CEDIK is proud to have accomplished so much in the past year. We encourage you to take a look at the program summaries that follow. Several are becoming known as our “signature programs,” as we have received several requests from counties to offer these programs over the past year.

In addition to the highlights presented here, we have been fortunate to find an Associate Director for CEDIK, Dr. Daniel Kahl. We are excited to have Dan join us as he brings even more strengths and talents to to CEDIK’s capacity for delivering community and economic development.

In this annual report, you’ll read about the strategic planning adult and youth forums for the Kentucky Highlands Promise Zone; collaboration with the Kentucky Small Business Development Center to support six second stage Kentucky businesses through our new program, Grow Kentucky; facilitation by our faculty - community design in Bullitt County, strategic planning in Bell County, and business support and expansion in Nicholasville, Kentucky; and research that helps us better understand how rural Kentucky communities might be able to generate more local revenue.

Beyond the activities highlighted in this report, the staff of CEDIK provided in-service educational opportunities for Extension faculty, supported project development and grant submission for projects across the College of Agriculture, Food and Environment, and developed publications to support community and economic development efforts across Kentucky. For more information on the resources available through CEDIK, visit our web page at cedik.ca.uky.edu.

Alison F. Davis, CEDIK Executive Director  
Daniel Kahl, CEDIK Associate Director
# 2014 Programs and Projects

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*Looking Ahead to 2015*
With the rise of metropolitan and suburban areas, many smaller communities across the United States have suffered from a lack of downtown activity. Main Street once contained a thriving mix of retail, entertainment, and restaurants. In many small communities, the current reality of Main Street is empty storefronts and smaller retailers struggling to retain customers. The very same experience also occurred in downtown urban areas with the shift away from downtown living and movement into suburban developments. A disconnect exists between our cultural understanding of rural and urban experience, yet the common issue of shifting community population is one way to bridge youth understanding of the commonality of place.

The Youth Engagement Leadership Program (YELP) was initially funded by a grant from the Appalachian Regional Commission (ARC). ARC was interested in building a curriculum for economic development that could be used across the region. CEDIK had been interested in building a curriculum that connected youth to their communities; teaching them civic responsibility, entrepreneurship and leadership skills. Youth participating in YELP are invested in their communities. They interact with state and local government. The youth get hands-on experience on how to write a business plan and receive feedback on their plan from community leaders. They learn to communicate with their peers, as well as their community, and demonstrate the importance of youth engagement within the community.

YELP is currently being offered in Bath County. Bath County’s Wildcat Leadership Council is in their second year of the program where students have presented their ideas for a business to revitalize downtown.
Bath County youth are now writing a 21st Century Grant for a community leaning center in Owingsville, KY. They traveled to Frankfort where they spoke with their Senator, Albert Robinson, and Liles Taylor, Advisor to Lt. Governor Crit Luallen. The teens will soon be traveling to Nashville to learn how to track the effects of community change through a process called Ripple Mapping with the Southern Rural Development Center.

Because of the popularity of this program, there has been interest in expanding YELP in 2015. Lexington will host the first urban pilot of YELP in summer 2015 and Montgomery County will host a Middle School pilot program in fall 2015.

*When asked, “What is the benefit of talking with political leaders?” Terence Clemons, 4-H Agent and Co-Leader of the Bath County Wildcat Leadership Council responded, “It made our state representative feel more connected to the county she represents.”*
In 2014, CEDIK and the Kentucky Small Business Development Center (KSBDC) launched Grow Kentucky, Kentucky’s only certified Economic Gardening program. Economic Gardening is not a new horticulture program (contrary to its name), but an innovative economic development strategy that focuses on “growing our own” companies. Starting with our first client in July 2014, CEDIK and the KSBDC worked with six clients, about half of whom are located in Eastern Kentucky.

When working with companies, the Grow Kentucky team uses an advanced set of tools to provide clients with high-end marketing resources. KSBDC houses Grow Kentucky’s social media specialist and marketing specialist. Using top-notch propriety services, these specialists can access search engine optimization and Internet-marketing tools as well as detailed business databases that generate targeted lead sheets for clients. For its part, CEDIK houses three geographic information system (GIS) specialists, two of whom are officially certified by the National Center for Economic Gardening. Using GIS, we can map targeted marketing lists, identify market clusters, determine the characteristics of a company’s customer base, and create maps that highlight areas with the best opportunity for customer prospecting. By working with a client for several weeks, the Grow Kentucky team provides relevant and detailed information to help clients determine the future of their companies.

Whereas KSBDCs typically works with startups, Grow Kentucky focuses on identifying Stage 2 companies, which typically have between 10-99 employees and hold significant potential for growth. By working with already successful Kentucky companies, the Grow Kentucky program can provide sophisticated tools and customized strategic information to our clients.

The company can then use this information to expand their business and employment. While it is too early to know the full impacts of Grow Kentucky’s work, similar work in Littleton, Colorado (where
Economic Gardening originated over 25 years led to an additional 15,000 jobs without recruiting large companies or providing tax incentives. We are hopeful that Grow Kentucky can have a similar impact and bring long-lasting jobs to rural areas by building Kentucky’s economy from within.

“All aspects were extremely professional and informative based on the scope of objectives that HDS had put forth. I think that this was an excellent program to assist in development and/or development of sales and marketing strategies into other (or existing) markets.”

-Client who completed Economic Gardening Program
A volunteer community group in Bullitt County reached out to CEDIK Extension Specialist Jayoung Koo in the spring of 2014 to perform a trail study which would propose six route scenarios in the county that would connect Floyd’s Fork with Bernheim Arboretum and Research Forest along the trail. Community volunteers worked with the Bullitt County Fiscal Court to provide funding for the trail research study. Dr. Koo hired four Landscape Architecture undergraduates who performed a suitability analysis. Jayoung and the students completed the information driven analysis and recommended the six alternative routes to the Fiscal Court and the larger community in spring 2015. The response to the trail plans was positive from community members and the adjacent property owners. Another key partner in the community is pursuing negotiations with property owners to secure land within the vicinity of the potential trail route area.

As collaboration between UK, the community group, and the Bullitt County Fiscal Court continued through the year, so did the project list. During the fall of 2014, Jayoung’s Landscape Architecture studio seniors started working on a Greenway System throughout the entire county which included goals for conservation, recreation, and alternative travel modes. In September 2014, the students facilitated a 3 hour workshop in Bullitt County at the local cooperative extension office. The students led 12 community leaders through SWOT (strengths, weaknesses, opportunities, threats) analysis, Goals and Objectives, Bubble Diagrams and Preliminary Concepts activities.
Additionally, Bullitt County Extension Agent Darold Akridge shared the history of the county with the students. The visit also served as the student’s site visit in preparation for their December 2014 presentation to the community on the details of the county Greenway System.

There is more collaboration planned in 2015 between CEDIK and Bullitt County. Stay tuned!

“Often we seek advice to improve a situation. The advice maybe from ones near or sometimes a bit more of a distance to provide a view unfettered by local trappings. I feel the advice provided by Dr. Koo and the Landscape Architecture students will provide a timely consideration for those seeking a way to map the trail of opportunities in Bullitt County.”
-Darold Akridge, Bullitt County Extension Agent
The Business Retention and Expansion (BRE) Program is a community-based program that assists communities in surveying their local businesses to determine the local business situation and makes recommendations to help keep existing businesses in the community. CEDIK usually works with a local sponsor, such as a Chamber of Commerce, to visit local businesses to identify strengths and issues for doing business in the community or county.

Steps of this BRE program include: identifying local sponsors; organizing a planning committee; getting “volunteer visitors” to conduct interview local businesses; and responding to issues and opportunities that result from the interviews. CEDIK provides the planning committee a template for the interview guide, analyzes the results of the interviews, writes the final reports and presents the results, and assists with the follow-up actions from recommendations that come from the results.

While the process for BRE is straightforward, communities can expect to spend at least six months engaged in the process.

In 2014, Jessamine County Extension Agent Rob Amburgey contacted CEDIK to begin a BRE program in Nicholasville. Rick Maurer met with local leaders from Nicholasville Now! and explained the process. The community planning committee has begun the process that will continue into 2015. Outcomes are anticipated to include a developed strategy for identifying business retention practices and the development of a plan for action.
Strategic Planning in Bell County, Kentucky

It’s important for communities to answer these questions:

*Who are we?*

*What do we want to be?*

*What do we need to do to get there?*

Often, when CEDIK works with one organization or entity in a community, other organizations and leaders take note. It’s as if the desire to transform - to change - catches fire within the community. One example is Bell County, Kentucky.

CEDIK facilitated a strategic planning session with the city of Middlesboro in Bell County in 2013. CEDIK was invited by the group Discover Downtown Middlesboro to help them build a plan that included SMART Goals – Goals that are specific, measurable, achievable, results-focused, and time-bound. With the success in not only putting together a strategic plan, but in actually accomplishing some of the goals ahead of schedule, other communities in Bell County began to take note. In 2014, the Main Street Director of the city of Pineville in Bell County, Jacob Roan, invited CEDIK to facilitate a strategic planning for their city that is complementary to their neighboring city’s plans.

The two cities have historically not worked together. Both Communities now understand the entire county prospers exponentially when working together.

CEDIK has facilitated multiple community strategic planning sessions in Bourbon, Washington, Nelson, Boone, Kenton, Carter, Menifee, and Lincoln Counties. In these localities, just like in Bell County, community groups are starting to see the success of collaborative efforts among organizations. And along the way, developing positive community leaders.
During March and April 2014, CEDIK completed a series of public forums within the Kentucky Highlands Promise Zone. The purpose of these forums was to hear from residents what issues they felt needed to be addressed and to identify the goals for their communities. The input gathered at these forums forms the basis of the 10-year Strategic Plan for the Kentucky Highlands Promise Zone.

We completed all the forums in the eight counties, including 16 open to the general public and 14 youth-only forums. Attendance at the public forums ranged from 30 to 100 residents and there were approximately 300 participants in the youth sessions.

CEDIK found there was little difference between the counties in the perception of needs. There were twelve issues that were consistently brought up in each of the sessions:

**Affordable, Consistent High-Speed Internet Access** – This is a need throughout the Promise Zone.

**Economic Development** – This includes entrepreneurship, economic gardening, natural resource-based development and promotion of clusters.

**Regional Tourism Development** – Includes adventure-based, arts/cultural-based, and heritage-based tourism geared toward longer stays by visitors.

**Health Services** – Needs to be particular attention to drug and alcohol rehabilitation services with development of transportation to and from these services as they are often hours away.

**Retirement Community Development** – Communities should take advantage of family ties within the region. The idea is that you do not have to create jobs for retirees rather they create jobs for residents.

**Enhanced Transportation Access** – This is especially important within the community as there are rarely intra-community systems.
Develop the Locally-Owned Commercial Community – Particularly important to downtown areas. It creates a visible sign of improvement.

Improved Energy-Efficient Housing – Savings are typically returned to the community through local spending and it provides more affordable housing.

Create Opportunities for Youth to be Engaged in Community Affairs – Young people feel they are excluded because of their youth not their ideas.

Emphasize Multi-County Thinking and Action – The communities feel it is now time to act and try things together.

Increase Access to Post-Secondary Education – There are affordability and accessibility issues for colleges and technical education that need to be addressed.

People Want to be Heard – There is a uniform lack of trust in the political process, particularly that in Washington. Need to demonstrate opportunities in the region to halt out-migration by young families. There is a need to take action now.

Up to date information on progress in the Kentucky Highlands Promise Zone can be found on their website. In addition, county level and regional strategic plans formed from the listening sessions, as well as demographic data for the counties and region that CEDIK compiled are available at http://www.kypromisezone.com/.
In 1992, the state legislature approved cities with population of 1,00 to 7,999 residents to have the option to establish a local restaurant tax to generate revenue. In 2010, an amendment was introduced (but not ratified) in Kentucky to allow cities of all population sizes to establish this local restaurant tax and use a portion of the money to promote tourism. Lawmakers are interested in knowing whether a local restaurant tax would be a viable way for communities to generate income without hurting the local restaurant industry. The state travel industry association is in support of the amendment, whereas the state restaurant association is opposed to the tax change.

Enter Dr. Jason Swanson, Tourism Development Specialist. He worked to administer a survey of Kentucky residents to gauge the threshold percent increase in the cost of a restaurant bill that would impact customer’s purchasing behavior. CEDIK graduate assistant Georgette Owusu-Amankwah worked with Jason on this project to complete her master’s thesis research. They learned that respondents, on average, are willing to accept a cost increase of 15% to their restaurant bill.

The survey also measured differences in respondents’ behavior based on the type of restaurant. The survey contained questions that asked about willingness to pay based on restaurant characteristics such as whether or not the restaurant served local food, or whether the service was a sit-down or fast food restaurant. As expected, there was a positive correlation if the restaurant served local food or if the restaurant had sit-down service with respondents’ willingness to pay an increase in the cost of the bill.
Empowerment for North Limestone Neighborhood Sustainability: Establishing Public Spaces and Arts

The North Limestone neighborhood (NoLi) of Lexington, Kentucky has seen an immense amount of change in recent years. Trendy coffee shops, bistro's and pubs are popping up in what once was an often-overlooked impoverished, yet culturally diverse neighborhood. While this economic influx is often perceived as being positive, it has also created community unrest with perceptions of cultural power dominance and societal gentrification. The Community Innovation Lab, led by Dr. Ron Hustedde and Dr. Bryan Hains, is assisting the leadership, collaboration, and participation of NoLi stakeholders through facilitator training, and the NoLi community's efforts to empower its youth. The NoLi community will be able to increase their social capacity through training of facilitated leadership, improve intergenerational communication, and develop a stronger sense of place.

NoLi community developers are actively working to improve the lives of its citizens through creative placemaking initiatives, through shared public spaces and arts. Drs. Hustedde and Hains of the Community Innovation Lab and Dr. Jayoung Koo of the UK Department of Landscape Architecture are providing technical assistance in the physical planning and design phases of the NoLi creative placemaking initiatives.

“Whether it is a county, a city, or a neighborhood; community development begins when people come together to share concerns, ideas, and dreams and begin to craft a common strategy to move forward.”

- Dan Kahl, Professor of Community and Leadership Development, University of Kentucky
An International Exchange Focusing on Complex Community Dynamics

Residents of urban neighborhoods, both international and domestic, are frequently affected by community transitions associated with external economic and social development. This development often evokes intense emotions for all involved as there are limited outlets for community education and communication.

In an attempt to contextualize the recent changes within the NoLi neighborhood community, Dr. Kristina Ricketts of the Social Innovation Lab coordinated an international exchange between public officials, university faculty, and students. The participants of this exchange explored social and cultural gaps between community decision makers and community members within domestic (Lexington, KY.) and international (Glasgow, Scotland) urban neighborhoods under transition. The exchange provided a rich opportunity for graduate students of UK Community and Leadership Development to see the theories associated with power, culture and educational development in action.
The 2014 Institute for Sustainable Development provided over sixty Extension educators and specialists (from Purdue University, Ohio State University, University of Illinois and the University of Kentucky) an exciting venue for the dissemination of high quality Extension programming opportunities and experiences. The workshop embraced a creative format that facilitated the establishment of a regional network of Extension professionals committed to working together on a core set of issues and programs.

The key themes of the 2014 Institute included community resiliency; local/regional food systems and sustainable agriculture; and entrepreneurship and regional development. The retreat format combined presentations, workshops, field experiences, poster session/contest, and networking into a dynamic and interactive mix of professional development activities.

Each key theme was divided into three separate concurrent tracks that covered equity, economics and the environment. This ‘triple bottom line’ approach provided the framework to share programs, think about future efforts and apply what has been learned in a focused way.

As agents from multiple states gathered together to learn best practices, strong synergy between the states developed. By engaging in tracks that included tours and conversations with thriving local businesses, community challenges presented that resonated with Extension personnel across state lines. One particular tour involved the tourism efforts of Nashville, Indiana, known as the “artist colony of the Midwest.” By interacting with the owners of Little Nashville’s Brown County Playhouse and visiting with store owners about the advantages and obstacles of transitioning into a tourism-based economy, a sense of regional collaboration was formed and strengthened. The value of the Institute of Sustainable Development lies in the immersion in an environment that allows Extension personnel to truly experience the efforts made in equity, economics and the environment.
Looking Ahead: Projects and Plans for 2015

We can tell you that CEDIK is riding the tails of an amazing 2014 and 2015 will be a year of expansion for CEDIK. We have hopes to build CEDIK’s resources to TEN full-time Research and Extension staff. And this does not include the addition of Dan Kahl as CEDIK Associate Director, and faculty across the College that are now working with CEDIK. The ongoing support from the College of Agriculture, Food and Environment has been tremendous!

The expansion of our team will allow us to broaden our research and outreach programming to include local/regional food systems, rural health coalition/network development, creative placemaking, and entrepreneurial programs. In addition, we will soon be launching several programs including First Impressions (originating from University of Wisconsin Extension), the Kentucky Business Retention and Expansion (BR&E) program, and a hospital leadership program.

We met with our Extension Advisory Council at the end of 2014 and had a productive meeting where the Agents identified resources that could enhance the work they do in their communities. These resources included conflict management training, business retention and expansion and start up tools, and providing success stories that could be scalable. As a result (as previously mentioned) we are relaunching the Kentucky BR&E program, and we are co-hosting a facilitation and conflict management training with Kentucky League of Cities in 2016.

Finally, CEDIK Program Coordinator Sarah Bowker is working to create a “Look Book” that will detail successful programs and projects around community and economic development that can be utilized by both Extension as well as community leaders.

If you have come across this report because you think you’d like to work with CEDIK on a project, please connect with us! We look forward to hearing from you.

Alison F. Davis, CEDIK Executive Director

Daniel Kahl, CEDIK Associate Director