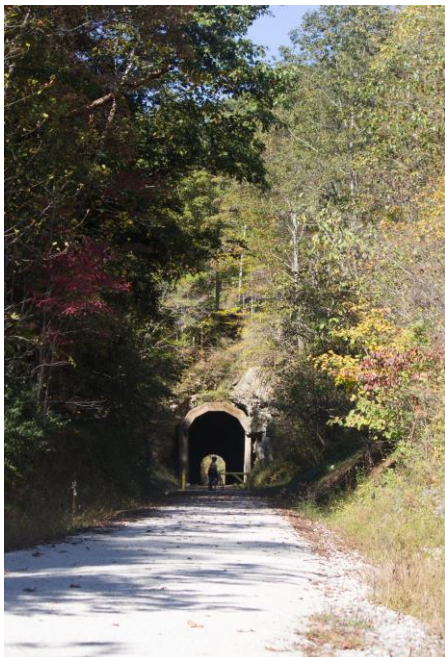
## Tourism

Prior to the COVID-19 Pandemic, tourism expenditures in the five-county district had been trending upward, increasing by 4.5% from 2018 to reach \$131,830,000 in 2019. However, the effects of the Pandemic were acutely felt as those expenditures decreased by 32.57% over 2020 falling to only \$88,800,000. Regional tourism is expected to rebound as the crisis wanes, allowing the region to continue developments that will result in positive and sustainable impact in tourism traffic. The addition of



Alltech's Dueling Barrels Brewery and Distillery that opened in 2018 is expected to make significant impacts in coming years with its addition to the Kentucky Bourbon Trail. Activity continues to be seen on the Big Sandy Water Trail. The Commonwealth's tourism initiatives such as the Dawkins Rails-To-Trails project are showing positive impacts in the region. Eighteen miles of the Dawkins Rail-Trail project was completed in 2013 and sees regular use by local residents and tourists.

Construction of phase II has stalled with a major hurdle in clearing and stabilization of a tunnel along the trail. The award of funding to complete a camping development in the Royalton community of Magoffin County will provide much-needed lodging spaces for trail users. Additional trail development took place in Prestonsburg with the opening of multi-use Sugarcamp Mountain trails. Further, the City of Prestonsburg completed the Prestonsburg Passage in 2021. The paved, multi-use trail extends from Archer Park in Prestonsburg to the historic David community and has the potential to ultimately connect to the Dawkins Line. Also, the Breaks Interstate Park opened a zipline in the



fall of 2017 and initiated rock climbing in 2018. These assets serve to enhance the region making it a destination for tourists, particularly those interested in adventure and nature.

On a broader regional basis, tourism development is actively being planned with multiple pursuits from a variety of entities and local governments engaged in the process. ATV trail development along the lines of the West Virginia Hatfield & McCoy Trail System is actively being pursued in collaboration with Virginia and West Virginia. Creation and initiation of the Kentucky Mountain Regional Recreation Authority, a multi-county authority that will facilitate trail development including land access, is another positive. Cooperation with developers of ATV trails in Virginia and West Virginia has included joint visits to communities throughout the multi-state area by

community leaders. This level of engagement will result in trails that have long-term economic impacts for tourism.

## Industrial Parks

Floyd County seeks prospects for occupancy of its Industrial Site located on US 23 just north of downtown Prestonsburg. The lack of available, developable land in Floyd County makes this site a prime location for commercial/industrial activity though site size will limit its use.

The Eastern Kentucky Business Park (formerly known as Honey Branch Regional Business Park) is a regional park located in Martin County near the Big Sandy Regional Airport. The park is governed by the multi-county Big Sandy Regional Industrial Development Authority with members from each of the five BSADD counties. The Authority has purchased a building vacated by an expanding business in the region and is marketing the property to prospective tenants. Since the inventory of publicly owned buildings is limited, this acquisition is strategic for growth and diversification of the employer base.

The Martin County Economic Development Authority (MCEDA) manages industrial and economic development in Martin County. Fit-out of their speculative building was completed in 2012 with the opening of David Brown Gear Systems in the facility at Eastern Kentucky Business Park. In addition, the MCEDA has remaining space that continues to be marketed in the Inez Business Center.

### Regional Opportunities:

- healthcare industry
- job availability in targeted areas, trades, etc.
- tourism and branding, collaboration
- joint marketing
- lodging, tourism infrastructure
- ATV trails
- US 23 Corridor
- East KY motorcycle tours
- entrepreneurial ventures
- growing university, higher education
- culture, arts, craftsmen, music are assets
- recreational opportunities, quality of life
- promotion of ourselves to locals and to visitors
- apprenticeship programs
- reclaimed mine sites, re-development
- energy industry, value added/transformational including by-products



Pike County is exploring options and planning for industrial property development. Sites with the most promise for development include: Wolfpitt, Scott Fork, and multiple sites associated with the construction of US 460. The Scott Fork property includes one tenant, EQT, that houses their regional offices. John Moore Branch is a site being created from the construction of US 460 in the County and will not be available for

development until completion of highway construction. Planning for providing water and wastewater infrastructure to the site is underway. Pikeville has been successful in developing and securing future tenants for the Kentucky Enterprise Industrial Park at Marion Branch, a formerly mined site that will provide industrial sites for occupancy. Current tenants include Wright Concrete. Access to the site has been improved with bridge construction across the Levisa Fork of the Big Sandy River and an additional access roadway that better accommodates truck traffic to and from US 23.

Magoffin County Fiscal Court has acquired and is making ready land for a 20-acre industrial park, the only one in that county. Roadway access has been provided through investment by the Commonwealth and done in conjunction with the Bert T. Combs Mountain Parkway widening project. Construction to provide the necessary wastewater infrastructure improvements to serve this property was completed in March, 2019. Funding for water infrastructure improvements for the site was secured in 2018 and projects are currently in the design phase.

Teays Branch in Paintsville (Johnson County) holds promise for economic development. Under private ownership, the property is planned to support industrial development activity and will require additional roadway access directly to US 23 in order to maximize its development for this purpose. Teays Branch is the location of a new CNC workforce training facility that is expected to attract employers to the region based upon the high demand for this skillset. Recent infrastructure improvements serving the site will increase capacity for possible economic development activity.

## **Education**

The University of Pikeville – Kentucky College of Osteopathic Medicine opened its new expanded facility in 2012 increasing the number of physicians in Appalachia. The institution has continued expansion of healthcare programs with the construction of the Kentucky College of Optometry facility that opened in 2017; the first students entered the program in the fall of 2016. Also recently completed is a regional telecommunications training facility for fiber optic cable construction and maintenance at the Big Sandy Community & Technical College campus in Pikeville. Educational attainment improvements continue throughout the District. Rises in high school

### **Regional Threats:**

- energy market fluctuations
- entitlement issues
- economic growth
- brain drain
- affordable education (4 year)
- political influences
- population shifts
- apathy, educational systems
- low educational system expectations placed on students
- addiction
- increased business costs due to drug-related criminal activity

graduation rates and degree attainment continue while those without a high school diploma or GED decline. Challenges with higher educational attainment include the affordability and lack of a 4-year public institution being located in the region.

## **Workforce Development**

Workforce development continues to be a focus of several organizations throughout the District including Big Sandy Community & Technical College, Eastern Kentucky Concentrated Employment Program (EKCEP), Big Sandy Community Action Program, Regional Kentucky Works Program, local chambers of commerce and

Big Sandy ADD. The Workforce Innovation & Opportunity Act continues to guide the work going forward and is enhanced by the existence of the Big Sandy Business Services Team (BST). The BST consists of traditional workforce development staff as well as economic development professionals and results in a more collaborative approach to addressing employer issues. One of the major efforts is centered on the Commonwealth's Work Ready Communities initiative. In the Big Sandy District, Floyd, Johnson, Magoffin and Martin Counties have achieved "Work Ready Community in Progress" certification; Pike County has re-established its team with plans to move forward with an application for certification. Plans for achieving revised/updated thresholds in 2021 are being discussed among the county teams which include educational attainment, soft skills development, community commitment, high school graduation rates, Internet availability, and certifications/licensures. Additional workforce development initiatives include EKCEP's Hiring Our Miners Everyday Program (H.O.M.E.), a result of a DOL grant award that is focused on re-training those laid off from coal mining jobs and their spouses in order to allow them opportunities to re-enter the workforce. A second grant award to this program has allowed continuation and expansion of the training/assistance program.

Additional workforce development training opportunities are emerging through a telecommunications certification program at Big Sandy Community & Technical College that will result in fiber optics installation and maintenance training. Alignment with the construction of the statewide Kentucky Wired project will provide employment opportunities for graduates. Two-year degreed programming is also being discussed.

A weakness identified during the SOAR Initiative included the fact that we did not have a detailed assessment of our region's workforce; a workforce analysis was completed in 2016 that is being utilized to market to prospective employers the workforce skillsets and attributes that will help a business achieve success by locating in the region. This effort was a public/private partnership with EKCEP, One East Kentucky, BSCTC, MSU



and private industry that will benefit the region's economic development efforts in attracting a diversified employer base requiring skillsets of the existing, available workforce.

The national TechHire initiative is impacting the region through an award of funding to EKCEP. Work continues in this effort to train workers in IT fields while connecting them directly to employers needing the skillsets used by the industry. The ability to connect to high-capacity broadband will drive the success of this effort. Additional technology training efforts are being undertaken by BSCTC.

The initiation of a CNC machinist training program by the East Kentucky Advanced Manufacturing Institute (eKAMI) in Paintsville in 2017 has provided a unique opportunity for unemployed individuals to receive advanced manufacturing training at home. This high-demand field will provide skillsets that result in employment in high-wage jobs in diversified industries. This program is well aligned with the expanding aerospace sector in Kentucky and specifically with the developing corridor in the region.

The current initiative promoting the utilization of apprenticeship programs has begun in the region. Led by EKCEP and partner agencies, promotion of apprenticeships has led to local employers engaging in the process and providing opportunities for training and employment.

## **Transportation**

*Roads* – Interstate quality highways serve the District in both north-south and east-west major corridors with US 119, US 23, and Rt. 80. Continued improvements to the highway system serving the region are being addressed. The expansion of the Bert T. Combs Mountain Parkway is among the most significant and impactful improvements to be completed with significant work having occurred in the past year. With this long-term, planned investment, the region expects greater economic opportunities as a result of the expansion project. Prioritization of road projects by the Regional Transportation Committee is reflected in the Big Sandy District CEDS. Projects are identified in the Appendix.

*Airports* - The three airports in the area (Big Sandy, Pike County, and Combs) are not currently available for commercial use. These general aviation airports will play an important role in economic development strategies that include building an aerospace corridor in the region. While the lack of commercial service has been identified as a significant weakness to continued development of the region, the existence of the Pike County and the Big Sandy airports will be attractive to corporate executives considering expansion projects in the region. Runway improvements are currently in the planning stage at the Big Sandy Airport that will result in extending the length of the runway and increasing capacity there.

*Public Transportation* – Public transportation is extremely limited in the area. Repeatedly identified as a need by multiple parties, options remain scarce. This weakness continues to undermine low-wage workers who are challenged by affordable transportation options and therefore inhibited in finding and maintaining employment.

*Rail* – Rail corridors serving the Big Sandy region have primarily been utilized for coal transport. The coal industry’s decline has resulted in a reduction in CSX employment in the coal fields of eastern Kentucky. Meanwhile, the need for rail access to industrial sites throughout the region is crucial to maximize the industrial development opportunities that are anticipated from relocations and the potential for expanding employers.

## **Infrastructure**

Provision of public water service has historically been the focus of local leaders. Now that much of the District has water service available, leaders are currently focusing their efforts in providing wastewater coverage.



Eastern Kentucky Business Park Spec Building

State funding is often utilized to leverage federal funds for infrastructure projects. Limited grant funding over the past few years for infrastructure projects throughout the Commonwealth has resulted in fewer projects being constructed in the Big Sandy District. However, the first phases of the Harold Sewer Project located along the US 23 corridor in Floyd County have been completed and results in ability to access a public wastewater system in this high traffic/high growth area. Each of these projects will impact hundreds of customers that have never had access to public wastewater systems resulting in a cleaner environment and the potential for further economic development. Infrastructure improvements are planned for Magoffin County that will provide service to a new industrial site allowing for economic development in a high-unemployment county.

Utility providers throughout the District continue to identify and plan for additional projects through the Big Sandy Water Management Council. Project prioritization for these infrastructure projects may be found in the Appendix.



Rehab of aging infrastructure is increasingly necessary to continue providing service to the region's population. Further, increased excess capacity is vital for economic development activity to occur at the region's development sites. Pikeville, Prestonsburg, Paintsville, Elkhorn City, and Martin County are working toward plant upgrades or new systems that will serve that purpose.

Magoffin County Industrial Park

## Technology

EKCEP is currently promoting and recruiting participating companies for the Teleworks USA Program. The program seeks to match qualified job applicants to telecommuting opportunities in companies located throughout the world. A total of over 3,400 individuals throughout the EKCEP service region have secured positions working from home in technology/internet-based positions of various types since 2015. The Pike County Teleworks Hub – the only one within the District – that opened in 2016 resulted in 90 individuals securing employment within the first year.

In response to the demands of the existing telecommunications sector and the anticipated needs of the industry within the region when dark fiber infrastructure is put in place, the Big Sandy Community & Technical College is implementing a technical training facility for telecommunications jobs. Construction of the project recently reached completion. The project will address diversification of the economy, of workforce skills, and meet the needs expressed by current employers who are challenged to find trained employees. The project aligns with the Kentucky Wired project currently under development by providing skill sets needed for the project's construction and maintenance.



Private sector partners are also engaged in technology training through BitSource. Utilizing former mining industry employees, BitSource has trained

unemployed mining industry individuals how to code. The Tech Hire Initiative is poised to address preparing the workforce for technology-related employment opportunities.

Assessment of the region's broadband use and local government e-services continues. Broadband service is widely available; however, certain geographic areas do not have adequate, affordable, high capacity access. Public accessibility to the internet for those impacted geographic areas is primarily obtained through public libraries and educational institutions. Communities actively engaged in capitalizing on the Kentucky Wired project include the cities of Pikeville and Prestonsburg who are completing feasibility studies to determine the best pathway to provide access to high speed broadband services.



## **Environment**

Protection of the region's natural resources is of increasing interest to the general population. With the rise in interest for local food production, tourism, and water quality concerns, a balanced approach between industry leaders is needed. Extraction industries will continue to remain important to the region though they will have less of an economic impact going forward due to lower employment levels.

The natural beauty of the region drives much of the tourism industry in eastern Kentucky. Lakes, streams, mountainous terrain, and wildlife are the natural attractors for a strong tourism industry. Leaders recognize the need to better address solid waste and, as an example, community members lead efforts along the Dawkins Rail Trail to maintain its cleanliness. As a result, significant improvement has been achieved in environmental quality related to solid waste disposal. Recycling efforts continue with increasing participation by local governments.

Providing public wastewater service continues to be a focus area. However, the cost to construct collection lines in mountainous terrain and limited grant sources create challenges for local governments who already have strained budgets.

## **Other Plans & Strategies**

The Shaping Our Appalachian Region (SOAR) Initiative has resulted in a more focused approach to regional and collaborative economic development activities. Looking at the original ten areas of concern including agriculture, broadband, business recruitment, business incubation, education and retraining, health, infrastructure, leadership development/youth engagement, regional collaboration/identity, and tourism, opportunities to partner among like-minded agencies and individuals have resulted in greater alignment in strategic projects. Specific, identified goals of SOAR have been defined and they include broadband availability, workforce development, small business creation and expansion, improvement of health status, industrial employment, local

foods movement, and establishing the region as a tourism destination. The SOAR *Regional Blueprint For Economic Growth* can be found at <http://www.soar-ky.org/plan/> .

The District will continue to work with the SOAR leadership and staff to assist in facilitating activities, providing information, and pursuing projects that are in alignment with the District's and the region's goals and objectives. District goals and objectives that align with SOAR include strategies related to job creation, industry recruitment, small business development, sector strategies, and workforce development.



While the SOAR Initiative continues to shape the work going forward, in addition, the District will consider other planning activities at the local, regional, state and federal levels that will guide growth strategies. The Big Sandy Area Development District continues to offer its expertise and assistance in planning efforts that improve the quality of life in communities within the District. Long-term planning continues to be a focus of local leaders. BSADD has been involved and will continue to assist communities in planning efforts related to community and economic development.

Collaborative efforts continue with various entities aligning goals, strategies, and action items toward implementing projects. Examples of these partners and collaborations follow:

- ADDs – Statewide & ARC ADDs
- EKCEP
- EKyTAP
- MSU SBDC
- One East Kentucky
- Kentucky Secretary of State
- SOAR
- West Virginia's Region I Planning & Development Council
- Work Ready Communities In Progress Teams
  - Floyd County
  - Johnson County
  - Martin County

- Magoffin County
- Pike County
- Chambers of Commerce
  - Floyd County Chamber of Commerce
  - Johnson County Chamber of Commerce
  - Southeast Kentucky Chamber of Commerce

**Floyd County, Paintsville-Johnson County and Southeast Kentucky Chambers of Commerce** – BSADD supports economic development activities of the Chambers.

**EKCEP** – BSADD staff are engaged with EKCEP in their Business Services Team efforts for the 23-county EKCEP service region.

**EKyTAP** – BSADD staff are engaged with the East Kentucky Technical Assistance Providers, a network of small business service providers whose goal is to provide the highest quality assistance to small businesses in the region.

**MSU SBDC** – BSADD staff assist the Morehead State University Small Business Development Center in planning their annual Women’s Business Symposium.

**One East Kentucky** – BSADD ED staff assist OEK in economic development initiatives, projects and activities throughout the region.

**SOAR** – BSADD staff continue to assist in the annual Summit and other events.

**West Virginia – Region I Planning & Development Council** – A cluster mapping project has been funded thru ARC and EDA for a multi-state region of the Central Appalachian coal fields. ARC funding will be utilized for the ADD’s in east Kentucky to participate in the GIS project.

**Work Ready Communities In Progress County Partners** – BSADD staff are assisting Work Ready Community county teams in Floyd, Johnson, Martin, Magoffin and Pike to achieve Work Ready status and prepare applications to the Kentucky Workforce Innovation Board seeking certification.

The Big Sandy Area Development District continues to align the region’s planning efforts with state and federal initiatives related to economic development, tourism, small businesses, and workforce development. Relevant plans that impact the region include:

- *ARC – Appalachian Development Plan*
- *2011 Kentucky’s Unbridled Future – Strategic Economic Development Plan*
- *2011 Workforce Innovation Board – Sector Strategies*
- *Kentucky WIB – Work Ready Communities*
- *SOAR Regional Blueprint For Economic Growth*

## **Integration of State’s Economic Priorities**

The integration of the state’s economic priorities as related to Kentucky’s Unbridled Future – Strategic Economic Development Plan (2012) includes priorities to continue to create a More Competitive Business Climate, Attract, Develop and Retain Business, Create and Market a Powerful Kentucky Brand, Work Toward Sustainability, Foster Innovation and Technology Support, Create an Entrepreneurial Culture. The five targeted categories include: advanced manufacturing, sustainable manufacturing, technology, transportation, and healthcare. Additional state initiatives surrounding Kentucky becoming the lead nationwide in manufacturing, and employing the population’s most challenged individuals such as disabled, formerly incarcerated, and veteran populations are supported by the District.

The Big Sandy Area Development District CEDS corresponds with the Commonwealth of Kentucky’s priorities for economic development through a number of goals, objectives and strategies found in the Action Plan (Section 5) under the following areas:

- Job Creation
- Workforce Development
- Quality of Life Improvements

Further, the District supports statewide focus areas that include apprenticeships, Work Ready Communities, red-tape reduction efforts, tourism, and promotion of agriculture. Sector strategies within the District include continuing to focus on healthcare as a growth area. The opening of the Kentucky College of Optometry at the University of Pikeville advances the healthcare sector in the region. Advanced manufacturing will be supported by the East Kentucky Advanced Manufacturing Institute’s CNC training program. Furthermore, aerospace certification of sites in the region, including the Eastern Kentucky Business Park, will benefit the area and the development of an aerospace corridor in eastern Kentucky. In addition, broadband deployment and technology training programs at the secondary and postsecondary levels along with the TechHire initiative, Teleworks, and BitSource are the beginning of what is hoped will become a technology focused region.

These efforts in targeted sectors are expected to attract new employers to locate in the region, offer job opportunities, and create a more diversified economy that can withstand market shifts and industry fluctuations.

## **Disaster Mitigation & Resiliency**

Due to its topography, the region suffers from frequent flooding disasters, particularly flash flooding. Considered a threat to the region, the frequency of these events places local governments in the position oftentimes of not fully recovering from damages before another event occurs. As a result, significant resources are expended to make repairs to infrastructure and reliance on federal agencies for eligible reimbursements

results in strains on cash flow. The result is that local governments find it difficult to focus on long-term economic development projects. Additional attention has been given to shelters, generators, communications equipment, and maintaining local long-term recovery groups to manage the multiple issues and agencies that affected residents encounter throughout the recovery process.

The Big Sandy Area Development District Multi-Jurisdictional Hazard Mitigation Plan, originally adopted in 2006, and updated in 2011 and 2016, provides risk assessment data and mitigation strategy information to provide a basis for dealing with risks to life and property from various hazards; severe storm events and flooding are occurring with the greatest frequency in the District. A new update and revision is underway and will be completed early in 2022.

In addition to updates to the information in the Big Sandy District's Multi-Jurisdictional Hazard Mitigation Plan, pre-disaster planning and disaster response will become a greater focus area for the region. Recovery resources, business continuity planning, shelter identification, communication plans, and recovery activities that are immediate, short-term, and long term will be a focus for addressing resiliency from disasters. Addressing the special needs and the most vulnerable populations will also need to be included. Identifying first responder needs continues to be a focus of the District so that lack of preparedness is not a hindrance when events occur. BSADD staff regularly assist first responder agencies with funding applications as opportunities become available to seek equipment in support of their operations.

In addition to assistance provided to first responders, District staff, in 2018, introduced and assisted in planning efforts for the Community Rating System. A floodplain management plan for the city of Paintsville resulted from these efforts that, once reviewed and approved, will hopefully result in reduced National Flood Insurance Program rates for residents of the community. Furthermore, in 2018 flood protection projects were announced by the U. S. Army Corps of Engineers that will impact the town of Martin in Floyd County and the city of Paintsville. District staff also continue to assist in pursuing FEMA funding to address repetitive loss structures through applications to the Hazard Mitigation Grant Program and Pre-Disaster Mitigation Program.

The economic status of the region has also resulted in increased focus on economic resiliency with discussion in economic development strategy sessions that introduce these concepts for small businesses. In addition to preparedness for natural disasters, economic resiliency discussions include conservation and efficiency measures, insurance protections, floodplain management, and market expansion/diversification. An increased effort to support small businesses in the region has been undertaken with the support of EDA funding and has resulted in increased contact with the business community through trainings, events, partnerships, and referrals to the loan fund.

Diversification strategies are being undertaken by multiple entities to better prepare the region's economy to withstand economic changes. SOAR, One East Kentucky, Eastern



Kentucky Concentrated Employment Program, East Kentucky Advanced Manufacturing Institute, Big Sandy Community and Technical College, and UPIKE are among the entities that are actively pursuing projects and strategies in industry sectors including healthcare, technology, aerospace, and advanced manufacturing as well as broadband infrastructure. These efforts will broaden the economic base for the region and, therefore, assist in deflecting the negative impacts of downturns in any one of those influences upon the economy.

## **List of Past and Present Economic Development Projects**

Please refer to the Appendix for a list of current and proposed projects in various stages of planning and development within the District that are priorities for each of the respective communities. In addition, private investments in the region have included construction of new educational facilities, commercial activity and healthcare services. Facility investments by public bodies include those made in the industrial parks, the Recycling Authority members, tourism developments and public infrastructure.

Continued focus on basic infrastructure has resulted in significant investments that have been made by each of the five counties comprising the Big Sandy Area Development District. In addition, several public and nonprofit investments in facilities have and continue to impact the region in a positive manner. Significant prior projects have included the following:

- East Kentucky Business Park Infrastructure
- Martin County Economic Development Authority Speculative Building
- Warfield Sewer Project
- Marion Branch Industrial Site
- Harold Sewer Project
- Magoffin County Health Department
- Magoffin County Industrial Development Site
- Mountain Arts Center
- University of Pikeville – Kentucky College of Osteopathic Medicine
- Pikeville Medical Center Expansion projects
- Highlands Health Systems Expansion
- Paintsville Water Treatment Plant
- Various Utility Providers – Water/Wastewater Line Extensions
- East Kentucky Science Center
- Regional Recycling
- Martin Redevelopment Project
- Martin Sewer Rehab Project
- Stone Crest Industrial Site Infrastructure

Planning and technical assistance projects that have occurred or that have continued over the past year include the SOAR, Work Ready Communities Initiatives, Trail Town certification planning, East Kentucky Advanced Manufacturing Institute, industrial site developments, broadband infrastructure, and continued trail developments.

See the Appendix for available updates to specific demographic data from the District.



Dewey Lake



Alltech



## 2021 CEDS

## IV. Action Plan

Action plan Goals, Objectives, and Strategies from the 2017 document remain in place for the 2021 Big Sandy Comprehensive Economic Development Strategy for Job Creation and Retention, Workforce Development, and Quality of Life Improvements. Some exceptions and additions to the strategies are outlined below.

### **Goal: Job Creation and Retention**

#### ***Objective 1: Industry Recruitment and Retention***

Support and promote the region's designated Opportunity Zones for potential investment and development.

Create specific marketing strategies to encourage investments in the region's Opportunity Zones, especially emphasizing available regional industrial park properties in the designated Opportunity Zones.

Develop a comprehensive, region-specific economic resiliency plan outlining strategies to strengthen business retention and expansion and to respond to, and plan for, disruptions like the COVID-19 Pandemic and other disasters.

#### ***Objective3: Small Business Development and Growth:***

Due to discontinuation of funding, the role of regional Economic Development Coordinator was discontinued. The continuing support of small business support, promotion, and technical assistance will be handled by the District's Community and Economic Development staff.

The District has determined the best course of action due to changes in the EDA-funded Revolving Loan Program is to terminate the program for convenience.

Support pursuit of a manufacturing incubator space.

### **Goal: Quality of Life Improvements**

#### ***Objective 3: Housing stock that meets the demands of the population***

Support efforts to address the needs of homeless populations.

#### ***Objective 4: Accessible and comprehensive healthcare services for all residents***

Develop strategies and plans to expand telemedicine opportunities, expand access to telemedicine, and encourage use of telemedicine resources during times of high healthcare demand such as during the COVID-19 Pandemic and similar events.

#### ***Objective 5: Capitalize on the region's environment and natural resources***

Encourage a refocus on beautification education and participation, litter abatement, and protection of the natural environment to support continued tourism development.



### ***Tourism Expenditures***

Tourism impacts fell in 2020 as a result of the COVID-19 Pandemic. Regional tourism expenditures in 2020 were \$88,800,000 – a 32.57% decrease from the 2019 amount of \$131,830,000.

### ***Educational Attainment***

High school graduation rates are above the goals set for the Work Ready Community certification program in each of the five counties in the District. The high school graduation rates were: 94% in Floyd County, 94.3% in Martin County, 95.7% in Magoffin County, 95% in Martin County, 97.6% in Pike County, and 98% in Johnson County.

The percentage of individuals aged 25-64 with an Associate Degree or higher continues to climb throughout the District; however, falls short of the state and national averages in all but one county. Degree attainment rates are currently 14.5% in Magoffin County, 17.3% in Floyd County, 20.7% in Pike County, 21.4% in Martin County, and a high of 25.5% in Johnson County.

The percentage of the population with less than a high school diploma or GED continues to show improvement with declines in each of the counties in the District. The percentage ranges from 24.6% in Magoffin County to 14.1% in Johnson County.

### ***Bank Deposits***

Bank deposits totaled \$2,703,424 in 2021 which represents an increase of \$53,544 since 2020. (Source: FDIC)

### ***Broadband Availability***

Construction of the Kentucky Wired project is currently 99% complete across Kentucky with completion achieved in the District in early 2020. Approaches to addressing last mile service are being planned by at least four communities within the District.

Capitalizing on the availability of high-speed, high-capacity broadband via fiber optic cable is important to advance technology as a growth sector in the region.

### ***Performance Report***

The Big Sandy Area Development District staff have participated in various planning activities related to community and economic development within the region. Job creation and business investment will be directly affected by the following local projects that continue in planning and development over an extended timeframe:

Big Sandy Area Development District

County	Project	Description
Floyd	Industrial Development Site	Floyd County is marketing a site for industrial/commercial use purchased by the County and located on US 23 at Prestonsburg.
Magoffin	Industrial Development Site	Magoffin County is planning for the development of a future industrial site. Coal severance tax revenue has been allocated toward the project. Infrastructure planning and construction continues.
Pike	Marion Branch	The City of Pikeville is in the process of developing a formerly mined tract now designated for industrial use. Infrastructure is being constructed. The first prospects have committed to locating at the site. A newly funded 50K SF speculative building is now complete.
Pike	Scott Fork Site	Pike County has plans in place for the development of a 50-acre site centered on its energy-focused initiatives. Infrastructure planning to serve the site continues.
Pike	US460 Sites	Pike County is undertaking planning of projects for the future development of a multiple sites near US460 upon completion of the road construction project.
Floyd	Wayland	Local leaders are planning for a Sports Hall of Fame that will impact this community's economic development; structural rehab of the existing gym is being completed in phases. Staff assisted with funding applications.
Pike	University of Pikeville College of Optometry	The University began construction of a new professional program of optometry to be located on the Pikeville campus. Staff assisted with funding applications. <i>The construction project and equipment outfitting is complete and the facility is operational.</i>
Pike	Big Sandy Community & Technical College	District staff are assisting in funding applications for a training facility for the telecommunications industry to be located at the BSCTC and in cooperation with the University of Pikeville. <i>Construction was completed in 2018 and classes have begun.</i>
Regional	Work Ready Communities	District staff assist counties that are actively working toward Work Ready certification by the Kentucky Workforce Investment Board---Floyd, Johnson, Martin. <i>Johnson has become the first county in the District to achieve Work Ready Status.</i>
Regional	One East Kentucky	Staff continue to work with recently created economic development entity charged with marketing and prospect development for a nine-county area including all of the Big Sandy District.
Regional	Dawkins Trail	Staff continue to assist local leaders and work with state officials for enhancements associated with the region's

Big Sandy Area Development District

		first rail-trail project that opened for use in 2013.
Regional	Trail Towns	Staff continued work with local communities interested in becoming certified as Trail Towns, a state designation.
Regional	eKAMI	Staff are working with local nonprofit to plan and develop CNC workforce training program/facilities to be located in the region. <i>The first four classes have now completed their instruction and have been employed in the advanced manufacturing industry with a nearly 100% placement rate. The project is expanding into prison re-entry.</i>

In addition, Big Sandy Area Development District staff continued to provide assistance to the Big Sandy Regional Industrial Development Authority (BSRIDA) with its monthly meetings and in the project management of the Eastern Kentucky Business Park (formerly known as Honey Branch Regional Business Park). Staff also participate in Appalachian Industrial Authority, Pike County Industrial Development and Economic Authority (IDEA) Board, and One East Kentucky meetings.

Additional planning efforts for community/economic development have continued and include:

- Floyd County Chamber of Commerce
- Paintsville-Johnson County Economic Development Authority
- East Kentucky Leadership Foundation – East Kentucky Initiative
- Big Sandy Economic Development Council – community/economic development
- Big Sandy Adventure Tourism – regional tourism planning
- Big Sandy Water Management Council – infrastructure planning
- One East Kentucky
- Regional Transportation Committee
- Big Sandy Regional Recycling Program – recycling efforts
- Eastern Kentucky Concentrated Employment Program – Business Services Team
- SOAR Initiative

Progress in achieving goals, objectives and strategies over the past year is listed below in a sample of some of the activities carried out:

- Continued administration of the Big Sandy Regional Industrial Development Authority and assistance with funding applications.
- Participation in Appalachian Industrial Authority meetings.
- Participation in Pike County IDEA Board meetings and assistance with funding applications.
- Continued planning efforts through the Big Sandy Regional Transportation Committee and the Big Sandy Water Management Council.
- Participation in East Kentucky Leadership Foundation.

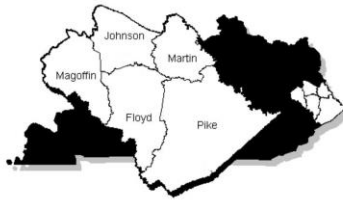
## Big Sandy Area Development District

- Support for the Foundation for Appalachian Kentucky activities in the District.
- Healthcare investments by UPIKE in equipping the Optometry College building.
- Healthcare investments by Pikeville Medical Center in facilities and equipment.
- Tourism initiatives in the District including collaborative branding/marketing efforts.
- Regional recycling continuation.
- Work Ready Community certification efforts continue.
- Promotion of small business opportunities, trainings, activities, and events to support the growth of small businesses in the region.
- CMH 23, Inc., a regional tourism promotional effort, in development and planning.
- Planning for additional industrial park development in Pike County including infrastructure planning.
- The Big Sandy Business Services Team continues to develop a stronger network of partners. Member agencies are participating in informing and providing assistance to small businesses throughout the region.
- Participation in East Kentucky Technical Assistance Providers (EKyTAP), a regional small business service providers network.
- Promotion of small business-oriented events through the Big Sandy Economic Development Council and social media (SBDC, MACED, SKED, Chambers).
- Assisted in planning and funding pursuits for the East Kentucky Advanced Manufacturing Institute.
- Assisting in trail town developments in the region.
- Marketing and participation in SOAR initiatives.
- Assisting One East Kentucky in their scope of work.
- Planning of airport improvement projects in the District.
- Supporting efforts for a manufacturing business incubator.
- Supporting homeless shelter planning.
- Direct assistance for Community Rating System initiative in the District.
- Small business and tourism events including night markets, arts festivals, sister cities, etc.
- Arts Council planning for Prestonsburg.
- Establishment of a Floyd County Community Foundation affiliated with the Foundation for Appalachian Kentucky.
- Completion of the Prestonsburg Strategic Plan in 2018.
- Establishment and assistance provided for the Floyd County Tourism organization.
- Purchase of two local hospitals by Appalachian Regional Healthcare.

Impacts that will leave a gap include (1) closure of the Kentucky Innovation Network office in Pikeville and (2) discontinuation of the Big Sandy RLF Program.



# Comprehensive Economic Development Strategy Update 2021



**Big Sandy Area Development District**  
110 Resource Court  
Prestonsburg, KY 41653  
606-886-2374  
[www.bigsandy.org](http://www.bigsandy.org)

## Appendix

*"Planning For Our Future One Community At A Time!"*

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## Big Sandy Area Development District

### Demographic Data<sup>1</sup>

#### Population History

	1980	1990	2000	2010	2019
Big Sandy	181,759	165,021	160,532	154,093	144,837
Floyd	48,764	43,586	42,441	39,451	36,926
Johnson	24,432	23,248	23,445	23,356	22,843
Magoffin	13,515	13,077	13,332	13,333	12,666
Martin	13,925	12,526	12,578	12,929	11,919
Pike	81,123	72,584	68,736	65,024	60,483

Source: US Census Bureau; Intercensal Population Estimates

#### Population Change 2000 - 2010, Current Estimates

County	2000	2010	Number	% Change	2019 Population Estimates
Big Sandy ADD	160,532	154,093	-6,439	-4%	144,837
Floyd	42,441	39,451	-2,990	-7%	36,926
Johnson	23,445	23,356	-89	-0.4%	22,843
Magoffin	13,332	13,333	1	0%	12,666
Martin	12,578	12,929	351	3%	11,919
Pike	68,736	65,024	-3,712	-5.4%	60,483

Source: US Census Bureau

#### Poverty Rate & Median Household Income

Area	% Poverty 2019	Median Household Income, 2019
U.S.	12.3	65,712
Kentucky	16.3	52,295
Floyd	31.7	31,267
Johnson	22.9	37,559
Magoffin	27.6	29,516
Martin	26.3	35,125
Pike	26.5	34,081

Source: U.S. Census Bureau, American Fact Finder

<sup>1</sup> Due to the impacts of the COVID-19 pandemic on data collection, the US Census Bureau will not release its standard 2020 ACS 1-year estimates and will instead release experimental 1-year estimates based on limited 2020 data sometime after the publication of this Comprehensive Economic Development Strategy. Therefore the data referenced in this publication is from the US Census Bureau's 2019 ACS data release.



# Measuring Distress - County Tool

[County Tool](#)[Tract Tool](#)[About](#)[Help](#)[Calendar](#)

A fast simple way to calculate whether a county, region or neighborhood may meet grant thresholds for unemployment and income. Just select the county or tract version and the tool will create regions or neighborhoods based on your choices.

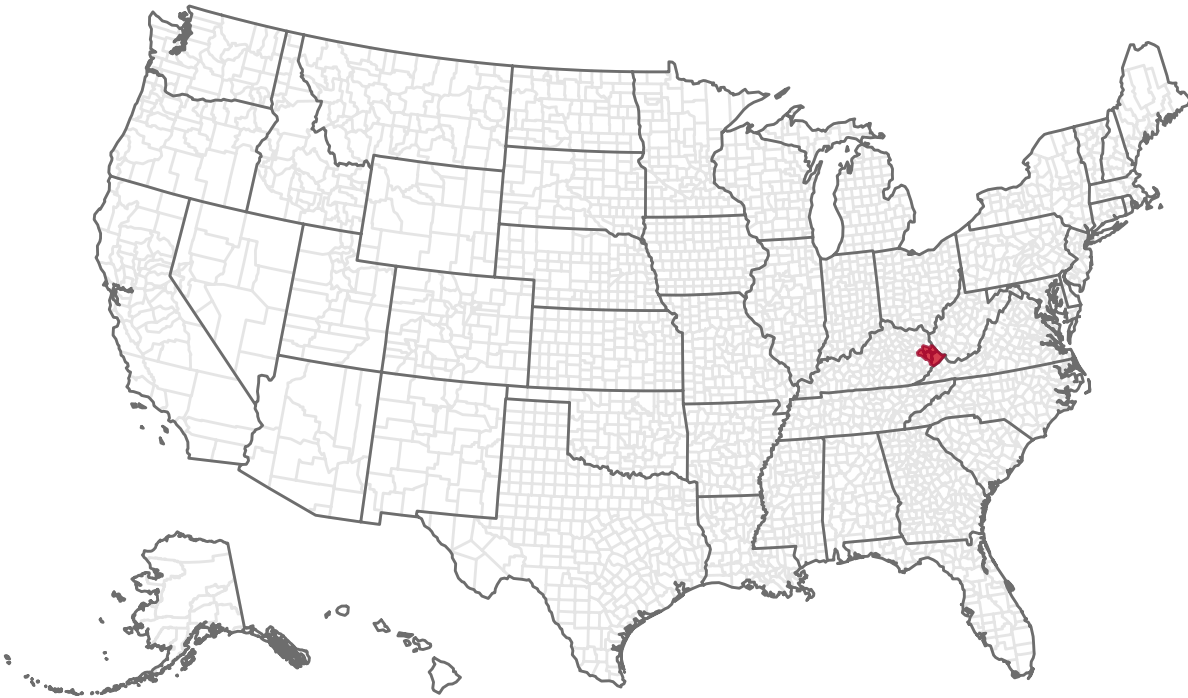
## 1. Choose a Reference Date for the 24-month Avg. Unemployment Rate

2020 ▾

July ▾

## 2. Select an Area Using the Map

Zoom to State (optional): No Zoom ▾

[Get Data](#)[Reset Map](#)[Download Data](#)

## Economic Distress Criteria

24-month Avg. BLS Unemployment Rate ending **July 2020**

**2019** Per Capita Personal Income (BEA PCPI)

**2019** Per Capita Money Income (ACS 5-year PCMI)

**24 Month  
Unemployment**

**Threshold  
Calculation**

**BEA  
PCPI**

**Threshold  
Calculation**

**ACS 5-  
Year  
PCMI**

**Threshold  
Calculation**

Selected Region	7.35	2.23	\$35,894	63.5	\$20,878	61.2
U.S.	5.12	0.00	\$56,490	100.0	\$34,103	100.0
Floyd County, KY	7.17	2.05	\$37,133	65.7	\$19,471	57.1
Johnson County, KY	7.10	1.98	\$34,356	60.8	\$21,974	64.4
Magoffin County, KY	12.85	7.73	\$32,995	58.4	\$18,243	53.5
Martin County, KY	8.12	3.00	\$29,905	52.9	\$18,017	52.8
Pike County, KY	6.56	1.44	\$37,490	66.4	\$22,437	65.8

Note: The threshold calculation for unemployment reflects the percentage point difference between the unemployment rate for the selected area and the U.S. figure. For example, if a region has a 24-month rate of 6.9 and the U.S. rate is 7.9, the difference shown in the threshold column is -1.0—meaning it is 1 percentage point lower than the national rate. The threshold calculation for income is the selected area's per capita value divided by U.S. per capita income and shown as a percentage share of the U.S. figure. For example, if the selected area has a threshold calculation of 145.2, this means its per capita income is 45.2 percent higher than the nation at large.

Source: StatsAmerica, using U.S. Bureau of Labor Statistics (unemployment), U.S. Bureau of Economic Analysis (PCPI) and U.S. Census Bureau (ACS 5-year PCMI) data

## Questions or Feedback?

### Contact us

Email

Subscribe to newsletter



StatsAmerica is a service of the [Indiana Business Research Center](#) at Indiana University's Kelley School of Business. This initiative is funded in part by the U.S. Commerce Department's [Economic Development Administration](#).

**Big Sandy Area Development District**

**2021 - Major Employers, 50+ Employees**

<b>Floyd County</b>	<b>City</b>	<b># of Employees</b>
Mountain Comprehensive Care Center *	Prestonsburg	1138
Floyd County Board of Education	Eastern	956
HRMC/ARH Regional Medical Center	Prestonsburg	628
Big Sandy Health Care	Prestonsburg	304
Big Sandy Community and Technical College	Prestonsburg	271
Appalachian Wireless*	Ivel/Prestonsburg	197
Food City, Inc.	Prestonsburg	173
Kentucky Oil and Refinery	Betsy Layne	170
ARH Our Lady of the Way	Martin	169
Riverview Health Care Center	Prestonsburg	150
Gearheart Communications	Harold	145
McDowell ARH	McDowell	141
Wal-Mart Associates Inc	Prestonsburg	122
Carl D. Perkins Job Corp Center	Prestonsburg	108
City of Prestonsburg	Prestonsburg	105
Floyd County Fiscal Court	Prestonsburg	103
R/S Goodwin Corp	Prestonsburg	98
McDonalds 1 & 2	Prestonsburg	94
Prestonsburg Health Care	Prestonsburg	75
Big Sandy Area Development District	Prestonsburg	69
HT Hackney	Harold	66
Bush and Burchett	Endicott	62
People's Bank *	Prestonsburg	55
Jenny Wiley State Park	Prestonsburg	53
Prestonsburg City Utilities	Prestonsburg	53
<b>Johnson County</b>		
Johnson County Board of Education	Paintsville	528
Wal-Mart Associates	Paintsville	245
Paintsville Hospital Co. Inc.	Paintsville	208
Lowe's	Paintsville	136
Food City	Paintsville	135
Carl D. Perkins Vocational Training Center	Thelma	120
Paintsville Independent Schools	Paintsville	120
Mountain Manor **	Paintsville	108
Citizen's Bank of Kentucky **	Paintsville	97
McDonald's	Paintsville	77
City of Paintsville	Paintsville	76
Johnson County Fiscal Court	Paintsville	68
Foothills Rural Telephone Cooperative	Staffordsville	67
Big Sandy Community Action Program	Paintsville	60
Christian Appalachian Project (CAP)*	Hager Hill	45

**Big Sandy Area Development District**

**2020 Major Employers, 50+ Employees**

<b>Magoffin County</b>	<b>City</b>	<b># of Employees</b>
Magoffin County Board of Education	Salyersville	322
Salyersville Health Care Center	Salyersville	124
Logan Corporation	Salyersville	89
McDonalds	Salyersville	60
Magoffin County Fiscal Court	Salyersville	53
<b>Martin County</b>	<b>City</b>	<b># of Employees</b>
USP - Big Sandy	Debord	400
Zip Zone Express, Inc.*	Inez	363
Martin County Board of Education	Inez	300
Martin Manor	Inez	77
Interstate Lodging*	Inez	71
Martin County Fiscal Court	Inez	54
<b>Pike County</b>	<b>City</b>	<b># of Employees</b>
Pikeville Medical Center	Pikeville	2918
Pike County Board of Education	Pikeville	1367
Community Trust Bank *	Pikeville	489
ARH South Williamson	South Williamson	501
University of Pikeville	Pikeville	450
Kellogg	Kimper	425
Wal-Mart Associates	Pikeville	410
Double Quick *	Pikeville	305
McDonald's	Pikeville	216
Walters Group	Pikeville	210
Pike County Fiscal Court	Pikeville	210
Diversified Gas and Oil Resources *	Pikeville	206
Wright Companies	Pikeville	200
Pikeville Independent Board of Education	Pikeville	200
Appalachian Resource Co (formerly CAM)	Pikeville	137
Elliott Contracting, Inc.	Pikeville	135
Coca Cola	Coal Run	121
Good Shepherd Community Nursing	Phelps	120
Parkview Manor	Pikeville	100
Landmark Health Care Center	Elkhorn City	97
City of Pikeville	Pikeville	93
Boyd Company (Whayne Supply)	Pikeville	85
Jones Oil/Petroleum/Trucking	Pikeville	84
UMG	Pikeville	81

\*Indicates employers operating in more than one county





- Recreational/Trail Development

#### **City of Wayland**

- Mountain Sports Hall of Fame / Wellness Center Development
- Storm Water Management
- City Park / Recreational Area
- Police Vehicle Purchase
- Scenic Turnout
- High Speed Broadband Infrastructure
- Community Wellness Concept
- Emergency Generator
- Waterfalls/Creek Access Ramp
- Housing Development / Rehab Current Housing
- Flood Wall
- 28 Hollow Development
- Glo Hollow Development

#### **City of Wheelwright**

- Community Park Development
- Historic Preservation

#### **Johnson County**

- Industrial/Commercial Development
- Paintsville-Johnson County Schools—Recreation/Health/Wellness Facilities
- Teays Branch Economic Development Project
- Recreational Parks

#### **City of Paintsville**

- Industrial Site Access Road – US 23 to Teays Branch
- Recreational Center / Recreational Site Development
- Public Safety Building
- Recreation Upgrades – Splash Pad/Pool

#### **Magoffin County**

- ED Site Development and Expansion Plan
- Dawkins Rail Trail Business Development/Marketing Plan
- ATV Trail Development
- E911 System Upgrades

#### **City of Salyersville**

- Tourism Center
- Commercial Redevelopment
- Downtown Revitalization
- Market Feasibility Study - Lodging

#### **Martin County**

- Infrastructure – Wastewater
- Big Sandy Regional Airport Improvements – Runway Extension
- Multi-use ED site

**City of Inez**

- Downtown Revitalization
- Rockcastle Creek Walking Trail
- Tourism Development

**City of Warfield**

- Infrastructure Enhancements

**Pike County**

- Trail Development
- 460 Corridor Developments
- Wolfpit Industrial Park
- John Moore Branch Industrial Park

**City of Coal Run Village**

- Community Park Enhancements
- City Infrastructure Development – Kinnikinnick Sewer
- Paddle Craft Access Point

**City of Elkhorn City**

- Infrastructure Rehab
- Pedestrian Bridge Rehab
- Downtown Revitalization
- Trail Development
- City Park Enhancements

**City of Pikeville**

- Industrial Recruitment
- Commercial Recruitment
- Industrial Development Site(s)
- Broadband Infrastructure
- Tourism Development
- Housing Developments

Projects having regional impact have been identified as follows:

**Regional Projects**

- Industrial Site/General Business Development
- Adventure Tourism (ATV trails, water trail)
- Federal Laboratory/Research Facility
- Veterans Hospital/Nursing Care Facility
- Recycling Facilities
- Manufacturing Cluster Mapping
- Regional Tourism Branding – Kentucky's Appalachia
- Sector Strategy Development

**BIG SANDY AREA DEVELOPMENT DISTRICT  
2021 Board Members**

**Judge-Executive Robbie Williams**

Floyd County Courthouse  
149 South Central Ave  
Prestonsburg, Ky. 41653  
(606) 886-9193 Fax (606) 886-1083

**SECRETARY EXECUTIVE COMMITTEE**

**Judge-Executive Victor Slone**

P. O. Box 309  
Inez, Ky. 41224  
(606) 298-2800 Fax (606) 298-4404

**Mayor Bill Mike Runyon**

City of Paintsville  
P.O. Box 1588  
Paintsville, Ky. 41240  
(606) 789-2600 Fax (606) 789-2602

**Mayor Jimmy Carter**

City of Pikeville  
243 Main Street  
Pikeville, Ky. 41501  
(606) 437-5100 Fax (606) 437-5136

**Mr. Rick Roberts**

261 Old Harold Road  
Harold KY 41635  
(606) 478-8589  
(606) 7947852 Fax (606) 358-9471

**Mr. Chase Caudill**

73 Dixon Street  
Staffordsville KY 41256  
606-793-4042 cell  
Fax 606-297-5600

**Ms. Nita Collier**

P. O. Box 1418  
Inez, KY 41224  
(606) 477-5703

**TREASURER - Finance Committee Member  
2<sup>ND</sup> VICE CHAIR EXECUTIVE COMMITTEE**

**Ms. Shauna Moore**

DCBS  
205 Main Street, Ste 3  
Paintsville, KY 41240  
(606) 788-7108 Fax (606) 788-7117

**Judge-Executive Mark McKenzie**

Johnson County Courthouse  
P.O. Box 868  
Paintsville, Ky. 41240  
(606) 789-2550 Fax (606) 789-2555

**CHAIR EXECUTIVE COMMITTEE**

**Judge-Executive Ray Jones**

146 Main Street  
Pikeville, Ky. 41501  
(606) 432-6247 Fax (606) 432-6242

**Mayor Ed Daniels**

City of Inez  
PO Box 56  
Inez, Ky. 41224  
(606) 298-4602 Fax (606) 298-4214

**Mayor Mike Taylor**

Elkhorn City  
PO Box 681  
Elkhorn City, Ky. 41522  
(606) 754-5080 Fax (606) 754-8588  
**TREASURER EXECUTIVE COMMITTEE**

**Mayor Les Stapleton**

City of Prestonsburg  
200 North Lake Drive  
Prestonsburg, Ky. 41653  
(606) 886-2336 Fax (606) 886-0563  
**Finance Committee Member**

**Mr. Glenn David May II**

PO Box 487  
Allen KY 41601  
(606) 874-9263 Fax (606) 874-9273

**Mr. James Ayers**

First State Bank  
41 West Main Street  
Inez, KY 41224  
(606) 298-3511  
Fax (606) 298-2071

**Mr. Don Cecil**

9991 SE Licking River Road  
Salyersville KY 41465  
(606) 349-2233

**Judge-Executive Matthew Wireman**

Magoffin County Courthouse  
PO Box 430  
Salyersville, Ky. 41465  
(606) 349-2313 Fax (606) 349-2109

**V CHAIR EXECUTIVE COMMITTEE**

**Mayor Jerry Fultz**

City of Wayland  
Box 293  
Wayland, KY 41666  
(606) 358-9471 Fax (606) 359-9445

**Mayor James "Pete" Shepherd**

Magoffin County Health Department  
P.O. Box 640  
Salyersville, Ky. 41465  
(606) 349-2409 Fax (606) 349-2449

**Mayor Sam Howell**

City of Martin  
P.O. Box 749  
Martin, Ky. 41649  
(606) 285-9335 Fax (606) 285-3309

**Mr. Jimmy Salyer**

5675 Royalton Road  
Salyersville, KY 41465  
(606) 359-3618/(606)884-2211  
Fax (606) 884-2223

**Mr. Tommy Trimble**

3225 Ky Rt 201  
Sitka KY 41255  
(606) 369-2646 No Fax

**Mr. Reggie Hickman**

Pike County Fiscal Court  
146 Main Street  
Pikeville, KY 41501  
(606) 432-6247 Fax (606) 432-6242

**Mark Gooch**

Community Trust Bank  
346 N Mayo Trail  
Pikeville KY 41501  
(606)437-3229 Fax 606-218-8318

## **Big Sandy Economic Development Council CEDS Committee**

- o Robbie Williams, Floyd County Judge Executive
- o Mark McKenzie, Johnson County Judge Executive
- o Matthew Wireman, Magoffin County Judge Executive
- o Victor Slone, Martin County Judge Executive
- o Ray Jones, Pike County Judge Executive
- o Bill Mike Runyon, Mayor – Paintsville
- o Eddie Daniels, Mayor – Inez
- o James Shepherd, Mayor – Salyersville
- o Jimmy Carter, Mayor – Pikeville
- o Mike Taylor, Mayor – Elkhorn City
- o Sam Howell, Mayor – Martin
- o Sharon Woods, Mayor – Allen
- o Les Stapleton, Mayor – Prestonsburg
- o Don Hall, Mayor – Wheelwright
- o Jerry Fultz, Mayor – Wayland
- o Ronald Workman, Mayor - Warfield
- o Andrew H. Scott, Mayor – Coal Run Village
- o Robert M. Duncan, Inez Deposit Bank & Big Sandy Regional Industrial Development Authority
- o David Ellis, Big Sandy Regional Industrial Development Authority
- o Jim Booth, Booth Energy & Big Sandy Regional Industrial Development Authority
- o A.B. Conley, Big Sandy Regional Industrial Development Authority – Magoffin County
- o Kathy Walker, EKAMI & Big Sandy Regional Industrial Development Authority
- o Paul Patton, Big Sandy Regional Industrial Development Authority & UPIKE
- o Ted Nairn, Prestonsburg Industrial Authority
- o Kathy Allen, Foundation for Appalachian Kentucky
- o Colby Hall, SOAR
- o Bob Shurtleff, Kentucky Power
- o Kathy Daniels, Johnson County Chamber of Commerce
- o Peter Hille, Mountain Association of Community Economic Development
- o Brett Traver, Southeast Kentucky Economic Development Corporation
- o Colby Kirk, Martin County Economic Development Authority
- o Samantha West, Prestonsburg Visitors & Convention Bureau
- o Dr. Sherry Zylka, Big Sandy Community & Technical College
- o Stephanie Richards, UK – Cooperative Extension Service, Fine Arts
- o Lisa Estep, Pikeville Medical Center
- o Tony Tackett, Pikeville-Pike County Tourism
- o Melissa Williams, Eastern Ky. Concentrated Employment Program
- o Jerry McBrayer, Ky. Office of Employment & Training
- o Joyce Wilcox, EKCEP
- o Michelle Spriggs, MSU Small Business Development Center
- o Trina Allen, Office of Employment & Training
- o Philip Elswick, City of Pikeville
- o Grace Nelson, Anthem
- o Allen Gillum, East Kentucky Network
- o Chuck Sexton, One East Kentucky

## Big Sandy Area Development District

### Resources

ARC – Appalachia Envisioned: ARC’s 2022-2026 Strategic Plan

<https://www.arc.gov/strategicplan/>

Kentucky Infrastructure Authority – WRIS – Project Rankings

<http://wris.ky.gov/portal/Reports.aspx>

Kentucky Center for Education and Workforce Statistics

<https://kcews.ky.gov/KYLM/Index/>

Kentucky Tourism

<https://www.kentuckytourism.com/industry/2020-economic-impact-of-travel>

Kentucky Transportation Cabinet SHIFT 2022

<https://transportation.ky.gov/SHIFT/Pages/default.aspx>

SBA – Business Emergency Preparedness

<https://www.sba.gov/business-guide/manage-your-business/prepare-emergencies#section-header-0>

SOAR Blueprint

<http://www.soar-ky.org/wp-content/uploads/2021/05/2021-SOAR-Blueprint.pdf>

Stats America

<http://www.statsamerica.org/>

U.S. Census Bureau

<http://www.census.gov>

The State of Working Kentucky 2019

<https://kypolicy.org/wp-content/uploads/2019/09/State-of-Working-KY-2019.pdf>

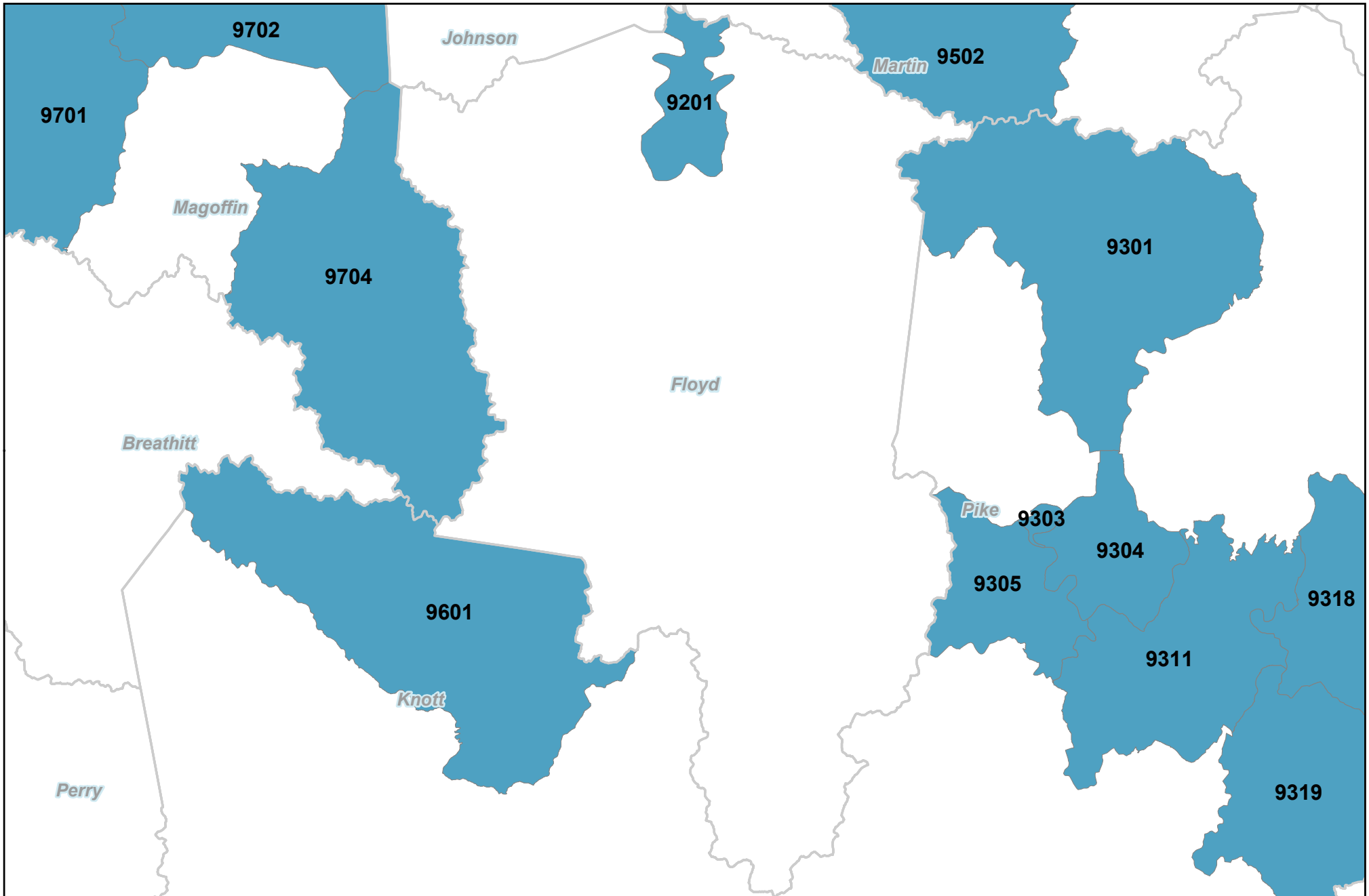
Kentucky Work Ready Strategic Plan

[https://kwib.ky.gov/About/Documents/StrategicPlan\\_021518.pdf](https://kwib.ky.gov/About/Documents/StrategicPlan_021518.pdf)

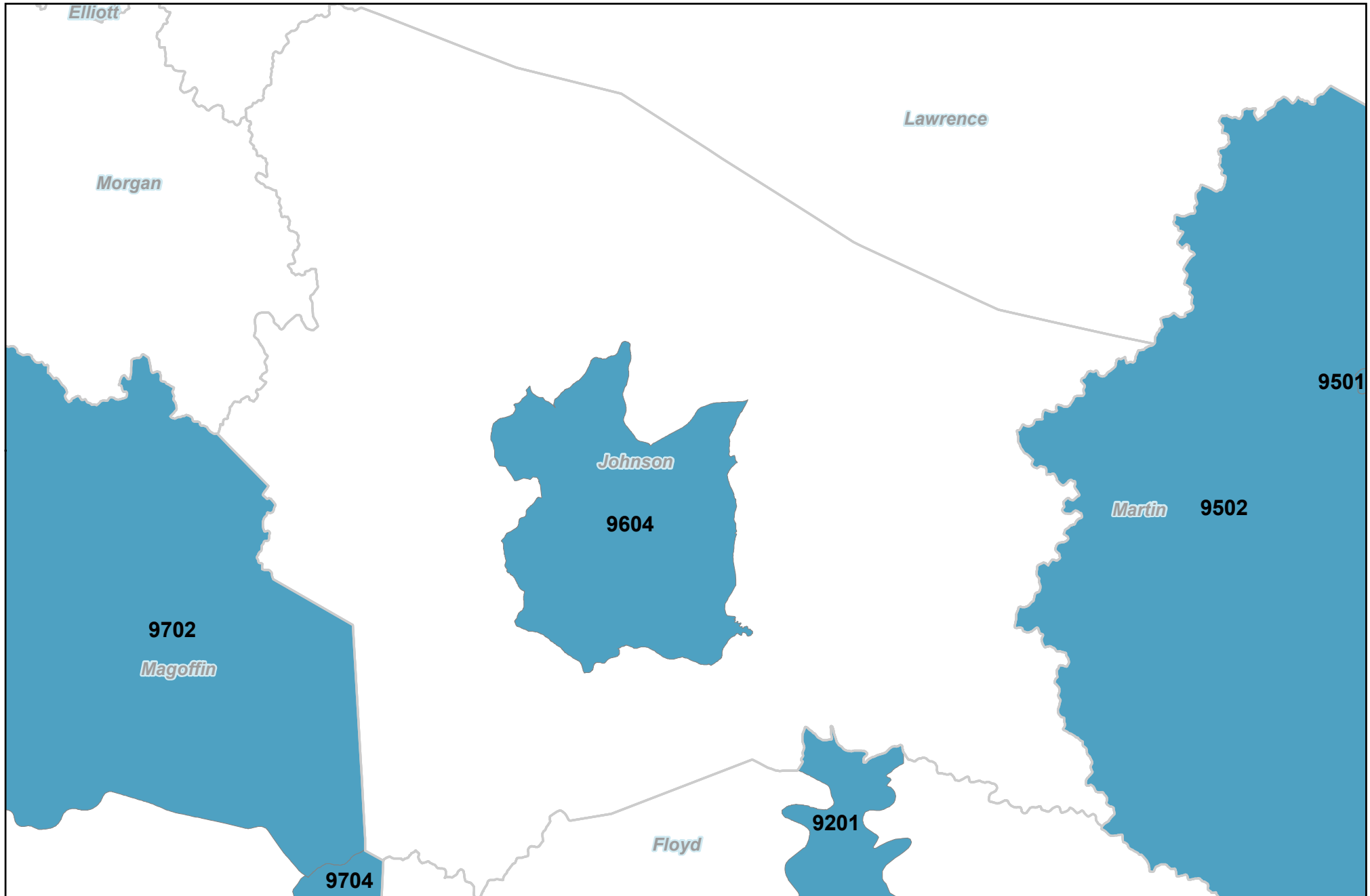
Water/wastewater projects (KIA)

<http://wris.ky.gov/portal/PrjData.aspx>

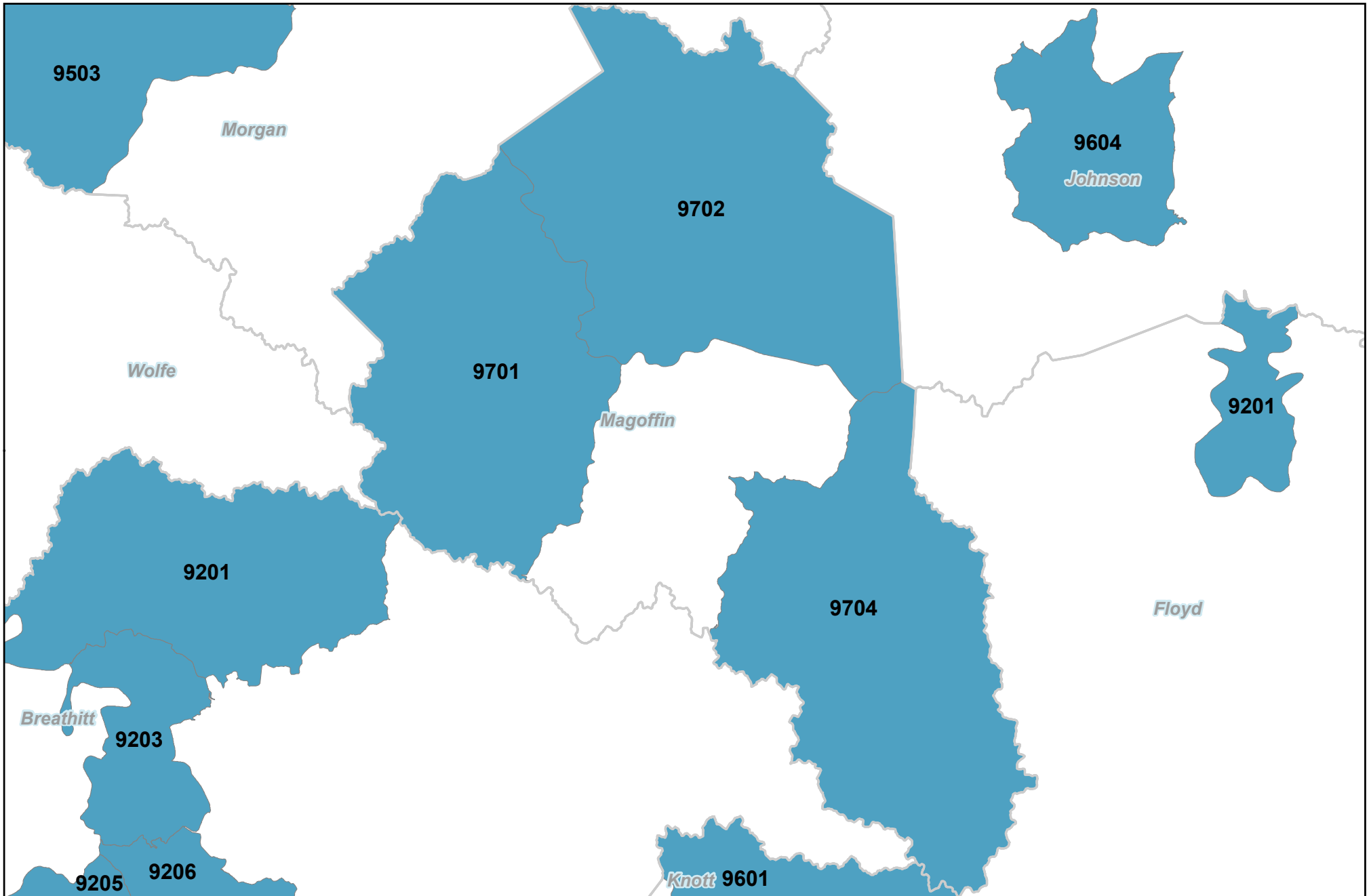
# Kentucky's Opportunity Zones - Floyd County



# Kentucky's Opportunity Zones - Johnson County

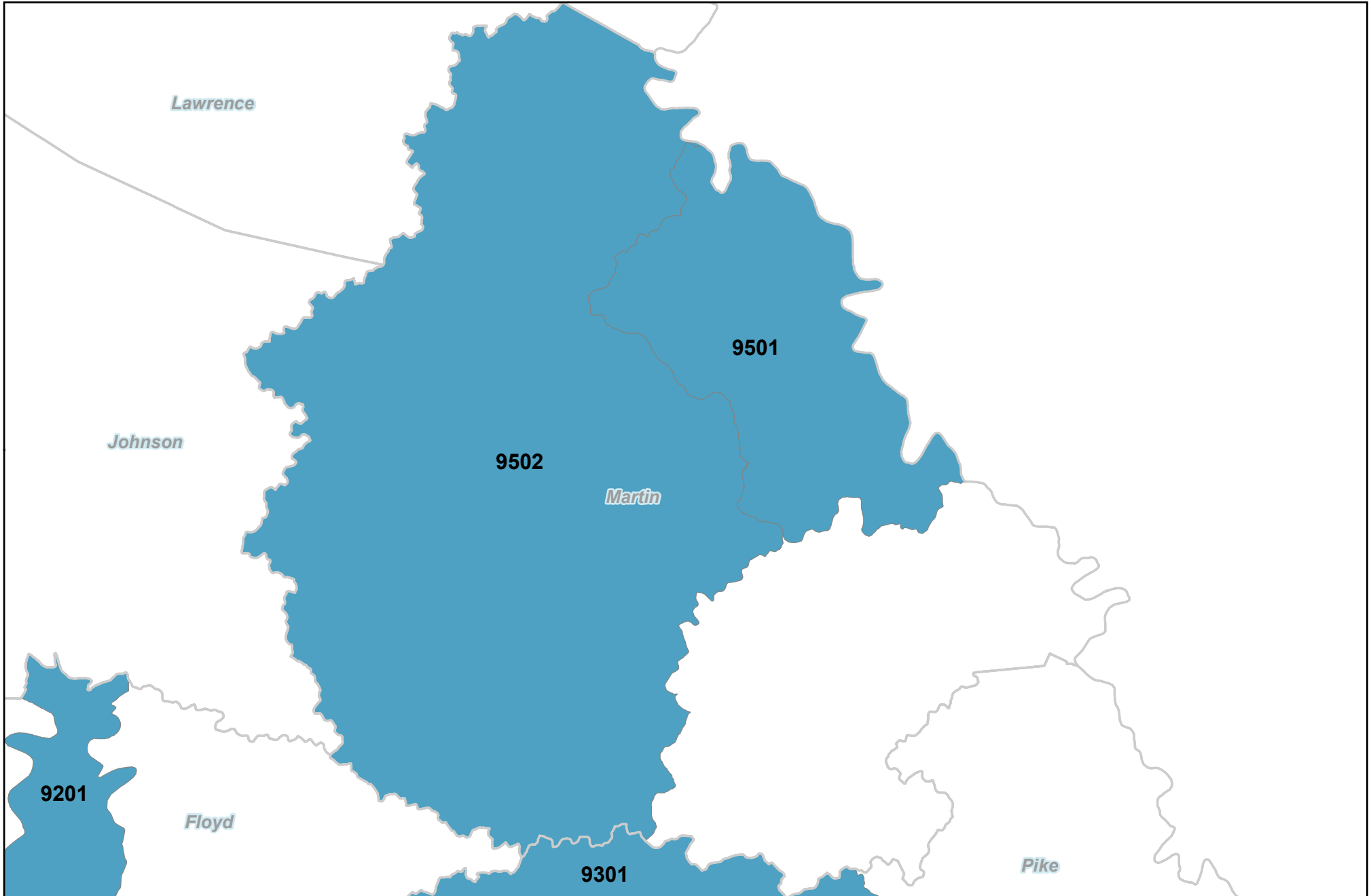


# Kentucky's Opportunity Zones - Magoffin County





# Kentucky's Opportunity Zones - Martin County



# Kentucky's Opportunity Zones - Pike County

