

Community Vision Plan

2020

A Clear Vision

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Community Vision Plan 2020: A Clear Vision

The Community Vision Plan 2020, A Clear Vision, is an overarching plan for all of Christian County. It is intended to guide improvements in this community and bring together multiple community partners in a unified approach to achieve progress. This plan will work towards the four goals outlined in an effort to achieve overall economic growth and thus improve the lives of Christian County citizens.

Project Overview

Christian County, Kentucky has experienced substantial growth and improvement over the last nine years which was guided by the two previous phases of the Community Vision Plan. It was established that the community is on the right path but is in need of revising and updating the goals for Christian County. The Steering Committee for Christian County Cares 2015, the second phase of the Community Vision Plan, determined that it was necessary to fine-tune the goals for the third phase of the Community Vision Plan.

The previous two plans had multiple goals that the community has been actively working towards. They are listed below.

The goals of the Community Vision Plan from 2005-2010 were as follows:

Goal I: Develop a Competitive, Fully Inclusive Workforce

Goal II: Sustain and Grow the Economy to Increase Area Wealth and Reduce Poverty

Goal III: Attract and Retain New Businesses

Goal IV: Build New Bridges: Inclusiveness and Leadership

The goals of the Community Vision Plan from 2010-2015, Christian County Cares 2015, were as follows:

Goal I: Talent Development

Goal II: Economic Growth

Goal III: Community Engagement

Goal IV: Quality of Place

Goal V: Tourism and Events

Given the strong foundation that has already been established, the decision was made to renew the Community Vision Plan using internal staff and resources. Many of the goals set in the second phase of the Community Vision Plan have been accomplished, have been set on a trajectory to be accomplished, or have been determined to not be feasible at this time.

A Renewing the Vision Committee was formed separate from the Steering Committee to oversee the research and writing of the Community Vision Plan. Research was conducted in a three phase process over the course of an eight month period that will be described in the research methodology section.

The research dictated that the next phase of the Vision Plan would focus on four goals that would guide how the community may be improved. It has been acknowledged that the overall goal of the Community Vision Plan is to achieve overall economic growth for the community through various aspects of community development and improvement.

Research Methodology

Research was conducted in three separate phases. Each phase was created to build off of the information gathered during the previous phase.

The first research phase consisted of one-on-one interviews with Stakeholders of the second phase of the Community Vision Plan. Given that the Community Vision Plan is solely funded by pledges from businesses and individuals within the community, gaining stakeholder insights into the progress and future of the plan was necessary. A total of thirty, one-on-one interviews were conducted with Stakeholders. Each interview ranged from thirty minutes to ninety minutes. Interviews were conducted between May 2014 and August 2014.

The second research phase consisted of four public forums for the community that were conducted by the Tennessee Valley Authority and one forum geared towards local non-profit agency leaders conducted by Community Vision Plan staff. The public forums were advertised widely through local media outlets and were held at various times throughout the day and at various locations to ensure wide representation from the public. All the forums were conducted during August 2014. Over 100 people participated in these five forums.

The third research phase consisted of a written survey that was released to the community. This survey was available in an online format as well as through paper copies for a six week period during October 2014 and November 2014. The availability of the survey was widely publicized through media outlets and special efforts were made to ensure that all members of the community were aware of the need for completing the survey. A targeted effort was made to ensure that responses were gained from young adults and other specific populations. A total of 660 surveys were completed.

Renewing the Vision Committee

A Renewing the Vision Committee was established to provide guidance and leadership over the research and planning process. These leaders represent a diverse array of organizations from both public and private sectors of Christian County.

Yasamin Ausenbaugh
Christian County Chamber of Commerce

Amy Berry
WHVO/WKDZ

Slone Cansler
MSU Hopkinsville Campus

Austin Carroll
Hopkinsville Electric System

Lynn Clark
Hopkinsville Electric System

Julie Davis
Amfine Chemical

Terrence Davis
Boys & Girls Club of Hopkinsville
Christian County

Mary Ann Gemmill
Christian County Board of Education

Jerry Gilliam
Christian County Agri-Business
Association

Eston Glover
Pennyrile Electric

Lori Harper
Rogers Group, Inc

Mick Henderson
Commonwealth Agri-Energy, LLC

Carter Hendricks
Mayor of Hopkinsville

Holly Hampton
Holly Hampton-Coldwell
Banker/ Metro Net Realtors

Alissa Keller
Museums of Historic Hopkinsville-Christian
County

Dan Kemp
Past Mayor of Hopkinsville

Brian Lacefield
Hopkinsville Elevator

Jennifer Maddux
United Way of the Pennyrile

Rich Maddux
Propulsys, Inc

Kelly Martin
Pennyroyal Hospice, Inc

Marian Mason
Christian County Chamber of Commerce

Traci Mason
WHOP Radio

Bill Munday
Hilliard Lyons

Nate Pagan
City of Hopkinsville

David Ptaszek
Pennyroyal Center

Pam Quitter
Planters Bank

Mitch Robinson
South Western Kentucky
Economic Development Council

Lanita Wilson
Christian County Chamber of Commerce

Matt Workman
United Southern Bank

Gay Wilson
Hopkinsville Christian & Todd
County Association of
Realtors

Steering Committee 2015

The Steering Committee of Christian County Cares 2015, our Community Vision Plan, ensures that progress is being made in the plan. The list below names all the members of this plan as of 2015. The committee consists of representatives from Stakeholders, as well as members from the community.

Dr. Jay Allen
Hopkinsville Community College

Dan Kemp
Past Mayor of Hopkinsville

Yasamin Ausenbaugh
Christian County Chamber of Commerce

Spencer Kilijian
Center of Insurance

Slone Cansler
MSU Hopkinsville Campus

Eric Lee
Jennie Stuart Medical Center

Albert Cartner
Heritage Bank

Jennifer Maddux
United Way of the Pennyryle

Carolyn Cobb
Planters Bank

Rich Maddux
Propulsys, Inc

Cheryl Cook
Convention and Visitor's Bureau

Marian Mason
Christian County Chamber of Commerce

Penny Fletcher
Christian County Chamber of Commerce

Todd Perry
Siemer Milling Company

Mary Ann Gemmill
Christian County Board of Education

David Ptaszek - Chair
Pennyroyal Center

Eston Glover
Pennyryle Electric

Mitch Robinson
South Western Kentucky Economic
Development Council

Lori Harper
Rogers Group, Inc

Judge Executive Steve Tribble
Christian County Government

Taylor Hayes
Kentucky New Era

Lanita Wilson
Christian County Chamber of Commerce

Carter Hendricks
Mayor of Hopkinsville

Introduction

Through the various phases of research, some overall themes emerged that focused on how continued improvements should be made in the community. Christian County has experienced a great deal of progress over the previous nine years. (See Appendix B). It is important to remember that this plan, similar to the previous two plans, is not an action plan for one organization but rather a guiding plan for the entire community. It is a Community Vision Plan.

One overarching theme that resonated in all phases of research was the need for all entities and individuals in the community to work together in order for the plan, and thus the community, to be successful. This plan depends on multiple community partners and individuals agreeing to engage in the changes that the community, through the research process, has requested. It is vital to the success of the plan that current entities be engaged and willing to work towards the plan's goals.

An additional research conclusion was to make the plan more user friendly and flexible. This current plan was purposely created to be brief and to the point. All goals and sub-goals have been established to allow for flexibility as time goes on. Specifics on how to achieve the goals are not always established (although suggestions from the research process may be included) thus allowing for the plan to be a living document that allows and encourages the community to participate in multiple ways to achieve the goals. It was determined that the Community Vision Plan for 2015-2020 should focus on four goals.

The four goal areas are as follows:

Goal I: Education – Improve the educational system in our community across all levels.

Goal II: Engage Leaders – Ensure that all community members are active participants within the community.

Goal III: Enhancement of Infrastructure – Improve the physical aspects of our community.

Goal IV: Economic Growth – Improve the overall economy of our community thus creating business and jobs.

These goals are similar to the goals from the previous two Community Vision Plans, as the path to community and economic growth have already been established in Christian County. During the third phase of the Community Vision Plan the decision was made to absorb tourism under the Economic Growth Goal given that it is an economic driver.

The success of the community to make continued progress in these four goal areas is dependent on involvement from all the communities within Christian County. It is vital to continue working with regional partners as the success of Christian County is directly affected by the success and support of the surrounding counties.

Goal I: Education

Improve the educational system in our community across all levels.

It is widely understood that the level and quality of a community's education is vital to the growth of any community. The quality of the workforce of a community is determined by the educational attainment of a population and the quality of that education. Christian County has experienced some strides forward in education in the last nine years, but it is still not providing the level of education the community requires for continued growth.

Key Performance Indicators:

- A. Christian County Public Schools to reach the 90th percentile in KPREP scores by 2020.
- B. The combined graduation rate of the public high schools in Christian County to be at 95% by 2020.
- C. Survey business and industry Human Resources professionals yearly to gauge the level of applicants that they receive and document an improvement in applicants.

Objective 1 – Improve soft skills education

- A. There is a great need for guided soft skills education in Christian County. (Soft skills are defined as; interpersonal skills for employment that do not depend on acquired knowledge: they include common sense, time-management, the ability to interact well with other people, and a positive flexible attitude. In the workplace, soft skills are considered a complement to hard skills, which refer to a person's knowledge and occupational skills.) The community partners should research and make a recommendation to the School Board as to what soft skills training should be pursued for the K-12 system. If approved by the School Board the community will assist in the fundraising and implementation of such a program.

Target: Soft skills training implemented by 2018.

- B. Given the need for more soft skills training in the current workforce, there is a need for implementation of adult training. The community will research and cooperate with institutions of higher education and entities involved in employment to reach those desiring to be in the workforce.

Target: Soft skills programs implemented by 2018.

Objective 2 – Ensure students are ready for the next academic step

- A. Improve access to Pre-K education across racial and economic lines. Studies have shown that a students’ readiness before Kindergarten affects their educational attainment. Research and implement programs that would ensure parents of young children understand the importance of and have access to Pre-K education for their children.
Target: Complete research by 2018 and implementation by 2020.

- B. Continue to support the public school system in their efforts to close the achievement gap and produce students that are college and career ready. Encourage development and access to advanced courses to students who meet the appropriate standards.
Target: ongoing

Objective 3 – Ensure individuals in our community are college and career ready

- A. Continue to collaborate with CCPS to improve the college and career ready education being offered to students. Primarily serve as a liaison when necessary to keep the line of communication open between the business sector and the School Board.
Target: Increase the number of students that are career and college ready to 90% by 2020.

- B. Continue to collaborate with local institutions of higher education to assist in technical education being offered to adults in the community. Primarily serve as a liaison when necessary to keep the line of communication open between the business sector and post secondary institutions.
Target: ongoing

Objective 4 – Continue to improve community education opportunities as this influences overall academic achievement

- A. Assist in the growth and revitalization of our local public library. Work to bring our library into the 21st century.
Target: ongoing

- B. Encourage and foster an interest in local history through the efforts of non-profit entities that do such. Assist in the planning and marketing of such endeavors as is appropriate.
Target: ongoing

- C. Continue to offer multiple adult education and career training programs, through alternative routes, specifically targeted to adults who need to be retrained.

Target: ongoing

Goal II: Engage Leaders

Ensure that all community members are active participants within the community.

In order to continue on the path of improvement in Christian County it is important to engage as many community members, as possible and develop a sense of community awareness and responsibility. Research indicated three broad categories that should be targeted to improve engagement including, but not limited to; engaging youth, instilling more community pride, and enhancing marketing of the community and events within the community. It is important that community members be engaged across class and racial categories.

Key Performance Indicators:

- A. A 10% increase in hours volunteered in the community by 2020 according to data collected by the United Way, Christian County Public Schools, and the Community Vision Plan.
- B. Young adult (under 30), minority, and female representation on public boards will be proportional to the demographics of the county.
- C. A consistent increase in positive results of the Community Perception Survey that is administered by the Community Vision Plan.

Objective 1 – Actively involve youth in the community

- A. Improve mentoring programs for youth to include enhancement of one-on one-mentoring through existing agencies.
Target: Increase amount of youth being mentored by 10% by 2020.
- B. Develop and enhance productive teen entertainment facilities and programs that provide recreational and/or educational extracurricular activities for teenagers.
Target: Add and maintain 3 new or updated facilities by 2020.
- C. Enhance current leadership opportunities for youth. This may include but is not limited to placing youth on public boards and committees to give them a voice in community development and professional experience.
Target: Increase ability of local organizations to support youth development by 2017.

Objective 2. – Encourage involvement from more community members across racial and class lines

- A. Create a Community Speakers program with advocates targeting segments of the entire population, with an emphasis on inclusion of residents from the inner city communities and the outlying rural communities, with the goal of a good understanding of our community and the ability to individually market the opportunities of the community.
Target: Active by 2016 with 5 speakers, 20 speakers by 2020 that are representative of the community and specifically include residents from the inner city communities and outlying rural communities.
- B. Expand leadership programs – Increase access to leadership type programs that may offer more accessibility to community members.
Target: Increase the number of people who complete these programs by 5% by 2020.

Objective 3 – Instill community pride through marketing efforts

- A. Develop a targeted marketing approach to raise the level of community pride. This may be done through publicly comparing our community to others but is not limited to this tactic. Engage traditional and non-traditional advertising as part of this tactic.
Target: Measure results on a yearly basis through the Community Perception Survey and show improvements with special attention to the questions concerning community pride.
- B. Increase advertising of all community events and pursue non –traditional avenues of advertising as well as traditional avenues. Pursue enhanced advertising internally and externally.
Target: ongoing
- C. Ensure that the majority of advertising by community members convey a common message and brand.
Target: Begin common messaging by 2017.
- D. Actively advertise to specifically targeted groups, once identified, through the community advocates mentioned previously and through individually targeted advertising methods.
Target: ongoing

Goal III: Enhancement of Infrastructure Physical, Recreational, & Governing

Perception of the community may be improved by the physical appearance of the community. Additionally, by improving certain physical aspects of the community there will be additional access to opportunities within the community. Although not limited to the following, a need exists to improve housing opportunities, roads, and public transportation. It is acknowledged that many of the improvements mentioned below may require governmental action to be feasible.

Key Performance Indicators:

- A. Increase the residential population of Christian County by 5% by 2020.
- B. An improvement in meeting the community's transportation needs as evidenced by data from the Community Service Block Grant that is administered by PACS.
- C. Do a comparative analysis of First Impressions visits in 2015, 2017, and 2019 and show an improvement.

Objective 1 – Improve transportation options.

- A. Continue to support the Hopkinsville Public Transportation system through initiatives including but not limited to marketing and expanding the service as is deemed necessary.
Target: Serve 15,000 riders per year by 2020.
- B. Actively work on the development of Phase 2 of the Hopkinsville Greenway System.
Target: Complete Phase 2 by 2020.
- C. Develop more sidewalk and bicycle lanes throughout the community that will connect to each other and the Hopkinsville Greenway System.
Target: Increase sidewalks and bicycle lanes by 5 miles by 2020.

Objective 2 – Improve housing options and restoration of current residential and commercial buildings

- A. Increase the quantity and quality of homes for purchase or rent within the price range of our average citizen through better promotion of current incentives.
Target: A 5% increase by 2020 (approximately 650 home).
- B. Continue the work being done to revitalize the downtown area with an emphasis on creating neighborhoods that appeal to residential and business activities.
Target: ongoing

- C. Investigate a means of increasing accountability concerning rental properties and landlord tenant issues. i.e. enforcement of ordinances
Target: Research complete by 2018.

Objective 3 – Improve the quality of roads within the community.

- A. Ensure that all new roads follow the complete street concept.
Target: ongoing
- B. Improve the conditions of roads and physical appearance of roads possibly through legislative action and partnerships between government entities.
Target: ongoing

Objective 4 – Improve recreational aspects of the community

- A. Enhance access to the local arts through existing entities.
Target: ongoing
- B. Enhance recreational opportunities that will bear a low user cost to the average citizen. Research the feasibility of recreational facilities. i.e. adding to Tie Breaker Park
Target: ongoing

Objective 5 – Improve access to 21st Century Utilities

- A. Expand broadband access in the county and provide faster broadband where possible.
Target: Increase of 20% by 2020.
- B. Improve cell phone reception where needed regardless of carrier.
Target: Add an additional 3 cell phone towers by 2020.
- C. Improve access to recycling. i.e curbside recycling where possible
Target: Ease of recycling improved by 2020.

Objective 6 – Research possibilities to enhance efficiency of governing bodies

- A. Analyze the various options for forms of local government and ensure the community is educated on these options.
Target: Research completed by 2019.
- B. Pursue options that could give the community better access to state tax dollars, i.e. LIFT, class rating of Hopkinsville.
Target: ongoing

Goal IV: Economic Growth Tourism, Industry, Small Business

It is acknowledged that the overall goal of this plan is to improve the economy and thus the experience of individuals in this community. There are specific ways the economy may be improved and thus the living standards of the community. Evidence of economic growth to the public is typically viewed as new and expanded businesses.

Key Performance Indicators:

- A. Raise the median household income by 10% by 2020.
- B. Raise the per capita income by 10% by 2020.
- C. An overall 10% increase in economic indicators by 2020; i.e sales tax revenue, payroll tax revenue, property tax revenue, utility connections, number of jobs, decrease in unemployment rate.

Objective 1 - Improve tourism opportunities

- A. Pursue diverse tourism opportunities based on what this community already offers.
Target: ongoing
- B. Evaluate current tourism opportunities by completing an analysis of how much of an economic impact all current tourism efforts bring to this community.
Target: Analysis by 2018.
- C. Prepare for the 2017 Solar Eclipse and the expected influx of tourists that will come to Christian County. After the Eclipse has occurred provide a report to the community reviewing the economic impact.
Target: Report by 2018.

Objective 2- Continue to support existing industry with an emphasis on manufacturing and agriculture

- A. Support and advocate for continued improvement of access to available transportation infrastructures to meet the needs of our industry.
Target: ongoing.
- B. Pursue additional industries to locate in Christian County and encourage institutions of higher education to train and retrain individuals to meet the needs of these industries as well as the needs of our current industries.
Target: A 15% increase in manufacturing jobs by 2020.

Objective 3 – Improve retail opportunities

- A. Assist local retailers through campaigns to encourage people to shop locally and to bring in dollars from outside the community.
Target: A 10% increase in local sales by 2020.

- B. Assist and recruit new retailers to Christian County by ensuring brokers and developers have all needed community information.
Target: ongoing

Conclusion

The 3rd phase of the Community Vision Plan is intended to be a guiding entity to lead this community to the next level of success. It is not meant to be an inclusive plan and is based primarily on the research that was completed during the research phase. This plan should be viewed as the next step and its success will depend on the effort of multiple community partners.

Christian County is experiencing accelerated momentum currently and this plan is intended to keep that momentum alive and not interfere in work that is already being done within the community. Some initiatives were not included because they are already viable and established within the community; this plan is intended to help strengthen what needs to be strengthened and to offer new initiatives where needed.

Appendix A Objective Chart

GOAL	OBJECTIVE	KEY PERFORMANCE INDICATOR	TARGET COMPLETION DATE	RECOMMENDED COMMUNITY PARTNERS	
I Education Pg 8-10	1.A.	I. C. , I. B.	Training implement by 2018	Christian County Public Schools, Community Vision Plan	
	1.B.	I. C.	Program implement by 2018	Hopkinsville Community College, Murray State University, Community Vision Plan	
	2.A.	I. A. , I. B.	Research by 2018 Implement by 2020	Community Vision Plan, Christian County Public School, Head start	
	2.B.	I. A. , I. B. , I. C.	Ongoing	Community Vision Plan, Christian County Public Schools, Christian County Head Start	
	3.A.	I. A. , I. B.	2020	Community Vision Plan, Christian County Public Schools	
	3.B.	I. C.	Ongoing	Community Vision Plan, Hopkinsville Community College, Murray State University	
	4.A.	I. A. , I. B.	Ongoing	Hopkinsville Christian County Public Library, Community Vision Plan	
	4.B.	I. A. , I. B.	Ongoing	Museums of Historic Hopkinsville, Community Vision Plan	
	4.C.	I. C.	Ongoing	Hopkinsville Community College, Murray State University, West Kentucky Workforce Investment Board	
	II Engage Leaders Pg 11-12	1.A.	II. B.	2020 – 10% increase	Community Vision Plan, Youth Agencies
		1.B.	II. C.	2020	Community Vision Plan, City of Hopkinsville, Various
		1.C.	II. A. , II. B	2017	Leadership Hopkinsville – Christian County, Christian County Chamber of Commerce, Focus 21 st Century
2.A.		II. C.	2020	Community Vision Plan	
2.B.		II. A. , II. B.	2020	HCC Leadership, Chamber, Focus 21 st Century	
3.A.		II. C.	Ongoing	Community Vision Plan, Christian County Chamber of Commerce,	
3.B.		II. C.	Ongoing	Community Vision Plan, Christian County Chamber of Commerce, City	

GOAL	OBJECTIVE	KEY PERFORMANCE INDICATOR	TARGET COMPLETION DATE	RECOMMENDED COMMUNITY PARTNERS
				of Hopkinsville, Hopkinsville – Christian County Convention and Visitors Bureau
	3.C.	II. C.	Ongoing	Community Vision Plan
	3.D.	II. C.	Ongoing	Community Vision Plan
III Enhancement of Infrastructure Pg 13-14	1.A.	III. B.	2020	City of Hopkinsville, Pennyryle Allied Community Services
	1.B.	III. B	2020	City of Hopkinsville
	1.C.	III. B.	2020	City of Hopkinsville
	2.A.	III. A.	2020	Community Vision Plan, City of Hopkinsville, Christian County Government, Community Development Services
	2.B.	III. C.	Ongoing	Community Development Services, City of Hopkinsville
	2.C.	III. A.	2018	Community Vision Plan, Community Development Series
	3.A.	III. B.	Ongoing	City of Hopkinsville, Christian County Government
	3.B.	III. B. , III. C.	Ongoing	City of Hopkinsville, Christian County Government, Christian County Chamber of Commerce
	4.A.	III. C.	Ongoing	Pennyroyal Arts Council
	4.B.	III. A. , III. C.	Ongoing	City of Hopkinsville, Christian County Government
	5.A.	III. A.	Ongoing	Christian County , City of Hopkinsville, Chamber of Commerce, Hopkinsville Electric System
	5.B.	III. A , III. C.	Ongoing	Christian County Government, City of Hopkinsville, Christian County Chamber of Commerce
	5.C.	III. A	2020	City of Hopkinsville, City of Oak Grove
	6.A.		2019	Community Vision Plan
	6.B.		Ongoing	Chamber of Commerce, City of Hopkinsville, Christian County Government

GOAL	OBJECTIVE	KEY PERFORMANCE INDICATOR	TARGET COMPLETION DATE	RECOMMENDED COMMUNITY PARTNERS
IV Economic Growth Pg 15-16	1. A.	IV. C.	Ongoing	Hopkinsville – Christian County Convention & Visitors Bureau
	1. B.	IV. C.	2018	Hopkinsville – Christian County Convention & Visitors Bureau
	1. C.	IV. C.	2018	Hopkinsville – Christian County Convention & Visitors Bureau
	2. A.	IV. A. , IV. B. , IV. C.	Ongoing	Southwest Economic Development Council, Community Vision Plan
	2. B.	IV. A. , IV. B. , IV. C.	2020	Southwest Economic Development Board, Hopkinsville Community College, West Kentucky Workforce Investment Board
	3. A.	IV. C.	2020	Christian County Chamber of Commerce, Community Vision Plan
	3. B.	IV. C.	Ongoing	Southwest Economic Development Council, City of Hopkinsville, Christian County Government, Christian County Chamber of Commerce

Appendix B Community Comparison from 2004 – 2014

	2004	2014
Graduation Rate of Christian County Public Schools Students	71.50%	81.30%
Christian County Public Schools Attendance Rate	94.31%	94.90%
Cumulative Participants in Parent University	N/A	262
Participants in Partners in education	N/A	50
ACT Composite (Christian County Public Schools)*	20.1	18.4
Math	19.4	17.9
Reading	20.3	18.8
Science	20.4	18.6
English	19.9	17.9
Per Capita Income	\$16,819	\$18,834
Median Household Income	\$33,485	\$38,904
Manufacturing/ Distribution Jobs (Full time/ Permanent)	3,566	6,754
Total Equivalent Payroll	\$755,421,000	\$1,006,762,000(estimate)
Diversity Events Cumulative Participation	N/A	3000
County Population	64,062	74,167
Number of Residential Units Added	68	32
Sporting Tournament by Parks and Recreation	7	20

Information provided by Pennyriple Area Development District.

*ACT was optional for 11th grade students in 2004.

Appendix C

Community Accomplishments Since 2004

Programmatic Accomplishments

- Established the Partners in Education program in every public school.
- Established Leadership Education Academy for teachers.
- Held Education Summits from 2008-2012.
- The Rotary Scholars program was established, giving all graduates of any high school in Christian County the opportunity to attend two years at Hopkinsville Community College at no cost once certain criteria were met.
- Established the Entrepreneur Conference.
- Established the 2014 EI Business Plan Competition to help entrepreneurs get started.
- Population grew by 10,000.
- Pennyriple Parkway extension completed to I-24.
- Established the Inner City Rez program.
- Established and grew the International Festival to over 3000 in attendance.
- Conducted Study Circles.
- Conducted Diversity Conferences.
- The new Lifelong Leadership Program was established through Hopkinsville Community College's Chamber University to offer opportunities for developing leadership skills to last a lifetime.
- Downtown Farmers Market opened.
- Created reports for the community such as, Focus on Diversity, Stakeholder Report, Focus on Education and Benchmark Report.

Measurable Outcomes

- Christian County moved to the 61st percentile (2013-2014) up from the 42nd percentile (2012-2013) in Public Education.
- Christian County deemed a Work Ready In-Progress community.
- Population grew by 10,000.
- Pennyriple Parkway extension completed to I-24.
- Improved directional signage around Hopkinsville.
- The City of Hopkinsville completed the first phase of the Hopkinsville Greenway System.
- The CVB launched their new responsive website www.visithopkinsville.com to conform to current technology users with tablets and smart phones.
- Christian County is 12th in county tourism in Kentucky.
- Invested in the Downtown Renaissance District and has experienced revitalization in downtown Hopkinsville.

