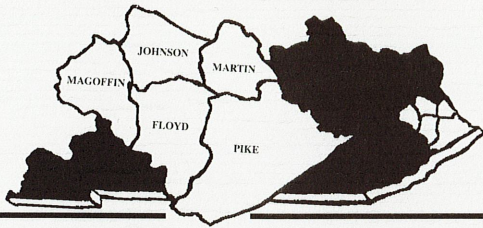




BIG SANDY
COMPREHENSIVE
ECONOMIC
DEVELOPMENT
STRATEGY 2023 -2027
ANNUAL UPDATE 2025



BIG SANDY
AREA DEVELOPMENT DISTRICT, INC.
110 RESOURCE COURT
PRESTONSBURG, KY 41653

**RESOLUTION OF THE BIG SANDY AREA DEVELOPMENT DISTRICT
2024 COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY UPDATE**

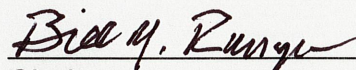
WHEREAS, the Kentucky Area Development Districts, in coordination with the Department for Local Government (DLG), Appalachian Regional Commission (ARC), and the Economic Development Administration (EDA), are engaged in a Commonwealth-wide community-based, strategic planning process; and

WHEREAS, the Big Sandy Area Development District Board of Directors, CEDS Committee completed a Comprehensive Economic Development Strategy (CEDS) update to assure compliance with eligibility for funding through EDA; and

WHEREAS, the Board of Directors recognizes the CEDS Plan and the 2025 report as the Big Sandy Area Development District's consensus strategy and template for future economic growth and revitalization in the region.

NOW, THEREFORE, BE IT RESOLVED, that the Big Sandy Area Development District Board of Directors approves and adopts the Big Sandy Comprehensive Economic Development Strategy Update 2025 for submission to the Economic Development Administration, Appalachian Regional Commission, and Department for Local Government.

Adopted this 25th day of November 2025.


Chair


Executive Director

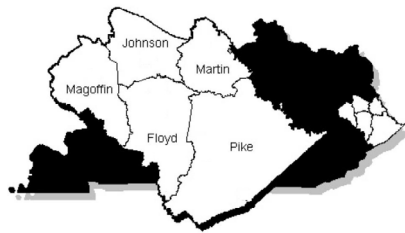
SERVING FLOYD, JOHNSON, MAGOFFIN, MARTIN AND PIKE COUNTIES
AN EQUAL OPPORTUNITY EMPLOYER

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Comprehensive Economic Development Strategy

2025 Annual Update

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I. Executive Summary



The economic development, sustainable growth, and resiliency of the Big Sandy region relies on a solid comprehensive planning effort that makes an honest evaluation of existing conditions and charts a strategic course for the future. The Big Sandy Comprehensive Economic Development Strategy (CEDS) is the result of that planning process, creating a tool to guide our development strategies and activities for the next five years. Guided by a diverse group of stakeholders including local governments, economic development professionals, business leaders, educators, and workforce developers, the present plan is a data-driven approach to growth and development. The CEDS plan analyses the current strengths, weaknesses, opportunities, and threats facing the region, establishes a set of five-year goals and objectives, and creates a framework to evaluate progress and adapt as the region moves forward.

The 2023 – 2027 Big Sandy CEDS identifies three overarching goals for the region; regional economic development focused on both industrial recruitment and nurturing local entrepreneurs, building and maintaining a regional infrastructure for the 21st century and beyond, and, building a regional ecosystem to strengthen, support, and expand regional tourism.



Sunset at Sugarcamp Mountain Trails, Prestonsburg, Floyd County

The 2023 – 2027 CEDS has been created for regional stakeholders and local governments as well as the U.S. Economic Development Administration by the Big Sandy Area Development District in Prestonsburg, Kentucky. The Big Sandy Area Development District is a multi-county and city planning and economic development organization serving the five counties of Floyd, Johnson, Magoffin, Martin, and Pike in eastern Kentucky. Big Sandy ADD is recognized by the EDA as the region’s Local Development District. In this role the Big Sandy ADD facilitates the development of the plan and assists in implementation and evaluation of the strategies identified. The ADD also assists local jurisdictions and organizations in pursuing funding for projects from the EDA and other federal, state, and private resources. Big Sandy ADD staff have been guided in the CEDS development by a regional CEDS Steering Committee made up of a group of stakeholders drawn from various disciplines and locations across the Big Sandy region.

II. Summary Background



Environment and Demographics

Geography

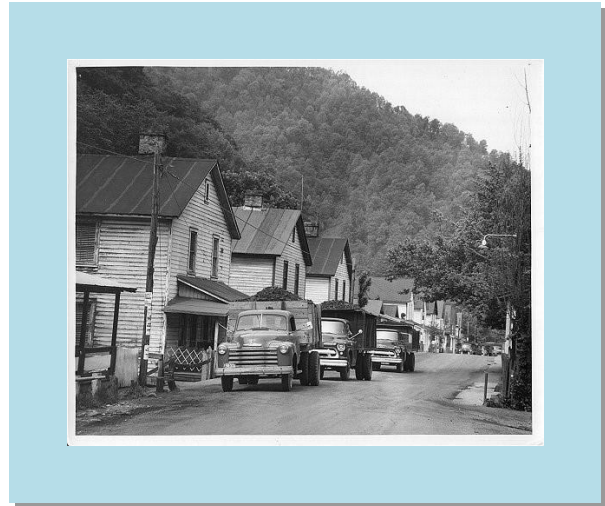
The Big Sandy district is comprised of the five eastern-most counties in Commonwealth of Kentucky. Bordering both Virginia and West Virginia the district spans 1,988 square miles of steep, lush mountainsides and narrow, windy river valleys in the heart of America's central Appalachian Mountain region. Eastern Kentucky's picturesque mountain setting makes the region an ideal location for outdoor recreation and activities featuring ample opportunities for hiking, horseback riding, cycling, hunting, fishing, camping, kayaking, rock climbing, and ATV trail riding to name just a few. At the same time, the landscape provides some natural constraints and challenges as well. Flat, developable land across the region is somewhat scarce, limiting opportunities for most larger-scale industrial and agricultural development. The same rivers that provide kayaking and fishing amenities also bring not infrequent flooding events while the mountainous terrain poses unique design challenges for water systems and other utility distribution. Still, the geography of the district, and the benefits of that mountain landscape, create a unique quality of place for the enjoyment of residents and tourists alike.



Topographic Rendering of Elkhorn City, Pike County

History and Culture

Originally a sparsely populated section of the larger Cherokee tribal territory, the Big Sandy region experienced significant influx of immigration by Scottish, Irish, English, German, and French settlers throughout the nineteenth century. Early commercial ventures in the region included timber production, fur trapping and hunting, and apple and tobacco farming. With the beginning of commercial coal mining in the region in 1900, agriculture and timber pursuits were eclipsed by larger scale coal mining operations. Commercial coal production was later supplemented with oil and natural gas extraction, leading to a fairly specialized regional economy focused on fossil fuels for energy production.



Early commercial coal mining companies created full-scale towns around their operations to house and support their workforces. These “coal camps” featured rows of often identical single family houses, company stores for groceries and supplies, schools, churches, and often recreational facilities. Some coal towns featured municipal swimming pools, movie theaters, and even golf courses. These small, insular communities created strong local identities and pride of place that persist long after the closure of the coal mines and the decline in the population.

The blend of a variety of central and western European cultures, the lingering memory of life in the company coal camps, and relative geographic isolation of the Big Sandy region has helped to forge a distinctly Appalachian culture. This cultural heritage is evident in local food traditions, in the local arts and crafts, and especially in the country music traditions that characterize the region. Such a high concentration of country music superstars have come from the Big Sandy region and neighboring counties that the primary transportation corridor, US Highway 23, has been officially designated as a National Scenic Byway named the “Country Music Highway.”

Current Demographics

Populations in the Big Sandy region have declined steadily over the past two decades as the primary industries, coal and gas production, have dwindled. Current population in the region stands at 133,874, a 4.5% decrease from the year 2000. Unless this trend is reversed, current population projections predict population loss to accelerate over the next few decades with a further 12% decrease by 2030 and a whopping 30.5% decrease by 2045. For an in-depth analysis of future population projections see the Kentucky State Data Center’s Population and Household Projections Report 2020-2050 at

<https://louisville.app.box.com/s/ndp7uvqbi6xtsv1sd2yIntvaer02kklq>

Population History

	1980	1990	2000	2010	2020
Big Sandy	181,759	165,021	160,532	154,093	140,215
Floyd	48,764	43,586	42,441	39,451	35,942
Johnson	24,432	23,248	23,445	23,356	22,680
Magoffin	13,515	13,077	13,332	13,333	11,637
Martin	13,925	12,526	12,578	12,929	11,287
Pike	81,123	72,584	68,736	65,024	58,669

Source: US Census Bureau; Intercensal Population Estimates

Population Change – Annual Estimates April 1, 2020 to July 1, 2024

	April 1, 2020	July 1, 2024	Number	% Change
Big Sandy	140,216	133,874	-6,342	-4.5
Floyd	35,948	34,532	-1,416	-3.9
Johnson	22,679	22,098	-581	-2.6
Magoffin	11,693	11,118	-575	-4.9
Martin	11,287	10,696	-591	-5.2
Pike	58,663	55,430	-3,233	-5.5

Source: US Census Bureau; Annual Estimates of the Resident Population for Counties in Kentucky, March 2025

In addition to increasing outmigration, the Big Sandy region faces other concerning demographic conditions including an aging population and poverty and disability rates higher than other areas of the state. Currently 19.2% of the region's population is aged 65 years or higher. The percentage of low-income persons in the region is 26.1%, much higher than the state average of 16.1%. Statewide the rate of persons of working age living with a disability is 21.3% while in the Big Sandy region, the percentage of disabled people aged 18 to 64 is a much higher 33.4%.

Current Economic Conditions

People and Earnings

In March 2024 the civilian labor force in the Big Sandy region comprised 46,060 people. The annual average unemployment rate in the region for 2024 was 7.3%, a 1.0% increase from the previous year and still higher than both the state average of 5.1% and the national average of 4.0%.

Per capita income in the region varies from a high of \$46,270 in Pike County to a low of \$41,188 in Johnson County. All counties remain below the state per capita income of \$55,360 and the national per capita income of \$69,810 for the same period (BEA Annual, 2023).



Educational Attainment

Educational attainment continues to rise in the region with an average high school graduation rate of over 97% and more than 43% of the working age population having at least some college education.

Existing Industry and Employment

The top employment sectors in the Big Sandy region are health care, education, retail, and mineral (coal, oil, and gas) extraction. The region's largest employer is Pikeville Medical Center in Pike County with 3,028 employees. In all but Pike County, the county boards of education remain the largest single employer. However, overall those large employers represent only 2% of the regions workforce, the majority (62.8%) work in firms with only one to four employees.

Existing Infrastructure

Transportation

Early settlers were able to rely on the Big Sandy River as a primary transportation route, moving goods and people in and out of the region via barge and small steamboats. Today, the river that gives the region its name is navigable exclusively by sport and fishing craft, making it ideal for kayaking and paddling sports, but shifting transportation to roads and railroads.

With the advent of commercial logging and later coal mining, rail became a major transportation asset for the region and remains significant today. Both rail and highway corridors in the region developed with the primary goal of transporting coal from the area north to riverports along the Ohio River. The region's primary highway, the US 23 Country Music Highway, bisects the region parallel to the Big Sandy River to provide a four-lane arterial connection to the nearest interstate highway, I-64 north of the region in Catlettsburg.



The region is linked to the Lexington and central Kentucky area, including access to 1-75 and I-64 by the Mountain Parkway. In 2014 the expansion of the Parkway began with the goal of eliminating the remaining two-lane section of the road between Magoffin County and its intersection with I-64 near Winchester. Work on the final sections are expected to be completed in 2024. The final section of the Parkway expansion between Salyersville and Prestonsburg was announced in August 2022 and is expected to begin design in 2023.

Two small regional airports serve the Big Sandy region, Pike County Airport – Hatcher Field in Pike County and the Big Sandy Regional Airport in Martin County. Both airports are small, general aviation facilities with runway lengths of 5,300 feet and 5,000 feet respectively. Big Sandy Regional Airport is in the process of completing federally-funded improvements to the safety area.

Water and Wastewater Capacity

Providing municipal water and sewer service to the entire Big Sandy region has long been a primary goal for local leaders. The sometimes drastic changes in elevations between homes and neighborhoods in the district along with distance between homes provide unique challenges to water systems that providers in other regions of the state rarely encounter.



Currently 90% of the Big Sandy region's population is served by municipal water systems while the remaining 10% rely on private wells, cisterns, or – in especially remote areas – hauled water. Municipal wastewater systems are not as well developed as the region's water systems. Only 29% of the population is currently served by municipal wastewater systems, primarily within cities or along major highways and population centers. The vast majority of remaining households rely on

septic systems and packaged treatment plants. In some remote regions illegal straight line

pipes to streams still exist. The region’s water and wastewater providers continue to seek state and federal funding to expand service to unserved households in the region with the goals of reducing reliance on wells for water service and eliminating septic systems and packaged treatments plants for wastewater treatment wherever possible.

Energy

Energy costs for the Big Sandy region tend to be higher than other regions of the state, especially metropolitan regions. Electrical rates for the region tend to be around 20% higher than in other regions. On the other hand, rates for natural gas are significantly lower than other regions with an average monthly household cost of \$20.28 per month, as much as 46% lower than some other areas in the state.

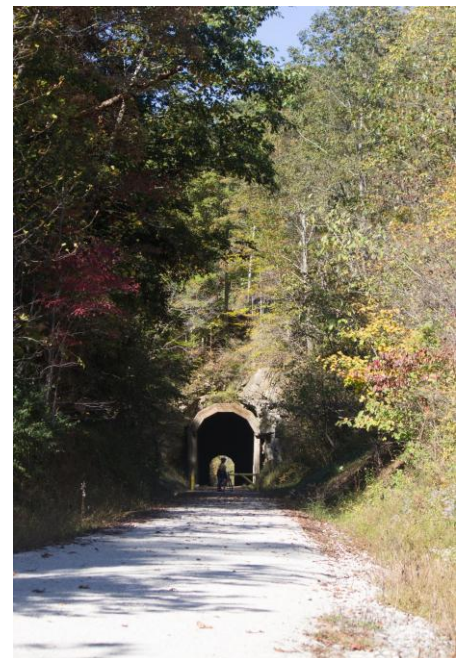
Broadband and Communications

Reliable, high-speed internet service throughout the entire Big Sandy region is critical to education and economic development, especially for the expansion of work from home opportunities and telemedicine. Currently all of the region has some access to internet service with a minimum speed of 100 Mbps through either fiber, cable, DSL, or satellite distribution. The completion of the final mile of a high-speed fiber network offering speeds of 1 gigabyte per second within the district is a goal. Through the development of the Kentucky Wired Initiative, the Big Sandy region currently has three Common Network Box fiber nodes in Prestonsburg, Pikeville, and Paintsville. The three existing internet service providers in the region will be responsible for building out the remaining service lines to reach the commercial and residential customers in the region.

Education and Workforce Development

The University of Pikeville (UPIKE) is the largest post-secondary institution in the region and the only four year college and graduate school located in the region. UPIKE is also home to the Kentucky College of Osteopathic Medicine and the Kentucky College of Optometry. In addition to a full array of bachelors degree programs and professional programs in medicine and optometry, UPIKE offers graduate degrees in nursing, business administration, social work, and teaching.

Two-year associate degree programs and other technical certifications are available through the Big Sandy Community and Technical College with campuses in Prestonsburg, Pikeville, and Hager Hill. The Prestonsburg campus of BSCTC is also home to a distance education center for Morehead State University.



Additional opportunities for technical education and certification include the Eastern Kentucky Advanced Manufacturing Institute (eKAMI) in Paintsville offering certification in Computer Numeric Controlled (CNC) manufacturing and industrial robotics. New opportunities opening soon include the Galen College of Nursing campus in Pikeville and the new TEK Center, Inc. offering certified skilled trades training in heavy equipment operation, electricity, industrial maintenance mechanic, masonry, plumbing, and carpentry.

Industrial Parks

The Big Sandy region has three regional industrial parks, a number of smaller industrial sites and properties, and two industrial parks in development. The East Kentucky Business Park in Martin County is a 186 acre industrial park with a mix of occupied buildings, available buildings, and several shovel ready properties. The larger Enterprise Industrial Park in Pikeville is a 300 acre site with a similar mix of availability. In 2022 the region's newest and only rail adjacent industrial park, Hager Hill Industrial Park opened in Johnson County. Efforts to expand the region's supply of certified build ready and shovel ready industrial sites and properties are continuing.



East Kentucky Business Park Spec Building, Martin County

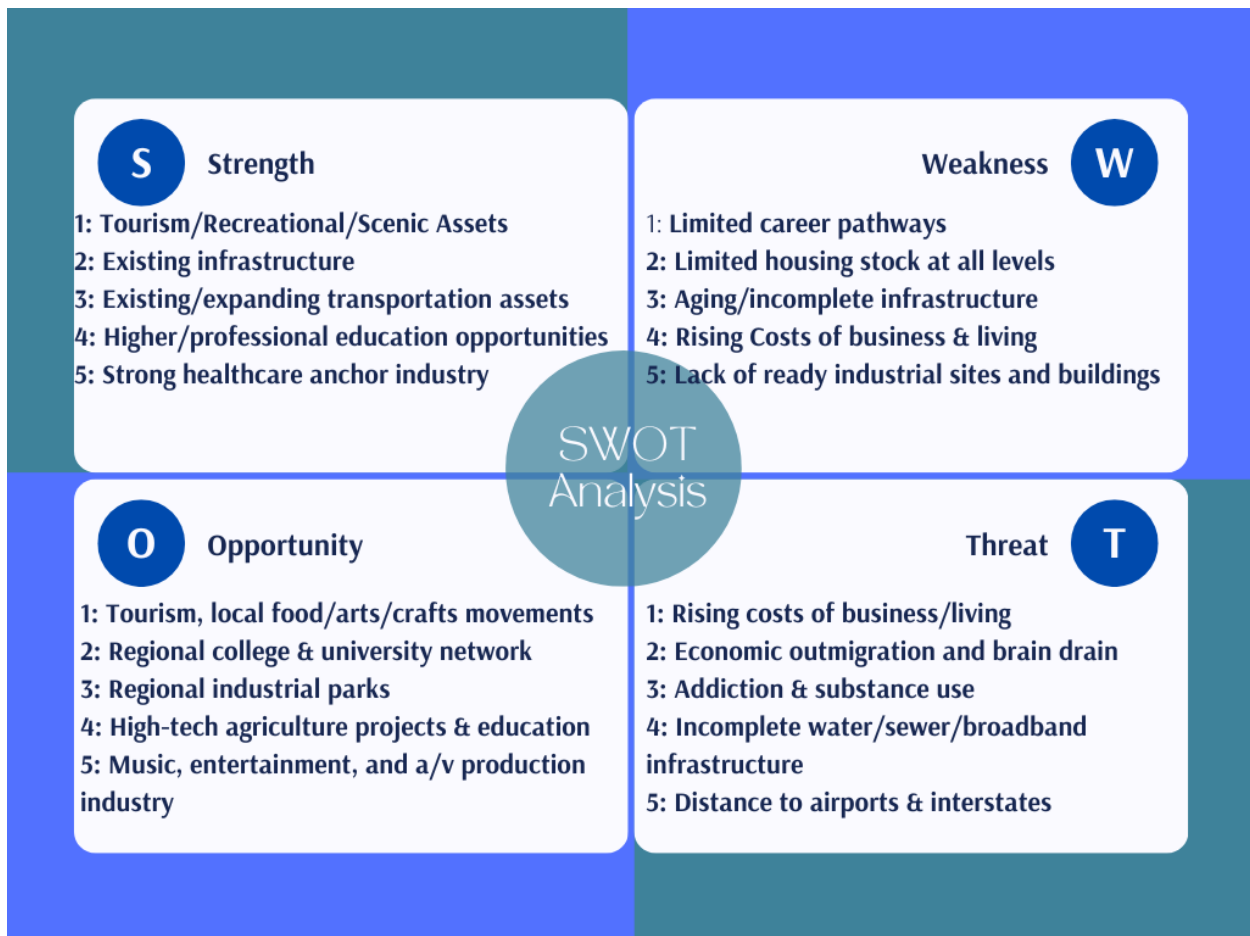
II. SWOT Analysis



SWOT Analysis

Strategic evaluation and analysis of existing regional economic conditions requires a robust examination of the conditions, trends, and developments that constitute a region's relative strengths and weaknesses along with an examination of existing and emerging economic opportunities, and an honest evaluation of internal or external threats to the region. This examination is often referred to as a S.W.O.T. analysis.

For the present Big Sandy CEDS planning process, Big Sandy Area Development District engaged not only the CEDS steering committee but also local industry leaders, economic development professionals, chambers of commerce, regional industrial development authorities, and the public to identify the strengths, weaknesses, opportunities, and threats within the Big Sandy region.



Strengths

Tourism, recreation, and scenic assets

The Big Sandy region boasts a plethora of tourism venues, recreation opportunities, and natural beauty that draws visitors to the region. The US 23 *Country Music Highway* is so called because of the unusual number of country music superstars who were born or lived in communities along the highway including performers such as Loretta Lynn, Dwight Yoakum, Patty Loveless, Chris Stapleton, and Tyler Childers. Music and performing arts centers such as the Mountain Arts Center, the Appalachian Wireless Arena, Appalachian Center for the Arts, the Country Music Highway Museum and smaller music venues host regular concerts, exhibits, and educational events. Other tourism draws include the Dawkins Line Rail Trail, the Breaks Interstate Park, elk viewing tours, and numerous lakes and recreational trails.

Regional Strengths:

- Tourism, recreation, and scenic assets
- Existing infrastructure
- Existing and expanding transportation assets
- Higher education and professional education opportunities
- A strong healthcare anchor industry

Existing infrastructure

Over the past two decades, regional water and wastewater services have expanded dramatically bringing municipal utilities to historically unserved and underserved areas and providing opportunities for commercial property development in each county in the region.

Existing and expanding transportation assets

Existing highways in the region provide a reliable and efficient transportation network that continues to improve. Within the next five years, the Mountain Parkway is expected to be a complete, high-speed interstate grade roadway from Salyersville in Magoffin County to its intersection with I-65 outside of Winchester. Within the same timeframe major expansions are expected to reach completion including the KY 979 Harold to Minnie Connector. Within the next decade additional improvements will include significant development of the Mountain Parkway expansion from Salyersville to Prestonsburg and US 460 from Pikeville to the Virginia line.

Higher education and professional education opportunities

The University of Pikeville continues to lead the region in professional education, especially in medicine with the School of Osteopathic Medicine, the College of Optometry, and the Elliot

School of Nursing. These opportunities are expected to expand in coming years with the announcement of planning and development of a new dental school to complement the existing health education cluster.

A strong healthcare anchor industry

Pikeville Medical Center, the largest employer in Pike County and the largest hospital in the region, continues to expand in both footprint and service array. PMC opened a new Heart and Vascular institute in 2021, the new Mettu Children’s Hospital in 2021, and the Appalachian Valley Autism Center in 2022.



University of Pikeville Kentucky College of Osteopathic Medicine



Pikeville Medical Center

Weaknesses

Limited Career Pathways

The Big Sandy region's historic reliance on extraction industries as a major economic driver delayed or limited efforts to diversify career pathways for worker in the region. Efforts to identify new talent pipelines and career options have lagged behind both industry demand and declines in coal, oil, and gas employment in the region. The Big Sandy Community and Technical College System and UPIKE are leading efforts to identify new career pathways, especially in the healthcare sector, for students in the region.

Limited housing stock at all levels

The lack of single-family housing stock at all price points, from lower income starter homes and retirement homes to middle and higher income executive housing, is a significant weakness for economic development in the region. Lack of available stock for higher-earning households sometimes leads buyers to purchase more moderately priced housing that could have been occupied by lower income families, depleting supplies of affordable housing.

Aging and incomplete infrastructure

Water and wastewater service providers in the region struggle to maintain existing infrastructure while simultaneously trying to expand new infrastructure to unserved and underserved households and businesses in the region. Aging infrastructure can be a significant expense to local systems, leading to frequent repairs, water loss, and lost revenue.

Rising costs of living and costs of doing business

Costs of living for residents and overhead costs for businesses continue to rise as a result of inflation. Additionally energy costs in the region tend to be higher than elsewhere in the state. Electrical rates for the Big Sandy region tend to be around 20% higher than in other regions.

Regional Weaknesses:

- Limited career pathways
- Limited housing stock at all levels
- Aging and incomplete infrastructure
- Rising costs of living and doing business
- Lack of ready industrial sites and buildings

Lack of ready industrial sites and buildings

The Big Sandy region has a limited supply of vacant land suitable for industrial development. Currently the region has three regional industrial parks, a number of scattered industrial sites and properties, and two industrial parks in development.



Gifford Road Industrial Park – Currently in Development, Magoffin County

Opportunities

Tourism, local foods, and arts & crafts movements

The existing tourism amenities in the region already draw a small but steady stream of visitors each year. Expanding the existing tourism assets and developing new ones presents an opportunity to develop regional tourism as a viable industry cluster. Development of these assets can be enhanced by regional food and farming traditions and Appalachian crafts including quilting, wood carving, and metalwork.

Regional college and university network

The expanding array of professional medical programs at UPIKE presents an opportunity for further specialized training and education for medical and support careers. Along with UPIKE other regional higher education institutions including Morehead State University and Big Sandy Community and Technical College present a network of educational and workforce development opportunities to train, retrain, and upskill the region's workforce.

Regional Opportunities:

- Tourism, local foods, and arts & crafts movements
- Regional college and university network
- Regional industrial parks
- High-tech agriculture projects and education
- Music, entertainment, and audio/video production industry and education

Regional industrial parks

The Big Sandy Region currently boasts four established industrial parks with two additional future industrial parks in development. Both the regional East Kentucky Business Park in Martin County and the Kentucky Enterprise Industrial Park in Pike County are Shovel-Ready designated parks. Both parks feature a mix of occupied sites, available land, and available buildings. The recently opened Hager Hill Industrial Park in Johnson County is a designated Build-Ready site and is the first park in the region to be rail served. Gifford Road Industrial Park is Magoffin County's newest park adjacent to the expanding Mountain Parkway. Two additional industrial park development projects are underway in Floyd and Pike counties.

The region's growing inventory of available sites and buildings provide an opportunity to meet the needs of expanding industry. Continued product development including infrastructure upgrades, building upgrades, new park development, and new buildings position the region to build a product pipeline that will enhance our competitive advantages.

High-tech agriculture projects and education

With the launch of the AppalAtcha Agritech KY orchard and Community at the Core in Martin and Johnson Counties in 2021 the region has an opportunity to both repurpose former mine lands as well as create new large-scale farming and food processing operations in the region. Sustainable high-tech agriculture ventures in the region will be given an even greater push through the creation of UPIKE's Ag-Tech Innovation Center of Excellence specializing in research, innovation, development, conservation, and agricultural workforce development.

Music, entertainment, and audio/video production industry and education

The region's rich country music heritage provides an opportunity not only for tourism and entertainment but for technical education and workforce development as well. The expansion of CMH 23 in Prestonsburg will provide technical education in audio and video production, set design, broadcasting, and other skills for the region's workforce. CMH 23 partners including the Big Sandy Community and Technical College and the Mountain Arts Center will help develop additional opportunities for broadcast and production industries in the region.

Threats

Rising cost of living and cost of doing business

The rising costs of energy in particular limits the opportunity for development in the region. This serves as a deterrent to attracting certain industries to the region such as manufacturers, data centers, or other large consumers who depend on affordable and reliable electricity for their operations.

Economic outmigration and brain drain

The declining population in the region can be directly linked to the decline in the coal, oil and natural gas industries. Without replacement of sustaining wage employers residents will continue to leave the area to seek employment and opportunities elsewhere. In spite of the many advanced educational opportunities in the region, without new industry many graduates will depart the region to find employment outside the region as well.

Regional Threats:

- Rising cost of living and cost of doing business
- Economic outmigration and brain drain
- Addiction and substance abuse
- Incomplete water, wastewater, and broadband infrastructure
- Distance to airports and interstates

Addiction and substance abuse

Drug and alcohol addiction and misuse continue to be a concern for the region as these threaten the region's overall physical and mental health, workforce participation, and overall quality of life.

Incomplete water, wastewater, and broadband infrastructure

Expanding the region's access to municipal water and wastewater service is critical for developing both housing and industrial properties for future growth. Building out the final mile of broadband infrastructure, especially fiber networks, is also critical for business development and for capitalizing on the growing work-from-home employment opportunities.

Distance to airports and interstates

One comparative disadvantage to the region is the distance to the nearest commercial airport and interstates. The average distance from the region's industrial parks to Huntington Tri State Airport is 73 miles. The average distance from the parks to the nearest interstate, I 65, is 83 miles.

- Objective: Promote the completion of the “final mile” of high-speed broadband infrastructure in the region.

Strategic Partners

Strategic partners identified to achieve Goal Two include; Kentucky Transportation Cabinet, the Big Sandy Regional Transportation Committee, Big Sandy Water Management Council, the Kentucky Infrastructure Authority, Big Sandy Regional Airport Board, the Pike County Airport Board, and the Kentucky Office of Broadband Development.

Goal Three – Build a regional ecosystem to strengthen, support, and expand regional tourism.

- Objective: Support efforts to brand and market the Big Sandy region as a tourism destination.
- Objective: Support efforts to develop workforce training initiatives focused on regional arts, tourism, and hospitality.
- Objective: Develop networks and resources to support local entrepreneurs serving the tourism and hospitality industry.
- Objective: Support the development of tourism venues, attractions, and amenities within the region.

Strategic Partners

Strategic partners identified to achieve Goal Three include; the Kentucky Tourism Commission, CMH 23, Inc., the Kentucky Wildlands Initiative, the Kentucky Mountain Regional Recreation Authority,

GOAL ONE

INDUSTRY AND ENTREPRENEURIAL DEVELOPMENT

Performance Measure	Responsible Partners	Timeframe
Facilitate collaboration of the Big Sandy Business and Employer Services Team	Big Sandy ADD BEST Team	One year/ongoing
Support development of certified build-ready and shovel-ready industrial sites in the region	Big Sandy ADD One East Kentucky IDAs and EDAs	One year/ongoing
Promote and market the region's available industrial sites and buildings	Big Sandy ADD One East Kentucky	One year/ongoing
Promote technical vocational programming and postsecondary education attainment	College & University Network Boards of Education Big Sandy ADD	One year/ongoing
Achieve Work Ready Community certification in all counties in the region	Work Ready Committees Big Sandy ADD	Two years
Identify gaps in services for new businesses and entrepreneurs and encourage development of one-stop centers for regional business	BEST Team Chambers of Commerce Big Sandy ADD One East Kentucky	Two years
Establish a housing development subcommittee to evaluate housing development needs and coordinate planning	Big Sandy ADD	One year

GOAL TWO

INFRASTRUCTURE DEVELOPMENT AND IMPROVEMENT

Performance Measure	Responsible Partners	Timeframe
Advocate for the completion of planned highway infrastructure development	BSADD Regional Transportation Committee	One year/ongoing
Coordinate development and expansion of water and wastewater systems, pursue grant funding, and administer development projects	BSADD Water Management Council Big Sandy ADD	One year/ongoing
Coordinate planning for addressing water system loss and replacement of service lines 20 years old or older	BSADD Water Management Council Local Utilities Big Sandy ADD	One year/ongoing
Advocate for the expansion of regional airports, pursue grant funding and administer development projects	BSADD Regional Transportation Committee Airport Boards One East Kentucky Big Sandy ADD	Two to Three years
Promote broadband infrastructure development and assist providers with information, funding development, and project administration/assistance	Big Sandy ADD One East Kentucky	Two years

GOAL THREE REGIONAL TOURISM ECOSYSTEM

Performance Measure	Responsible Partners	Timeframe
Promote existing branding initiatives including CMH 23, Kentucky Wildlands, Kentucky Proud, and Appalachia Proud	Big Sandy ADD	One year/ongoing
Support tourism workforce development initiatives especially the CMH 23 Workforce and Tourism Development Project and tourism/hospitality vocational training	Big Sandy ADD CMH 23 BEST Team Tourism Boards	Two to Three years
Promote the creation of resources for local crafters and artists including marketing efforts, maker spaces, skills workshops and educational efforts in the region	Big Sandy ADD Tourism Boards CMH 23	Two to Three years
Promote the development of a regional tourism plan with a focus on identifying existing assets and developing new amenities and venues	Big Sandy ADD Tourism Boards	Four to Five years
Promote the efforts to develop hotels, bed & breakfasts, campgrounds, and other lodging options in the region	Big Sandy ADD Tourism Boards Local EDA's	Four to Five years

V. Big Sandy Opportunity Zones



Opportunity Zones

To encourage capital investment in historically underserved, low-income, and rural areas of the country the 2017 Tax Cuts and Jobs Act established Opportunity Zones. Opportunity Zones were designated by the governor’s office in qualified census tracts throughout the state that met minimum levels of poverty and economic distress and held promise for development. Several designated Opportunity Zones are situated throughout the Big Sandy region. Significantly, the region’s industrial parks are located in these designated Opportunity Zones giving extra incentive to long-term investment in the region.

For more information regarding Kentucky’s Opportunity Zones, investment opportunities, and program guidelines visit www.kyoz.org. Maps of Opportunity Zones in the Big Sandy region can be found in the appendix.

VI. Resiliency, Recovery, and Mitigation



Resiliency, Recovery, and Mitigation

Economic resiliency, especially in recovery from the COVID-19 pandemic and its associated economic effects, is a critical part of the Big Sandy region’s development strategy. Additionally, planning for economic recovery and mitigating natural disasters are part of the Big Sandy Area Development District’s mission. In 2020 Big Sandy Area Development District began drafting a plan to assist in economic recovery from the COVID-19 pandemic. The Big Sandy Economic Resiliency Plan is in the final stages of development and will be available on the Big Sandy Area Development District website and linked to future updates to the CEDS.

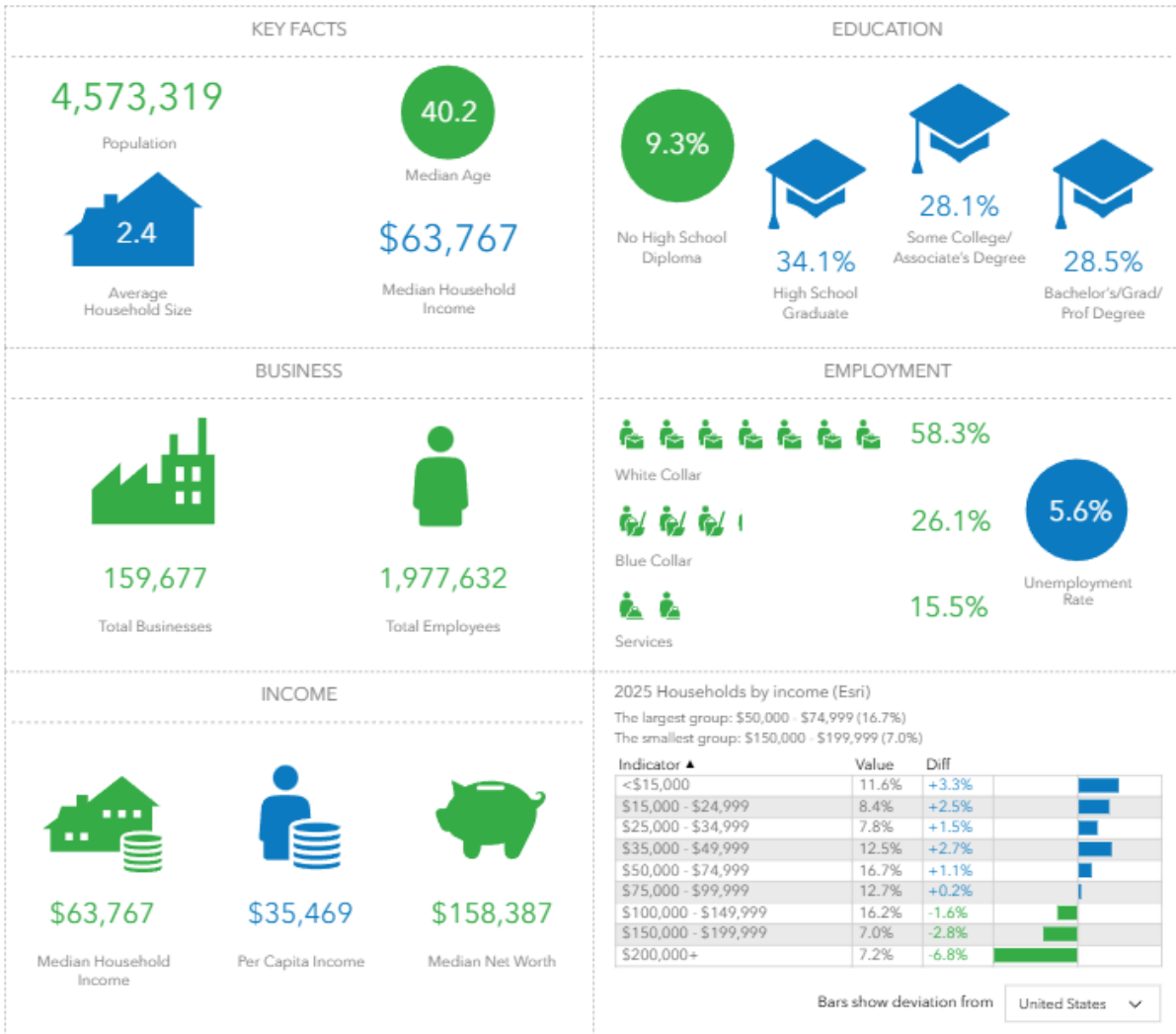
In 2022 Big Sandy Area Development District finalized the five-year Multi-Jurisdiction, Multi-Hazard Mitigation Strategy. The strategy and more information regarding resiliency, recovery, and mitigation are available on the Big Sandy ADD website at www.bigsandy.org

VII. Appendices



Key Facts

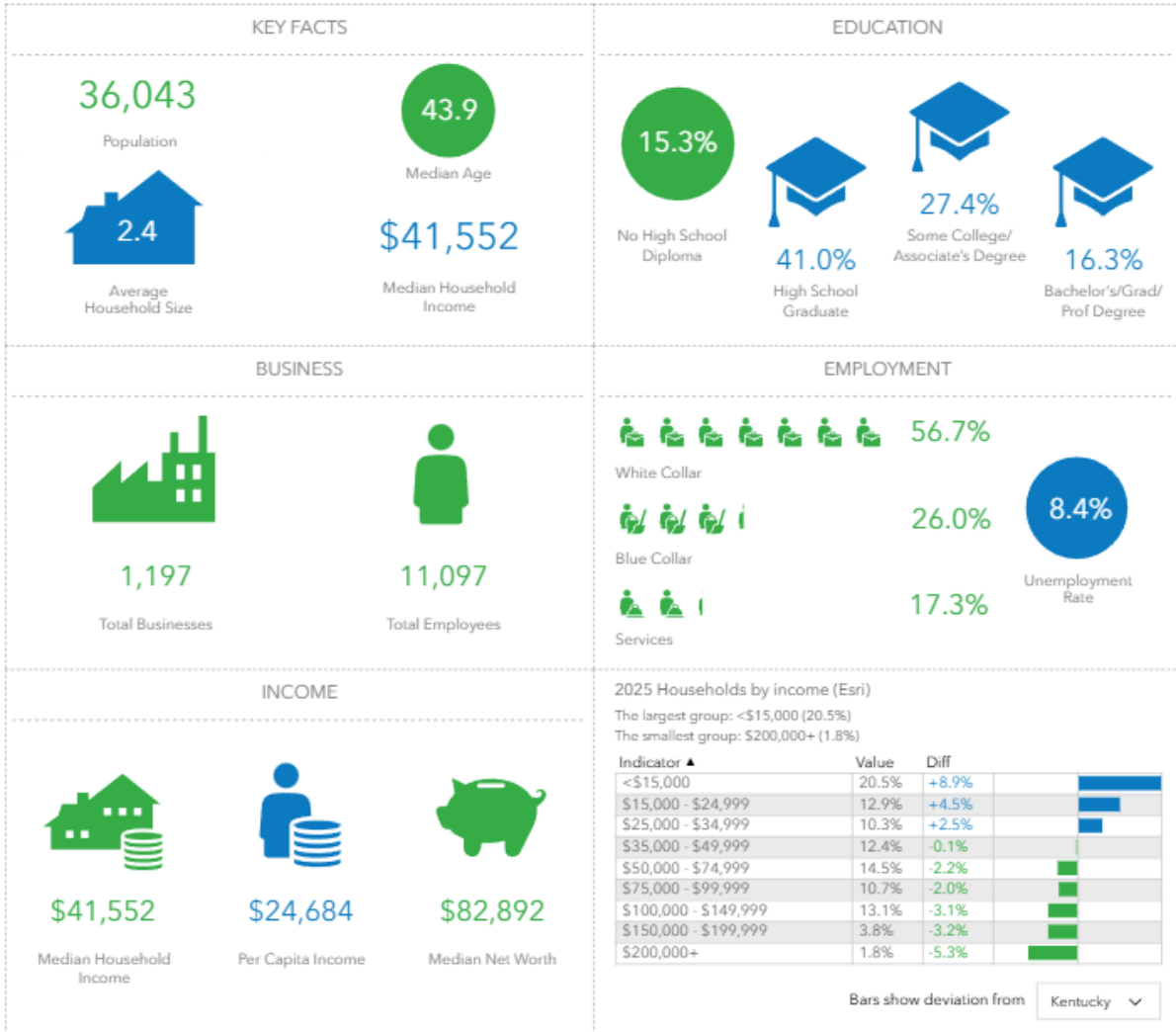
Kentucky
Kentucky



Source: This infographic contains data provided by Esri (2025, 2030), Esri-Data Axle (2025). © 2025 Esri

Key Facts

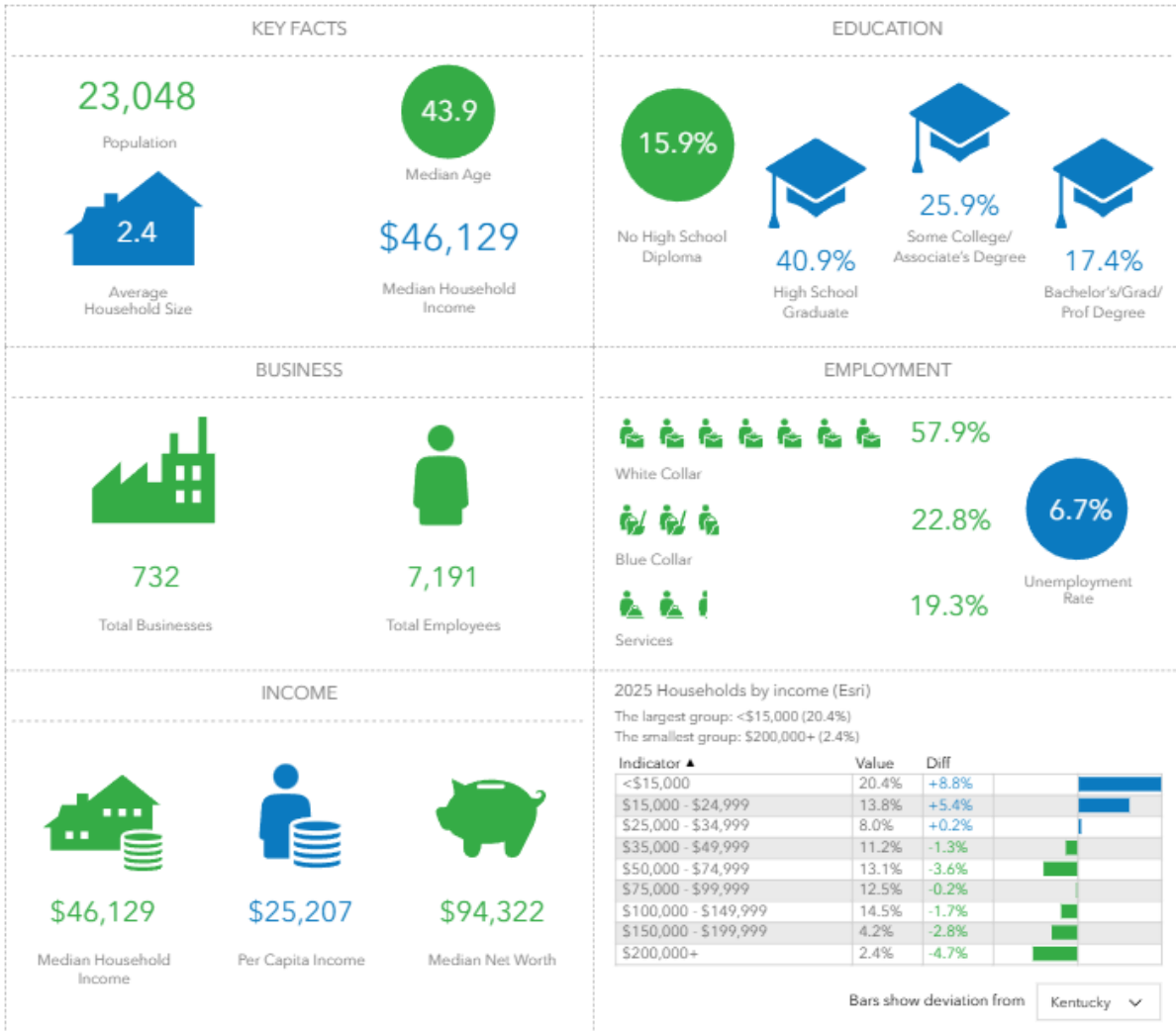
FLOYD
FLOYD



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Key Facts

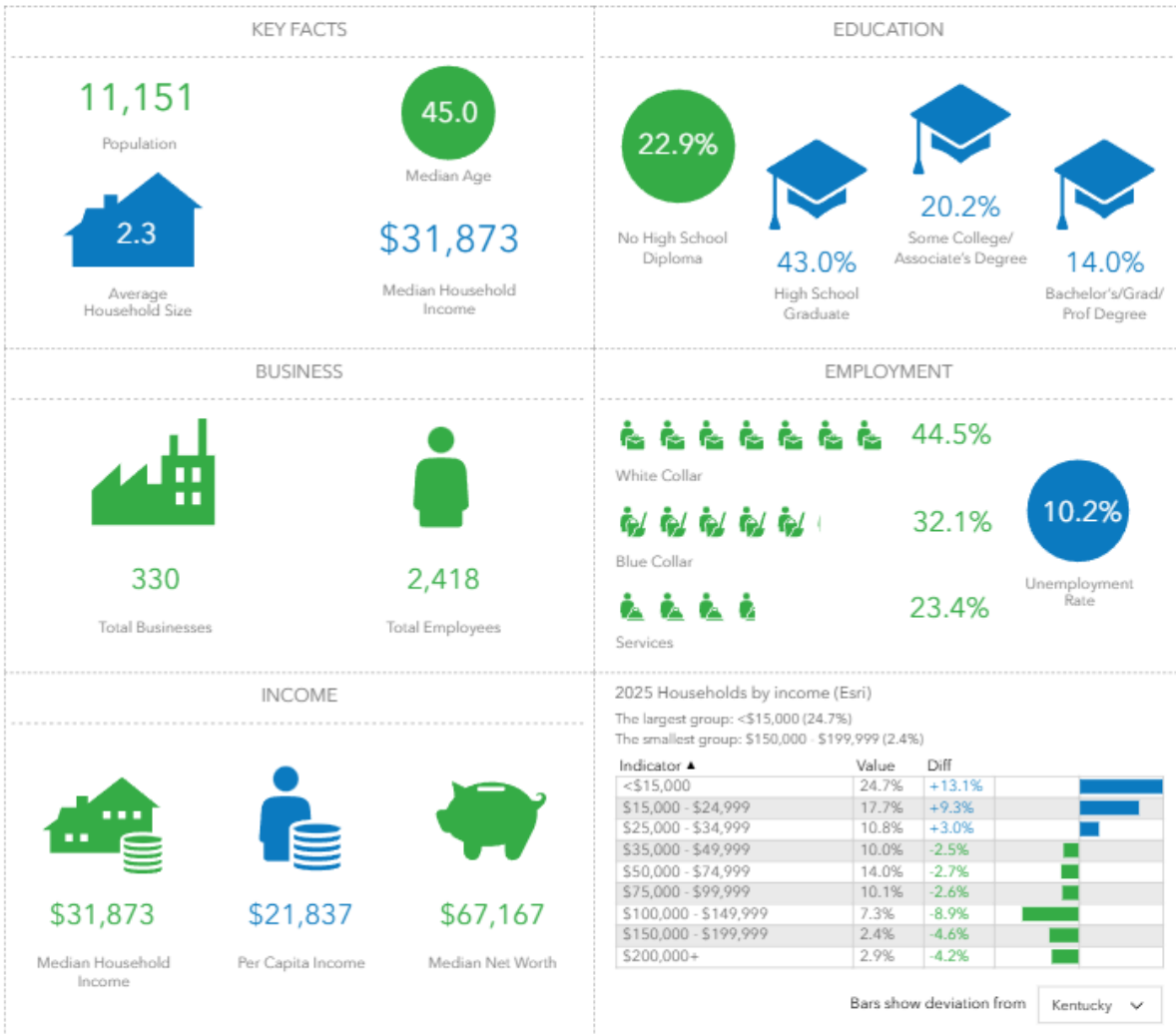
JOHNSON
JOHNSON



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Key Facts

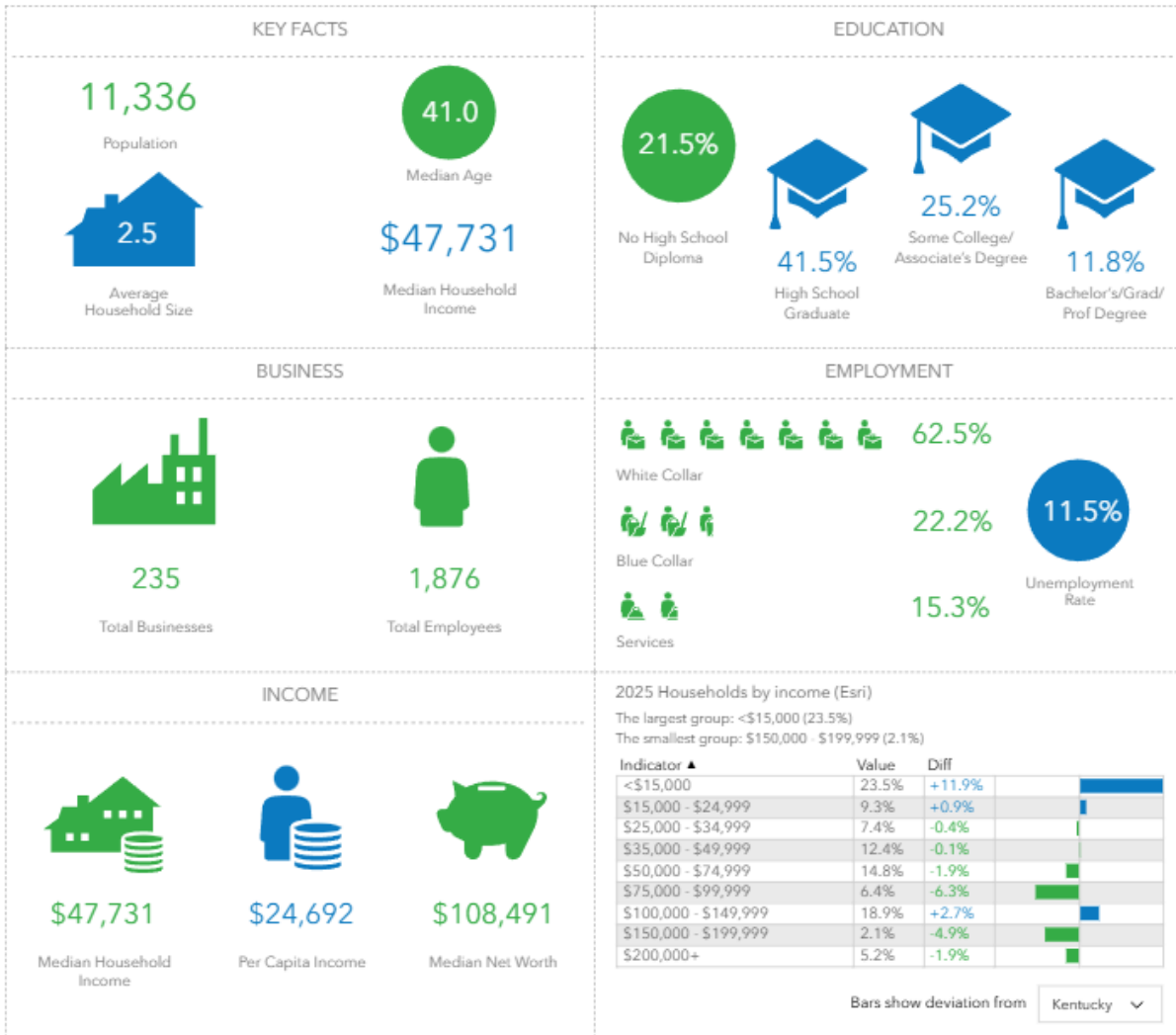
MAGOFFIN
MAGOFFIN



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Key Facts

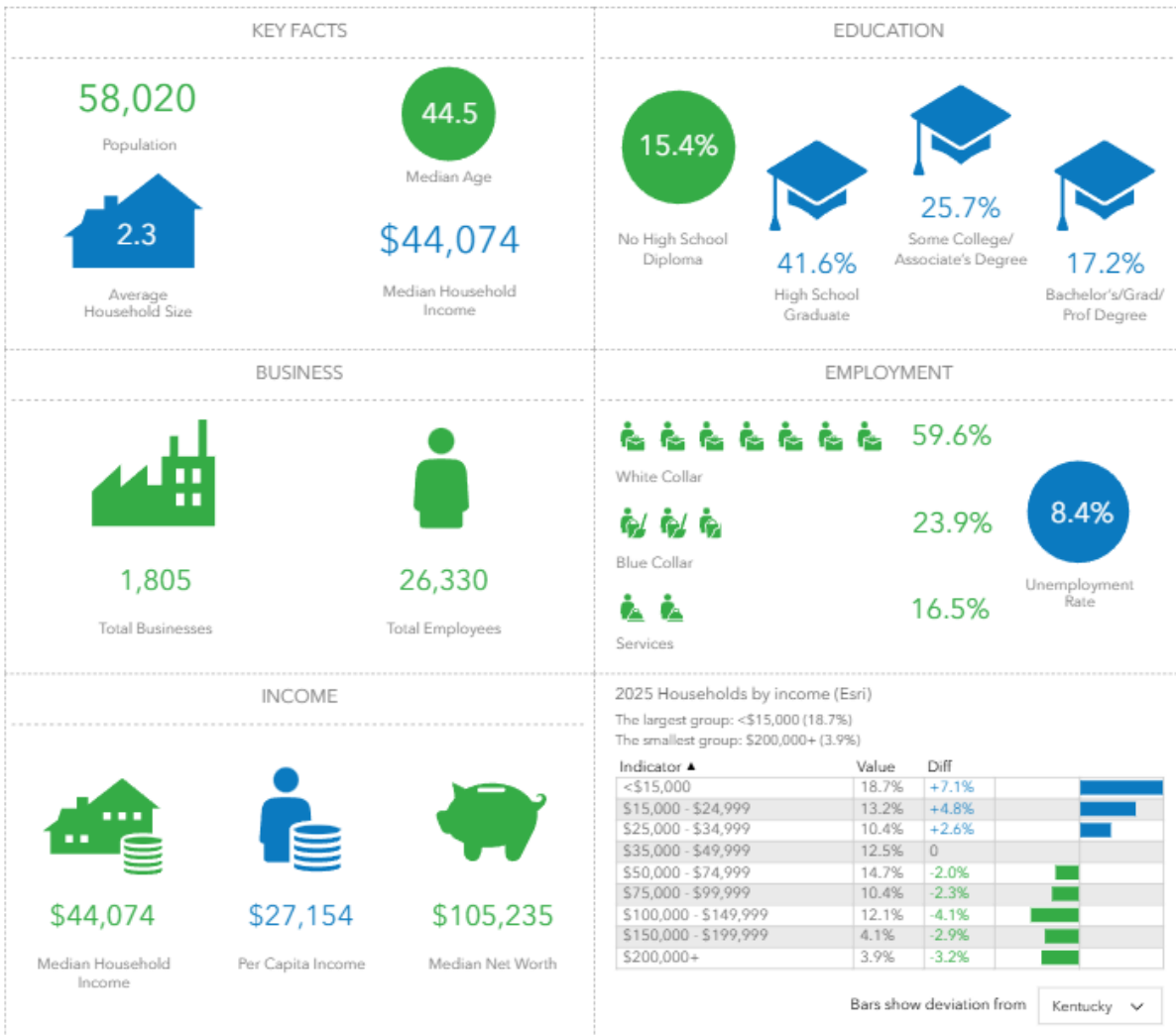
MARTIN
MARTIN



Source: This infographic contains data provided by Esri (2025, 2030), Esri-Data Axle (2025). © 2025 Esri

Key Facts

PIKE
PIKE



Source: This infographic contains data provided by Esri (2025, 2030), Esri-Data Axle (2025). © 2025 Esri

**Big Sandy Area Development District
2023 – Major Employers, 50+ Employees**

<u>FLOYD COUNTY</u>	<u>CITY</u>	<u># of Employees</u>
Floyd County Board of Education	Eastern	1159
Mountain Comprehensive Care Centers	Prestonsburg	*785
HRMC/ARH	Prestonsburg	611
Double Kwik	Prestonsburg	*358
Big Sandy Health Care	Prestonsburg	321
BSCTC	Prestonsburg	303
Kentucky Oil	Betsy Layne	185
McDowell ARH Health Care	McDowell	184
Food City	Prestonsburg	182
Appalachian Wireless	Ivel/Prestonsburg	179
Martin ARH	Martin	172
Frontier Medical	Prestonsburg	161
McDonalds	Prestonsburg	141
Gearheart Communications	Harold	133
City of Prestonsburg	Prestonsburg	120
Wal Mart	Prestonsburg	117
Carl D. Perkins Job Corp	Prestonsburg	112
Floyd County Fiscal Court	Prestonsburg	102
Riverview Health Care	Prestonsburg	96
R.S. Goodwin	Prestonsburg	87
HT Hackney	Harold	80
People's Bank	Prestonsburg	78
Bush and Burchett	Endicott	66
Prestonsburg Health Care	Prestonsburg	64
Big Sandy Area Development District	Prestonsburg	60
Jenny Wiley State Park	Prestonsburg	60
Prestonsburg City Utilities	Prestonsburg	54

<u>JOHNSON COUNTY</u>	<u>CITY</u>	<u># of Employees</u>
Johnson County Board of Education	Paintsville	650
Wal mart	Paintsville	305
Paintsville ARH	Paintsville	207
Mountain Manor	Paintsville	119
Lowe's	Paintsville	119
Carl D. Perkins Voc Rehab	Thelma	110
Paintsville Independent Schools	Paintsville	132
Citizen's Bank of KY	Paintsville	102
City of Paintsville	Paintsville	90
Food City	Paintsville	80
McDonalds	Paintsville	64
Johnson County Fiscal Court	Paintsville	68
Foothills Communications	Staffordsville	67
Big Sandy Community Action	Paintsville	58
Chrtsian Appalachian Project	Hager Hill	52

**Big Sandy Area Development District
2023 – Major Employers, 50+ Employees**

MAGOFFIN COUNTY

Magoffin County Board of Education
Salyersville Health Care
Logan Corporation
Magoffin County Fiscal Court
McDonald's

CITY

Salyersville
Salyersville
Salyersville
Salyersville
Salyersville

of Employees

326
124
88
54
56

MARTIN COUNTY

United States Penitentiary
Martin County Board of Education
Zip Zone
Interstate Lodging
Martin Manor Health Care
Martin County Fiscal Court
McDonald's

Debord
Inez
Inez
Inez
Inez
Inez
Inez

389
295
271
86
68
53
45

PIKE COUNTY

PMC
UPIKE
Pike Co Board of Education
Tug Valley ARH
Community Trust Bank
Kellogg
Wal-Mart Pikeville
Wal-Mart South Williamson
Walters Group
Pike County Fiscal Court
McDonalds
Diversified Gas and Oil
Pikeville Independent
Appalachian Resource
Coca Cola
Elliott Contracting
Good Shepherd Nursing Home
Wright Companies
Parkview Manor
Jones Oil Companies
Boyd CAT
City of Pikeville
Landmark of Elkhorn City
UMG

Pikeville
Pikeville
Pikeville
South Williamson
Pikeville
Kimper
Pikeville
South Williamson
Pikeville
Pikeville
Pikeville
Pikeville
Pikeville
Pikeville
Pikeville
Coal Run
Pikeville
Phelps
Pikeville
Pikeville
Pikeville
Pikeville
Pikeville
Pikeville
Elkhorn City
Pikeville

3028
903
1729
503
488
425
400
273
247
220
207
201
200
160
120
118
105
100
100
98
90
89
84
73

*Indicates employers operating in more than one county



Demographic and Economic Data

Unless otherwise noted, all regional population and demographic data for the Big Sandy Comprehensive Economic Development Strategy are taken from the US Census Bureau 5-Year American Community Survey Data. Links to the US Census website as well as other helpful data sources are given below. For assistance with any local data needs contact the Community and Economic Development Department staff at the Big Sandy Area Development District.

US Census Bureau:

<http://data.census.gov>

Kentucky State Data Center:

<http://ksdc.louisville.edu>

US Bureau of Economic Analysis:

<http://bea.gov>

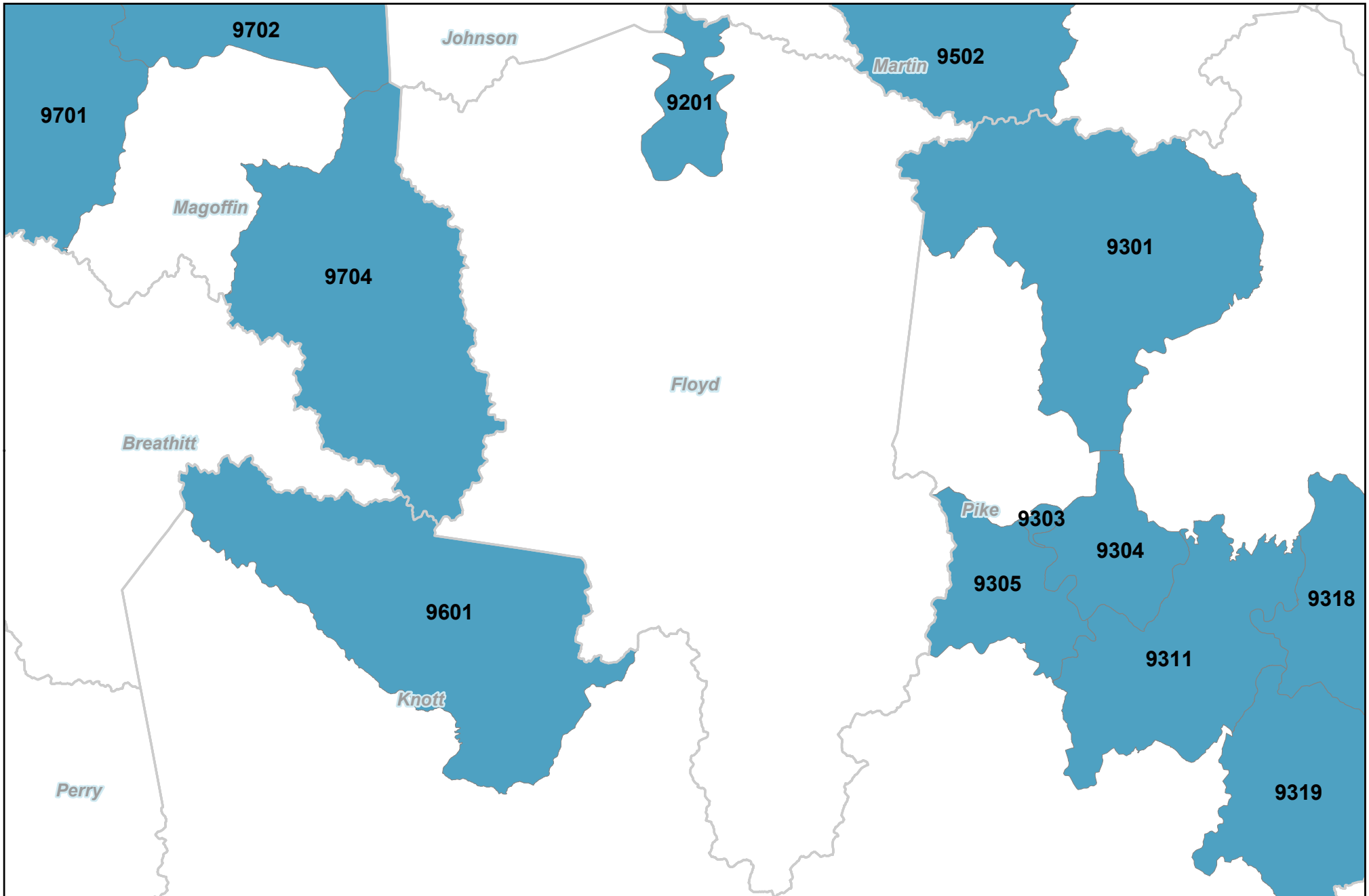
Kentucky Cabinet for Economic Development:

<http://ced.ky.gov>

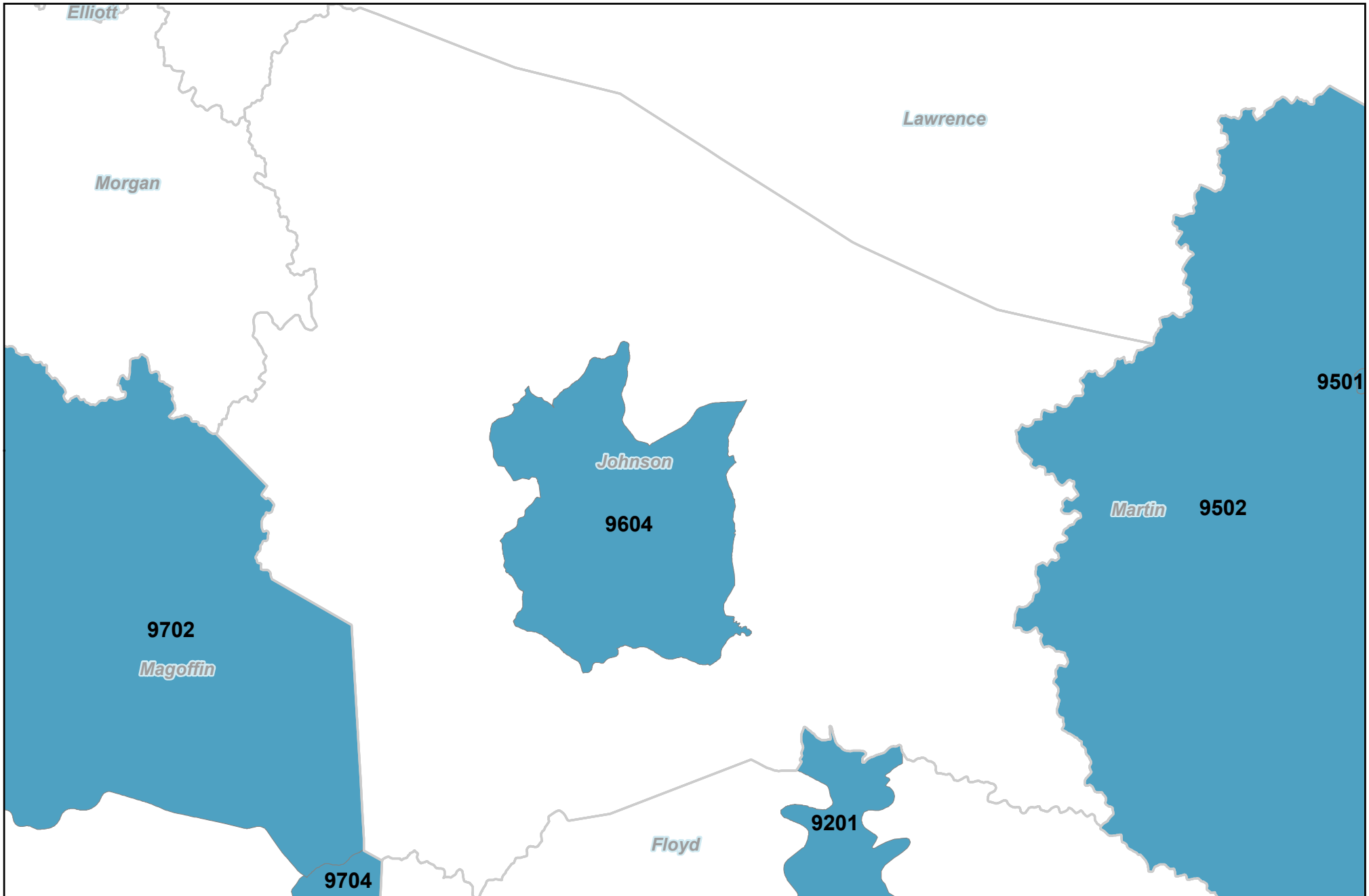
Community and Economic Development Initiative of Kentucky (CEDIK):

<http://cedik.ca.uky.edu>

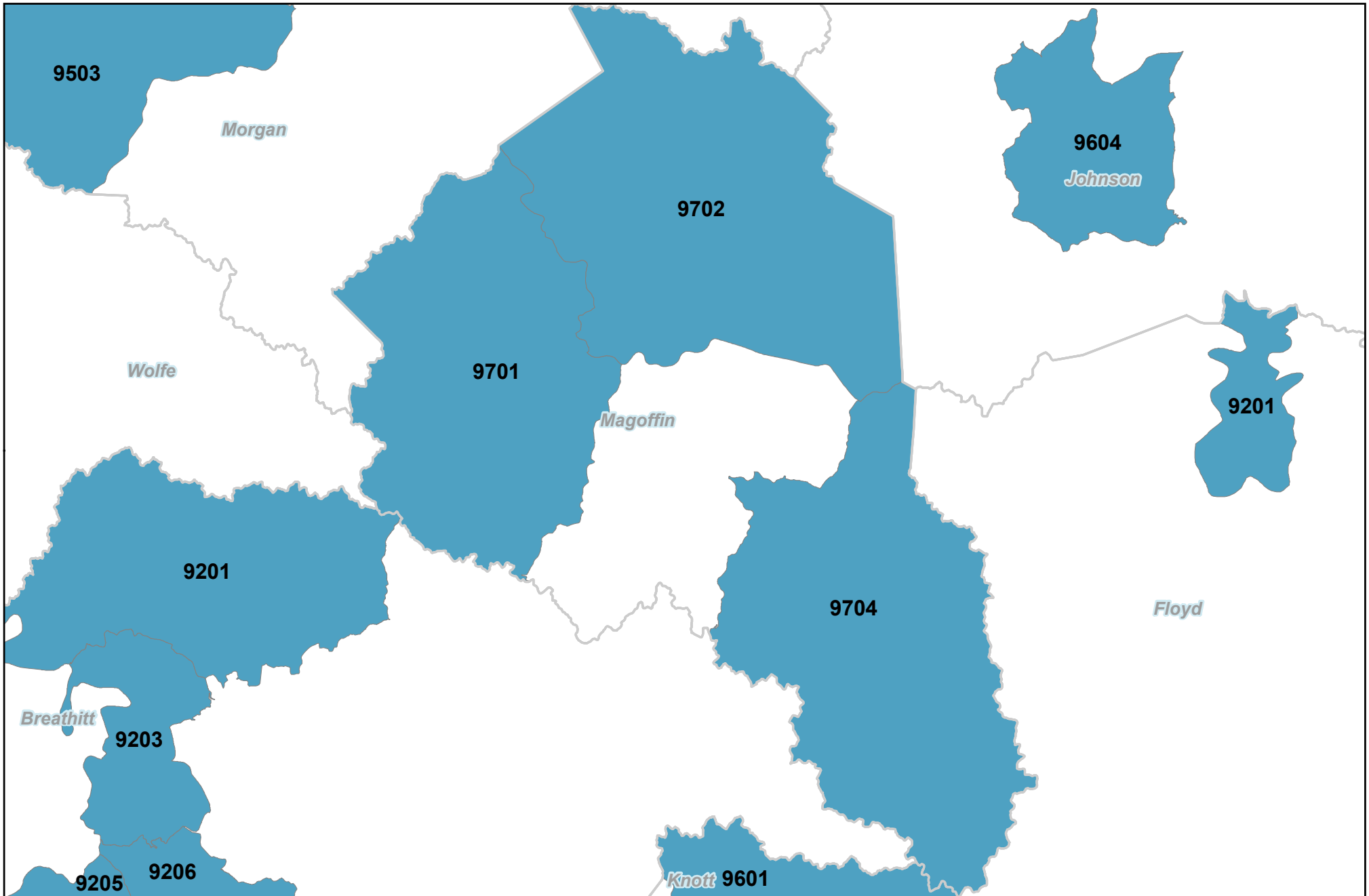
Kentucky's Opportunity Zones - Floyd County



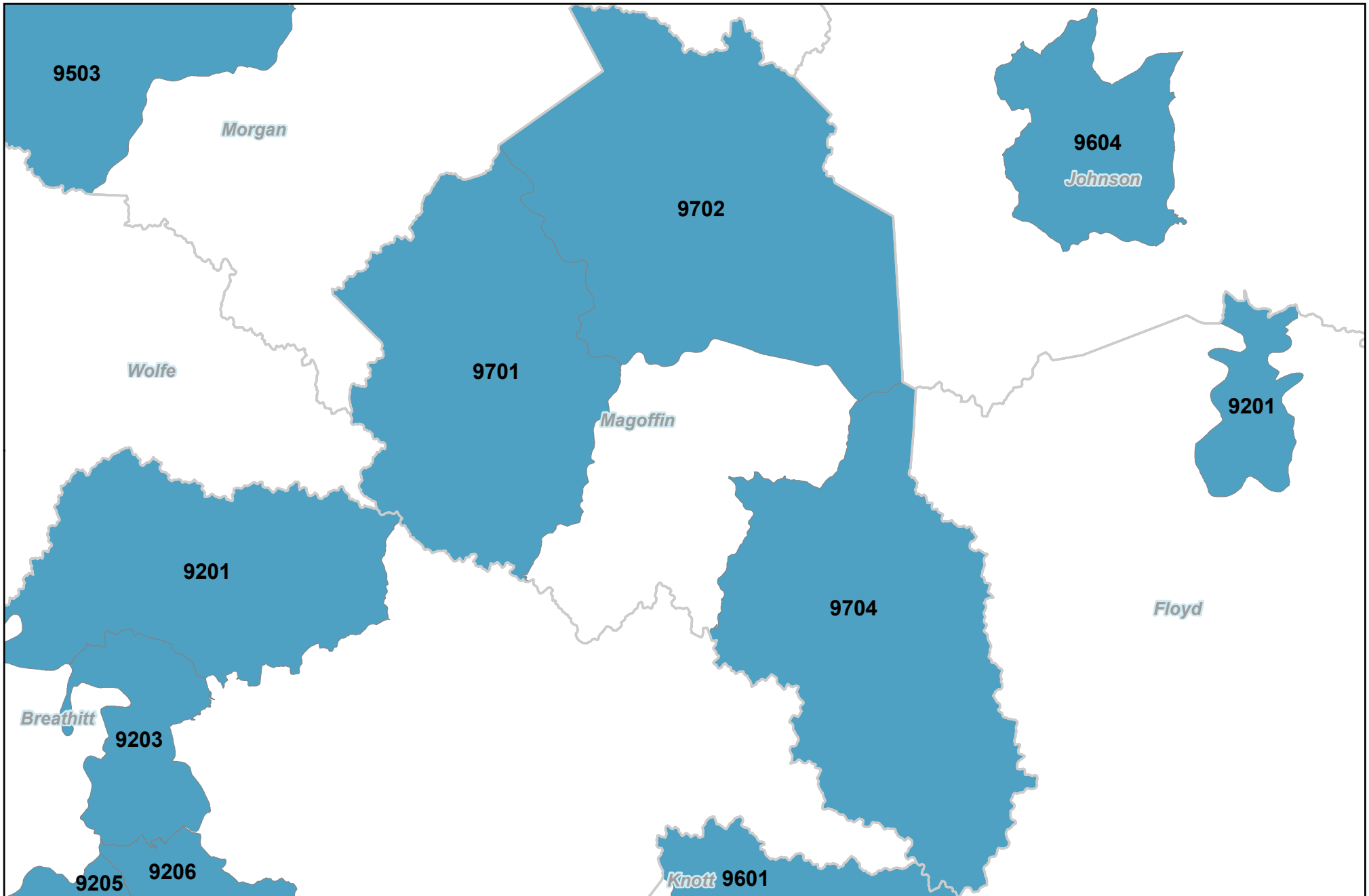
Kentucky's Opportunity Zones - Johnson County



Kentucky's Opportunity Zones - Magoffin County



Kentucky's Opportunity Zones - Magoffin County



Kentucky's Opportunity Zones - Pike County

