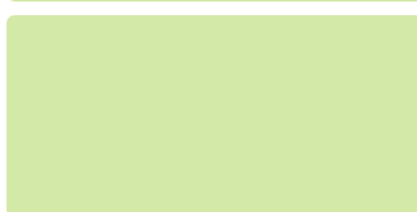
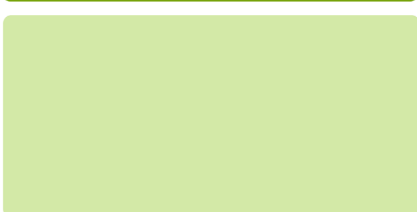
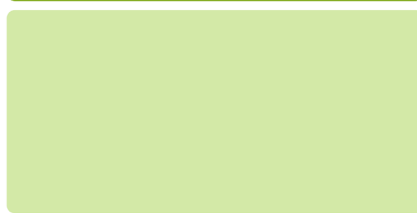
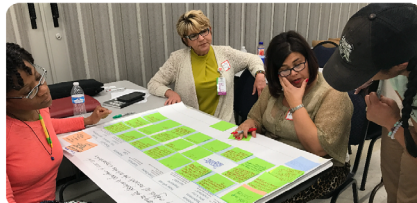
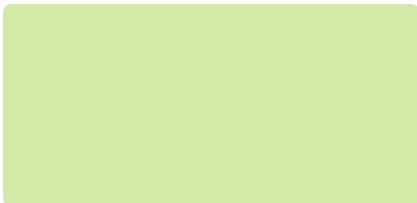
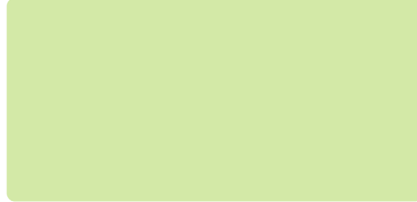
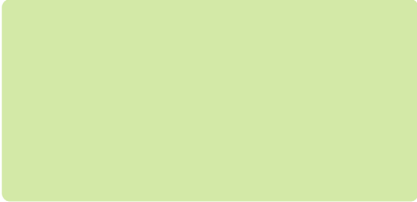




# LOCAL FOODS, LOCAL PLACES

## Technical Assistance Program



# Local Foods, Local Places Community Action Plan for Hopkinsville, Kentucky

July 2017



For more information about Local Foods, Local Places visit:

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

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## Community Story

Hopkinsville is a small city of approximately 31,000 people in Christian County, situated in the southwest corner of Kentucky just 15 miles from the Tennessee border. The city and county are part of the Clarksville, Tennessee-Kentucky Metropolitan Statistical Area. In Hopkinsville, 32 percent of the population is black and 62 percent of the population is white—significantly more diverse than other similar communities in Kentucky. Hopkinsville has a poverty rate of 23 percent, an unemployment rate of 15 percent, and median household income is \$34,614. Of the employed population, the largest segment (26 percent) works in educational services, health care, and social assistance industries, followed by manufacturing (20 percent) and retail trade (13 percent).<sup>1,2</sup>



Figure 1 – The Alhambra Theatre is an anchor building in downtown Hopkinsville currently slated for significant renovations. Image Credit: Jennifer Walker

Lack of access to fresh produce and prevalence of chronic diseases are issues in Hopkinsville. Nearly 83 percent of adults report consuming less than five servings of fruits and vegetables per day, 36 percent of adults are considered obese, and 13 percent of adults are diabetic.<sup>3</sup> Additionally, residents of certain Hopkinsville area census tracts have difficulty accessing grocery stores due to distance and lack of vehicle access. This is not an isolated issue—19 percent of the population in Christian County is considered food insecure.<sup>4,5</sup> The Christian County-Hopkinsville Local Development Corporation (LDC) aims to increase access to healthy food and improve the attractiveness of downtown Hopkinsville through the expansion of the Christian County-Hopkinsville Downtown Farmers Market.

In 2005, the city of Hopkinsville and the Christian County-Hopkinsville LDC formed the Downtown Renaissance District to incentivize economic development and “provide an attractive, accessible, sustainable, walkable, business-friendly hub.”<sup>6</sup> The construction of the Christian County-Hopkinsville Downtown Farmers Market at Founder’s Square in 2007 was a key project aimed at fulfilling downtown development goals, such as enhancing access to downtown, building off previous investments, and improving the image of downtown.<sup>7</sup> In addition to key projects, the city implemented various incentive programs and policy initiatives to carry out the mission of the Downtown Renaissance District. In 2005, the city also established the Inner-City Residential Enterprise Zone and laid the foundation for

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<sup>1</sup> U.S. Census Bureau. “2011-2015 American Community Survey 5-Year Estimates.” <https://factfinder.census.gov/faces/tableservices/jsf/pages/productview.xhtml?src=CF>

<sup>2</sup> More community data and associated references are in Appendix B of this report.

<sup>3</sup> Healthy Food Access Portal. “Research Your Community.” <http://www.healthyfoodaccess.org/access-101/research-your-community>

<sup>4</sup> Feeding America. “Food Insecurity in Christian County.” <http://map.feedingamerica.org/county/2015/overall/kentucky/county/christian>

<sup>5</sup> The USDA defines food insecure households as having limited or uncertain access to nutritionally adequate and safe food. <https://www.ers.usda.gov/topics/food-nutrition-assistance/food-security-in-the-us/>

<sup>6</sup> City of Hopkinsville. “Downtown Renaissance District.” [http://hopkinsvilleky.us/visitors/historic\\_hopkinsville/index.php](http://hopkinsvilleky.us/visitors/historic_hopkinsville/index.php)

<sup>7</sup> City of Hopkinsville. “Downtown Farmers Market.” [http://cms2.revize.com/revize/hopkinsville/document\\_center/Downtown\\_Renaissance/Farmers\\_Market/Farmers\\_Market\\_Brochure.pdf](http://cms2.revize.com/revize/hopkinsville/document_center/Downtown_Renaissance/Farmers_Market/Farmers_Market_Brochure.pdf)

Neighborhood Network Associations throughout the city.<sup>8</sup> In addition, the city developed funding mechanisms such as a matching grant program and a collateralized loan program as complementary tools for restoring and improving properties downtown.<sup>9</sup>

The city has further demonstrated its commitment to healthful, active living through the redevelopment of several parks downtown, including the installation of a bridge to connect the west side of the city to the newly completed Hopkinsville Greenway System.<sup>10</sup> The Public Works department and Parks and Recreation division have also been working to bring more events downtown. In addition, the proposed Hoptown-Christian County WINS (Wellness, Infrastructure and Neighborhoods equals Success) plan would fund two new parks in the inner-city, as well as the expansion of the Hopkinsville Greenway System, connecting several neighborhoods to downtown.<sup>11</sup> The Downtown Farmers Market is the gateway to these assets, as it is located on the Downtown Renaissance segment of the Hopkinsville Greenway.

Agriculture is an important segment of the economy in Christian County, as 79 percent of the county is farmland. The availability of new vendors for the farmers market should not be a stretch: there are 1,179 farms in Christian County, and 88 percent of these farms are operated by a family or an individual. However, commodity crops comprise the majority of agricultural sales in Christian County. In 2012, Christian County was the top-ranking county in the state for grains sales, which accounted for 80 percent of the total value of crops sold and 29 percent of cropland, as well as for tobacco sales, accounting for 17 percent of the total value of crops sold and 2 percent of cropland.<sup>12</sup>

In the early 20<sup>th</sup> century, tobacco farming in Southwest Kentucky and Northeast Tennessee characterized the region as the “Black Patch,” referring to the dark hue of fire-cured tobacco, a drying technique common in this region that is used in a variety of forms of smokeless tobacco.<sup>13</sup> Hopkinsville is not unlike other tobacco-driven economies in the South forced to adapt as the market share for U.S.-grown cigarette tobacco declined. Hopkinsville and Christian County adapted to a changing market by attracting manufacturers and processors of fire-cured smokeless tobacco. The US Smokeless Tobacco Company (USSTC) processing facility in Hopkinsville opened its doors in 1978 and currently employs 90 full-time and 250 seasonal employees.<sup>14</sup> In 2014, USSTC announced plans to build a new, 230,000-square-foot facility in Christian County that would be used to process aged tobacco and would employ 42 new people, as well as to add 80,000 square feet to its existing plant in Hopkinsville.<sup>15</sup>

In addition to the tobacco industry, Hopkinsville is also host to the retail and automotive industries. The top employers within Hopkinsville in 2016 were a Wal-Mart Distribution Center and two manufacturers of automotive parts, Martinrea and Metalsa Structural Products.<sup>16</sup>

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<sup>8</sup> City of Hopkinsville. “Community Development Services.” <http://comdev-services.com/comdev.asp?CMSAction=GotoSection&SectionID=13>

<sup>9</sup> City of Hopkinsville. “Downtown Incentive Programs.” [http://www.hopkinsvilleky.us/visitors/historic\\_hopkinsville/downtown\\_incentives.php](http://www.hopkinsvilleky.us/visitors/historic_hopkinsville/downtown_incentives.php)

<sup>10</sup> City of Hopkinsville. “Hopkinsville Greenway System (5k Rail Trail).” [http://www.hopkinsvilleky.us/residents/health/5k\\_rail\\_trail.php](http://www.hopkinsvilleky.us/residents/health/5k_rail_trail.php)

<sup>11</sup> City of Hopkinsville. “Hoptown-Christian County WINS.” <http://www.hopkinsvilleky.us/residents/wins/index.php>

<sup>12</sup> Ag Census Web Maps. [http://www.agcensus.usda.gov/Publications/2012/Online\\_Resources/Ag\\_Census\\_Web\\_Maps/](http://www.agcensus.usda.gov/Publications/2012/Online_Resources/Ag_Census_Web_Maps/)

<sup>13</sup> Hopkinsville, Kentucky. [http://hopkinsvilleky.us/visitors/historic\\_hopkinsville/index.php](http://hopkinsvilleky.us/visitors/historic_hopkinsville/index.php)

<sup>14</sup> U. S. Smokeless Tobacco Company (USSTC).

[http://www.thinkkentucky.com/kyedc/kpdf/Facilities\\_by\\_Product\\_or\\_Service.pdf](http://www.thinkkentucky.com/kyedc/kpdf/Facilities_by_Product_or_Service.pdf);

<http://www.altria.com/our-companies/ussmokeless/about-usstc/our-offices-facilities/Pages/default.aspx?src=leftnav>

<sup>15</sup> “USSTC to Open New Facility”. <http://migration.kentucky.gov/Newsroom/governor/20140227smokeless.htm>

<sup>16</sup> Hopkinsville, Kentucky. [http://hopkinsvilleky.us/visitors/historic\\_hopkinsville/index.php](http://hopkinsvilleky.us/visitors/historic_hopkinsville/index.php)

## Local Foods, Local Places Technical Assistance Workshop

In 2016, Hopkinsville requested assistance through the Local Foods, Local Places program to develop an action plan for promoting local food systems and healthy, walkable, economically vibrant communities. 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, the U.S. Department of Agriculture (USDA), the U.S. Department of Housing and Urban Development, the U.S. Department of Transportation, the Centers for Disease Control and Prevention, the Appalachian Regional Commission, and the Delta Regional Authority. Hopkinsville 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 Hopkinsville to form a Local Foods, Local Places steering committee in preparation for this technical assistance award (see Figure 2). The committee intends to continue their group through regular meetings, community events, and partnership on projects to implement the goals and actions outlined in this report. Prior to the Local Foods, Local Places process, these engaged stakeholders had already worked to improve the downtown area by establishing the Inner-City Residential Enterprise Zone, which includes a \$500,000 annual budget from the city council to make necessary improvements. The city of Hopkinsville also has an Urban Properties Ordinance, a Basic Property Maintenance Code, and has established a Neighborhood Network Association program, which helps residents identify and make improvements to their communities. Hopkinsville also has a farmers market that is open twice a week during the growing season, which brings people downtown and provides opportunities for enterprise development.

In their request for Local Foods, Local Places technical assistance, Community and Development Services and the steering committee identified as primary goals the attraction of more vendors and consumers to the downtown farmers market to bring more people downtown, continued improvements to

## LOCAL FOODS, LOCAL PLACES STEERING COMMITTEE MEMBERS



<b>Holly Boggess</b> Community and Development Services
<b>Laura Faulkner</b> Community and Development Services
<b>Stacy Cook</b> Community and Development Services
<b>Margaret Prim</b> Pennyroyal Arts Council
<b>Kelly Jackson</b> University of Kentucky Cooperative Extension
<b>Martha White</b> Free Range Flowers/Martin Farm
<b>Charles Turner</b> Christian County Health Department, Resource and Conservation District
<b>Annie Catron</b> WKDZ 106.5, Kiwanis and Chamber Member
<b>DeeAnna Sova</b> Jennie Stuart Medical Center
<b>Kenneth Bates</b> County Magistrate, East Side Neighborhood Association

Figure 2 – Hopkinsville steering committee



the downtown area, better coordination and involvement of a greater diversity of Hopkinsville residents, and more opportunities for small business development.

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 Hopkinsville, Kentucky.



Figure 3 – A mural highlights significant events and notable people in downtown Hopkinsville. Image Credit: Renaissance Planning.

## Engagement

The technical assistance engagement process for Local Foods, Local Places has three phases, illustrated in Figure 4 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.

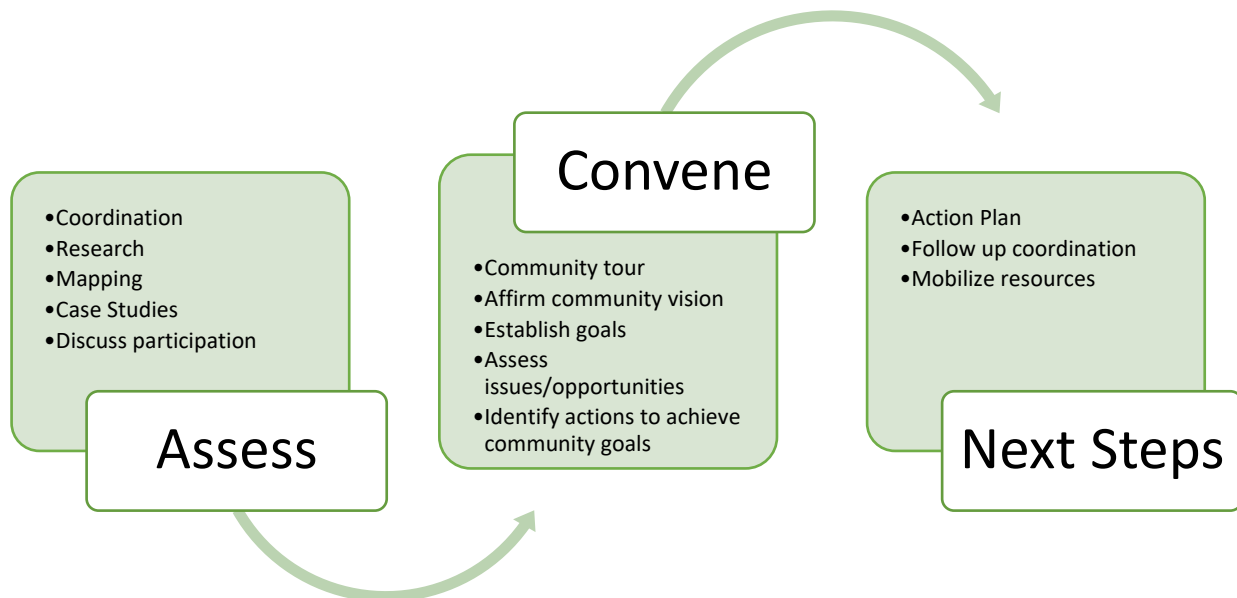


Figure 4 - Local Foods, Local Places technical assistance process diagram.

The community workshop was held on April 25<sup>th</sup> and 26<sup>th</sup>, 2017. It included a small lunch gathering with the steering committee members and regional, state, and federal partners; a tour of the community; and an evening community meeting at the Carnegie Library in downtown Hopkinsville on day 1; and an action-planning session, at the Christian County Cooperative Extension Service Building on day 2. The

community meeting and all-day working session were well attended by key stakeholder groups, residents, and local leaders. The workshop sign-in sheets are provided in **Appendix C**.

## Community Tour

The Local Foods, Local Places steering committee organized a luncheon on April 25<sup>th</sup> with key stakeholders at the Hopkinsville Municipal Building to introduce the project and the local leadership committee, consultants, and federal agency representatives. Following the luncheon, the steering committee led a tour of key places and projects in the Hopkinsville area including recently renovated and new parks and greenways, the farmers market pavilion, trail amenities such as kiosks and plant identification, city beautification and streetscaping, the Christian County Library, a pocket park, Pennyroyal Area Museum and the Pennyroyal Arts Council, parks, potential locations for shared use kitchens and incubator facilities, downtown commercial areas, the Broad Street Community Orchard, and the Jeffers Bend Environmental Center. The tour provided an overview of the challenges and opportunities, and allowed for informal discussions about the local food system and place-making efforts. Several the locations visited are shown in pictures here and in **Appendix F**.

## Vision and Values

The first night of the workshop was attended by over 25 Hopkinsville residents and several regional partners representing state and federal agencies. Holly Boggess, Assistant Director of Community and Development Services, Downtown Renaissance Director, and one of the organizers of the Local Foods, Local Places steering committee, welcomed attendees to the event and spoke about the community's ongoing efforts. She outlined the goals of the workshop process as well as the larger, longer-term goals of the steering committee. The consultant team introduced the topics and

## CHALLENGES AND OPPORTUNITIES

### Challenges:

- Education – cooking, healthy lifestyle, exercise
- Getting information to the community, especially reaching younger generations
- Connections between people and organizations—involving FULL community
- Fear of change
- Locating funding
- Downtown building owners and aging building stock
- Poverty and lack of jobs
- Price of healthy foods
- Farm continuity/aging farmers
- Large city footprint
- “Helping” without asking what is wanted

### Opportunities:

- Indoor market/incubator kitchen to increase entrepreneurship
- Conversion of downtown buildings to productive use
- Connecting farmers and businesses
- Growing gardens in lower income neighborhoods
- Existing energy and momentum
- FULL community engagement
- Rich agrarian history/fertile land
- Connecting people with food
- Youth engagement to train a new generation of farmers
- Strong leadership and partnerships
- Much community pride and civic engagement

*Figure 5 - Workshop participants' summarized thoughts on the challenges and opportunities present in the local food system and downtown revitalization efforts.*

program overview with a short presentation. Community members and other attendees were asked to write on index cards their vision for success, challenges faced by the community, and opportunities and assets that can help to achieve success. Those ideas are summarized in Figure 5 and presented in **Appendix A—Workshop Feedback**.

The themes shared during the opportunities and challenges revealed many of the group's aspirations for economic revitalization, improved health, entrepreneurship opportunities afforded by local foods, community pride, and increased coordination among partner organizations. It was against this positive, forward-thinking backdrop of values and visions for the future that the remainder of the workshop was built upon. 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 that are 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 markets and alternative marketing opportunities, commercial and shared-use kitchens, downtown and arts-oriented placemaking, entrepreneurship and business incubation, the creation of food councils, and other food system-related technical information.

## Action Plan

The culminating product of the workshop was a strategic action plan to guide implementation. The plan is organized around four goals and includes actions the participants brainstormed at the meeting and during follow-up calls. The action plan matrix helps to further clarify, prioritize, and define roles and responsibilities for moving forward on these actions. The goals and actions that are part of this plan are in full detail below. A list of funding resources (Appendix D) and references (Appendix E) are provided to aid the community in implementing the goals and actions.

### GOAL 1: Create a community council or alliance to connect and coordinate various projects in Hopkinsville's local foods, health, community arts, economic development, and downtown revitalization networks.

A community council that meets regularly to discuss challenges and opportunities, while working to make Hopkinsville an even better place to live and work, will foster possibilities for cross-collaboration and deepen understanding across neighborhoods, community and faith-based groups, and service sectors. Additionally, a diverse community council comprised of both residents and professionals may serve as a conduit for *two-way* communication. Council participants may be able to hear directly from a diversity of residents, allowing them to be more responsive to the needs of the entire Hopkinsville community, while also providing a reliable and accurate source of information about relevant events and programs.



<b>Action 1.1: Identify and invite a diversity of representative partner organizations and individuals to serve on the community council.</b>	
<b>What this is and why it's important</b>	Workshop participants highlighted Hopkinsville's unique diversity—the city is one of the most socio-demographically diverse in Kentucky—yet pointed to a lack of communication and coordination among residents and organizations working to make Hopkinsville a better place to live and work. For a community council to be effective in bridging these gaps, volunteers can be identified and recruited to serve on this council from a variety of neighborhoods, racial backgrounds, and service sectors. This first action is imperative because it allows the newly convened group to subsequently engage in decision-making about the times and frequency of meetings and crafting a mission statement.
<b>Measures of Success</b>	The community council is created, with a broad representation of diverse stakeholders. Types of diversity desired on the council include: race, age, gender, economic status, neighborhood of residence, and topical interest (i.e. health, food, business, housing, and more).
<b>Timeframe</b>	Short: 1-3 months—a starting list of names can be generated by the Local Foods, Local Places steering committee, with more added as conversations with individuals and community groups progress and more is learned.
<b>Taking the Lead</b>	Community and Development Services (initial organizer; the community council should be largely self-organizing after first meeting).
<b>Supporting Cast</b>	Jennie Stuart Medical Center, Christian County Health Department, UK Cooperative Extension, Pennyroyal Arts Council, Hopkinsville Art Guild, Economic Development Council, Downtown Renaissance Design Board, Hopkinsville Inner-City REZ, farmers, restaurants, Neighborhood Ambassadors, WKDZ/ WHVO, Kenneth Bates, Wendell Lynch, wellness professionals, city staff, county staff, Baptist Health, Christian County Public Schools; Heritage Christian Academy, University Heights Academy, Saints Peter and Paul Catholic School, Churches, Challenge Houses, YMCA, Leadership Hopkinsville, Hopkinsville College of the Bible, Hopkinsville Community College, and Murray State University.
<b>Costs/Resources Needed</b>	Low monetary cost, but a considerable amount of time to brainstorm initial invitees, and time to recruit volunteers to serve.
<b>Possible Funding Sources</b>	Small contributions of time by individuals and organizations involved. People successfully recruited to serve, in turn recruit others.

**Action 1.2: The community council writes a clear mission statement for their collective work, determines a leadership structure, and decides how often they are going to meet and how they will communicate between meetings.**

<b>What this is and why it's important</b>	Although the general idea of the community council was discussed during the Local Foods, Local Places workshop, the specific scope, mission, and the language used to describe the council ideally comes collectively from the people who serve on the council. Additionally, the community council can be self-sustaining through internal leadership so that all representatives are given equal weight. This will ensure that all voices and perspectives are heard and no one organization bears too much of the organizing burden.
<b>Measures of Success</b>	A mission statement is drafted through a consensus process and the time and location of council meetings are agreed upon.
<b>Timeframe</b>	Short: 1-3 months—this would occur during the first meeting of the full council.
<b>Taking the Lead</b>	A designated facilitator who is not part of the council can be very helpful in managing these initial conversations.
<b>Supporting Cast</b>	All council members.
<b>Costs/Resources Needed</b>	Time to meet and craft statement.
<b>Possible Funding Sources</b>	N/A

**Action 1.3: The community council meets regularly, successfully implements programs, and creates sustained lines of communication between diverse community organizations.**

<b>What this is and why it's important</b>	The purpose of the community council is to create a sustained method of communication and collaboration across sectors, neighborhoods, and different types of diversity. Sustained participation of council members is crucial to creating a continuous partnership to identify and complete initiatives and outreach to support the local food efforts.
<b>Measures of Success</b>	The community council meetings are regularly attended by all council members, with equal participation among members. Participation in meetings and intra-meeting activities is sustained and inclusive. There is two-way communication between the council members and the Hopkinsville community; council members and their organizations are responsive to community needs and perspectives. Collaborative projects undertaken by the council are carried out and successful.
<b>Timeframe</b>	Short: 3-6 months to begin meeting; ongoing after.
<b>Taking the Lead</b>	Community council leadership.
<b>Supporting Cast</b>	Community council Members, with represented organizations' support.
<b>Costs/Resources Needed</b>	Low—mainly for meeting snacks, advertising for events, printing of meeting materials, etc.
<b>Possible Funding Sources</b>	Any ongoing costs for the community council could be shared by the organizations represented on the council.

<p><b>Action 1.4: Create a database of community members, organizations, and agencies that have an interest in food, farming, health, arts, development, and downtown revitalization.</b></p>	
<p><b>What this is and why it's important</b></p>	<p>Workshop participants created a list of over 50 agencies and organizations in Hopkinsville/Christian County that are working to make the community an even better place to live, while also noting that it is difficult to know about everything that is going on, and what initiatives are currently present. A regularly updated database of organizations and agencies that contains a short description and contact information would help to reduce duplication of effort and would foster greater collaboration within the Hopkinsville community.</p>
<p><b>Measures of Success</b></p>	<p>The database is compiled and accessible (online and in print) and is widely shared and marketed so that the community knows of its existence. Additionally, a successful database will have a method for regular and consistent updating so that it remains current and viable. Finally, the database is utilized—measured by the number of online downloads and the number of print copies distributed.</p>
<p><b>Timeframe</b></p>	<p>Medium: 6 months to 1.5 years to collect the data, verify contacts, input into a database program, and publicize to the community.</p>
<p><b>Taking the Lead</b></p>	<p>Community and Development Services, Jennie Stuart Medical Center, Christian County Health Department.</p>
<p><b>Supporting Cast</b></p>	<p>Community council members (see list in Action 1.1) plus the assistance of IT interns from local high schools, Hopkinsville Community College, and Murray State University.</p>
<p><b>Costs/Resources Needed</b></p>	<p>Mostly staff, student, and volunteer time to populate and verify the list and contact information. Potentially a small fee associated with a database management program and printing fees.</p>
<p><b>Possible Funding Sources</b></p>	<p>Voluntary participation and monetary contributions by the community council members and their organizations.</p>

**GOAL 2: Restructure/reorganize the Downtown Farmers Market to better serve the needs of farmers and customers (existing and potential).**

The Downtown Farmers Market has grown since its establishment in 2007, yet it still has room to expand as a business opportunity for small farms and entrepreneurs and as a place for Hopkinsville residents to find locally grown and crafted products. Like most small farmers markets, Hopkinsville has seen vendors come and go, whether from success (moving into a permanent location), finding other market outlets, or going out of business. While this ebb and flow is a natural part of managing a farmers market, rethinking market structures—both physical and organizational, updating vendor and consumer outreach strategies, and exploring educational programming and other activities at the market can ensure that the market is growing with the community. This goal builds on the current success of the Downtown Farmers Market while seeking to expand opportunities for small business development, purchasing healthy local food and crafts, and introducing community engagement to a broader, more diverse audience.

<p><b>Action 2.1: Assess the feasibility of altering and/or augmenting the physical configuration of the Downtown Farmers Market to draw more vendors, a greater diversity of produce, and year-round sales.</b></p>	
<b>What this is and why it's important</b>	<p>Workshop participants discussed the need to attract more vendors selling a greater variety of goods throughout the year, especially fresh produce, and the need to involve residents of the inner-city neighborhoods and other under-represented Hopkinsville residents in the farmers market as both vendors and consumers. Potential improvements include an indoor market, mobile or pop-up markets, shade structures, a customer dining area, space for educational programming, shared kitchen/food preparation space, and off-site vending locations associated with the farmers market. These ideas (and others) can be explored to determine the most feasible short- and long-term solutions for improving the market and making it a profitable place for farmers and artists to sell as well as a destination for residents and visitors looking for fresh farm products and locally crafted goods.</p>
<b>Measures of Success</b>	<p>Ideas are named and vetted according to holistic criteria such as: expected impact on customer turnout (especially new customers), potential to increase profitability and sales for small farms and businesses, and the ratio of cost-to-expected benefit. A collective decision is reached on the most desirable options.</p>
<b>Timeframe</b>	<p>Medium: 6-12 months. This will require multiple conversations with stakeholders and potentially surveys and/or focus groups to arrive at an informed decision. Implementation of the desired improvements will take longer, and time is dependent on the measures selected.</p>
<b>Taking the Lead</b>	<p>Farmers Market Board, Community and Development Services.</p>
<b>Supporting Cast</b>	<p>Christian County Extension Service, market vendors, city staff (various departments), community council.</p>
<b>Costs/Resources Needed</b>	<p>Exploring the options will require minimal funding but a moderate amount of staff and coordination time. Implementing alterations to the market vary from minimal expenditures (erecting shade structures, designating an area for educational programming) to costly (creating a shared kitchen, building an indoor market).</p>
<b>Possible Funding Sources</b>	<p>For implementation: Delta Regional Authority, USDA, school system (for surplus kitchen equipment and a bus for the mobile market), local sponsorships.</p>

Action 2.2: Recruit additional vendors to sell farm products and locally crafted goods at the Downtown Farmers Market.	
<b>What this is and why it's important</b>	Recruiting more vendors to regularly sell at the farmers market can create a more vital and engaging market, increasing the number of market visitors and the sales opportunities realized by all. Full-time farm and craft businesses, as well as those who seek to supplement their income by starting a small business, are encouraged to sell at the farmers market. This action requires understanding the current barriers to participation faced by prospective vendors, developing strategies and reworking policies that could help overcome those barriers, and reaching out to potential vendors to encourage them to try selling at the market. Possible strategies include: creating a database of area farmers and vendors, providing resources to vendors on marketing strategies and sales strategies, increasing the market's social media presence, and providing opportunities for vendors to share space with one another as their business grows.
<b>Measures of Success</b>	An increase in the number of vendors and in the variety of products for sale at the market. Surveying new and current vendors to ask what factors encouraged them to sell at the market.
<b>Timeframe</b>	Short: 1-3 months, begin outreach; ongoing to receive full benefit of new members and to retain/replace vendors on a continual basis.
<b>Taking the Lead</b>	Farmers Market Board, community council.
<b>Supporting Cast</b>	Kentucky Proud, UK Cooperative Extension, USDA Farm Office, Friends of the Downtown Farmers Market.
<b>Costs/Resources Needed</b>	Mostly time for coordination and outreach; minimal costs for printing and advertising.
<b>Possible Funding Sources</b>	USDA Farmers Market Promotion Program, Cooperative Extension.

Action 2.3: Schedule entertainment and activities for farmers market days that appeal to a diversity of consumers.	
<b>What this is and why it's important</b>	Consumer participation in the farmers market could be larger and more consistent with the addition of regular programs and activities, co-located with the farmers market, that appeal to a variety of Hopkinsville residents. There are many organizations in Hopkinsville whose missions include outreach to children and adults on a variety of topics. Providing space and visibility through the farmers market could be a great way to collaborate and make the farmers market an even more useful and engaging space for Hopkinsville. Events could include reading programs sponsored by the library and schools, live music, craft demonstrations, museum displays and activities, and more.
<b>Measures of Success</b>	Visitor engagement with programs and activities, increased food traffic at the farmers market, direct feedback from market visitors and vendors.



Action 2.3: Schedule entertainment and activities for farmers market days that appeal to a diversity of consumers.	
<b>Timeframe</b>	Short: 1-3 months, reach out to individuals and organizations; longer-term: fully establish a consistent program of activities.
<b>Taking the Lead</b>	Friends of the Downtown Farmers Market, community council
<b>Supporting Cast</b>	Inner-City REZ coordinator, health and wellness agencies, Pennyroyal Arts Council, Hopkinsville Arts Guild, 4-H programs, FFA, Christian County Library, Pennyroyal Area Museum
<b>Costs/Resources Needed</b>	Staff and volunteer time to coordinate programs; most costs absorbed by the organizations providing programming.
<b>Possible Funding Sources</b>	Participating programs and organizations.

Action 2.4: Create a “Friends of the Downtown Farmers Market” group to broaden stakeholder participation in the activities of the farmers market, including community members, inner-city neighborhood leaders, and partnering organizations.	
<b>What this is and why it’s important</b>	Creating an active board comprised of community members and partner organizations to support the efforts of the Downtown Farmers Market could provide the people power and the connections to successfully coordinate and expand farmers market events. Additionally, a “Friends of the Market” board could serve as a way for community members, including leaders from inner-city neighborhoods, to provide meaningful and much-needed feedback to the farmers and vendors who would like to generate new ideas to expand both the customer and vendor base of the market. Additionally, a “Friends of the Market” organization may be able to take on—and implement—more projects, such as scheduling educational programming and cooking demonstrations and increasing the number of market vendors.
<b>Measures of Success</b>	A “Friends of the Downtown Farmers Market” organization is created and seats are filled. Participants in the organization are diverse in their perspective and representation: age, race, neighborhood of residence, economic status, and organization and agency participation.
<b>Timeframe</b>	Short: 2-3 months, find and recruit new members.
<b>Taking the Lead</b>	Community council.
<b>Supporting Cast</b>	Community and Development Services, Inner-City REZ program, Local Foods, Local Places steering committee.
<b>Costs/Resources Needed</b>	Time to identify and recruit potential board members.
<b>Possible Funding Sources</b>	N/A

Other ideas to improve the farmers market were offered during the action planning workshop that didn’t fall into one of the specific actions that were fleshed out during the workshop. These ideas are listed here for record-keeping: they may be utilized in the future to help support the goal of improving the farmers market to better serve the needs of existing and potential customers.

- Create a database of local and regional farmers who may be well-suited to selling at the market
- Focus on featuring the individuality of the vendors at the farmers market
- Develop a mobile farmers market in inner-city neighborhoods
- Coordinate with Trigg, Todd, and Logan Counties and the city of Clarksville on days of farmers markets to encourage participation of farmers at more than one market.
- Actively recruit new producers at the market, and creatively incentivize/support their involvement through education, training, etc.
- Create an educational pamphlet outlining the benefits of participation at the market and personally invite producers to participate.
- Develop a worker program (possibly through Inner-City REZ or with Delta Regional Authority funding) to connect young people and veterans to farmers who would like to sell at the farmers market but who do not have the time to manage a stall at the farmers market.

GOAL 3: Support opportunities for the incubation of farms and small businesses in Hopkinsville, especially those using and growing local foods and products.

A central theme emerging from the workshop is the need to coordinate and foster opportunities for community members to participate in economic development through entrepreneurship, especially in the downtown corridor. The actions in this goal coordinate and facilitate these efforts, build the active use of downtown Hopkinsville, and increase participation in gardening and farming of local food, especially among youth, women, and inner-city residents.

**Action 3.1: Investigate the feasibility of a shared/teaching kitchen in downtown Hopkinsville.**

<b>What this is and why it's important</b>	Workshop participants identified the opportunity for increasing education among community members interested in including more fresh fruits, vegetables, and local farm products in their diet. Additionally, would-be entrepreneurs in the community need a certified kitchen to prepare and package food as they incubate their small businesses. A shared use/teaching kitchen in downtown Hopkinsville could bring community members together to learn and explore healthier cooking methods and could assist new small downtown food businesses as they establish themselves. Both activities could generate additional demand for locally food grown by Hopkinsville area farmers.
<b>Measures of Success</b>	A feasibility assessment is complete and a business plan is written that addresses the opportunities and limitations of a shared use kitchen in Hopkinsville. Conversations are held with potential partners, and memoranda of understanding (MOUs) are completed.
<b>Timeframe</b>	Long: 1-1.5 years for the feasibility study and business plan creation; another 6 months for committing partners and drafting MOUs.
<b>Taking the Lead</b>	Community and Development Services.
<b>Supporting Cast</b>	War Memorial Commission; schools—Hopkinsville Community College, Murray State University; Christian County Health Department.

Action 3.1: Investigate the feasibility of a shared/teaching kitchen in downtown Hopkinsville.	
<b>Costs/Resources Needed</b>	Feasibility study process: ~\$15,000; staff time to coordinate and develop partnerships; ongoing staffing costs once completed: ~\$90,000; physical construction and upgrades: \$30,000 to \$150,000 (depending on state of building selected).
<b>Possible Funding Sources</b>	Belmont Elementary—Restoration House (has kitchen to possibly share); War Memorial Building (downtown) has full kitchen, needs some upgrades, city-owned (could be pilot project). Funding: USDA Rural Development grants, others

Action 3.2: Identify spaces available for small farm and small business incubation, with an emphasis on centrally located buildings and spaces.	
<b>What this is and why it's important</b>	Historically, western Kentucky has been an agricultural community since it was settled by Europeans in the eighteenth century. The commodity crops—corn, soy, tobacco, and wheat—that have been key exports for the area are still a major contributor to both the economy and cultural life of the Hopkinsville community. However, situating locally grown foods and farm products such as flowers, honey, and fibers more centrally in the economy and physical geography of downtown Hopkinsville may help increase the health, wellbeing, and economic vitality of residents and create opportunities for new small business in the 21 <sup>st</sup> century. Many lucrative specialty crops can be grown on small parcels of land, providing opportunities for in-town residents to start small businesses or supplement their income with part-time growing and selling. The synergy that could be created by the co-location of the Downtown Farmers Market and a network of small and micro farms and businesses could be beneficial to the entire community. Identifying small parcels of land suitable for growing—and buildings to market those products that are available for sale or lease—could serve to connect interested new farmers and entrepreneurs to those opportunities.
<b>Measures of Success</b>	Land parcels and vacant buildings available are identified and marketed. An increase in the number of small farms, especially those selling to the farmers market, and an increase in the number of businesses located downtown. A decrease in the vacancy rate of downtown businesses.
<b>Timeframe</b>	Short: 3-6 months to identify available spaces and to start marketing the opportunity. Long: 1- 2 years for new businesses and farms to start operation.
<b>Taking the Lead</b>	Downtown Renaissance, UK Cooperative Extension
<b>Supporting Cast</b>	Property owners, small business owners, prospective entrepreneurs, MEDI, Christian County High School, Hopkinsville High School, and Austin Wright at the Christian County Extension Office
<b>Costs/Resources Needed</b>	Staff time to coordinate, communicate, make and update list, market the opportunity.

**Action 3.2: Identify spaces available for small farm and small business incubation, with an emphasis on centrally located buildings and spaces.**

<b>Possible Funding Sources</b>	For small business support: USDA Ag grants, entrepreneur grants, Downtown Incentive Programs—Downtown Hopkinsville 50/50 Matching Grant Incentive Program, Downtown Hopkinsville Collateralized Loan Incentive Program, and the Preservation-in-Lieu-of-Taxes (PILOT) Program.
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**Action 3.3: Create a “Shopkinsville” marketing and branding program to encourage patronage of downtown businesses.**

<b>What this is and why it’s important</b>	There are many new businesses in downtown Hopkinsville that have joined established firms creating a critical mass of energy and enthusiasm and making downtown a shopping destination. A branding program that collectively promotes downtown could build on that energy, create opportunities for social interaction, and encourage customers to return downtown for their shopping needs through loyalty programs. Using social media (#HopSmall, #Shopkinsville, #LocalLove, #BrickandMortar) and coordinating efforts among downtown businesses via a small committee of business owners, this branding program could make downtown shops and restaurants more visible to both customers and potential new entrepreneurs, encouraging more economic activity.
<b>Measures of Success</b>	Customers and merchants participate in the branding program. Interaction with the branding program on social media.
<b>Timeframe</b>	Short: 0-3 months—by the time of the solar eclipse on August 21. Medium: 6 months to develop “Shop Small Saturdays” and other programs.
<b>Taking the Lead</b>	Sheila Byrd, Jennifer Bowman (JLB Studio Gallery), and other small businesses.
<b>Supporting Cast</b>	Community and Development Services (Holly, Laura, Jennifer, Stacy), Local Development Corporation, Art Guild.
<b>Costs/Resources Needed</b>	~\$25,000 for printed materials, logo and marketing plan development, giveaways (e.g. tote bags).
<b>Possible Funding Sources</b>	WKDZ, Planters Bank, Hopkinsville Electric System, Pennyrile Electric, and Hopkinsville Water Environment Authority.

**Action 3.4: Identify and support a group of women farmers to grow in urban locations and sell at the Downtown Farmers Market.**

<b>What this is and why it's important</b>	Small and specialty farming and the marketing of value-added products in Hopkinsville present unique opportunities for women who wish to start a new, full-time enterprise or to supplement their income with flexible and meaningful work on a part-time basis. This action could create avenues for support and networking, specifically geared toward women. Hopkinsville is already home to many women-owned and managed small businesses and farms who are eager to mentor and assist others in the creation of their farms and businesses.
<b>Measures of Success</b>	Mechanisms to facilitate support are created, such as monthly gatherings, an online forum, and mentorship programs. New women-owned farms and businesses are started in Hopkinsville.
<b>Timeframe</b>	Short: 0-3 months to begin the process of capacity building and deciding what type of project is necessary and feasible. Long: 1 year to fully establish a program and network.
<b>Taking the Lead</b>	Christian County Cooperative Extension Office and/or Cindy Rudd.
<b>Supporting Cast</b>	Martha White, United Way, Sanctuary House, Grace and Mercy, churches, master gardeners, Friends of the Downtown Farmers Market.
<b>Costs/Resources Needed</b>	Minimal—volunteer organizing time to coordinate, perform outreach, recruit women to participate as mentors and future farmers/entrepreneurs.
<b>Possible Funding Sources</b>	For new farmer/business owner funding and other resources: USDA Farm Service Agency Minority and Women Farmer and Rancher Program; National Association for Women in Agriculture; Center for Rural Affairs—Opportunities for Women Farmers; Women Food and Ag Network; Women's Business Development Center, 1990 TVA Grant (Minority Leadership and microloans), Boots to Business (for veterans).

**Action 3.5: Coordinate between Boys and Girls Club and the city of Hopkinsville to convert the old football field at the corner of Central Avenue and Broad Streets into a productive community garden.**

<b>What this is and why it's important</b>	The site of the former football field at the corner of Central Avenue and Broad Street holds a special place in the memory of many Hopkinsville residents, but today the lot is vacant and underused. Its prime location—adjacent to the Boys and Girls Club and within an inner-city neighborhood—makes the parcel an excellent opportunity for a large-scale garden for demonstration, production, and teaching. The nostalgia that many in Hopkinsville feel for the site could be honored through a new and positive use for the site, while providing an excellent opportunity for collaboration among churches, neighbors, service agencies, and the Boys and Girls Club. Many Hopkinsville residents may benefit from wellness and gardening education, entrepreneurship training, and a very local supply of fresh fruits and vegetables.
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Action 3.5: Coordinate between Boys and Girls Club and the city of Hopkinsville to convert the old football field at the corner of Central Avenue and Broad Streets into a productive community garden.	
<b>Measures of Success</b>	Partnerships are created (MOUs drafted), permissions are obtained for garden development (including soil testing), garden is started (in phases), participation from a variety of groups. Decrease in obesity rates, new (young) farmers and food entrepreneurs, continuous participation from FFA and 4-H.
<b>Timeframe</b>	Short: 3-6 months to create a plan and develop partnerships. Long: 1-2 years to complete construction and connect program partners.
<b>Taking the Lead</b>	Kenneth Bates (Hopkinsville Eastside Neighborhood Association, County Magistrate), Annie Catron, Boys and Girls Club, city council, city of Hopkinsville.
<b>Supporting Cast</b>	City of Hopkinsville, United Way, churches, Board of Education, UK Cooperative Extension, FFA, 4-H, master gardeners.
<b>Costs/Resources Needed</b>	Volunteer and staff time to organize and begin the project—at least one full-time staff person, a 5-6 person dedicated seasonal staff or volunteers to manage the garden and conduct programming, ongoing expertise to trouble-shoot garden problems and to help market the program and produce. To create the garden—equipment, soil amendments, tilling, and cover-cropping, irrigation, structures to house equipment, hoop houses for season extension, seeds and plants, tools, etc. Estimated \$10,000-\$80,000 (depending on size/phasing).
<b>Possible Funding Sources</b>	USDA Rural Development, Cooperative Extension, Boys and Girls Club, Wayne Hunt (large-scale farmer, owner: H&R Agripower, potential partner/donor), FFA, and 4-H programs.

GOAL 4: Activate and energize the Hopkinsville downtown and inner-city areas and fully integrate ALL residents into activities and opportunities.

Many organizations, agencies, businesses, and individual residents are creating new and exciting opportunities to create a healthier and more vibrant downtown Hopkinsville, yet not all community members are participating in, or engaging with, these activities. Workshop participants were especially concerned at the ongoing lack of reach into Hopkinsville’s inner-city neighborhoods. There are many opportunities for all residents of Hopkinsville to be engaged as new business owners, community gardeners, volunteers, farmers market attendees, public artists, and community organizers.

Action 4.1: Continue gateway enhancements to the new greenway trails.	
<b>What this is and why it’s important</b>	The rail-to-trail greenway was completed in 2014 and is a well-utilized asset to the downtown community, connecting several inner-city neighborhoods to downtown Hopkinsville. Continuing to build enhancements to the trail—phones, pop-up farmers markets and other vendors, cafes, bike services, public art, and other amenities—may serve to increase the use of the trails.

Action 4.1: Continue gateway enhancements to the new greenway trails.	
<b>Measures of Success</b>	Increased use of trails, and number of new users of trails. Local businesses and organizations interested in offering services and goods adjacent to trails because of heavy use. Positive community feedback.
<b>Timeframe</b>	Long: 1-2 years.
<b>Taking the Lead</b>	Jennie Stuart Medical Center, Christian County Health Department
<b>Supporting Cast</b>	City of Hopkinsville, Bikes and Moore (local bike shop), Little River Cycling (bike club)
<b>Costs/Resources Needed</b>	Some staff time to evaluate and pursue improvements. Costs of improvements vary from minimal (installing bike racks, hosting temporary markets) to more expensive (public art installations).
<b>Possible Funding Sources</b>	Public Works, city of Hopkinsville, Christian County, St. Luke Free Clinic, Christian County Health Department, Jennie Stuart Medical Center, local sponsors, and other grant sources.

Action 4.2: Hold regular cooking classes that highlight local, seasonal, and fresh produce, including events at the farmers market.	
<b>What this is and why it's important</b>	Cooking classes are a fun way to meet neighbors while learning new ways to prepare food. Classes that highlight seasonal fresh produce available in Hopkinsville accomplish several goals—increasing the health and wellness of Hopkinsville residents, encouraging the use of locally grown produce and farm products, and engaging all members of Hopkinsville in a way that encourages community building. Classes could be organized for distinct groups to cater to their interests—teens, older residents, potential entrepreneurs, etc. Additionally, educational programming through cooking demonstrations and other exhibits at the farmers market would serve to help fill this knowledge gap in an entertaining way—providing yet another reason to visit and shop at the Downtown Farmers Market.
<b>Measures of Success</b>	Number of residents participating in cooking classes. Positive feedback from participants/utilizing the recipes and techniques they learned. Events are well publicized in all communities through multiple channels. Cooking demonstrations held at the farmers market result in an increase in new customers.
<b>Timeframe</b>	Short: 1-6 months.
<b>Taking the Lead</b>	Pioneers and Homemakers (individuals within the organization, not the organization itself).
<b>Supporting Cast</b>	Community council, Friends of the Downtown Farmers Market, Hopkinsville Community College Culinary program instructors, Gateway Academy Culinary Arts, Hopkinsville Library, local chefs, residents with an interest in teaching cooking, 4-H programs (youth teaching youth), Kentucky Nutrition Education Program, wellness professionals, YMCA, Jennie Stuart Medical Center, Christian County Health Department, master gardeners.

Action 4.2: Hold regular cooking classes that highlight local, seasonal, and fresh produce, including events at the farmers market.	
<b>Costs/Resources Needed</b>	Moderate costs—a kitchen large enough to host a class, or water/electricity if at the farmers market or other outdoor location, ingredients and equipment, stipend for instructors.
<b>Possible Funding Sources</b>	Kentucky Nutrition Education Program, Christian County Health Department, Cooperative Extension, Farmers Market, local grocery stores, Salvation Army, USDA Farmers Market Promotion Program, local sponsorships.

Action 4.3: Identify community stories that could be told through public art projects.	
<b>What this is and why it's important</b>	Public art projects with a community focus provide a way for residents to see their stories reflected in the neighborhoods in which they live. Many public art projects such as murals include a process of community engagement through which people share their personal stories, memories, and hopes for the future. An artist facilitates and listens, creating a work of art that encompasses what she's heard. Public art can also serve to bring new life to areas that have experienced a high vacancy rate, stimulating new growth and a renewed sense of community pride.
<b>Measures of Success</b>	More community/public art projects are installed in downtown and inner-city neighborhoods.
<b>Timeframe</b>	Long: 1-2 years
<b>Taking the Lead</b>	Museums of Historic Hopkinsville Christian County and the local Arts Agencies
<b>Supporting Cast</b>	Art Guild, middle and high schools, private schools, Hopkinsville Community College, sponsors, Murray State University
<b>Costs/Resources Needed</b>	\$15,000 - \$25,000 per mural
<b>Possible Funding Sources</b>	National Endowment for the Arts, ArtPlace America (National Creative Placemaking Fund), Smart Growth America

**Action 4.4: Effectively engage and reach out to the entire Hopkinsville community, beginning with a community survey process to discover perceptions and current levels of engagement with health, local foods, and downtown revitalization among residents not currently involved.**

<p><b>What this is and why it's important</b></p>	<p>While there are currently numerous organizations and initiatives in Hopkinsville working to improve the health and economy of the community, workshop participants named a lack of participation and coordination among a broad cross section of residents as a primary challenge. Hopkinsville's unique diversity is a tremendous opportunity for creating a more inclusive and vibrant community for everyone, and old patterns of separation will persist without meaningful engagement and consistent communication for new initiatives and projects. Understanding the desires, needs, and perceptions of residents not currently engaged in local foods and downtown revitalization efforts is crucial to understanding how initiatives and organizations can better serve everyone in Hopkinsville. A well-crafted community survey can capture this information and point to opportunities to get more residents involved.</p>
<p><b>Measures of Success</b></p>	<p>Survey is completed and distributed to Hopkinsville residents through churches and neighborhood organizations. The responses come from a diverse set of community members, and the responses represent an accurate cross-section of the community, as compared to demographic data.</p> <p>Long term success: Increased number of participants at events, increased diversity of residents participating in planning and promotion of events, amount of social media and outreach activity.</p>
<p><b>Timeframe</b></p>	<p>Long term: 1 year+ to craft the survey, design a dissemination method, conduct the survey, and input/analyze results.</p> <p>Short to medium term: Increased direct outreach to community leaders in communities with limited participation.</p>
<p><b>Taking the Lead</b></p>	<p>Community and Development Services, Inner-City REZ program.</p>
<p><b>Supporting Cast</b></p>	<p>Churches, Neighborhood Network Associations, social media users, businesses and organizations working within and across communities, Hopkinsville Community College, churches, Christian County Library, community members, Community Service Projects, Challenge House.</p>
<p><b>Costs/Resources Needed</b></p>	<p>Staff and volunteer time to communicate (listen, share, find solutions) with communities not currently participating. For the survey, estimated \$5,000; volunteer labor and staff time to administer the survey and to enter the data; volunteer or paid assistance with data analysis.</p>
<p><b>Possible Funding Sources</b></p>	<p>Inner-City REZ program, Downtown Renaissance.</p>

Action 4.5: Develop and implement a wayfinding strategy to encourage walking in downtown Hopkinsville, beginning with temporary signage.	
<b>What this is and why it's important</b>	With all that is currently happening in the city of Hopkinsville and new initiatives underway, a wayfinding strategy could help to promote revitalized spaces and create buzz around new projects. Residents would be reminded of services, events, places, and spaces through engaging, low-tech signs, generating excitement about Hopkinsville, local foods, businesses, and public and community programs and events.
<b>Measures of Success</b>	Places and spaces to be highlighted by signage are decided, signs are created and installed.
<b>Timeframe</b>	Installed by spring of 2018.
<b>Taking the Lead</b>	Chamber of Commerce.
<b>Supporting Cast</b>	Convention and Visitors Bureau, Community and Development Services.
<b>Costs/Resources Needed</b>	Walk [Your] City toolkit; \$20-\$25 per sign, plus staff time to coordinate and install.
<b>Possible Funding Sources</b>	Chamber of Commerce, Kickstarter, local businesses can sponsor a sign and their logo will be placed on "their" sign.

Other ideas to activate downtown Hopkinsville and engage all residents were offered during the action planning activity that didn't fall into one of the specific actions that were fleshed out during the workshop. These ideas are listed here for record-keeping: they may be utilized in the future to help support the goal of activating downtown Hopkinsville and engage all residents.

- Build on the efforts of the Hopkinsville Beautification Commission to continue the creation of a more vibrant and aesthetically pleasing downtown community.
- Create a Farm and Ranch Trail.
- Have transit or trolley stops at the greenway at a regular weekly time.
- Offer entrepreneur classes.
- Offer computer classes for older adults.
- Have information about local events and initiatives incorporated into materials distributed by the Christian County Health Department.
- Involve churches in getting the word out about programs and project to their congregations.
- Create a central website or Facebook page to learn about all activities in Hopkinsville – updated, fresh, nimble, way to market the community.
- Create flyers for each neighborhood association.



## Implementation and Next Steps

Three post-workshop conference calls were held during May, June, and July 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.

## Appendices

- Appendix A – Workshop Feedback
- Appendix B – Community Data Profile
- Appendix C – Workshop Participants
- Appendix D – Funding Resources
- Appendix E – References
- Appendix F – Workshop Photo Album
- Appendix G – Goal Specific Case Studies and Resources (with power point slides)