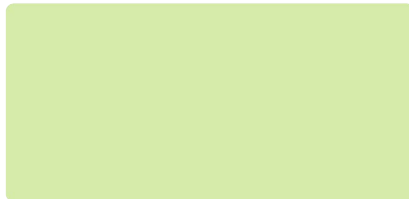
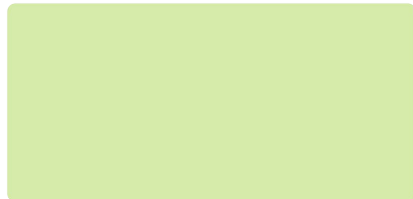
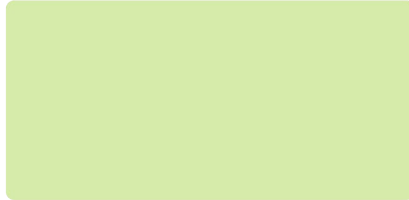
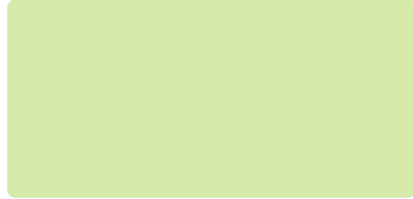
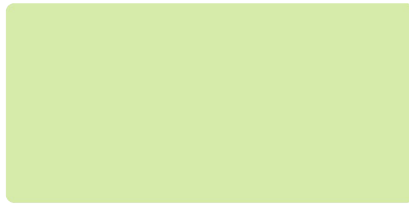
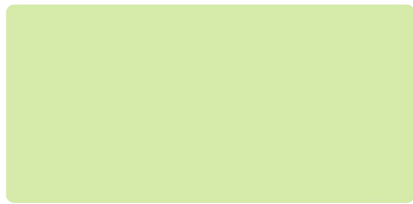




LOCAL FOODS, LOCAL PLACES

Technical Assistance Program



Local Foods, Local Places
Community Action Plan
for Albany, Kentucky
October 2017



Local Foods, Local Places Technical Assistance Workshop

For more information about Local Foods, Local Places visit:

<https://www.epa.gov/smartgrowth/local-foods-local-places>

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Community Story

Albany, Kentucky, is located just six miles north of the border with Tennessee in central Kentucky, and the city serves as the seat of Clinton County. Legend has it that the city's name is not an homage to the Albany located in New York, but rather a tribute to a certain tavern-owning city founder, Benjamin Dowell. A rallying cry in support of Mr. Dowell—"All for Benny"—was diluted into the more manageable "Albany" and the rest, as they say, is history.

Albany is a small city—just 2.25 square miles—with a population of just 2,000 residents (2016).¹ While Albany is a small city, its status as the county seat means that the city serves as an administrative and economic hub for the county. Several regional retailers are in Albany along with a variety of community and social service providers. Many of these community services are shared between the city and the county, including schools, the chamber of commerce, and more. The city and county also share an interesting history. During the American Civil War, the county's location (in Unionist Kentucky) was close enough to the rebel-held state of Tennessee to suffer regular damages from raiding confederates described as "lawless vandals [who] typically stole, killed, and burned out of personal spite, and often in response to pre-war grudges, rather than for any practical military goal."² The Clinton County courthouse (located in Albany) was burned down in by raiders in 1864.

More recently, Albany and Clinton County have become popular recreation destinations following the creation of man-made reservoirs in the mid-20th century.³ As rivers were dammed for hydroelectric power, two large lakes were formed—Lake Cumberland and Dale Hollow Lake. These waterbodies attract nature and water lovers from across the state and beyond.

Over a quarter of Albany and Clinton County residents are employed in manufacturing trades.⁴ Healthcare and social assistance (13.9 percent of residents) and educational services (10.3 percent of residents) are the next largest employers in the county (Figure 3). The median income for residents is just over \$19,000 in the city of Albany and just over \$28,000 in Clinton County.⁵ The poverty rate in



Figure 1 – Albany is the seat of Clinton County, Kentucky. Image Credit: Renaissance Planning

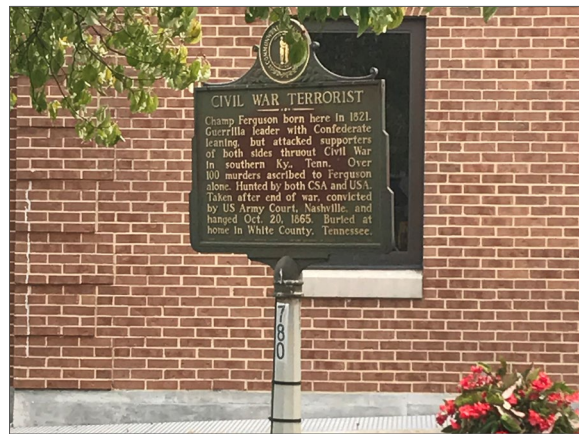


Figure 2 – A marker describes a unique part of Albany's history. Image Credit: Renaissance Planning

¹ US Census Bureau. "American Fact Finder: Annual Estimates of the Resident Population: April 1, 2010 to July 1, 2016." <https://factfinder.census.gov/faces/tableservices/jsf/pages/productview.xhtml?src=CF>. Accessed Sep. 25, 2017.

² Tim Talbott. "Courthouse Burned," ExploreKYHistory. <http://explorekyhistory.ky.gov/items/show/546>. Accessed Sep. 25, 2017.

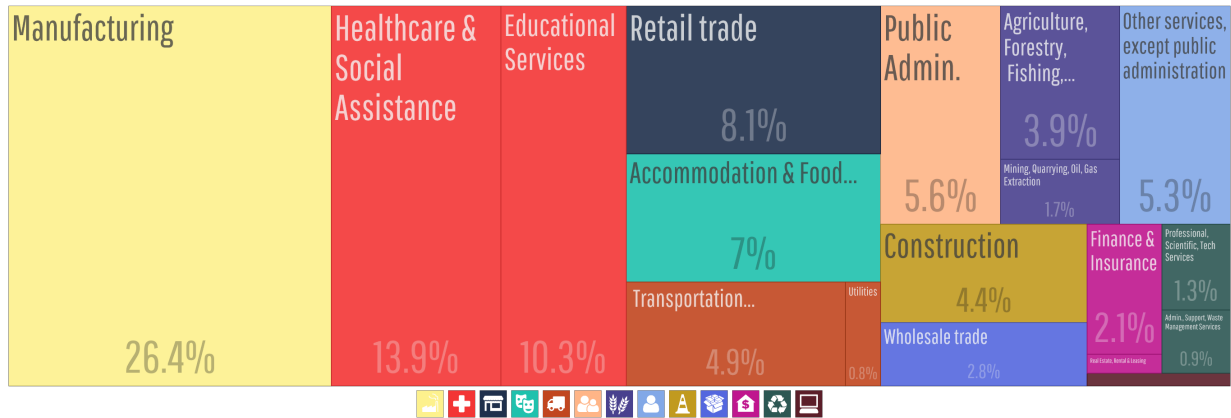
³ Kentucky Historical Society. "Explore Clinton County, Kentucky." <http://explorekyhistory.ky.gov/tours/show/36>. Accessed Sep. 25, 2017.

⁴ US Census Bureau. "2015 ACS 5 year estimate median household income, city of Albany, Kentucky." https://factfinder.census.gov/faces/nav/jsf/pages/community_facts.xhtml. Accessed Sep. 25, 2017.

⁵ U.S. Census Bureau. "2015 ACS 5 year estimate median household income, Clinton County, Kentucky." https://factfinder.census.gov/faces/nav/jsf/pages/community_facts.xhtml#. Accessed Sep. 25, 2017.

Employment by Industries in Clinton County

For anonymity, the ACS 1-year estimate groups industries by coarse parent groupings.



Dataset: ACS 5-year Estimate
Source: Census Bureau

DATAUSA:

Figure 3 – Employment by industry for Clinton County, Kentucky. Image Credit: Data USA

Albany (37.1 percent) is high compared to both Clinton County (24.3 percent) and the state of Kentucky (18.9 percent).⁶ There is a grocery retail surplus in Albany, and the city does not have any USDA-designated food deserts, but 16.5 percent of the population still struggles with food insecurity.⁷ Rates of adult obesity, diabetes, and heart disease in Albany and Clinton County track closely with rates for Kentucky overall. More recently Albany has been affected by the opioid over-prescription crisis and the city is struggling to respond to the needs of active and recovering substance abusers. A full community data profile is available in **Appendix A**.

Many organizations and agencies in Albany are responding to the need to improve economic conditions and poor health outcomes of residents by increasing access to fresh, healthy food and by making local food a key part of the community’s economic and community development strategies. Some critical partners include the UK Cooperative Extension Service, Clinton County Schools, the Clinton County Community Foundation, and the Albany/Clinton Chamber of Commerce.

In 2016, Clinton County Cooperative Extension Service in Albany requested assistance through the Local Foods, Local Places program to develop an action plan for promoting local food systems and a healthy, walkable, economically vibrant community. The goals of the Local Foods, Local Places program are to create:

- More economic opportunities for local farmers and businesses.
- Better access to healthy, local food, especially among disadvantaged groups.
- Revitalized downtowns, main streets, and neighborhoods.

The Local Foods, Local Places program is supported by the U.S. Environmental Protection Agency (EPA), the U.S. Department of Agriculture (USDA), the U.S. Department of Transportation (DOT), the Centers for Disease Control and Prevention (CDC), the Department of Housing and Urban Development (HUD),

⁶ U.S. Census Bureau. “2015 ACS 5 year estimate, poverty status in the past 12 months, city of Albany, Clinton County, State of Kentucky.” https://factfinder.census.gov/faces/nav/jsf/pages/community_facts.xhtml#. Accessed Sep. 28, 2017.

⁷ Feeding America. “Map the Meal Gap.” <http://map.feedingamerica.org/county/2015/overall/kentucky/county/clinton>. Accessed Sep. 29, 2017.

the Appalachian Regional Commission (ARC), and the Delta Regional Authority (DRA). Albany was one of 24 communities across the United States selected to participate in the program in 2017.

A variety of community partners came together in Albany to form a Local Foods, Local Places steering committee in preparation for this technical assistance award (see Figure 4). Following the LFLP workshop, this committee is expanding and formalizing their group by convening regular “Albany Revitalization Committee” meetings, hosting community events, and fostering partnerships on projects to implement the goals and actions outlined in this report.

In their request for Local Foods, Local Places technical assistance, Clinton County Cooperative Extension Service and the steering committee identified as primary goals improving the walkability of the downtown area and developing extended walking and biking trails. Additionally, the Clinton County Cooperative Extension Service wanted to create a second downtown farmers market location and promote easier access to businesses and services, community activities, and locally grown foods that are affordable.

The remainder of this report and appendices document the engagement process, the workshop activities, and most importantly, the action plan and next steps for achieving the community’s goals. Over the course of three planning calls and workshop discussions, the community’s goals evolved from those in the initial request for technical assistance to the four shown later in this report. They reflect the holistic, collaborative approach to community development already underway in Albany, Kentucky.

Engagement

The technical assistance engagement process for Local Foods, Local Places has three phases, illustrated in Figure 6 below. The assessment phase consists of three preparation conference calls with the steering committee to establish the workshop goals, agenda, logistics, and stakeholder invitation lists. The convening phase includes the effort’s capstone event—a two-day workshop in the community. The next steps phase includes three follow up conference calls as well as process reporting and documentation.

LOCAL FOODS, LOCAL PLACES STEERING COMMITTEE MEMBERS

Christy Neutzman, UK Cooperative Extension Service

Colby Guffey, UK Cooperative Extension Service

Charlotte Nasief, Clinton County Schools

Sandra Pharis, AES/ECC Family Resource Center

Melissa Smith, City of Albany

Deputy Judge Joy Armstrong, Clinton County Fiscal Court

Figure 4 – LFLP Steering Committee in Albany.



Figure 5 – Downtown Albany. Image Credit: Renaissance Planning

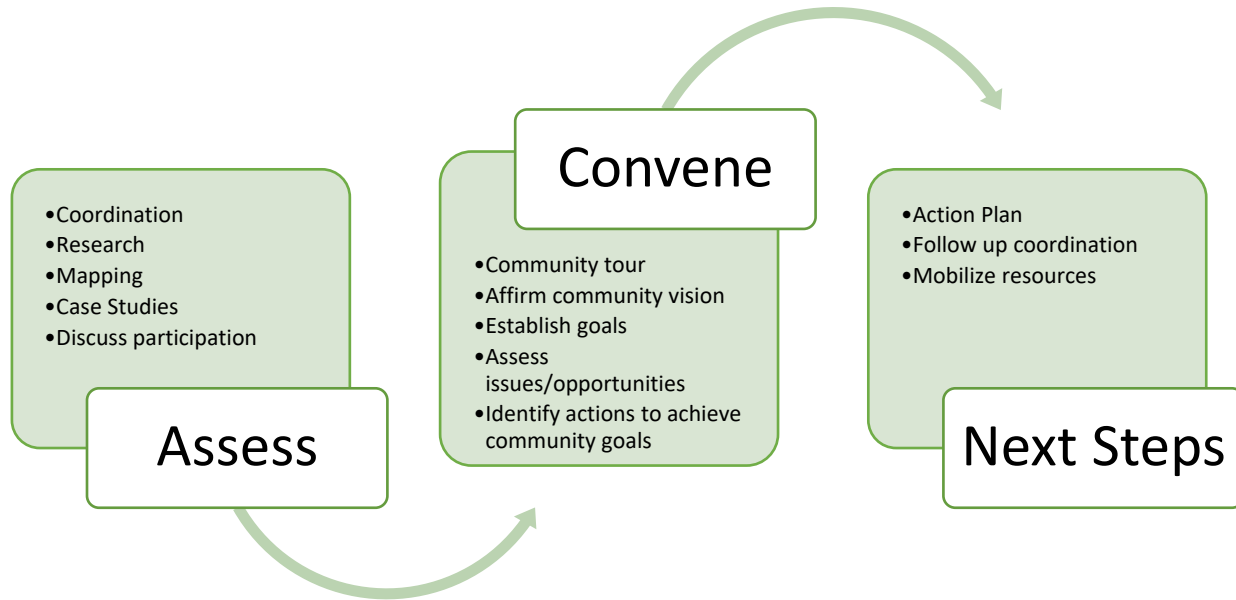


Figure 6 – Local Foods, Local Places Technical Assistance Process Diagram

The community workshop was held on August 22nd and 23rd, 2017. It included a small lunch gathering with the steering committee members and federal partners, a tour of the community, and an evening community meeting at Albany First Baptist Church in downtown Albany on Day 1 and an action-planning session, also at Albany First Baptist Church on Day 2. The workshop sign-in sheets are provided in **Appendix B**.

Community Tour

The Local Foods, Local Places steering committee organized lunch on August 22nd with key stakeholders at Corner Stone Restaurant, located in a renovated downtown building, to introduce the project to the technical assistance team consisting of consultants and federal agency representatives (Figure 7). Following lunch, the steering committee led a tour of key places and projects in downtown Albany including the county courthouse, some of downtown’s legacy businesses including Dyer Drug and Clinton Jewelry, and the future location of the new downtown farmers market. The local team also pointed out some of downtown’s more dangerous intersections and pedestrian crossings.



Figure 7 – Lunch at the Corner Stone in downtown Albany. Image Credit: Renaissance Planning

The tour provided an overview of the city’s challenges and opportunities and allowed for informal discussions about the local food system and place-making efforts. Several of the locations visited are shown in pictures here and in **Appendix C**.

Vision and Values

The workshop was attended by about 20 Albany residents and federal agency representatives. During the community meeting on August 22nd, the technical assistance team facilitated a series of exercises that captured the group’s aspirations for the future of Albany and their understanding of the current challenges and opportunities relating to the city’s food economy and placemaking efforts.

First, every person in the room was asked to stand up and complete the sentence: “*I believe that my community...*” or “*I believe that local foods in Albany can...*”. This exercise captured how residents feel about their community and role that local foods can play in Albany’s future. Participants then used index cards to outline the challenges in achieving their vision, and opportunities that can help Albany overcome those barriers. The community produced ideas that are summarized in Figure 8 and presented in **Appendix D —Workshop Feedback**.

The visioning exercises revealed many of the group’s aspirations, including healthier foods; more farms and mobile markets; more tourists downtown; having downtown serve as a community gathering place; having enough members to support a CSA; education; and getting youth, schools, and students involved.

This positive, forward-thinking framework of values and visions for the future created the foundation for the remaining workshop activities. The first day concluded with a review of the workshop goals and discussion about the direction for action planning to follow the next day. These goals were further refined, evolving into the action plan implementation tables detailed at the end of this report. In addition to creating the action plan, the second day of the workshop included presentations of case studies by the consultant team covering farmers market best practices, farm incubator programs, downtown revitalization, and other relevant technical information.

Action Plan

The culminating product of the workshop is a community action plan. Albany’s plan is organized around four community goals and includes supporting actions the participants identified at the workshop and during follow-up calls. The following action plan matrix identifies desired actions, key next steps, and defines roles and responsibilities for moving forward. A list of funding resources (**Appendix E**) and references (**Appendix F**) are provided to aid the community in implementing the action plan.

CHALLENGES AND OPPORTUNITIES

Challenges:

- Limited transportation options
- Lack of funding for farmers market
- Low-income population
- Substance abuse
- Dangerous roads
- Lack of connectivity and safe walking and biking infrastructure

Opportunities:

- School district/youth initiatives in food-related activities
- Entrepreneurial-minded new business owners in food and downtown retail/restaurants
- Mixed use, historic downtown with handful of owners where there may be opportunities for second story residential
- Enhanced communication and collaboration on food and economic development
- Strong private, nonprofit, and public-sector funding options

Figure 8 – Workshop Participants’ summarized thoughts on the challenges and opportunities present in the local food system and downtown revitalization efforts.

GOAL 1: Convene a formal, permanent committee or coalition to champion local food initiatives and help promote downtown revitalization.

In Albany, there are many players working on various pieces of the food system and downtown revitalization but there is no overarching organization that brings these individuals and groups together. Right now, people and groups are trying to make these things happen on their own, which has resulted in some progress, but also some missed opportunities to bring in new voices and new people to get things done. A formal group could help to plan, prioritize, and promote efforts related to strengthening the local food economy and advancing downtown revitalization efforts. The group could serve as a source for connecting partners, leveraging resources, conducting regular meetings, communicating plans and initiatives, and engaging the city to make local food and revitalization top priorities. Other communities that have convened groups of this kind have found that working towards common goals through clear channels of communication results in greater efficiency and less duplication of efforts and expands the reach of scarce resources.

Action 1.1: Enlist workshop participants to form a new coalition promoting local foods and downtown revitalization.	
What this is and why it is important	The Local Foods, Local Places (LFLP) technical assistance identified willing participants who are already engaged and who are interested in seeing the workshop goals realized. These workshop participants are the ideal starting point for a steering committee to establish a broader coalition. It is important to connect with participants soon so that this initiative does not lose momentum.
Measures of success	<ul style="list-style-type: none"> • Identify who needs to be involved. • Potential new committee members are identified and contacted to gauge interest. • Convene a coalition kickoff meeting and identify several initial projects this new group could tackle. • Hold regular meetings with set agendas and track progress.
Timeframe	<ul style="list-style-type: none"> • 0-3 months: Identify potential participants and reach out • 3-6 months: Convene kickoff meeting
Lead	Christy Nuetzman, Clinton County Cooperative Extension, Family and Consumer Services Agent
Supporting cast	<ul style="list-style-type: none"> • LFLP steering committee • Local and non-local organizations • Mayor, judge, or another designated city representative to serve on steering committee who is accountable for participating and reporting back to the City of Albany
Costs and/or resources needed	<ul style="list-style-type: none"> • Staff time • Volunteers • Space/resources for meetings
Possible funding sources	N/A

Action 1.2: Communicate and promote coalition projects.	
What this is and why it is important	Communicating and promoting projects will not only help inform the community about the work of the coalition, but it can also help to attract the interest of potential new members. It will be critical for the coalition to maintain a sustainable level of membership to move initiatives forward and to avoid the burnout of active members. Albany is a small city and keeping the coalition front and center may demonstrate the importance of the group to the health of the community.
Measures of success	<ul style="list-style-type: none"> • Publish newspaper articles on workshop describing goals and potential projects and inviting others to join coalition. • Connect with Fiscal Court and City Council and hold a meeting to discuss the action plan and LFLP efforts. • Establish ongoing method of communication to promote progress on key initiatives.
Timeframe	<ul style="list-style-type: none"> • 0-3 months: Article and follow up meeting • 0-3 months: Hold meeting with city staff and elected officials • 3 months/ongoing: Regular communication with key stakeholders and residents
Lead	LFLP Steering Committee/new coalition
Supporting cast	<ul style="list-style-type: none"> • Local media • City staff and elected officials
Costs and/or resources needed	<ul style="list-style-type: none"> • Staff time • Volunteers
Possible funding sources	N/A

Action 1.3: Coalition meets and communicates with the city and county to identify shared goals and better understand available public resources and municipal funding priorities.	
What this is and why it is important	Workshop attendees were uncertain about city and county spending and budgets and the priorities of each. They also felt that there might be opportunities to incorporate food- and revitalization-related goals into the current municipal funding structures. Meeting and communicating with the city and county can help all parties to understand the priorities of each and perhaps lead to funding realignment.
Measures of success	<ul style="list-style-type: none"> • Hold a meeting with city and county staff to share key outcomes of technical assistance and key project priorities. • Communicate how the coalition’s goals align with community betterment goals and seek specific opportunities for integrating supporting projects/programs into future city budgets. • Identify specific ways that the coalition and municipal partners can work together and advance priority projects for funding and implementation.

Action 1.3: Coalition meets and communicates with the city and county to identify shared goals and better understand available public resources and municipal funding priorities.	
Timeframe	<ul style="list-style-type: none"> • 0-3 months: hold introductory meeting with city and county staff. • 3-6 months: identify coalition funding/project priorities that align with larger city goals and formally request (through a memo or other means) that these priorities be considered during the next budget cycle. • 3-6 months: communicate with residents, community stakeholders, and elected officials on benefits of specific project priorities, and build broad-based support within the community to demonstrate support to the city and county.
Lead	LFLP Steering Committee/new coalition
Supporting cast	<ul style="list-style-type: none"> • City and county staff • City and county elected officials • Residents and organizations with an interest in identified projects/priorities
Costs and/or resources needed	<ul style="list-style-type: none"> • Staff time • Volunteers
Possible funding sources	N/A

GOAL 2: Transform downtown Albany into a safe and vibrant place where people want to visit, socialize, live, and work.

Downtown Albany is not currently the lively, inviting place that it once was. Yet revitalization is a definite possibility given the compact, mixed-use, and traditional design of the downtown; the street-fronting businesses; its historic role as the center of the county; and the flow of visitors through town heading to nearby lakes, which are major tourists destinations. In recent years, several new retail businesses have joined the existing legacy businesses, bringing a spark of life back to the commercial center of Albany. However, the center of the city also serves as a major thoroughfare for regional traffic, creating some conflicts between safe walking and biking and higher-speed auto traffic. Additionally, the downtown remains a daytime-only center of activity. Most of the local businesses close before dark, creating a sense of desolation in the evening. One key initiative the LFLP steering committee sees as a potential catalyst for supporting downtown revitalization is to move the farmers market to a new, downtown location and create a regular program of activities on site to attract residents and visitors. Other supporting actions for downtown revitalization include locating businesses in downtown that cater to tourists, working with existing local businesses to identify ways to increase sales, and bringing more housing downtown through adaptive reuse of space above ground floor businesses for residential and exploring the feasibility of more senior living options downtown.

Action 2.1: Form a committee to establish a dedicated farmers market manager to plan, manage, and promote a new downtown farmers market.	
What this is and why it is important	One of the keys to creating a successful farmers market is to have a consistent number of vendors and offerings that make it attractive and reliable for customers to regularly visit and find products they need or want. The current farmers market at Mountain View park lacks this level of predictability and at times must compete with other activities in the multi-purpose building on site. This lack of consistency makes it difficult to attract both new food vendors and customers. Another best practice is to create a diverse program of complementary activities and products (cooking demos, music, local artisans and crafts, ready-made foods, etc.) that can attract a wider customer base. To accomplish these goals, it is important to establish a dedicated group or individual to manage and promote the market. These activities could include soliciting and scheduling of vendors; reaching out to adjacent businesses to partner on promotional downtown events; advertising the market; regularly identifying vendor and customer needs, and adapting market operations accordingly, etc.
Measures of success	<ul style="list-style-type: none"> • Management structure determined (group or individual). • Business plan for farmers market developed. • By-laws and requirements for vendor participation at farmers market created. • Marketing and outreach plan for market created. • New market downtown is opened with more vendors and customers than the Mountain View Park location.
Timeframe	<ul style="list-style-type: none"> • 0-3 months: Identify funding to support a market manager or form a volunteer committee to manage the market. • 0-3 months: Finalize market by-laws for management and operation. • 0-3 months: Identify partner interests – who does the market need to engage with in downtown or in the community? • 3-6 months: Contact people who would like to serve on a farmers market committee to support management and growth of the market as a catalyst for food entrepreneurs and downtown revitalization. • 3-6 months: Reach out to potential market vendors (growers, value-added producers, crafts people, etc.). • 3-6 months: Begin to develop a roster of confirmed vendors for the market, based on market by-laws (fees, who can participate, etc.). • 6-12 months: Begin communications to advertise new market for summer of 2018.
Lead	LFLP Steering Committee (to identify market manager or management organization)
Supporting cast	<ul style="list-style-type: none"> • Clinton County Cooperative Extension • Market vendors • Local businesses

Action 2.1: Form a committee to establish a dedicated farmers market manager to plan, manage, and promote a new downtown farmers market.	
Costs and/or resources needed	<ul style="list-style-type: none"> • Salary for a market manager • Staff time • Volunteers • Promotional materials for market • Market operational costs (water, electric, vendor amenities)
Possible funding sources	<ul style="list-style-type: none"> • USDA Agricultural Marketing Service grant • City of Albany • Clinton County • Market vendor fees • Donations

Action 2.2: Host a promotional event at the new farmers market site.	
What this is and why it is important	A promotional event or “soft opening” is an opportunity to spread the word about the new market location. This could be done in conjunction with an ongoing event such as the Foothills Festival or a car show to ensure broad exposure to the market. Vendors could offer a small sampling of seasonal produce or hand-crafted items to give a sneak peak of what will be available at the full market. Other offerings could be available such as live music or face painting to attract many visitors and begin to establish the new location as a community gathering place.
Measures of success	<ul style="list-style-type: none"> • Meet with the Chamber of Commerce and the Clinton County Farmers Market Association to plan an event for fall or winter 2017/18 at the new farmers market site in downtown. • Hold a farmers market “soft opening” event in December to promote the new market location. • A state legislator attends the market preview.
Timeframe	<ul style="list-style-type: none"> • 0-3 months: Meet with Chamber of Commerce and Clinton County Farmers Market Association to discuss and plan event. • 0-3 months: Contact potential vendors and entertainment for event. • 0-3 months: Ensure adequate infrastructure is in place at new market site to host event. • 3 months: Host holiday “soft opening.”
Lead	LFLP Steering Committee or new market management group
Supporting cast	<ul style="list-style-type: none"> • Clinton County Cooperative Extension (Christy Nuetzman Guffey) • Albany/Clinton Chamber of Commerce (April Speck) • Clinton County Schools (could provide music/other entertainment) • Clinton County Community Foundation
Costs and/or resources needed	<ul style="list-style-type: none"> • Stage • Marketing/promotion • Event costs • Staff or volunteer time

Action 2.2: Host a promotional event at the new farmers market site.

Possible funding sources	Banks or local business sponsors
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Action 2.3: Engage Clinton County Tourism Commission, Clinton County Industrial Development Authority, and Albany/Clinton County Chamber of Commerce in jointly identifying and developing tourism opportunities.

What this is and why it is important	Organizations with a variety of interests can work together to promote downtown revitalization and more. Joint efforts can range from events planned together to larger undertakings such as working towards eliminating vacant space downtown, helping property owners renovate and adaptively reuse rundown buildings, or providing business support services (e.g. advertising, professional services, micro-loans, etc.) The combined economic development resources of Albany and Clinton County can be brought to bear in targeting business growth in downtown and ensuring that scarce resources are being used efficiently.
Measures of success	<ul style="list-style-type: none"> • Convene a joint meeting between the LFLP Steering Committee, Clinton County Tourism Commission, Clinton County Industrial Development Authority, and Albany/Clinton County Chamber of Commerce. • Hire a Main Street Coordinator for Albany (or shared between Albany and another nearby city). • Design a downtown brand/logo based on the character of the city and county. • Cooperatively develop a strategy to encourage/incentivize new businesses to locate downtown.
Timeframe	<ul style="list-style-type: none"> • 0-3 months: Hold meeting between organizations. • 3-6 months: Investigate the feasibility of a city-led branding campaign; investigate alternative options such as a student-led design project. • 3-6 months: Identify potential sources of funding for a Main Street Coordinator. • 6-12: Develop a cooperative strategy for encouraging downtown business reinvestment.
Lead	Albany/Clinton County Chamber of Commerce (April Speck)
Supporting cast	<ul style="list-style-type: none"> • LFLP Steering Committee • Clinton County Tourism Commission • Clinton County Industrial Development Authority • Kentucky Main Street Program • Downtown business owners/property owners • Prospective business owners
Costs and/or resources needed	<ul style="list-style-type: none"> • Main street Coordinator • Staff time • Volunteer time • Possible incentives for downtown businesses or property (clean and paint)

Action 2.3: Engage Clinton County Tourism Commission, Clinton County Industrial Development Authority, and Albany/Clinton County Chamber of Commerce in jointly identifying and developing tourism opportunities.

Possible funding sources	<ul style="list-style-type: none"> • Grant funding to support a Main Street Coordinator position • City of Albany • Establish a downtown business improvement district
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Action 2.4: Survey business owners about their interest in downtown revitalization and publish the results.

What this is and why it is important	Right now, it is not clear what the downtown business community needs and what is working and not working for them. A brief survey administered to business owners can help to clarify what can be done to better support businesses in Albany and the changes that businesses would like to see. It is also an opportunity to get feedback on a city branding campaign and foot traffic/sales in downtown. Once the survey is complete, existing initiatives and ordinances can be reviewed for effectiveness/appropriateness and a program to address their needs can be developed in conjunction with other LFLP initiatives described herein.
Measures of success	<ul style="list-style-type: none"> • 80% of downtown business owners and property owners respond to the survey. • Survey results are analyzed and published. • Based on responses, existing ordinances are reviewed, enforced, and modified as needed; additional programmatic or infrastructure investments are made in downtown; new partnerships are established. • Business owners and property owners feel like they are being supported.
Timeframe	<ul style="list-style-type: none"> • 0-3 months: Create survey. • 3-6 months: Conduct the survey. • 6-12 months: Review survey responses, publish results. • 6-12 months: Respond to survey findings.
Lead	Paula Little (Assistant Superintendent, Clinton County Schools)
Supporting cast	<ul style="list-style-type: none"> • LFLP Steering Committee • City staff • Elected officials • Downtown business owners and property owners • Volunteers to conduct survey
Costs and/or resources needed	<ul style="list-style-type: none"> • Time/staff to develop survey • Time/staff to conduct the survey • Incentives to encourage participation • Time/staff to analyze and publish results
Possible funding sources	TBD

Action 2.5: Assess the opportunities for increasing housing choices in downtown.	
What this is and why it is important	One of the best practices in downtown revitalization is to create a strong mixed-use environment where people can live, work, shop and recreate – all within walking distance or a short car ride. For restaurants and retail establishments, having nearby “rooftops” in addition to employees working downtown can significantly increase their customer base. For populations who are unable to drive or don’t have access to a car, living within walking distance to amenities like farmers markets, doctors’ offices, grocery stores, retail and community activities is another revitalization and community betterment strategy. Therefore, one of the additional opportunities to support downtown revitalization in Albany is to create more housing downtown to meet diverse needs including: senior housing, above-shop rental apartments or condos, an assisted living facility, live-work units (to support entrepreneurs or artisans), or town-style new single-family housing located within walking distance to the downtown square.
Measures of success	<ul style="list-style-type: none"> • Assess local policies and ordinances to determine what is allowable in the downtown district and areas within a half mile of downtown; modify as needed to allow a diverse range of housing and mixed-use buildings within this geography. • Evaluate existing buildings, existing residential lots, and vacant or underutilized lots to identify opportunities for infill development and adaptive reuse and renovation for housing. • Conduct outreach to property owners, developers, and local real estate professionals to assess interest and market feasibility for new housing development in downtown and identify key partners most interested in downtown opportunities. • Conduct outreach to regional senior resources to assess senior housing needs in the area and establish goals or needs for senior housing downtown. • Create new partnerships between city and local property owners to help facilitate new housing development downtown. • Increase the number of residents living within walking distance of downtown by 5% over the next five years.
Timeframe	<ul style="list-style-type: none"> • 0-6 months: Informal survey and outreach to local real estate, developers, senior service providers, property owners, housing advocates, and other interested partners to determine housing needs and opportunities in downtown. • 0-12 months: Assessment of local codes/ordinances and recommendations for any potential changes needed. • 6-24 months: Identify potential sites and locations for new housing developments; identify potential incentive packages as needed. • 24 months-5 years: Implement housing production plan in partnership with private property owners or other key stakeholders.
Lead	City of Albany

Action 2.5: Assess the opportunities for increasing housing choices in downtown.	
Supporting cast	<ul style="list-style-type: none"> Local Foods, Local Places Coalition Clinton County Community Foundation Local property owners Regional developers Kentucky Highlands Investment corporation
Costs and/or resources needed	Staff and volunteer time
Possible funding sources	<ul style="list-style-type: none"> HUD CDBG USDA Rural Development Kentucky Highlands Investment corporation

GOAL 3: Integrate ongoing work in pedestrian, bike, and walkability planning with fresh food access initiatives and revitalization efforts to improve community health and economic vibrancy.

Albany has recently invested a great deal of time in pedestrian and bike planning, through a collaboration with Virginia Tech’s Community Design Assistance Center and supported by a grant from the CDC. The grant funding allowed a visit from Mark Fenton, a planning and transportation consultant who provided several pedestrian and bicycle infrastructure recommendations that will serve as the foundation for future planning efforts. Virginia Tech is in the process of developing a Conceptual Trail Linkage Plan for Albany that will suggest alternatives for better connecting community assets along Business Route 127 and connecting outlying residential areas to downtown. Currently, the only means of access is along this dangerous high-speed roadway lacking any non-vehicle transportation infrastructure. People still walk and bike along the side of the road out of necessity, resulting in injuries and fatalities. As the new downtown farmers market comes on line and additional activities occur downtown, there is a need to conduct a comprehensive downtown assessment to identify specific opportunities to make it more attractive, safer, and convenient for people to walk or bike to and from downtown, and to move safely in and around downtown during daylight and evening hours.

Action 3.1: Obtain and review land use and transportation plans prepared by Albany/Clinton County.	
What this is and why it is important	Getting new bicycle and pedestrian plans adopted and projects implemented will be easier if they align with existing city goals. The overall vision for downtown Albany can be understood by reviewing plans and determining how new efforts can best be integrated with what is already planned or in place. Demonstrating synergies with existing efforts can help to build support for new initiatives by highlighting the benefits that are generated through mutual programmatic support. Additionally, it is often easier to secure funding when it can be demonstrated that a plan is in place.
Measures of success	<ul style="list-style-type: none"> Plans have been obtained and reviewed or it has been determined that there are no existing plans. Summary report created outlining any potential areas of overlap between existing plans and new bicycle/pedestrian/trail initiatives.

Action 3.1: Obtain and review land use and transportation plans prepared by Albany/Clinton County.	
Timeframe	<ul style="list-style-type: none"> 0-3 months: Call the county clerk’s office to request copies of any city/county comprehensive land use or transportation plans. 3-6 months: Review plans and determine if there are areas of mutual interest. 3-6 months: Produce summary report.
Lead	Clinton County Cooperative Extension (Christy)
Supporting cast	<ul style="list-style-type: none"> KDOT Clinton County Industrial Development Authority (IDA) Chamber of Commerce (April Speck) Lake Cumberland Area Development District
Costs and/or resources needed	<ul style="list-style-type: none"> Staff time Materials to produce report
Possible funding sources	<ul style="list-style-type: none"> KDOT USDA-RD HUD CDBG Clinton County Community Foundation

Action 3.2: Conduct a traffic calming study for the City of Albany.	
What this is and why it is important	Along Business Route 127 and in the downtown district, vehicles tend to travel fast with few physical or psychological signals in place to help reduce speed. Completing a traffic calming study in Albany might help identify interventions to slow vehicles down, making city streets safer for all users. There is a wide range of traffic calming solutions, from installing speed humps to narrowing roadways, allowing communities of all sizes and resource levels to find options that work.
Measures of success	<ul style="list-style-type: none"> Traffic calming measures are implemented in critical high-speed areas. Traffic speeds are reduced in downtown and along Business 127. Walkers and bikers feel (and are) safer.
Timeframe	<ul style="list-style-type: none"> 3-6 months: Identify funding or partners to support a traffic calming study. 6-12 months: Traffic calming study completed and presented to the public and key city/county officials.
Lead	Health Coalition (April Speck)
Supporting cast	<ul style="list-style-type: none"> KDOT Lake Cumberland Area Development District
Costs and/or resources needed	Cost to fund preparation of traffic calming study
Possible funding sources	<ul style="list-style-type: none"> Clinton County Community Foundation Kentucky Highlands Investment Corp. (Sandi Curd)

Action 3.3: Improve walking and bicycle access and connectivity to community assets along Business Route 127, downtown Albany, and the new farmers market location.	
What this is and why it is important	As already noted, the streets in Albany—both in downtown and beyond—are generally unsafe for those who rely on biking or walking as their main forms of transportation. Several interventions can be considered to help improve access, connectivity, and safety including creating a sidewalk and trail plan for downtown and between key community facilities, integrating features of Complete Streets, and making lighting and wayfinding improvements. More specifically, a trail from Golden Harvest Village to Mountain View Park could improve safety for a low-vehicle access population, and providing trails or sidewalks for Albany Manor residents might improve safety along Highway 738 where there is currently no pedestrian or bicycle infrastructure.
Measures of success	<ul style="list-style-type: none"> • Conduct a sidewalk assessment to identify problem areas in downtown. • Determine where the city has prioritized sidewalk improvements. • Conduct a community survey and needs assessment to determine desires for pedestrian and bicycle access. • Host an annual citywide walk or run. • Identify funding to implement plans.
Timeframe	<ul style="list-style-type: none"> • 0-3 months: Identify city sidewalk priorities. • 3-6 months: Complete a downtown sidewalk inventory and community survey/needs assessment. • 3-6 months: Start to identify potential funding sources for implementation. • 6-12 months: First annual walk/run.
Lead	Health Coalition (April Speck)
Supporting cast	<ul style="list-style-type: none"> • Clinton County judge • City of Albany • KDOT • Community and Economic Development Initiative of Kentucky
Costs and/or resources needed	<ul style="list-style-type: none"> • Time and money for assessments • Funding for accessibility and connectivity improvements
Possible funding sources	<ul style="list-style-type: none"> • USDA-RD • KDOT • US DOT TIGER Grant • Clinton County Community Foundation • Kentucky Highlands Investment Corporation

Action 3.4: Increase access for senior citizens to key community amenities and services through enhanced transportation options.	
What this is and why it is important	Senior citizens are a segment of the population who rely heavily on walking and transit. Currently, there is not a strong transportation network in place to ensure that seniors can meet their needs regularly. Ensuring that seniors have safe, appropriate access to the new farmers market location will allow these residents to participate more fully in the local food economy. Collaborations with community organizations and faith-based groups can help transport seniors to other locations and events on a consistent and scheduled basis.
Measures of success	<ul style="list-style-type: none"> • Seniors feel safer walking in downtown and to market. • Seniors can meet their needs by walking or utilizing regularly scheduled transit services. • Seniors are fully integrated into Albany’s community fabric.
Timeframe	<ul style="list-style-type: none"> • 0-3 months: Convene a senior citizen focus group to better understand the needs and challenges of Albany’s older residents. • 3-6 months: Reach out to organizations who might be able to help provide transportation to seniors and investigate the feasibility of forming a volunteer transportation/carpool collective. • 6-12 months: Revisit changes made to determine if they have been effective.
Lead	Downtown Revitalization Committee
Supporting cast	<ul style="list-style-type: none"> • Clinton County Health Department • Albany Housing Authority • Lake Cumberland Area Development District • Ministerial Association (Wayne Watts)
Costs and/or resources needed	<ul style="list-style-type: none"> • Time to convene focus group and analyze results • Time to organize and schedule transportation options • Management • Resources for vehicles
Possible funding sources	<ul style="list-style-type: none"> • U.S. HUD (contact: David Railey) • Charitable donations

GOAL 4: Support local producers and growers to promote more farming, crop diversity, higher production of value-added products, and local food-based entrepreneurship.

The farmers market is currently having a difficult time attracting new vendors and new customers. Determining ways to support local producers, growers, and food entrepreneurs can help establish a pipeline to the market that will make sure there is always a critical mass of supply and demand. The new market location in downtown will likely bring more traffic on market days due to increased viability. Consistency in days, times, vendors, and customers is important to success. Right now, the market lacks this consistency, which likely makes both vendors and customers hesitant to make the trip. Albany and Clinton County already have growers and producers at work and there is room to provide information and education to people of all ages to help attract even more traffic to the market. Integrating education with the existing curriculums at local schools helps spark interest in food-based businesses at

a young age. And providing opportunities for learning through other outlets such as the library can help to involve seniors, un/underemployed residents, and mothers of young children.

Action 4.1: Convene a focus group of current and potential farmers market vendors, producers, and customers.	
What this is and why it is important	Understanding the needs and challenges of vendors and customers will help to clarify the underlying local supply and demand of the market. Talking through issues can result in solutions that might result in more vendors and customers coming to market regularly. To accurately market and advertise the new market location, it will be helpful to know who plans to show up and what type of products will be available.
Measures of success	<ul style="list-style-type: none"> • Focus group results in a set of recommendations for the management of the new farmers market. • Vendors feel like they have the full support of the city and market management. • Customers know what they can expect and what is likely to be available when they arrive at the market. • Increase in both vendors and customers.
Timeframe	<ul style="list-style-type: none"> • 0-3 months: Conduct focus group and compile recommendations. • 3-12 months: Implement changes/recommendations as possible. • 9-12 months: Check in with vendors and customers and revisit recommendations based on feedback.
Lead	LFLP Steering Committee/new coalition or farmers market management
Supporting cast	<ul style="list-style-type: none"> • Clinton County Cooperative Extension • Appalachian Regional Commission • Kentucky Department of Agriculture • USDA Agricultural Marketing Service • Chamber of Commerce (April Speck) • Current Farmers Market Contact (Bob Reneau) • CEDIK
Costs and/or resources needed	<ul style="list-style-type: none"> • Time to convene focus group and compile results. • Costs associated with interventions to improve market.
Possible funding sources	USDA Agricultural Marketing Service Farmers Market Promotion Program

Action 4.2: Provide information and education to attract new growers/producers and support existing ones.	
What this is and why it is important	Offering education to all community members—from youth to seniors—can help promote growing, stimulate economic development, promote the new farmers market location, and support potential market vendors and food entrepreneurs. Growing food can also be therapeutic for those who are struggling to recover from substance abuse or other adverse life events.
Measures of success	<ul style="list-style-type: none"> • Workshops held for local producers and potential growers. • Community night held, highlighting the faces of farming and growing in Clinton County. • Growing fruits and vegetables promoted at a fall/winter meeting. • Educational and informational opportunities advertised through social media.
Timeframe	<ul style="list-style-type: none"> • 0-3 months: Ask local growers/producers/craftspeople what types of workshops would be helpful to them. • 3-6 months: Begin to host events in community.
Lead	Clinton County Cooperative Extension
Supporting cast	<ul style="list-style-type: none"> • Library • Future Farmers of America • Kentucky Department of Agriculture • High school students and other youth • CEDIK (Alison Davis)
Costs and/or resources needed	<ul style="list-style-type: none"> • Costs to plan and host classes and workshops • Time
Possible funding sources	<ul style="list-style-type: none"> • Appalachian Regional Commission LFLP implementation funding • Small Business Administration • USDA- Agricultural Marketing Service • Health and Human Services • Veterans organizations

Action 4.3: Create a farmers market resource guide (online and in print) for potential and existing vendors and customers.	
What this is and why it is important	A resource guide can be a single source of information for both consumers and suppliers of the farmers market. This type of guide will provide more consistency and help with promotion and marketing for the market and its vendors. Identifying likely consumer groups can help to identify needs gaps, such as the availability of transportation to and from the market for seniors. Lastly, an aggregated guide of potential members can help to attract new suppliers to the market, helping to draw in more traffic.

Action 4.3: Create a farmers market resource guide (online and in print) for potential and existing vendors and customers.	
Measures of success	<ul style="list-style-type: none"> • Directory of potential vendors is developed. • Growers/producers are contacted to gauge their interest in coming to market. • Likely consumer groups are contacted to discuss challenges and potential solutions. • Direct to consumer and intermediated marketing channels (e.g. farmers market, community supported agriculture, food hub) are promoted and supported, increasing sales for producers.
Timeframe	<ul style="list-style-type: none"> • 0-3 months: Identify producers, consumers, programs, and organizations to include in the resource guide. • 3-6 months: Produce and distribute the guide. • 6 months +: Maintain and update list on an ongoing basis.
Lead	Clinton County Cooperative Extension (Colby Guffey)
Supporting cast	<ul style="list-style-type: none"> • Community Education (Ammie Marcum) • Local growers and producers • Potential groups of consumers
Costs and/or resources needed	<ul style="list-style-type: none"> • Time • Materials to produce and maintain resource guide
Possible funding sources	<ul style="list-style-type: none"> • Appalachian Regional Commission LFLP implementation funding • USDA Agricultural Marketing Service

Action 4.4: Provide farmers market incentives and promotions to attract new customers.	
What this is and why it is important	The current farmers market suffers from a lack of regular customers. Providing exciting incentives and promotions can help draw traffic to the market, contributing to a larger customer base for market vendors. There are many ways to attract people, including sponsored “double bucks” programs, providing live entertainment or activities for children, and offering tastings/samples. This action is a great opportunity for the market manager or management committee to get creative and engage other community partners in supporting a new downtown market.
Measures of success	<ul style="list-style-type: none"> • Promotions/incentives offered on at least half of market days. • New partners are supporting market programs. • Market traffic increases. • Entertainment or activities provided on most market days. • The farmers market becomes a community gathering spot.
Timeframe	<ul style="list-style-type: none"> • 0-3 months: Brainstorm promotional programs/incentives/entertainment to offer. • 3-6 months: Reach out to partners to sponsor events or promotions.
Lead	LFLP Steering Committee/Market management

Action 4.4: Provide farmers market incentives and promotions to attract new customers.	
Supporting cast	<ul style="list-style-type: none"> • City of Albany Housing Authority • Clinton County Department of Health • Clinton County Schools • Clinton County Cooperative Extension
Costs and/or resources needed	<ul style="list-style-type: none"> • Time • Resources to fund dollar match programs • Cost or materials for entertainment/activities • Promotion of events
Possible funding sources	<ul style="list-style-type: none"> • Local businesses (employer match day) • USDA Agricultural Marketing Service • Kentucky Department of Agriculture • Local faith-based groups

Implementation and Next Steps

Three post-workshop conference calls were held during September and October 2017, following the workshop. The calls were held with the Local Foods, Local Places steering committee and a few additional stakeholders whose interest was cultivated during the workshop. They worked to refine the action plan and add clarifying language. Some of the key actions and post-workshop developments included the following:

- Regular updates about the workshop and related events in the local newspaper.
- Reorganizing the Local Foods, Local Places steering committee into the Downtown Revitalization Committee and conducting regular meetings.
- Linking the new farmers market concept and potential funders from the Clinton County Community Foundation.

Appalachian Regional Commission Implementation Assistance

The Appalachian Regional Commission is making available to each of the Local Foods, Local Places communities in its service area implementation funding assistance of up to \$20,000 per community. The funding is intended for specific actions identified in the workshop and post-workshop action planning effort. The community identified actions related to Goal 4, including supporting local producers, getting more vendors to market, and helping existing vendors to scale up their production and sales.

Appendices

- Appendix A – Community Data Profile
- Appendix B – Workshop Sign-in Sheets
- Appendix C – Workshop Photo Album
- Appendix D – Workshop Feedback
- Appendix E – Funding Resources
- Appendix F – References