



**City of Phoenix**

# **2025 Food Action Plan**

*Healthy Food for All*

*January 2020*

## **ACKNOWLEDGEMENTS**

The Phoenix 2025 Food Action Plan was prepared by the Office of Environmental Programs in partnership with the Phoenix interdepartmental food action team, the Maricopa County Food System Coalition, the Valley of the Sun United Way, the Health Improvement Partnership of Maricopa County and with input from many food system stakeholders. Thank you to everyone who attended meetings, workshops and contributed ideas and helped develop this plan to improve the Phoenix local food system. A special thank you to the South Phoenix and Maryvale Community of Practice who have voluntarily provided their time to share their wealth of knowledge.

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South Phoenix produce offered at Phoenix Food Day 2016

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## EXECUTIVE SUMMARY

Phoenix residents approved a Healthy Food System goal in the City of Phoenix (City) general plan, PlanPHX, which was adopted in 2015 to promote the growth of a healthy, affordable, secure and sustainable food system that makes healthy food available to all Phoenix residents. In 2016, Phoenix City Council adopted the 2050 Environmental Sustainability Goals, including a Local Food System Goal to maintain a healthy, sustainable, equitable, and thriving local food system.

Healthy food is defined as food that is fresh, nutritious and grown without harming its producers or our environment. The food system comprises food from farm or producer to table or consumer. A healthy food system increases Phoenix resident's ability to access healthy, affordable food. A healthy food system contributes to economic growth, health, and community by:

- Encouraging consumers to grow their own food and providing opportunities for urban farmers to sell their food locally, blurring the lines among growers,
- Supporting all options for furthering access to healthy food including community gardens, urban farms, farmers markets, community supported agriculture, healthy food retailers, and new innovative means.
- Creating a strong community network of successful and culturally appropriate businesses that produce, process, cook, transport, and sell food with prevention of food loss and waste.

Phoenix has made a healthy food system a priority. To support this effort, the City has created this first 2025 Food Action Plan to outline actions and policies, develop and enhance partnerships, to support people most impacted by food insecurity and hunger, and to achieve the goals of access to healthy food for everyone in Phoenix.

### Status of Local Food System

In gathering input for the plan, the common thread heard about food was that it is very important in terms of connection. Sharing food was a way to show love, and people also feel that food connects them to their community. Achievement of local food system goals results in reduced rates of hunger, obesity, and diet-related diseases through elimination of food deserts, increasing urban agriculture, and adopting zoning, land use guidelines, and other policies to improve the food system. A food desert as defined by the U.S. Department of Agriculture is an area without ready access to fresh, healthy and affordable food. Of the 55 food deserts in Maricopa County, there are 43 in Phoenix that encompass nearly half the Phoenix population.

The City's Office of Environmental Programs (OEP), in partnership with the Maricopa County Food System Coalition (MarCo), received a grant from the Gila River Indian Community to complete a regional Community Food Assessment to understand the

current state of the food system in Maricopa County. Major findings from the assessment:

- Agriculture and food influence major social, health and economic problems, as well as opportunities.
- Despite our agricultural capacity and national leadership, our food system is not working for many people in Maricopa County, especially low-income, ethnic minorities, seniors, and children.
- We face serious challenges in sustaining regional agriculture and community food, especially with regards to land, water and relationships.

## **Plan Development**

The OEP is the local food system goal leader and is tasked with developing and implementing actions to achieve the goal. In 2017, OEP convened an interdepartmental food action team to understand existing food system work across departments, to learn from external food system stakeholders, and to coordinate the development of a food action plan. The development of a Food Action Plan was the recommendation from the interdepartmental team and external stakeholders. OEP then initiated work on the plan with numerous organizations currently working on food system issues and with community members. OEP staff also participated in various workshops and meetings hosted by others. Additionally, a food survey was conducted through the website and at public events to gather input from residents. The resulting data was used to establish priorities for goals, strategies, and recommended actions to be achieved by 2025.

## **South Phoenix Food Action Plan Development**

The plan focused on gathering data and input from those most impacted, particularly those living in food desert areas, generally in south and west areas of Phoenix. OEP received a grant from the U.S. Environmental Protection Agency (EPA) Local Foods, Local Places program to conduct a two-day workshop in South Phoenix to identify challenges and opportunities for improving the food system in the South Mountain Village Planning Area. Community outreach for this work was focused on engaging residents that were most impacted by food insecurity and hunger, including low income, and minority populations. A food-focused Community of Practice made up of women of color was initiated to develop a greater understanding of food challenges and to establish collaborative relationships for making improvements. The results of the Local Foods, Local Places workshop and community was a South Phoenix-specific Food Action Plan that details recommended actions targeted for the unique and rich history of this geographic area.

## **GOALS & STRATEGIES**

After more than 18 months of gathering data and working on several food-related projects, it was clear that the City could impact food systems in a direct way through

policies and indirectly through collaboration and advocacy. It was also evident that challenges and opportunities could be separated into four categories – 1) Land Use, 2) Financial Resources and Infrastructure, 3) Education and Training, and 4) Programmatic. For each goal, strategies were developed in consideration of these four categories. The City has developed five goals and strategies for each for achieving a health, sustainable, equitable, and thriving local food system:

**GOAL 1: Healthy Food For All**

All people living in Phoenix should have enough to eat and have access to affordable, healthy, local, and culturally appropriate food.

Strategy 1	Incorporate agriculture, food processing, and distribution into existing and future land use plans. Collaborate with key partners to facilitate new opportunities for urban-scale gardens, farms, gleaning, and distribution systems.
Strategy 2:	Where feasible, use existing financial resources for food production and infrastructure. Pursue grants and other funding opportunities that will enhance the community’s access to healthy foods.
Strategy 3:	Partner with schools and others to support and promote education for youth and adults.

**GOAL 2: Strengthen the Local Economy**

Businesses that produce, process, distribute, and sell local and healthy food should be recognized as integral to the economy and encouraged to grow and thrive in Phoenix.

Strategy 1:	Recognize food production as a highest and best use of land.
Strategy 2:	Incorporate agriculture, food processing, and distribution into existing and future economic development plans.
Strategy 3:	Establish a local food buying preference in future City contracts and include in current Sustainable Purchasing Policy.
Strategy 4:	Partner with stakeholders to support and promote a Buy Local Food campaign.

**GOAL 3: Celebrate Local and Diverse Agriculture**

Growing food in Phoenix and the region should be easy and valued whether for personal use or for business.

Strategy 1:	Update codes and ordinances where appropriate to eliminate barriers and encourage developing a healthy food infrastructure.
Strategy 2:	Explore development of agriculture community land trusts and/or preservation mechanisms.

Strategy 3:	Explore the utilization of City-owned parcels as opportunities for urban agriculture, focused on food deserts within irrigation districts.
Strategy 4:	Support the growth of land uses that contribute to a healthy and sustainable food system (i.e. grocery stores, community gardens, urban farms and other urban agriculture elements).
Strategy 5:	Use existing and explore new job training resources, where feasible, and partner with others to provide training opportunities.

**GOAL 4: Maintain a Sustainable Environment**

Food-related waste should be prevented, reused, or recycled. Sustainable food production practices that maintain a healthy environment are desired.

Strategy 1:	Update codes and ordinances to clarify food waste diversion, i.e., composting opportunities.
Strategy 2:	Support and promote methods to prevent edible food from entering the waste stream.
Strategy 3:	Promote and support sustainable practices in all areas of the food system.

**GOAL 5: A Resilient Food System**

Develop policies and actions that address local and global challenges posed by climate change, urbanization, political and economic crises, population growth and other factors.

Strategy 1:	Research policies and actions that plan for future shocks related to changing population growth, hazards, economic conditions and climate.
Strategy 2:	Convene local food producers with city staff, leaders, and elected officials to build trust and understanding.
Strategy 3:	Explore funding opportunities from federal, state, and philanthropic organizations for food system activities and staff.

**Research and Measuring Progress**

Additional research is needed in the areas of best practices for local government policies, i.e. zoning codes and ordinances, policies for a resilient local food system, public-private partnerships, agricultural land trusts, and financial resources. The following areas will be measured on an annual basis to report on the progress of the actions recommended through the following indicators:

- 1) Percent of Phoenix residents who are food secure.
- 2) Acres of city-owned land used for food production.
- 3) Value of food grown and purchased locally (Maricopa County-wide total).
- 4) Value of local food sold at Phoenix farmers markets.

- 5) Value of SNAP benefits redeemed at Phoenix farmers markets.
- 6) Number of businesses established providing healthy food.
- 7) Percent of food loss prevented through food rescue.
- 8) Percent of residents reporting health related behavior change or improvement.
- 9) Percent of residents reporting increased interaction with urban agriculture.

## BACKGROUND

### Status of the Local Food System

The first step in developing this plan was to undertake a community food assessment for Maricopa County which was completed by the OEP in partnership with the Maricopa County Food System Coalition (MarCo). A grant from the Gila River Indian Community funded the assessment. Major findings from the assessment include:

- Agriculture and food influence major social, health and economic problems, as well as opportunities. Maricopa County is a national leader in agriculture. The regional food system is working very well for a small number of large producers and those exporting their products out of the region. An estimated \$1.95 billion total sales of on-farm agricultural production were contributed to the Maricopa County economy in 2015.
- Despite our agricultural capacity and national leadership, our food system is not working for many people in Maricopa County, especially low-income, ethnic minorities, seniors, and children. Regardless of income, consumers were concerned about the quality of the food they eat. People want education on nutrition, community resources, gardening, and how to cook. Overall, affordability is an issue.
- We face serious challenges in sustaining regional agriculture and community food, especially regarding land, water and relationships. Farmers in Maricopa County are among the most productive vegetable growers in the United States; yet they may very well be the most isolated farmers.

**Key Strengths:** Growers are capable; independent distributors are engaged; food system leaders are strong; consumer markets are strong and diverse.

**Key Weaknesses and Gaps:** Farmers feel isolated; too few growers are serving the local market; declining margins and skills gaps threaten growth; dedication to local food is limited; access to supportive infrastructure and resources is limited; and civic officials hold limited interest. Water and sprawl also can drive decline in County farmland.

### Phoenix and Maricopa County

Phoenix is the largest city in population and size in Maricopa County, both recognized for rapid and increasing population growth. Maricopa County is the state's primary political and economic center. The intersection of two major interstate highways, and portions of a third place the county amid bustling routes for trucking and other trade to San Diego and Los Angeles in California, and international trade to the north and west from the Mexican state of Sonora.

The County enjoys nearly 300 days of sunshine each year. Brief yet mild winters with low temperatures rarely reaching the freezing point counter the warm weather season, stretching seven months with extreme heat exceeding 100 degrees from June through September. Average annual precipitation is only eight inches, compared to the national average of about 39 inches. Maricopa County is roughly the size of the state of Massachusetts, with a tight cluster of cities and suburbs in the middle of the desert. Of the undeveloped land, a large portion is protected state and federal land, or otherwise outside the authority of Maricopa County land use planning. There are also four Native American Tribes with reservation land within Maricopa County.

A little over 741 square miles of the County was farmland in 2017. That is roughly 8% of the total land. Of that, 54% was cropland (407 square miles), and 55% of the cropland produced forage crops, like hay, while another 15% produced cotton. That left approximately 122 square miles for food production. In 2017, Maricopa County was in the top 1% of counties nationally for its production of vegetables, melons, and potatoes. As an arid desert climate, water use is a constant concern. The 1980 Groundwater Management Act prohibits new farmland in “active management” areas and limits agricultural use to 2 acres or less.

Food insecurity in Maricopa County is alarmingly at 13.7%. There are 55 food deserts in the county. The poverty rate is 17.1%, and 43.4% of residents only sometimes have enough money for basic needs, including food. The people most vulnerable in Maricopa County often have limited time to cook, live far distances from grocers, and are on a tight budget. In today’s urban fast food culture, food insecurity often means a lack of nutritious food. Only 17% of residents claim to eat five or more servings of fruit and vegetables per day, and that percentage has fallen steadily over the past few years. Poor diets filled with fat, sugar, and sodium lead to health issues like diabetes, heart disease, and stroke. Heart disease is the leading cause of death in the County, with stroke and diabetes in the top ten. Hunger and diet-related diseases are higher in Maricopa County than the U.S. average.

Our recent community engagements have also revealed that many people simply do not know how to cook, so rely on convenience foods, and their children are not learning about food, either. The next generation has no interest in knowing where their food comes from or being a part of the process because they have no exposure to food choices, in their diets, their lifestyles, and even their potential careers. Meanwhile, most farmers are nearing retirement age (average age in Arizona is 61), and there is a lack of agriculture workforce development resources. Unemployment in Maricopa County is highest among young adults, while farms and other food production enterprises struggle to find employees.

People interested in starting an urban farm or trying to add a greenhouse to an existing farm, often find the permitting process cumbersome. Ninety-five percent of sales from local farms come from less than ten percent of the local farms. Our arid climate also means that extreme heat is a major issue for food production and human health. We rely heavily on foods imported from other states and Mexico, while exporting forage and

cotton. Future increases in population and rising temperatures will exacerbate these challenges.

## **Plan Development**

The City recognized that building a smart, sustainable and connected desert city requires a commitment to a healthy food system. Residents recognized this importance as well and voted to approve the 2015 General Plan, PlanPHX, which named three values -- prosperity, health and environment. The healthy food system goal in PlanPHX is to promote the growth of a healthy, affordable, secure and sustainable food system that makes healthy food available to all Phoenix residents.

### **PlanPHX Healthy Food System Principles, Policies and Actions**

#### Land Use and Design Principles:

- Support the growth of land uses that contribute to a healthy and sustainable food system (i.e. grocery stores, community gardens, urban farms and other urban agriculture elements).
- Encourage the development of agricultural land as a buffer between incompatible land uses as a means of enhancing the function of landscape setbacks throughout Phoenix.
- Explore the utilization of city of Phoenix-owned parcels as opportunities for urban agriculture.
- Encourage neighborhood designs that incorporate community gardens, urban farms and other urban agriculture elements.

#### Policies and Actions:

- Adopt zoning, land use guidelines, and other policies that incentivize grocery stores, farmers markets, community gardens and food trucks to locate in underserved neighborhoods.
- Update codes and ordinances where appropriate to eliminate barriers and encourage developing a healthy food infrastructure.
- Promote the Mixed-Use Agricultural (MUA) land use classification and zoning district as a means of preserving agricultural land. Explore expanding the use of MUA zoning district citywide.
- Coordinate among city departments on programs and policies affecting food system sustainability and security in order to reduce areas with limited healthy food access.
- Pursue grants and other funding opportunities that will enhance the community's access to healthy foods.
- Collaborate with key partners to facilitate new opportunities for urban-scale gardens, farms, gleaning, and distribution systems.
- Continue to work with outside organizations and coalitions to define what a healthy food system and its components are for Phoenix.

- Enhance the community’s awareness of existing requirements to start a community garden or urban farm.

## **2050 Environmental Sustainability Goals**

In 2016, Phoenix City Council approved the 2050 Environmental Sustainability Goals, including a Local Food System Goal to maintain a sustainable, healthy, equitable, and thriving local food system. The OEP is the local food system goal leader and was tasked with designing and implementing actions to achieve the goal.

## **The Process**

In 2017, OEP convened an interdepartmental food action team to understand existing food system work across departments, to learn from external food system stakeholders, and to coordinate the development of a food action plan. After meeting with key representatives from several organizations, including health, government agencies, food producers, educational institutions, retail, and nonprofits working to improve food security and reduce hunger to share information on understanding challenges and opportunities, the development of a Food Action Plan was recommended by the interdepartmental team and external stakeholders.

OEP then initiated work on the plan with numerous organizations currently working on food system issues and with community members. Key stakeholders in this process were the Maricopa County Food System Coalition, Valley of the Sun United Way, and Healthy Improvement Partnership of Maricopa County. These stakeholders brought many more individuals and organizations to the table to share information and coordinate efforts to better achieve results.

OEP conducted a food survey through the City’s website and at public events to gather input from residents. Targeted community outreach was focused on the South Phoenix and West Phoenix, Maryvale, area, due to the large number of food deserts and people experiencing food insecurity.

## **Equitable Community Engagement**

OEP and key stakeholders recognized that engaging input from those most impacted by hunger and food insecurity was paramount. OEP employed a local place-based consultant, Insite Consultants (Insite), to assist in this effort. The values of equitable engagement developed by Insite were used in the process and included:

1. **Wisdom at the Margins:** Centering those most impacted by disparity as leaders & co-creators in all processes and outcomes.
2. **Joy and Intimacy:** All processes and outcomes are healing and life-giving.
3. **Move at the Speed of Trust:** Prioritizing the process of relationships & reconciliation between partners.
4. **Vision and Imagination:** Cultivating the space for dreaming a futurity of liberation.

Using these Values of Equitable Engagement principles, a Food Community of Practice was established comprised of residents living in the South Phoenix and Maryvale area most impacted by food insecurity, primarily women of color. Insite convened the Community of Practice to discuss the history of challenges faced to learn from each other and to bring that education to institutions. Additional meetings were held with City staff, Health Improvement Partnership of Maricopa County, Valley of the Sun United Way, and MarCo. Through these engagements, a greater understanding and co-creation of solutions to food system challenges was developed and contributed to the strategies

### **South Phoenix Food Action Plan Development**

An opportunity arose in the South Phoenix area to define more specific actions and strategies for the area through a grant received from the U.S. Environmental Protection Agency (EPA) Local Foods, Local Places program. The technical assistance provided by the grant resulted in the formation of a Steering Committee to guide the development of a two-day workshop in South Phoenix. A tour of food assets, an evening community meeting and a two-day workshop was held in the Fall of 2018 to identify challenges and opportunities for improving the food system in the South Mountain Village planning area. The outcome was a South Phoenix-specific Food Action Plan that details recommended actions targeted for the unique and rich history of this geographic area. The work completed contributed to the overall city-wide plan and is included in *Appendix A*.

More than 18 months of data collection informed the development of this 2025 Phoenix Food Action Plan (Plan). It is evident that achieving the short term 2025 goals included herein, and the 2050 long term goal, requires collaboration among city departments and with our residents, businesses, community-based organizations, and other government and institutional agencies. The actions identified are an initial step. An annual evaluation of the effectiveness of the strategies and actions, including an assessment of any Plan updates that may be required will be completed and reported to City Council and the public.

## GOALS

### Approach

The City understands that collaboration, coordination, and relationship-building are important elements in the overall approach to achieving the goals and will incorporate the following:

- Create and sustain strong interdepartmental coordination on food issues.
- Develop and enhance partnerships with other governmental, nonprofit and private sector organizations within the City and the county.
- Encourage collaboration among community organizations, institutions, neighborhoods, and governments.
- Focus on and support communities that are most at-risk for food insecurity, hunger, and diet-related disease and intentionally incorporate equitable practices.
- Conduct inclusive community engagement opportunities.
- Use data to evaluate effectiveness of goals and strategies, to inform priorities and to track progress.

Five goals were identified for Phoenix based on the input from the community, the existing PlanPHX goals, and in consideration of the 2025 timeframe. The goals provide a framework for the plan and are not intended to be all inclusive of the entirety of work that is required to achieve the 2050 goal, but rather to take incremental steps over the next five years that are critical to establishing a foundation for future work. The strategies and recommended actions to achieve these goals are detailed in the following section.

#### **GOAL 1: Healthy Food For All**

All people living in Phoenix should have enough to eat and have access to affordable, healthy, local, and culturally appropriate food.

#### **GOAL 2: Strengthen the Local Economy**

Businesses that produce, process, distribute, and sell local and healthy food should be recognized as integral to the economy and encouraged to grow and thrive in Phoenix.

#### **GOAL 3: Celebrate Local and Diverse Agriculture**

Growing food in Phoenix and the region should be easy and valued whether for personal use or for business.

#### **GOAL 4: Maintain a Sustainable Environment**

Food-related waste should be prevented, reused, or recycled. Sustainable food production practices that maintain a healthy environment are desired.

## **GOAL 5: A Resilient Food System**

Develop policies and actions that address local and global challenges posed by climate change, urbanization, political and economic crises, population growth and other factors.

## **GOAL 1: HEALTHY FOOD FOR ALL**

All people living in Phoenix should have enough to eat and have access to affordable, healthy, local, and culturally appropriate food.

Strategy 1	Incorporate agriculture, food processing, and distribution into existing and future land use plans with initial focus on designated food desert areas. Collaborate with key partners to facilitate new opportunities for urban-scale gardens, farms, gleaning, and distribution systems.
Strategy 2:	Where feasible, use existing financial resources for food production and infrastructure. Pursue grants and other funding opportunities that will enhance the community's access to healthy foods.
Strategy 3:	Partner with schools and others to support and promote education for youth and adults.
Strategy 4	Promote existing healthy food assets, such as farmers markets, grocery stores, retail, community gardens, farms, etc.

### ***Strategy 1 – Incorporate healthy food access into existing and future land use plans with initial focus on designated food desert areas.***

The development of healthy food assets begins with articulating the importance of equitable access to healthy food within land use plans, particularly in areas with limited access to healthy food. PlanPHX emphasizes the importance of residents having access to healthy food and sets measures for access within a ¼ walking distance.

#### **RECOMMENDED ACTIONS**

- Integrate policies supportive of food access into the South Central Transit-Oriented Development Plans.
- Carry out the actions identified in the Edison-Eastlake Choice Neighborhoods Plan pertaining to food access.
- Explore criteria for various transportation, tree and shade, urban heat island and similar projects that create safe and convenient connections between residential neighborhoods and healthy food assets.
- Study the impacts of local food production on food equity and social justice for low income communities.

***Schedule: Completed by June 2021.***

## ***Strategy 2 – Use existing or develop new financial resources for food production and infrastructure.***

The availability of capital to create a strong and vibrant food economy is critical to a resilient food system. Identifying funding resources available through private sector, government, and philanthropic sources should be conducted.

The development of a community food network as identified by the Maricopa County Community Food Assessment, leads to economic benefits that are realized throughout the system.

### **RECOMMENDED ACTIONS**

- Identify available financial resources from federal and state government, national and local philanthropic organizations, and private sector.
- Based on the priorities identified in this plan, pursue those funding opportunities that further the priorities.
- Determine the viability of using current funding mechanisms available from the City that can be used for food system improvements.
- Collaborate with key partners to facilitate new opportunities for urban-scale gardens, farms, gleaning, and distribution systems.

***Schedule: Completed by December 2020.***

## ***Strategy 3 – Partner with schools and others to support and promote education for youth and adults.***

Engaging children and youth in healthy food education was consistently heard from the community. It was communicated that people want to learn more about growing, cooking and the nutritional value of healthy eating. Creating an understanding of the benefits of a healthy lifestyle help individuals live a more prosperous and active life.

### **RECOMMENDED ACTIONS**

- Support food systems, urban agriculture, health and nutrition education for youth, adults, and seniors.
- Expand and enhance collaboration efforts with state and county agencies working with school districts in Phoenix.
- Support Farm to Table programs in schools.

***Schedule: Ongoing.***

***Strategy 4 - Promote existing healthy food assets, such as farmers markets, grocery stores, retail, community gardens, farms, etc.***

Phoenix residents expressed the desire to eat healthy food, which was hindered by either the lack of healthy food outlets within walkable distances or in some cases not being aware of the assets that existed within their community. Efforts to address these challenges within communities with limited access to fresh healthy food will be undertaken first, followed by a city-wide approach to planning for food access for all communities.

**RECOMMENDED ACTIONS**

- Identify existing food and farm assets within food desert areas, such as the South Phoenix and Maryvale communities. Develop asset maps that are accessible by residents through a variety of communication tools, including online mapping, apps, social media with written resources available at city libraries, community centers, and recreation centers.
- Support efforts to enroll eligible families in food assistance programs, including the Supplemental Nutrition Assistance Program (SNAP).

***Schedule: Completed by December 2020.***

## **GOAL 2: Strengthen the Local Economy**

Businesses that produce, process, distribute, and sell local and healthy food should be recognized as integral to the economy and encouraged to grow and thrive in Phoenix.

Strategy 1	Recognize food production as a highest and best use of land.
Strategy 2	Incorporate agriculture, food processing, and distribution into existing and future economic development plans.
Strategy 3	Establish a local/community food buying preference in future City contracts.
Strategy 4	Partner with stakeholders to support and promote a Buy Local Food campaign.

### ***Strategy 1 – Recognize food production as a highest and best use of land.***

Phoenix continues to experience growth and with that comes land development. In the past 20 years, the region has experienced a loss of agricultural land and continues to see agricultural land uses eliminated for residential and commercial development. While we recognize that development is needed to accommodate our growing population, we must also recognize that providing land for food production is vital to feeding our ever-growing population. Phoenix has the potential to be an agricultural technology innovation hub, with a focus on farming that is water efficient, restorative and adaptable to the arid climate and high temperatures.

#### **RECOMMENDED ACTIONS**

- Coordinate with internal and external economic development professionals to evaluate the economic development potential of the food system as a local industry cluster.
- Provide opportunities to connect food production businesses with available land.
- Become a leader and hub for ag technology innovation. Collaborate with academic partners to establish an agriculture technology initiative.

***Schedule: Completed by June 2021.***

## ***Strategy 2 – Incorporate agriculture, food processing, and distribution into existing and future economic development plans.***

Food production, food sales, and restaurants represent a significant portion of economic dollars in the city and region. These food businesses provide opportunities for local producers to reach new markets. New entrepreneurs are launching new and innovative businesses that connect farmers with consumers.

### **RECOMMENDED ACTIONS**

- Identify opportunities to assist agricultural entrepreneurs and existing food-related businesses. Identify financial and technical resources and the most effective means to make those resources available.
- Explore the need for local and regional food-processing facilities, cold storage, and other food-related infrastructure. Coordinate with other food system stakeholders to explore opportunities to work together.
- Develop comprehensive, user-friendly information on the requirements of food production, processing, and distribution businesses. Create materials that are available online and through partners.
- Continue existing work with Arizona State University, City of Tempe, and LocalFirst Arizona Foundation to establish a Food Economy Accelerator for the region.

***Schedule: Complete by June 2021.***

## ***Strategy 3 – Establish a local food buying preference in future City contracts.***

As a large institution, the City can use its buying power through purchasing and contracting dollars to support food production that is healthy and preserves our environment. Leading by example can trigger other government agencies and institutions to do the same, further establishing a resilient food system.

### **RECOMMENDED ACTIONS**

- Explore appropriate contract language that can be incorporated into City contracts that purchase food. Coordinate with internal departments to develop guidelines and language, and potentially set procurement goals.
- Explore the opportunity to provide healthy, local produce to city employees through a Community Supported Agriculture (CSA) program. Initiate a pilot in downtown City facilities.

- Explore healthy procurement guidelines for City events and facilities.

***Schedule: Complete by June 2021.***

***Strategy 4 – Partner with stakeholders to support and promote a Buy Local Food campaign.***

A thriving community food system requires connectivity and the ability for local food producers to connect with consumers in a variety of ways, whether directly through farmers markets or indirectly through grocers and restaurants. The Maricopa County Food Assessment, Building Community Networks through Community Foods report (Meter and Goldenberg, April 2018) indicated that, “If every Maricopa County resident purchases \$5 of food each week from a local farm in the County, County farmers would earn an additional \$1.1 billion annually – more than the combined income of all Maricopa County Farms today.” Engaging residents to purchase locally-produced food is vital.

**RECOMMENDED ACTIONS**

- Collaborate with partners, such as LocalFirst Arizona Foundation and others to develop and implement a Buy Local Food Campaign.
- Support and enhance partnership opportunities with grocers to further promote Buy Local.

***Schedule: Complete by December 2021.***

### **GOAL 3: Celebrate Local and Diverse Agriculture**

Growing food in Phoenix and the region should be easy and valued whether for personal use or for business.

Strategy 1:	Update codes and ordinances where appropriate to eliminate barriers and encourage developing a healthy food infrastructure.
Strategy 2:	Explore development of agriculture community land trusts and/or preservation mechanisms.
Strategy 3:	Explore the utilization of city of Phoenix-owned parcels as opportunities for urban agriculture, focused on food deserts within irrigation districts.
Strategy 4:	Support the growth of land uses that contribute to a healthy and sustainable food system (i.e. grocery stores, community gardens, urban farms and other urban agriculture elements).
Strategy 5:	Use existing and explore new job training resources, where feasible, and partner with others to provide training opportunities.

#### ***Strategy 1 – Update codes and ordinances where appropriate to eliminate barriers and encourage developing a healthy food infrastructure.***

Providing clear and understandable codes and ordinances for food production is essential to development of a resilient, thriving local food system. Existing zoning codes can be further clarified to clearly identify which zoning classifications and requirements are needed for various agricultural and food production uses, commercial and residential, including, hydroponic, aquaponics, growing inside structures, and for burgeoning uses, such as rooftop and building-integrated agriculture.

#### **RECOMMENDED ACTIONS**

- Identify and update/amend appropriate sections of the zoning code to clearly identify zoning districts in which agricultural land uses are permitted. Develop definitions for agricultural land uses.
- Develop streamlined processes for agricultural zoning.
- Explore the development of an “Agritainment” zoning district that permits agricultural uses and accessory uses that support the primary agricultural use.

- Explore the development of a zoning incentive model (density, PAD district, similar zoning options) that encourages set asides of land for food production.

**Schedule: Complete by December 2021**

***Strategy 2 – Explore development of agriculture community land trusts and/or preservation mechanisms.***

Understanding how to strike a balance between new commercial and residential development and continuing to encourage local food production is critical to achieving healthy food for all and a long term resilient local food system.

**RECOMMENDED ACTIONS**

- Explore various mechanisms that could be utilized in concert with nonprofit and private partnerships to preserve land for food production.
- Identify best practices of other cities in this area.
- Review existing city policies impacting agricultural land uses. Recommend new or modifications to existing policies.

**Schedule: Complete by December 2020.**

***Strategy 3 – Explore the utilization of city of Phoenix-owned parcels as opportunities for urban agriculture, focused on food deserts within irrigation districts.***

The City's real estate portfolio contains vacant land that could be considered for food production, however, there are no city policies that exist that specifically identifies agricultural uses permitted on city-owned land or establishes specific requirements for leasing/buying city owned land for food production.

**RECOMMENDED ACTIONS**

- With City departments, create guidelines on how to lease/buy city owned land for food production, including establishing appropriate minimum length of lease terms feasible for agriculture.
- Explore adoption of policies allowing the use of park land and other city-owned land, where feasible and appropriate, that can be made available for food production.
- Create an inventory of land potentially available for agricultural use, including brownfields.

- Upon identification of available city-owned land located in food desert and irrigation district areas, issue a Request for Proposal for agricultural development.

**Schedule: Complete by June 2021.**

***Strategy 4 – Support the growth of land uses that contribute to a healthy and sustainable food system (i.e. grocery stores, community gardens, urban farms and other urban agriculture elements).***

In addition to city-owned land, there is the opportunity to support efforts to expand urban food production on residential, commercial and institutional properties. Encouraging the inclusion of food production in new development projects, the conversion of existing vacant sites to food production is part of developing a sound community food network.

**RECOMMENDED ACTIONS**

- Support and encourage collaboration between public and private sectors and small/medium sized farms, food-hubs, mobile markets, co-ops, community and back-yard gardens.
- Establish community commercial kitchens and/or use existing commercial kitchens.
- Explore opportunities to work with vacant schools with kitchens to use as a training and economic development resource.

**Schedule: Complete by December 2021**

***Strategy 5 – Use existing and explore new job training resources, where feasible, and partner with others to provide training opportunities.***

A cornerstone in a sustainable local food system is the development of career pathways in farming. Local farmers are aging, and labor is scarce. There is a need to educate and train new farmers and laborers. Supporting programs focused on training future farmers is needed.

**RECOMMENDED ACTIONS**

- Collaborate with partners and institutions, such as the University of Arizona Cooperative Extension of Maricopa County to support the New Farmer Program.

- Identify other potential partners with a focus on providing training for new farmers and laborers.
- Facilitate access to training programs for farmers and retailers to gain more marketing knowledge and expertise.
- Incorporate city policies that support the creation of agricultural employment training opportunities to further promote job creation in the agriculture sector.

***Schedule: Complete by June 2022,***

## **GOAL 4: Maintain a Sustainable Environment**

Food-related waste should be prevented, reused, or recycled. Sustainable food production practices that maintain a healthy environment are desired.

Strategy 1:	Update codes and ordinances to clarify food waste diversion, i.e., composting opportunities.
Strategy 2:	Support and promote methods to prevent edible food from entering the waste stream.
Strategy 3:	Promote and support sustainable practices in all areas of the food system.

### ***Strategy 1 – Update codes and ordinances to clarify food waste diversion, i.e., composting opportunities.***

Providing clear and understandable codes and ordinances to clarify food waste diversion, such as composting is essential to a thriving local food system

#### **RECOMMENDED ACTIONS**

- Identify and update/amend appropriate sections of the zoning code to clearly identify zoning requirements for composting opportunities.

***Schedule: Complete by December 2021.***

### ***Strategy 2 – Support and promote methods to prevent edible food from entering the waste stream.***

A key factor in preventing food waste is to provide means for edible food to be consumed. In the United States an estimated 30-40% of food goes uneaten and ends up in landfills, further contributing to greenhouse gas emissions. Creating opportunities to provide edible food to those that don't have enough to eat involves collaborating with stakeholders to identify solutions

#### **RECOMMENDED ACTIONS**

- Evaluate opportunities for collaboration with other stakeholders involved in the prevention of food waste and food rescue.

***Schedule: Complete by December 2020.***

***Strategy 3 – Promote and support sustainable practices in all areas of the food system.***

The food economy is an integral contributor to the overall economic vitality of the City. Business opportunities are varied, from agricultural entrepreneurs, catering, restaurants, food trucks, mobile markets, retail, such as neighborhood bodegas or convenience stores, and for backyard gardeners to sell their produce. Identifying and providing business resources, including water and energy efficiency, regenerative agricultural practices, and safe food handling are keys to creating a sustainable food economy.

**RECOMMENDED ACTIONS**

- Continue development of a Sustainable Food Economy Accelerator. Identify mechanisms to assist food-related businesses, including technical assistance and financial resources, where possible.

***Schedule: Complete by June 2022.***

## GOAL 5: A Resilient Food System

Develop policies and actions that address local and global challenges posed by climate change, urbanization, political and economic crises, population growth and other factors.

Strategy 1:	Research policies and actions that plan for future shocks related to changing population growth, hazards, economic conditions and climate.
Strategy 2:	Convene local food producers with city staff, leaders, and elected officials to build trust and understanding.
Strategy 3:	Explore funding opportunities from federal, state, and philanthropic organizations for food system activities and staff.

### ***Strategy 1 – Research policies and actions that plan for future shocks related to changing population growth, hazards, economic conditions and climate.***

Resilience is the ability to withstand, recover from and adapt to a disruptive event. A resilient food system, therefore, can provide enough accessible and safe food even in the face of crisis (*Building Resilient Food Systems: Lessons Learned from Baltimore, 2017*). Policies and actions for development of a resilient food system for the City will strive to incorporate the following characteristics:

1. **Awareness** – knowledge of system assets, liabilities, and vulnerabilities exists.
2. **Diversity** - various sources of capacity enabling it to function when some elements are challenged, and it contains redundant or complementary elements.
3. **Integration** - coordination of functions across all internal systems, allowing disparate ideas and elements to coalesce into collaborative solutions through information sharing and transparent communication
4. **Self-regulation** - can regulate itself without extreme malfunction.
5. **Adaptation** - flexible and can adapt to changing circumstances, modifying behaviors and adapting existing resources to new purposes.
6. **Inclusiveness/Equity** – emphasis on the need for broad consultation and engagement of communities, including the most vulnerable groups. All people within the system have equitable access to resources.

### **RECOMMENDED ACTIONS**

- Conduct research on best practices and explore ways to integrate food system resiliency within existing and future hazard mitigation, emergency response, and or resilience planning efforts. OEP would serve as the lead for food systems in future resilience planning
- Coordinate with City Departments and external stakeholders to identify opportunities for food system integration.

**Schedule: Complete by December 2021.**

***Strategy 2 – Convene local food producers with city staff, leaders, and elected officials to build trust and understanding.***

A key strength identified in the Community Food Assessment for Maricopa County was that our local farmers are amongst the most productive and talented in the country and they also feel the most isolated. Developing a healthy, sustainable, equitable, and thriving local food system with strong community food networks is critical.

**RECOMMENDED ACTIONS**

- Create new or integrate into existing events, forums, workshops, conferences, and other venues opportunities to engage local food producers with City staff, leaders and elected officials.
- Present the Arizona Food & Farm Forum hosted by LocalFirst Arizona Foundation in the City of Phoenix.

**Schedule: Complete by December 2020 and ongoing, at a minimum annually.**

***Strategy 3 – Explore funding opportunities from federal, state, and philanthropic organizations for food system activities and staff.***

Implementation of this Plan requires commitment from staff within the OEP and staff from other City departments. It is anticipated that resources to conduct recommended actions will be needed. Obtaining funding from all feasible and available resources will be paramount to the success of achieving the goals, strategies and actions identified.

**RECOMMENDED ACTIONS**

- Identify and apply for available funding opportunities that support the implementation of strategies and actions.

**Schedule: Ongoing**

## MEASURING PROGRESS

Developing appropriate policies as indicated in the Plan requires a thorough understanding of the nuances and complexities of local government policies related to the food system. As part of implementation of this plan, research will be conducted in the areas of best practices for local government policies, i.e. zoning codes and ordinances, policies for a resilient local food system, public-private partnerships, agricultural land trusts, and financial resources.

Setting performance indicators to evaluate and measure the success of recommended actions is an integral component of this Plan. The following areas will be measured on an annual basis and will be used to evaluate effectiveness, assess priorities, and determine updates and changes that may be required to continue to move toward the 2050 goal of a healthy, sustainable, equitable, and thriving local food system.

- 1) Percent of Phoenix residents who are food secure.
- 2) Acres of city-owned land used for food production.
- 3) Value of food grown and purchased locally (Maricopa County-wide total).
- 4) Value of local food sold at Phoenix farmers markets.
- 5) Value of SNAP benefits redeemed at Phoenix farmers markets.
- 6) Number of businesses established providing healthy food.
- 7) Percent of food loss prevented through food rescue.
- 8) Percent of residents reporting health related behavior change or improvement.
- 9) Percent of residents reporting increased interaction with urban agriculture.

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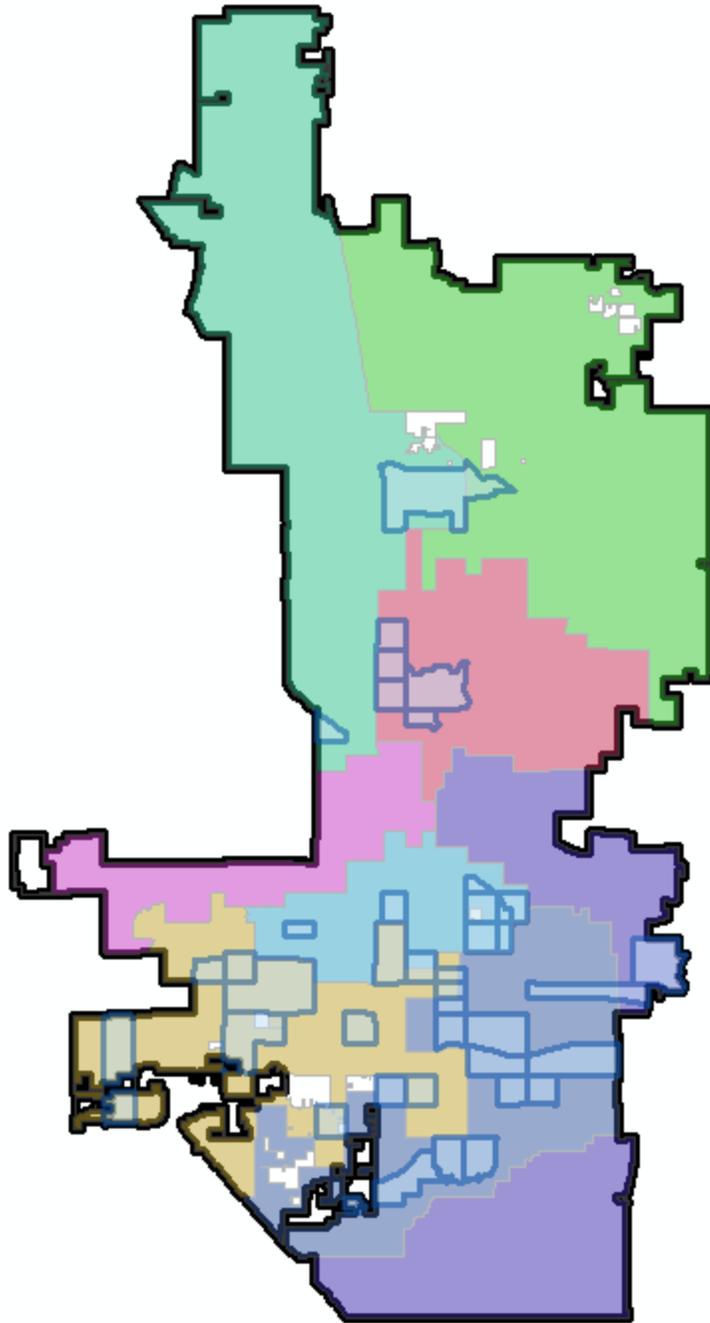
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Food Access Research Atlas, Economic Research Service, U.S. Department of Agriculture

## FOOD DESERTS IN CITY OF PHOENIX BY COUNCIL DISTRICT



Source: Food Access Research Atlas, U.S. Department of Agriculture

# **APPENDIX A**

## **South Phoenix Food Action Plan**



# Community Action Plan for South Phoenix, Arizona

LOCAL FOODS, LOCAL PLACES TECHNICAL ASSISTANCE

November 2018



For more information about Local Foods, Local Places visit:

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

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## COMMUNITY STORY

South Phoenix, Arizona, along with Maricopa County and the greater Phoenix metropolitan area, lies within the Salt River Watershed.<sup>1</sup> Despite the shared geohistorical connections to the Salt River, the history and development of South Phoenix is vastly different from the rest of Phoenix. The history of the South Phoenix corridor along the Salt River, generally south of the railroad tracks, is a story of many different people carving out an existence for themselves and their families and persisting despite many extreme challenges. Its historical challenges include extreme poverty in an area that offered primarily low-wage agricultural and some industrial jobs; regional indifference and often hostile racist attitudes that restricted economic opportunities; unregulated land use and relatively late city annexation of a predominantly minority district; lack of investments in housing stock and basic infrastructure; and industrialization that engendered environmental blight and a plethora of environmental justice concerns for neighboring residential areas.<sup>2</sup>



**Figure 1 – Colorful wall mural separating the Spaces of Opportunity Farm Park from residential homes. The farm is one of several local food network assets in South Phoenix. Its location in a neighborhood and across from a school, helps the farm draw the community into the local food economy.**

The earliest documented history of the Salt River Valley goes back several millennia and is still relevant today. Over 2,000 years ago the Hohokam peoples inhabited the fertile area near the confluence of the Salt and Gila Rivers.<sup>3</sup> During their time, up to around 1300 A.D. when they mysteriously abandoned the area, the Hohokam had completed construction of hundreds of miles of highly engineered irrigation canals that irrigated up to 110,000 acres of otherwise arid land.<sup>4</sup> Many of the original abandoned canals were noticed by an ex-confederate soldier who settled in the area in 1867 and retooled segments of the original canal system in order to grow and sell irrigated crops to nearby miners and the U.S. military.<sup>5</sup> New canal digging and associated farming operations spurred migration of both white settlers from California and the East, and as

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1 Arizona Department of Water Resources. “Arizona Water Atlas Volume 8: Active Management Areas Water Atlas”: pp. 19-20. [http://www.azwater.gov/azdwr/StatewidePlanning/WaterAtlas/ActiveManagementAreas/documents/Volume\\_8\\_overview\\_final.pdf](http://www.azwater.gov/azdwr/StatewidePlanning/WaterAtlas/ActiveManagementAreas/documents/Volume_8_overview_final.pdf). Accessed Mar. 6, 2019.

<sup>2</sup>Bolin, Bob, Grineski Sara, and Collins Timothy. “The Geography of Despair: Environmental Racism and the Making of South Phoenix, Arizona, USA.”: Human Ecology Review, Vol. 12, No. 2, 2005: pp. 158-159. <http://www.humanecologyreview.org/pastissues/her122/bolingrineskicollins.pdf?links=false>. Accessed Apr. 8, 2019.

<sup>3</sup> The Hohokum. Arizona Museum of Natural History. <https://arizonamuseumofnaturalhistory.org/plan-a-visit/mesa-grande/the-hohokam>. Accessed Mar. 6, 2019.

<sup>4</sup> Ibid.; (The report recognizes that some readers may use different time nomenclatures, though for convenience has opted to use commonly used time nomenclature from: The Society for Historical Archeology Publication Style Guide. Revised Dec. 2011: p. 15.)

<sup>5</sup> Earl Zarbin. The Swilling Legacy. 1978. [http://www.apcrp.org/SWILLING,%20Jack/The\\_Swilling\\_Legacy.htm](http://www.apcrp.org/SWILLING,%20Jack/The_Swilling_Legacy.htm). Accessed Mar. 7, 2019.

many Mexican settlers from the south, with the 1870 Phoenix census counting 124 of the 236 inhabitants as Mexican.<sup>6</sup> The bi-cultural settlement of the Salt River Valley was integral to re-establishing the long-abandoned Hohokam canals and spawning a new agricultural community that would help build the economic engine of modern day Phoenix. Despite deep cultural differences and racial stereotypes, during the pre-1900 period many Mexican and Anglo settlers intermarried, formed joint business partnerships, and willingly adopted each other's cultural norms and practices.<sup>7</sup> However, almost from its inception, most migrant Mexican workers were hired for, and relegated to low-wage field work in Salt River Valley agricultural production, predominantly owned and controlled by Anglo Americans.<sup>8</sup> The calamitous flood of 1891 in the Salt River Valley spurred many of the white residents who did inhabit South Phoenix to migrate north.<sup>9</sup> Additional change to the ethnic dynamic in South Phoenix was caused by a significant influx of African American residents. The influx accelerated in 1910 after Dwight Heard of the Bartlett-Heard Land and Cattle Company hired the Colored American Realty Company to recruit African American farm workers from Texas, Oklahoma and other southern states.<sup>10</sup>

With the advent of federal funds and water reclamation projects, modern industrial agriculture, expanded throughout the valley in the early 1900's, with local farmers growing a wide variety of food and forage crops.<sup>11</sup> During World War II, the need for a superior extra-long staple cotton used in pneumatic aircraft tire production, prompted a local boom in cotton agriculture given the ideal local growing conditions for that type of cotton.<sup>12</sup> Ironically, the same region supporting the war effort against Germany and Japan was simultaneously giving rise to flowers as a local commodity crop that was first introduced in 1936 by a local Japanese-American farmer. The farmer, Kajiuro Kishiyama, decided to add flowers to the already vibrant local Japanese-American farming mix of tomatoes, cantaloupe, lettuce, and other crops being grown in South Phoenix.<sup>13</sup> The internment of Japanese Americans during the war slowed development of this crop, though Kishiyama and others returned after the war to successfully continue growing flowers in South Phoenix. World

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<sup>6</sup> Scott Walker. Arizona State University Dissertation. "Making the Desert Bloom: Mexicans and Whites in the Agricultural Development of the Salt River Valley, 1867-1930." 2012. pp. 28 – 29.

[https://repository.asu.edu/attachments/93749/content/tmp/package-WOVopg/Walker\\_asu\\_0010E\\_11915.pdf](https://repository.asu.edu/attachments/93749/content/tmp/package-WOVopg/Walker_asu_0010E_11915.pdf) Accessed Apr. 8, 2019.

<sup>7</sup> Ibid. pp. 35 – 52.

<sup>8</sup> Bolin, Bob, Grineski Sara, and Collins Timothy. "The Geography of Despair: Environmental Racism and the Making of South Phoenix, Arizona, USA." p. 159. Human Ecology Review, Vol. 12, No. 2, 2005.

<sup>9</sup> Ibid.

<sup>10</sup> David Dean, Jean Reynolds, City of Phoenix Historic Preservation Office. African American Historic Property Survey, p 15.

[https://www.phoenix.gov/pdds/site/Documents/HP/pdd\\_hp\\_pdf\\_00082.pdf](https://www.phoenix.gov/pdds/site/Documents/HP/pdd_hp_pdf_00082.pdf). Accessed Mar. 28, 2019.

<sup>11</sup> Dari Duval, Ashley Kerna Bickel, George Frisvold, Xinye Wu, Chenyang Hu. "Contribution of Agriculture to the Maricopa County and Gila River Indian Communities Economies." pp. 8 – 9. Department of Agricultural and Resource Economics Cooperative Extension, The University of Arizona, Jan. 2018.

[https://cals.arizona.edu/arec/sites/cals.arizona.edu/arec/files/publications/contrib\\_ag\\_maricopa\\_county\\_GRIC\\_economies.pdf](https://cals.arizona.edu/arec/sites/cals.arizona.edu/arec/files/publications/contrib_ag_maricopa_county_GRIC_economies.pdf).

Accessed Mar. 7, 2019.

<sup>12</sup> Ibid. p. 8.

<sup>13</sup> City of Phoenix – Asian American Historic Property Survey. pp. 41, 43. [http://azhistory.net/aaahps/f\\_aaahps.pdf](http://azhistory.net/aaahps/f_aaahps.pdf). Accessed Mar. 6, 2019.

War II also spurred new military installations that seeded local industrial development in Phoenix that slowly displaced agricultural land, infrastructure, and knowledge that preceded it.<sup>14</sup>

Industrial development and rail expansion in South Phoenix adversely affected some residential areas, hindering many opportunities to develop better housing options.<sup>15</sup> Nevertheless, some significant residential development projects did flourish in other areas of South Phoenix, providing new affordable housing options. For example, the 250 home South-Park subdivision and the Jean Princess Park subdivision in the 1950's attracted many African American professionals to South Phoenix.<sup>16</sup> Even with these new developments, the face of South Phoenix remained primarily an uncomfortable mix of industrial agriculture, light and heavy industry, and residential areas.

Since before the turn of the new century, and into the early 2000's, parts of South Phoenix have experienced rapid new urban development and conversion of farmland into market-rate residential and commercial property. Local resident sentiments suggest that the recent redevelopment and economic growth has not equitably benefited many long-time neighborhoods and residents. Many residents have felt besieged by outside developers who are coming into their communities and are seen as defining a local future on the developers' terms. More recent city plans to introduce light rail service have similarly been met with widespread distrust. Despite the potential community benefits that transit-oriented development can provide, residents sense that outside forces are once again defining their future and leaving them with little control over their own destiny. In 2015, Phoenix voters overwhelmingly supported a transportation transit tax that would expand light rail service across the city, including into South Phoenix. However, more recently, the efforts of some anti-transit organizers have galvanized some vocal South Phoenix residents against the effort. Some locally owned businesses along Central Avenue have expressed strong opposition to the transit plans, believing that the city really hopes their small businesses will fail so the owners would have to sell their properties to developers for new development mimicking developments near other transit stations elsewhere in the city.<sup>17</sup> Regardless the intentions of the transit project, or other infrastructure improvement and economic development projects, they cannot fully succeed if they do not address many South Phoenix residents' feelings of isolation, sense of mistrust and experience in having their voices marginalized by outside forces.

## SOUTH PHOENIX LIVING CONDITIONS

The community story of South Phoenix would be incomplete without taking a moment to put its land-use and economic history in the context of day-to-day living challenges that residents in the corridor have faced and are still facing. The fact is, South Phoenix residents have been marginalized in the past. To many people today,

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<sup>14</sup> City of Phoenix History. <https://www.phoenix.gov/pio/city-publications/city-history>. Accessed Dec. 28, 2018.

<sup>15</sup> David Dean, Jean Reynolds, City of Phoenix Historic Preservation Office. African American Historic Property Survey. p. 38. [https://www.phoenix.gov/pdds/Document/HP/pdd\\_hp\\_pdf\\_00082.pdf](https://www.phoenix.gov/pdds/Document/HP/pdd_hp_pdf_00082.pdf). Accessed Mar. 28, 2019.

<sup>16</sup> Ibid. pp. 66 - 67.

<sup>17</sup> Catherine Reager, Jessica Boehm, Arizona Republic. "Development around light rail has changed Phoenix, Tempe, Mesa." AZCentral. Dec. 20, 2018. <https://www.azcentral.com/story/news/local/phoenix/2018/12/20/light-rail-has-changed-phoenix-tempe-mesa-development-redevelopment-gentrification-downtown/2266066002/>. Accessed Apr. 2, 2019.

this is lost in the past. Those who have never experienced firsthand the hardships that many South Phoenix residents have endured, may underestimate the potency of their suffering. Indifference and societal racial attitudes also have sustained a lack of appreciation for South Phoenix residents' challenges, as well as a disregard for their will to succeed, their resiliency and their contribution to the entire community.

How bad have those day-to-day living experiences been for South Phoenix residents? For much of its history, living conditions in unincorporated South Phoenix were appalling. Living conditions worsened as the rail corridor, which cut through South Phoenix, attracted industry, stock yards, and warehouse operations into an area with a tradition of very lax land-use regulations.<sup>18</sup> The increased industrial activity was coupled with a long-time severe lack of investments in infrastructure such as sidewalks and street improvements, and few city services in the area, persisting well into the 1960s.<sup>19</sup> Residential housing conditions were likewise miserable. As early as 1920 a community report described South Phoenix homes lacking any running water or electricity, with terrible slum-like conditions, and the highest infant mortality death rate in the U.S.<sup>20</sup> There were almost no health services available to residents, except for limited services organized by a small number of advocates within the local religious community.<sup>21</sup>

Even after some health, infrastructure and other city services eventually become a reality in South Phoenix after annexation in 1960, many dirty industries in the area continued to worsen a growing environmental justice legacy that persists today. Most residents in South Phoenix neighborhoods benefited little from the economic gains of industrial activity, while having to contend intimately with negative industrial outputs of noxious odors, hazardous waste sites, and other environmental concerns.<sup>22</sup>

Despite its challenges and history, South Phoenix has residents who have proven to be resilient. These residents continue to seek creative ways overcome their community's challenges, succeed economically, raise strong families, and improve their quality of life.



**Figure 2 – A drive along East and West Broadway highlights miles and miles of South Phoenix industrial activity including auto salvage, scrap metal, and a variety of manufacturing. They are an important part of the South Phoenix economic engine, but industry, retail sites and residential homes often coexist in very close proximity to each other.**

<sup>18</sup> Bolin, Bob, Grineski Sara, and Collins Timothy. "The Geography of Despair: Environmental Racism and the Making of South Phoenix, Arizona, USA." p. 159. Human Ecology Review, Vol. 12, No. 2, 2005.

<http://www.humanecologyreview.org/pastissues/her122/bolingrineskicollins.pdf?links=false>. Accessed Apr. 8, 2019.

<sup>19</sup> Ibid. p. 159.

<sup>20</sup> Ibid. p. 162.

<sup>21</sup> Emmett McLoughlin. Peoples Padre. 1954. pp. 41 - 45. <https://archive.org/details/peoplespadreanau008612mbp/page/n69>. Accessed Mar. 7, 2019.

<sup>22</sup> Burns, Elizabeth K. and Patricia Gober. 1998. Job-Linkages in Inner-City Phoenix. Urban Geography 19,1, 12-23; Bolin, B., Matranga, E., Hackett, E., Sadalla, E., Pijawka, D., Brewer, D., Sicotte, D. 2000 Environmental Equity in a Sunbelt City: The Spatial Distribution of Toxic Hazards in Phoenix, Arizona. Environmental Hazards 2,1. pp. 11 - 24.

## WORKSHOP BACKGROUND

In 2017, South Phoenix 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, the Centers for Disease Control and Prevention, and the Delta Regional Authority. Phoenix was one of 16 communities across the United States selected to participate in the program in 2018.

A Local Foods, Local Places steering committee was formed in Phoenix in preparation for this technical assistance award and is comprised of a variety of community partners (see Figure 3).

### Local Foods, Local Places Steering Committee

- **Rosanne Albright**, Environmental Programs Coordinator City of Phoenix
- **Augustine Bartning**, Augustine Bartning Real Estate
- **Joseph Larios**, The Center for Neighborhood Leadership
- **Paris Masek**, Green on Purpose, Inc., President
- **Lola N’Sangou**, Insite Consultants
- **Jayson Matthews**, Ending Hunger, Valley of the Sun United Way, Community Impact Director
- **Leticia Ruiz**, Tepeyac Food Services
- **Kenneth Steele**, Maricopa County Food System Coalition

Figure 3 - Steering Committee Members

The local steering committee was supported by a technical assistance team comprised of consultants and multiple federal and state agency partners (Figure 4). The Steering Committee expressed a desire to bring together all the agencies working independently for local food, food access, and neighborhood revitalization to collaborate on the creation of an effective action plan for South Phoenix. The goals that set the framework of the workshop discussion were to:

- **Activate the city-wide food action plan** through a tailored engagement and implementation process for the South Phoenix neighborhood;
- **Identify local food system projects** that will have the most positive impact in South Phoenix;
- **Establish processes of community engagement** using specific methods that lead to community decisions built on collaboration and trust; and
- **Recommend policies and strategies** for implementing food system initiatives in redevelopment projects and transit-oriented development.

Through the action planning workshop, participants would clearly identify the projects that have the greatest impact and work collectively to find funding sources to implement the plan.

The remainder of this report and appendices document the engagement process, the workshop activities, and most importantly, the outcome: a community food action plan to achieve South Phoenix's goals.

## Local Foods, Local Places Technical Assistance Team

- **Joselyn Cousins**, Federal Reserve Bank of San Francisco
- **John Foster**, U.S. Environmental Protection Agency, Office of Community Revitalization
- **Jose Garcia**, U.S. Environmental Protection Agency, Region 9 Brownfields Program
- **Delia Gomez**, U. S. Small Business Administration Arizona District Office
- **Miles Gordon**, Kitchen Table Consulting (consultant)
- **Chitra Kumar**, U.S. Environmental Protection Agency, Office of Community Revitalization
- **Melissa McCann**, Arizona State University
- **Abu Moulta-Ali**, U.S. Environmental Protection Agency, Urban Waters
- **Stephanie Smellnick**, U.S. Department of Housing and Urban Development Arizona Field Office
- **Alan Steinbeck**, 3TP Ventures (consultant)
- **Scott Stollman**, U.S. Environmental Protection Agency, Region 9, Land Office
- **Jared Vollmer**, U.S. Environmental Protection Agency, Region 9, Water Office

Figure 4 - Technical Assistance Team

## COMMUNITY ENGAGEMENT

The technical assistance engagement process used by Local Foods, Local Places in South Phoenix and in other communities has three phases, illustrated in Figure 5 below. The plan phase consists of three preparation conference calls with the steering committee and technical assistance team to clarify goals and arrange workshop logistics.

The convene phase includes the effort's capstone event—a two-day workshop in the community. The act phase includes three follow up conference calls to finalize a community action plan and strategize on how to maintain momentum generated during the workshop.

The community workshop was held over a two-day period from November 29-30, 2018 and the activities those days are described below. Workshop exercise results are summarized in **Appendix A**, workshop sign-in sheets are provided in **Appendix B**, a workshop photo album is provided in **Appendix C**, a community data profile in **Appendix D**, funding resources in **Appendix E**, and general references in **Appendix F**.

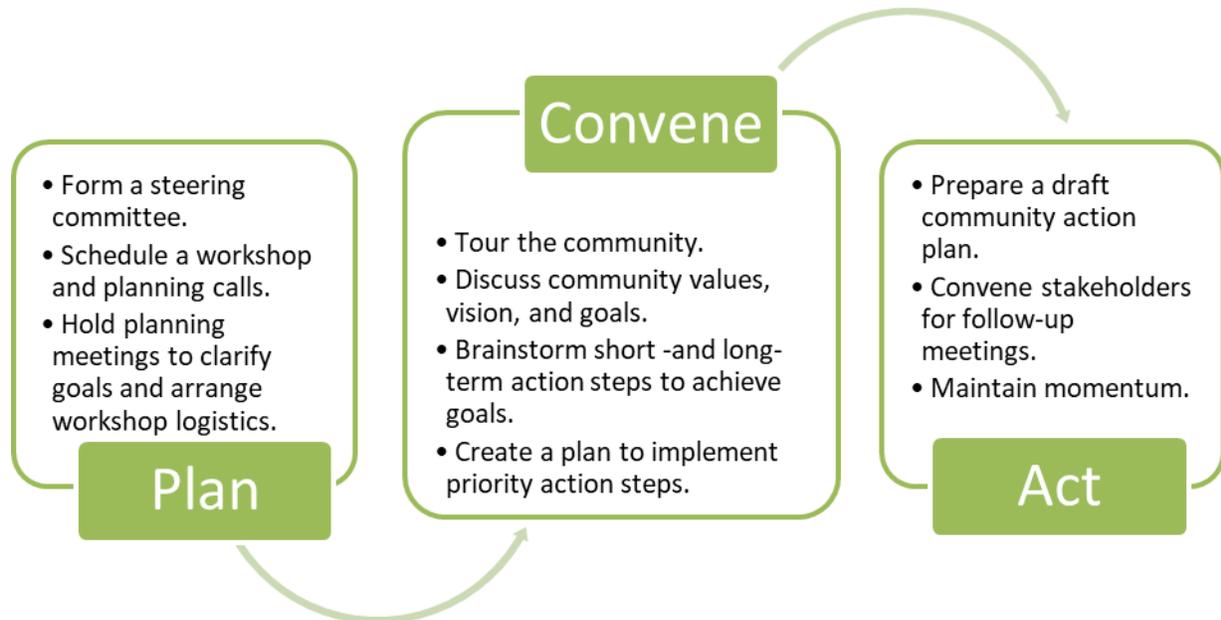


Figure 5 - Local Foods, Local Places Technical Assistance Process Diagram

## EQUITABLE ENGAGEMENT

Given the concerns about equity expressed by residents, as well as the South Phoenix segregation history and racial legacy, the Local Foods, Local Places community engagement process took additional steps to consider how to make the engagement process more equitable and inclusive of residents, who have traditionally been left out of the loop in planning and local decision making. The engagement process benefited from proactive involvement of South Phoenix champions who are attempting to address equity and racial concerns in the spirit of overcoming its historical traumas and racial legacies. They highlight the community history rather than hide it, and they put sunlight on residents' concerns as an essential starting point in any conversation about future planning and redevelopment. Their starting point for engagement places the dignity and well-being of long-time residents first, and steers planning towards improving those residents' overall quality of life. They wish to avert the redevelopment that leans towards gentrification and displacement. The community champions are helping create a more inclusive public engagement model that emphasizes community-centric planning and cultivates stronger civic pride.

The city of Phoenix and the Local Foods, Local Places Steering Committee recognizes the important role that equity plays in its community engagement practices. It is important because effective community engagement will shape a local food system that improves access to local healthy foods and spark new food-related entrepreneurship and job opportunities in South Phoenix. Combined with community driven placemaking projects, it will lead to a more food sovereign and self-sustaining South Phoenix. The city of Phoenix and its partners, Valley of the Sun United Way (VSUW) and the Health Improvement Partnership of Maricopa County (HIPMC) have engaged Insite Consultants (Insite) to develop a place-based approach to equitable community engagement that has been implemented for the city's development of a food action plan and for the Local Foods, Local Places Project. Using the place-based approach, Insite focuses on community engagement to help make visible the production and use of public space and the built environment that has been adversely affected by racial, gender, and other biases and that be visible reminders to residents, reinforcing their sense of alienation from the larger community.



Figure 6 - Insite facilitators employing creative dialogue and power-sharing approach in equitable community engagement in South Phoenix on the issue of transit. Photo: Insite Consultants

When considering improvements to the local food system, the place-based approach recognizes that elements of the built environment have had a significant direct health impact on the people who live in South Phoenix. The community's built environment has been heavily influenced by a history of separation and segregation, with intersecting cultural, racial, and gender disparities that have heavily influenced it, as well as local health impacts. Without truly equitable community engagement, new placemaking and redevelopment in South Phoenix will likely lead to gentrification, mass displacement of long-time residents, re-segregation into other less than desirable locations, and a repeat of past economic, health, and racial disparities.

These equity concepts formed the basis of Insite's racial equity and community engagement training that it conducted in coordination with the city of Phoenix, VSUW, HIPMC, and the Maricopa County Food System Coalition. In addition to the training, Insite established a South Phoenix Community of Practice (CoP) focused on making improvements to the local food system. The CoP includes individuals from South Phoenix, who are traditionally under-represented in community engagement efforts, but who bear the highest burden levels in terms of health disparities.

People participating in the CoP have built a common understanding of "food" and "place," based on their own experiences living as South-Phoenix residents, especially as it relates to the legacy of segregation. They have focused on potential underlying informal and systematic causes that may contribute to the development of "food deserts" in parts of South Phoenix. The CoP also serves as a strong mechanism for holding the city of Phoenix and its partners accountable for enacting meaningful community engagement that truly shapes the development of a local food action plan. Furthermore, CoP participants can be helpful in thinking through potential omissions of key concepts and equity concerns; identifying potential harm derived from the food plan concepts or actions; and visualizing future opportunities.

Insite hosted joint meetings with several institutional partners, local leadership, and CoP members to consider values of equitable engagement, and how to equitably engage the community. The meetings were designed to help participants find common ground on how to collectively develop an equitable food action engagement plan. The community engagement model employed by Insite has provided for a much deeper grounding of the food action plan initiative in traditionally marginalized local perspectives. The action table goals and supporting actions listed later in this report reflect Insite's community engagement legwork and the Local Foods, Local Places Steering Committee's recognition that community equity concerns must be woven into each action and goal. The equitable community engagement model benefits cut across improvements to several areas, including the local food system, economic development, place making, health making, and environmental improvement.

## COMMUNITY TOUR

In advance of the Local Foods, Local Places workshop's first community session the evening of November 29, 2018, the local South Phoenix workshop planning steering committee led a tour of South Phoenix and the Central Avenue corridor for visiting federal and state partners and the technical assistance team. The tour, which began at the Los Altos Ranch Market on Central Avenue was designed to provide an opportunity to see local community conditions and meet and hear from key community members. This grocery store stop was selected as a central location within South Phoenix. It also reflects a significant part of the culture and population of the area, providing many fresh and prepared foods commonly enjoyed in the U.S. Southwest and northern Mexico. Other nearby food sources include fast-food franchises and several locally owned restaurants.



**Figure 7 – The Spaces of Opportunity Farm is meeting the need for local food but is also helping to close the gap in public spaces and park space in South Phoenix.**

After eating lunch at Los Altos, the tour group visited Spaces of Opportunity Farm on West Vineyard Road. Through leadership and advocacy from Cultivate South Phoenix, the farm opened in 2014 on 18 acres of leased vacant land owned by the local Roosevelt Elementary School District. At the time of the Local Foods, Local Places workshop, construction was underway on several farm facilities and an outdoor activity space with an amphitheater. Most of the site is dedicated to farming and community gardening. Currently, eight local farmers who grow crops on the site have utilized urban farming practices and tested different crops' suitability to the arid climate and site soil conditions. The visit sparked conversation about the potential for using a community land trust to make more sites like this available around South Phoenix. The tour participants also learned about the ArtPlace project that helped turn the vacant lot and farm into a visually interesting site.<sup>23</sup> The potential for more coordination among a network of different growers, including community gardens, school gardens, and private residential gardens was also discussed.



**Figure 8 –Local Foods, Local Places steering committee members gather outside Azukar Coffee, a local business located on the proposed South Phoenix light rail corridor.**

<sup>23</sup> ArtPlace: Spaces of Opportunity: <https://www.artplaceamerica.org/funded-projects/spaces-opportunity>. Accessed Mar. 18, 2019.

Tour organizers made a third stop at Azukar Coffee, located on Central Avenue. This shop was opened in 2017 by Sandra and Noberto Flores who were both born and raised in South Phoenix.<sup>24</sup> It represents one of the newer businesses in South Phoenix opened by local entrepreneurs who want to be a positive part of their community economic development. Over finely prepared drink offerings such as Agave Mesquite Latte and Cold Brew con Horchata coffee, the group discussed some of the opportunities and challenges of business development and entrepreneurship in South Phoenix. In the case of Azukar Coffee, they got their start with assistance from a local incubator called Hustle PHX, which provides business training and access to resources in the form of intellectual, social, and financial capital.<sup>25</sup> Azukar is a good example of how such tools can help create food destination opportunities within the Central Avenue Corridor. The start-up business does face challenges in offering food and drink options in an area where low household incomes limit the local market's ability to support new businesses. However, Azukar had been able to attract customers from South Phoenix, other parts of the city, and its owners even cite out-of-town customers from as far away as London, noting that they don't carry with them any preconceptions about South Phoenix that some Phoenix residents may.<sup>26</sup>



Figure 9 – Vivid murals adorn Azukar's outdoor dining area. Azukar promotes local artists by displaying and selling their works inside.

<sup>24</sup> Azukar Coffee Celebrates Cultura, Vida, and Really Good Coffee in South Phoenix. Phoenix New Times. Nov. 7, 2017. <https://www.phoenixnewtimes.com/restaurants/azukar-coffee-culture-art-good-mexican-coffee-south-phoenix-9838305>. Accessed Mar. 18, 2019.

<sup>25</sup> Hustle PHX: <https://www.hustlephx.com>. Accessed Mar. 18, 2019.

<sup>26</sup> Azukar Coffee Celebrates Cultura, Vida, and Really Good Coffee in South Phoenix. 2017.

The final stop on the tour included the facilities and campus of the Green on Purpose, Inc. community food hub and the demonstration farm and community garden next door, named Pueblo Viejo.

The Pueblo Viejo Fields is a Brownfields to Healthfields program site which was dedicated in 2017.<sup>27</sup> Many different partners came together to make the garden a reality. For example, its orchard fruit trees were paid for by Green on Purpose and from proceeds of carbon offset purchases jointly paid for by Arizona State University and Duke University.<sup>28</sup> The garden is named in recognition of the ancient onsite Pueblo and Hohokum culture that once inhabited the area, and is managed by Green On Purpose.<sup>29</sup> The garden and the food hub sit on land owned by the Ruiz family, a longstanding South Phoenix family who's current generation helped create both. The family also created the Espiritu Charter School next door to offer a faith-based schooling option for students in South Phoenix at pre-school, primary, and secondary education levels. They have dedicated immense time and effort to maintain and grow a strong community and ministry legacy started by their parents.

The tour group focused most of its time on the Green on Purpose, Inc. food hub, walking through the facility, which includes a vehicle dock area, large walk-in cold storage room and a commercial kitchen. Eight different independent food preparation operations use the facility. For example, Tepeyac, a food products supplier uses the food hub to prepare foods distributed to local South Phoenix schools.<sup>30</sup> Green on Purpose, in addition to operating the food hub, also works with several farmers around the region to supply food to a variety of local customers. The hub plays a key role in the logistics of these food operations and is responsible for moving a significant amount of local fresh produce. The hub has a close relationship with the neighboring Espiritu Charter School. Tepeyac works with Espiritu on food and nutrition services while Green on Purpose works with

## Tour Highlights and Observations

- Agriculture has been in place in the area for over 1,000 years
- Local food and local culture are intertwined while local families and organizations are providing the inspiration for current food system building
- Farm on the way to being completed with plenty of opportunity for more intensive use
- Local businesses are an important part of maintaining unique sense of place and for increasing economic opportunity
- South Phoenix has a group of hyper-local community organizations and the area has strong organizational and institutional infrastructure to support local efforts
- Strong local initiatives in the food network can be expanded and replicated in the area

Figure 10 – Key takeaways from the community tour and observations on the many things happening in and around South Phoenix.

<sup>27</sup> A video of the Pueblo Viejo dedication is available at: <https://www.youtube.com/watch?v=sYfkWSG4Li0>. Accessed Mar. 18, 2019.

<sup>28</sup> Ibid. See portion of video presentation by Jennifer Forst, Urban Offsets Partnership, Arizona State University.

<sup>29</sup> Green On Purpose website: <https://greenonpurposeinc.com/the-hyperlocal-way/>. Accessed Mar. 18, 2019.

<sup>30</sup> Tepeyac website: <https://tepeyacinc.com/>. Accessed Mar. 18, 2019.

the school on a learning garden that is part of Pueblo Viejo. Green on Purpose is also working on starting a farmers market on nearby private property that might be suitable for that purpose.

The compilation of food hub, gardening, and educational activities going on at the location in South Phoenix, all located just west of Central Avenue near East Cody Drive, is a testament to what can be achieved by a group of civic-minded people motivated to lift up their community and committed to local community development initiatives. The tour provided the opportunity to see these efforts in action, learn from their successes and lessons learned, and put into perspective how the Local Foods, Local Places community action plan should acknowledge them and build on them to introduce similar sustainable operations elsewhere in South Phoenix.



**Figure 11 – Paris Masik of Green On Purpose, walks the tour group through the main food storage room of the Green on Purpose food hub.**

## VISION AND VALUES – DAY ONE

Residents and community stakeholders attended the first session of the Local Foods, Local Places technical assistance workshop on the evening of November 29, 2018. The primary purpose of the evening community meeting was to hear from residents and other local stakeholders about their hopes and vision for the future of food and community development in South Phoenix.

Rosanne Albright, the Environmental Programs Coordinator for the city of Phoenix, welcomed attendees to the event and spoke about the workshop objective to bring the community together as part of broader efforts to more effectively listen to residents' concerns and ideas, and seek their input in developing a responsive, community-driven South Mountain Village food action plan.

The meeting facilitators then provided an overview of the Local Foods, Local Places program. To help prepare participants with a variety of backgrounds to discuss the local food system, the facilitation team highlighted basic elements and benefits of a local food system, then shared demographic and regional data, giving a snapshot of local measurements on food, health and wealth. Publicly available South Phoenix statistics are found in **Appendix D**. Finally, the team highlighted raised the importance of 'equity' as an essential element of the South Phoenix local food system. Participants weighed in heavily on this topic, with much discussion about how it should shape Local Foods, Local Places community goals.

To prime participant thinking about their hopes and vision of the corridor, the technical assistance team led them through several interactive exercises, including a "This I believe..." exercise designed to draw out and document their own core values of the community. The group generated a lot of energy with this exercise and overarching themes emerged that are important for the community to keep in mind as it moves forward with all its goals.

This I believe about my community. We are...

*...a place that has deep cultural roots and connections where families know each other for generations.*

*...in need of renewed energy to drive a community revitalization process but are able to exercise self-determination.*

*...a community that cares, pays attention and wants to make a difference.*

*...a community filled with talented people that want a sustainable form of living and inclusion for all in good quality of life.*

Figure 12 -- Vision and Values Exercise Results called This I Believe where participants were asked to complete the statement "This I believe about my community." Above are some of the words that came from this exercise that reflect the positive aspects that framed the workshops action planning sessions on day two.



Figure 13 – Miles Gordon facilitating community feedback during the evening one meeting. Image credit: Alan Steinbeck.

The technical team also asked workshop participants to write aspirational headlines for 5-10 years into the future. Their inspiring, newsworthy headlines are in **Appendix A** along with the community's other visioning and value statements.

## ACTION PLANNING - DAY TWO

The action planning process used by Local Foods, Local Places facilitators on Day Two of the workshop started with a review of community input from Day One and consisted of several phases of work to build on it. First, workshop participants completed a brainstorming session, in which they were asked to write down on sticky notes an action for one or more Local Foods, Local Places goals, using a complete sentence to describe it. The goal of the brainstorming was to transform important, but sometimes lofty or very broad community goals into more specific and implementable actions. Next, with participant input, facilitators placed the sticky notes on posters representing each of four agreed upon goal statements, clustering and merging similar or duplicate actions. In the third phase, participants used a set number of adhesive dots to vote on which goal's supporting actions they felt were most important or needed immediate attention by placing the dots on the posters next to specific supporting actions, or clusters of actions. The final phase divided participants into small working groups, assessing the prioritization voting results, and transferring the top two to five supporting actions for each goal onto a blank action planning matrix poster. For each supporting action listed, the workgroups identified key implementation steps, and articulating additional details such as the importance of the action, timeframe for completion, who should be assigned the lead role, and resources needed.



Figure 14 – Working on filling out the action tables during the afternoon session on the second day of the workshop. Image credit: Alan Steinbeck.

The resulting goals and supporting actions table from the exercise are listed in the next section. The Local Foods, Local Places steering committee will continue to seek community input to make the goals a living list that evolves with new community input.

## ACTION PLAN

The South Phoenix Local Foods, Local Places goals and their supporting actions are listed below. The tables that follow provide additional detail for each goal action.

- **Goal 1 – Activate the City-Wide Food Action Plan, tailored for South Phoenix.**
  - *Action 1.1* – Identify goals and policies from the Phoenix Food Action plan that need to be prioritized and implemented at the South Mountain Village level.
  - *Action 1.2* – Activate the South Phoenix Local Food Advisory Council to carry on and oversee work.
  - *Action 1.3* – Create a road show presentation for raising awareness and promoting implementation of a complete food network.
  - *Action 1.4* – Engage the Roosevelt School District and the South Mountain Community College in developing the action plan.
- **Goal 2 – Identify local food projects.**
  - *Action 2.1* – Create new commercial community kitchens with training programs for entrepreneurs, and community education.
  - *Action 2.2* – Create an urban farm with produce going to food partners as part of its mission, with youth and adult job training.
- **Goal 3 – Establish community engagement processes.**
  - *Action 3.1* – Use storytelling to capture narrative of marginalization and perspective on existing projects, budding projects, and what is already working in the community.
  - *Action 3.2* – Use community potluck suppers and other meal events to educate residents about local foods, and to recruit for further community engagement. Follow up on how local foods could be incorporated into food purchases and preparation.
  - *Action 3.3* – Create multi-media approaches to reach as much of the community as possible, explaining food access issues, and how they can become part of those working with schools.
  - *Action 3.4* – Create focus groups to gather the community’s ideas on how to solve food access, and food security issues across the community profile/spectrum.
  - *Action 3.5* – Hold meetings between growers and buyers to solve issues of processing and distribution.
- **Goal 4 – Recommend policies and strategies for implementing food system initiatives**
  - *Action 4.1* – Develop a comprehensive resource directory for food system elements to help identify gaps and needs for policy development.
  - *Action 4.2* – Take information learned in Local Foods, Local Places workshop to the city administration and elected officials and relevant state or federal officials.
  - *Action 4.3* – Develop policy and relationships in support of procurement of local produce by school district.

### GOAL 1: Activate the City-Wide Food Action Plan, tailored for South Phoenix.

The city of Phoenix uses an approach to community planning that includes citywide policies and plans that get activated and implemented at the village planning area level. Ideally, this allows for distinct planning areas to be involved in shaping policies and programs that make sense within the neighborhood context. The city has used this approach for comprehensive planning around growth and new development, though outcomes may

not have always been in alignment with the vision or desires of many local neighborhood residents, especially those who have traditionally been underrepresented in decision-making processes. More extensive community engagement that is sensitive to cultural and racial diversity improves the success of the city’s planning approach and encourages more neighborhood autonomy and resident participation, better aligning city and neighborhood goals. The goal pays special attention to doing this in the context of the city-wide food action plan and the South Mountain Village, which is the designated village for this area and has a coordinating citizen commission. The village planning area approach is also being tested by the City of Phoenix in the implementation of a city-wide food action plan, the first of its kind in the Maricopa County region. The supporting actions under this goal clarify next steps for the South Phoenix food system stakeholders explore and integrate food system goals into the established planning processes of the City and other community stakeholders.

**Action 1.1: Identify goals and policies from the Phoenix Food Action plan that need to be prioritized and implemented at the South Mountain Village level.**

What this is and why it is important	<ul style="list-style-type: none"> <li>● Engages local elected officials, and other bodies that influence decision making.</li> <li>● Allows for the activation of the Phoenix General Plan and the 2050 Local Food System goals, through the Phoenix Food Action Plan in a way that makes more sense from the South Phoenix perspective.</li> <li>● Includes food projects into the design of stations and park and ride facilities (e.g., farmers markets, kitchens, “take a brake” restaurants).</li> </ul>
Measures of success	<ul style="list-style-type: none"> <li>● When the village-level plan/checklist/element is completed</li> <li>● Coordination with Phoenix Planning &amp; Development department to incorporate food access as transit-oriented plans/designs are completed</li> <li>● High priority goals for SMV include at least two equity-specific food-access and placemaking goals.</li> </ul>
Timeframe	<ul style="list-style-type: none"> <li>● A draft city-wide plan to be completed in 2019</li> <li>● A South Phoenix Food Action Plan could be completed by December 2019</li> </ul>
Lead	<ul style="list-style-type: none"> <li>● Rosanne Albright, City of Phoenix</li> <li>● Local Foods, Local Places Steering Committee</li> </ul>
Supporting cast	<ul style="list-style-type: none"> <li>● Interdepartmental staff resource group</li> <li>● Maricopa County Food System Coalition</li> <li>● Maricopa County Department of Public Health</li> <li>● Health Improvement Partnership of Maricopa County</li> <li>● Valley of the Sun United Way</li> </ul>
Costs and/or resources needed	<ul style="list-style-type: none"> <li>● Agency and staff time</li> </ul>
Possible funding sources	<ul style="list-style-type: none"> <li>● No new funding needed to complete</li> </ul>

**Action 1.2: Activate South Phoenix Local Food Advisory Council to carry on and oversee work.**

What this is and why it is important	<ul style="list-style-type: none"> <li>● This will continue the Local Foods, Local Places energy.</li> </ul>
Measures of success	<ul style="list-style-type: none"> <li>● South Phoenix Local Food Advisory Council sets regularly scheduled meetings and oversees LFLP action plan implementation</li> <li>● Council is composed of membership that reflects the diversity of SMV</li> </ul>
Timeframe	<ul style="list-style-type: none"> <li>● Done by July 2019</li> </ul>
Lead	<ul style="list-style-type: none"> <li>● Rosanne Albright, City of Phoenix and Local Foods, Local Places Steering Committee</li> </ul>
Supporting cast	<ul style="list-style-type: none"> <li>● Full time City representative working on food system</li> <li>● South Phoenix community members</li> <li>● South Phoenix resident community of practice</li> </ul>
Costs and/or resources needed	<ul style="list-style-type: none"> <li>● Staff and Advisory Council member time</li> </ul>
Possible funding sources	<ul style="list-style-type: none"> <li>● No new funding needed, although budget for future projects will be needed</li> </ul>

**Action 1.3: Create a road show presentation for raising awareness and promoting implementation of a complete food network.**

What this is and why it is important	<ul style="list-style-type: none"> <li>● Case studies and sample policies can be introduced to prospective supporters and advocates.</li> <li>● It is important to tell local stories to shift the narrative of the food network.</li> </ul>
Measures of success	<ul style="list-style-type: none"> <li>● Ensure that the food network development efforts comply with and meet the goals of the Phoenix General Plan and 2050 Local Food System goal, while also meeting locally identified needs</li> <li>● Road show includes section highlighting historical land use issues and agricultural constraints that have generated inequities and have shaped community outlook</li> </ul>
Timeframe	<ul style="list-style-type: none"> <li>● Done by July 2019</li> </ul>
Lead	<ul style="list-style-type: none"> <li>● Rosanne Albright, City of Phoenix</li> <li>● Maricopa County Food System Coalition representatives</li> </ul>
Supporting cast	<ul style="list-style-type: none"> <li>● Maricopa County Food System Coalition members</li> <li>● Resident South Phoenix Community of Practice</li> <li>● Steering Committee</li> <li>● Health Improvement Partnership of Maricopa County</li> <li>● Valley of the Sun United Way</li> </ul>
Costs and/or resources needed	<ul style="list-style-type: none"> <li>● Staff time</li> </ul>

Possible funding sources	<ul style="list-style-type: none"> <li>No new funding needed to produce</li> </ul>
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**Action 1.4: Engage the Roosevelt School District and the South Mountain Community College in developing the action plan.**

What this is and why it is important	<ul style="list-style-type: none"> <li>The school district and the community college are highly trusted organizations in the community</li> <li>Their independent ongoing activities can contribute to success of the action plan</li> </ul>
Measures of success	<ul style="list-style-type: none"> <li>Dedicated liaisons have been identified and selected to participate</li> <li>Dedicated liaisons focused on food, placemaking, and equity issues are included</li> </ul>
Timeframe	<ul style="list-style-type: none"> <li>Done by July 2019</li> </ul>
Lead	<ul style="list-style-type: none"> <li>Jayson Matthews</li> <li>Kenneth Steel</li> </ul>
Supporting cast	<ul style="list-style-type: none"> <li>Valley of the Sun United Way to identify others with stakeholder relationships</li> </ul>
Costs and/or resources needed	<ul style="list-style-type: none"> <li>Staff time</li> </ul>
Possible funding sources	<ul style="list-style-type: none"> <li>No new funding needed to complete</li> </ul>

**Goal 2: Identify local food projects.**

Over the last couple of years, several South Phoenix stakeholders have been working on distinct projects that independently work to provide local healthy food options to residents. The projects include a food hub, innovative school lunch programs, a formal network of local farmers and buyers, a multi-organizational effort to address health and food security, and a large urban farm. At the time the Local Foods, Local Places workshop was held, in late 2018, independent stakeholders had not yet initiated a more formal process to assess and build a more vibrant local foods network. A formal process includes several actions such as initiating a gap analysis to determine what is missing in the local food system; identifying opportunities to fill gaps and strengthen the food network; improving local coordination and collaboration amongst traditionally underrepresented stakeholders; and developing a clearer vision for strengthening local food networks that reinforce other community goals such as on healthy living, placemaking, more equitable economic

redevelopment, and a cleaner environment. The actions below address the short-term initiatives related to this type of thinking and intentional design.

**Action 2.1: Create new commercial community kitchens with training programs for entrepreneurs, and community education.**

What this is and why it is important	<ul style="list-style-type: none"> <li>● Provides the education needed to increase the consumption of fresh and cooked produce, and increases health benefits for poor communities.</li> <li>● Increases the wealth producing opportunities for local business development and processing.</li> <li>● Assesses the feasibility of using the commercial kitchen at the Roosevelt Health and Wellness Center</li> <li>● Assesses the feasibility of using the second-floor space at the Interfaith Cooperative Ministries Food and Clothing Bank</li> </ul>
Measures of success	<ul style="list-style-type: none"> <li>● The completion of studies based on community engagement in different parts of South Phoenix that demonstrate needs and feasible options</li> <li>● Inauguration of a new commercial kitchen, or expanded existing kitchen based on results of feasibility studies</li> <li>● Initiate partnership with program and resources focused on minority training relevant to prospective food entrepreneurs</li> </ul>
Timeframe	<ul style="list-style-type: none"> <li>● Begin July 2019</li> <li>● Complete feasibility studies by June 2020</li> </ul>
Lead	<ul style="list-style-type: none"> <li>● Beth Fiorenza – Interfaith Cooperative Ministries Food and Clothing Bank</li> </ul>
Supporting cast	<ul style="list-style-type: none"> <li>● Maricopa County Environmental Services</li> <li>● Cindy Gentry and Kenneth Steel, Maricopa County Department of Public Health</li> <li>● Localfirst Arizona</li> <li>● Schools</li> <li>● Food pantries</li> <li>● St. Mary’s</li> <li>● Valley of the Sun United Way</li> <li>● Vitalyst Health Foundation</li> <li>● South Mountain Community College</li> <li>● Hispanics in Philanthropy – South Phoenix</li> </ul>
Costs and/or resources needed	<ul style="list-style-type: none"> <li>● Needs assessment (Maricopa County)</li> </ul>
Possible funding sources	<ul style="list-style-type: none"> <li>● Piper Foundation (Interfaith Cooperative Ministries Food and Clothing Bank funding)</li> <li>● Hustle Phoenix/Arizona State University business incubator</li> <li>● Arizona Community Foundation</li> <li>● U.S. Economic Development Administration</li> </ul>

	<ul style="list-style-type: none"> <li>● U.S. Department of Agriculture</li> <li>● Maricopa County Public Health Department</li> <li>● U.S. Department of Health and Human Services – Federal grant funding U.S. Economic Development Agency for children and families</li> <li>● Wells Fargo</li> <li>● LISC</li> </ul>
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**Action 2.2: Create an urban farm with produce going to food partners as part of its mission, with youth and adult job training.**

What this is and why it is important	<ul style="list-style-type: none"> <li>● This can create space for growing culturally appropriate produce.</li> <li>● Provides a nutritional and health benefit for pantry and low-income populations.</li> </ul>
Measures of success	<ul style="list-style-type: none"> <li>● A growing space has been identified and secured</li> <li>● The labor and management structure and funding are determined over the long-term</li> <li>● Ability to link farm activities with area home gardeners, community gardens and learning gardens</li> <li>● SMV urban farm space is identified and created, possibly via land bank program or trust, to generate a community space that reinforces community sense of place and ownership in addition to a strong network of privately-owned residential gardens in the network</li> </ul>
Timeframe	<ul style="list-style-type: none"> <li>● A growing space should be found between December 2018 and February 2019.</li> <li>● The long-term structures and funding should be determined between December and June 2019</li> </ul>
Lead	<ul style="list-style-type: none"> <li>● Beth Fiorenza – Interfaith Cooperative Ministries Food and Clothing Bank</li> <li>● Crop Circles Farm</li> </ul>
Supporting cast	<ul style="list-style-type: none"> <li>● Arizona Agribusiness and Equine Center – South Mountain</li> <li>● Volunteers from congregations</li> <li>● University of Arizona Cooperative Extension – Maricopa County 4-H</li> <li>● Desert Botanical Garden</li> <li>● Tiger Mountain Foundation</li> <li>● Daniel Nowell – Ready to Garden</li> <li>● Fry’s/Kroger Zero Hunger Zero Waste Initiative</li> </ul>
Costs and/or resources needed	<ul style="list-style-type: none"> <li>● Client volunteers</li> </ul>
Possible funding sources	<ul style="list-style-type: none"> <li>● Valley of the Sun United Way</li> <li>● Vitalyst Health Foundation</li> <li>● LISC</li> </ul>

### Goal 3: Establish community engagement processes.

In planning meetings leading up to the Local Foods, Local Places workshop, the local steering committee expressed as a central theme the need for equitable development in South Phoenix to respond to needs and concerns in a community with a long history of inequity, exclusion, isolation and outside indifference. Local public decisions and outside economic forces have had significant and often adverse impacts on South Phoenix residents. The steering committee highlighted the corresponding tension and trust issues that exist locally regarding proposed city plans to extend light rail into South Phoenix, and particularly its potential impact on affordable housing and the existing Central Avenue commercial corridor. In addition to the policy and economic forces generating distrust, historical cultural and racial issues play a major role in generating a legitimate sense amongst residents that their concerns continue to be marginalized and disregarded in the public decision-making process and in redevelopment planning because of underlying racial and cultural bias and indifference. The actions below are designed to elevate these issues, create better connections among community members and initiate activities that begin to address food system issues in the neighborhood.

#### Action 3.1: Use storytelling to capture narrative of marginalization and perspective on existing projects, budding projects, and what is already working there.

What this is and why it is important	<ul style="list-style-type: none"> <li>● Storytelling connects the history of the community and community narratives to current decision-making processes.</li> <li>● It builds a stronger sense of place by connecting with the history of the corridor.</li> <li>● Makes issues of health, addiction, incarceration visible to the village planning process.</li> <li>● Increases knowledge of existing community assets.</li> <li>● Includes community members in storytelling projects as participants and creators.</li> </ul>
Measures of success	<ul style="list-style-type: none"> <li>● Stories collected and archived. Identify opportunities to share these stories, such as in community-based conferences, public fairs, other events where Phoenixians gather</li> <li>● Distinct themes emerge from the stories told</li> <li>● Stories disseminated, and responses to the stories are collected</li> </ul>
Timeframe	<ul style="list-style-type: none"> <li>● Initiate by September 2019</li> <li>● Evaluate after progress and direction after 6 months of completion of events.</li> </ul>
Lead	<ul style="list-style-type: none"> <li>● Rosanne Albright, City of Phoenix</li> <li>● Insite Consultants</li> <li>● South Phoenix Resident Community of Practice</li> </ul>
Supporting cast	<ul style="list-style-type: none"> <li>● Local Foods, Local Places Steering Committee</li> <li>● South Mountain Community College</li> </ul>
Costs and/or resources needed	<ul style="list-style-type: none"> <li>● Archive with the South Mountain Community College Our Story Project</li> <li>● Donations</li> <li>● Ashley Hare</li> <li>● La Lucha, Poder, Black Lives Matter - merge into recipe book</li> </ul>

Possible funding sources	<ul style="list-style-type: none"> <li>None identified</li> </ul>
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**Action 3.2: Use community potluck suppers and other meal events to educate residents about local foods, and to recruit for further community engagement. Follow up on how local foods could be incorporated into food purchases and preparation.**

What this is and why it is important	<ul style="list-style-type: none"> <li>Events such as community meals bring together a diverse set of food system stakeholders within the neighborhood.</li> <li>Builds informal social networks that support more formal collaborations.</li> </ul>
Measures of success	<ul style="list-style-type: none"> <li>Two seasonal meals served in 2019</li> <li>Track progress and achieve attendance targets set</li> <li>Develop a potluck “events calendar” that highlights a potluck theme, speaker or video that includes an equity lens in addition to food and placemaking. Host a special potluck to bring together different ethnic/geographic groups for promoting awareness and trust building</li> </ul>
Timeframe	<ul style="list-style-type: none"> <li>2<sup>nd</sup> and 3<sup>rd</sup> quarter of 2019</li> <li>Re-evaluate after 1 year</li> </ul>
Lead	<ul style="list-style-type: none"> <li>Rosanne Albright, City of Phoenix</li> <li>Paris Masek, Green on Purpose</li> <li>Leticia Ruiz, Tepeyac Foods</li> <li>South Phoenix Resident Community of Practice</li> </ul>
Supporting cast	<ul style="list-style-type: none"> <li>Local chefs</li> <li>Food businesses in the area</li> <li>Community volunteers</li> </ul>
Costs and/or resources needed	<ul style="list-style-type: none"> <li>Local restaurants</li> </ul>
Possible funding sources	<ul style="list-style-type: none"> <li>Valley of the Sun United Way</li> <li>Vitalyst Health Foundation</li> <li>Fry’s/Kroger</li> </ul>

**Action 3.3: Create multi-media approaches to reach as much of the community as possible, explaining food access issues, and how they can become part of those working with schools.**

What this is and why it is important	<ul style="list-style-type: none"> <li>It is important to determine the most common ways residents and stakeholders get information and pursue those information outlets.</li> </ul>
Measures of success	<ul style="list-style-type: none"> <li>Identify five approaches to pursue</li> <li>Track participation in local food initiatives, and source from which participants found information</li> </ul>

	<ul style="list-style-type: none"> <li>● A matrix showing the best outreach tools for different population subsets within SMV receive information/news</li> </ul>
Timeframe	<ul style="list-style-type: none"> <li>● 2<sup>nd</sup> Quarter 2019</li> <li>● Re-evaluate after 60 days</li> </ul>
Lead	<ul style="list-style-type: none"> <li>● Work with Local Foods, Local Places Steering Committee to locate a leader</li> </ul>
Supporting cast	<ul style="list-style-type: none"> <li>● Lupita Samoya</li> <li>● Local radio (English and Spanish – KDIF)</li> <li>● Puente Arizona</li> </ul>
Costs and/or resources needed	<ul style="list-style-type: none"> <li>● City of Phoenix for printing and production</li> <li>● Arts Place America for local social media consultation</li> <li>● AZ-Creative Placemaking for local social media consultation</li> <li>● Local 1<sup>st</sup> and Fast Pitch for local social media consultation</li> </ul>
Possible funding sources	<ul style="list-style-type: none"> <li>● Valley of the Sun United Way</li> <li>● Vitalyst Health Foundation</li> </ul>

**Action 3.4: Create focus groups to gather the community’s ideas on how to solve food access, and food security issues across the community profile/spectrum.**

What this is and why it is important	<ul style="list-style-type: none"> <li>● Focus groups will help ensure program and project design meet community needs and expectations.</li> </ul>
Measures of success	<ul style="list-style-type: none"> <li>● Use current health data to locate potential focus group members</li> <li>● If representative sample of SMV residents not present, broaden and refine search</li> <li>● Correct percentage obtained</li> </ul>
Timeframe	<ul style="list-style-type: none"> <li>● Collect data and recruit focus groups by end of 3rd quarter 2019</li> <li>●</li> <li>● Collect data, stories, input and compile info by December 2019</li> <li>● Information may be collected in various formats, video, audio, writings and will be stored with City of Phoenix and publicly available.</li> </ul>
Lead	<ul style="list-style-type: none"> <li>● Local Foods, Local Places Steering Committee</li> <li>● South Phoenix Local Food Advisory Council</li> <li>● Maricopa County Public Health Department</li> </ul>
Supporting cast	<ul style="list-style-type: none"> <li>● Interfaith Cooperative Ministries Food and Clothing Bank</li> <li>● Espiritu and Roosevelt School District</li> <li>● South Phoenix Community of Practice</li> </ul>
Costs and/or resources needed	<ul style="list-style-type: none"> <li>● To be determined</li> <li>● Donations from local food industry and businesses</li> </ul>

Possible funding sources	<ul style="list-style-type: none"> <li>No new funding is required to complete the task although considerable staff time is involved in setting up and documenting the effort</li> </ul>
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**Action 3.5: Hold meetings between growers and buyers to solve issues of processing and distribution.**

What this is and why it is important	<ul style="list-style-type: none"> <li>There are many financial, regulatory and supply/demand issues to resolve in creating long term relationships between growers and buyers.</li> <li>Meetings will help identify the issues and the potential solution space.</li> </ul>
Measures of success	<ul style="list-style-type: none"> <li>Allows growers and buyers to meet</li> <li>Three meetings</li> <li>Work with a minimum of four organizations that can boost number of participating minority farmers and growers (e.g., through Hispanic Chamber of Commerce, Fuerza Local, LocalFirst Arizona or relevant growers associations)</li> </ul>
Timeframe	<ul style="list-style-type: none"> <li>Facilitate meetings through December 2019</li> <li>Compile data into a report within 4 months of completion of meetings</li> <li>Determine agreements or other partnership opportunities within 9 months.</li> </ul>
Lead	<ul style="list-style-type: none"> <li>Rosanne Albright, City of Phoenix</li> <li>LocalFirstAZ</li> <li>Maricopa County Food System Coalition</li> </ul>
Supporting cast	<ul style="list-style-type: none"> <li>Local Foods, Local Places Steering Committee</li> <li>Paris Masek, Green on Purpose, Inc.</li> <li>University of Arizona Cooperative Extension – Maricopa</li> <li>South Mountain Community College</li> </ul>
Costs and/or resources needed	<ul style="list-style-type: none"> <li>Volunteers</li> </ul>
Possible funding sources	<ul style="list-style-type: none"> <li>No new funding is required to complete task</li> </ul>

**Goal 4: Recommend policies and strategies for implementing food system initiatives**

The Phoenix metropolitan area has an existing local food network made up of many individuals and organizations. The South Phoenix population can explore ways to more effectively tap into that broader network to strengthen their own food system activities. One challenge is a lack of shared information on who is involved in food-related activities and what programs and services are available that South Phoenix businesses and residents can access. During the Local Foods, Local Places workshop, group discussions resulted in a consensus that more coordination and information sharing was needed. Some steps to do this include compiling information about people and organizations connected to the Phoenix local food scene, documenting and presenting local food system concerns along with a coherent set of strategies to address them and conveying information to local and state decisionmakers. Shared information should also be

compiled into a narrative that resonates within the community itself, to inspire improved engagement and to advance specific policies, projects and programs that improve local food system development.

**Action 4.1: Develop a comprehensive resource directory for food system elements to help identify gaps and needs for policy development.**

What this is and why it is important	<ul style="list-style-type: none"> <li>Facilitates collaboration and coordination of multiple independent efforts, creating new synergies.</li> <li>Provides asset and relationship mapping that reduces duplication of effort and identifies food system gaps.</li> </ul>
Measures of success	<ul style="list-style-type: none"> <li>Completeness of directory in representing the food system</li> <li>Complete draft for consideration and edits</li> <li>Complete a SMV-specific food directory focused on informal, culturally appropriate food system</li> </ul>
Timeframe	<ul style="list-style-type: none"> <li>Complete by 3<sup>rd</sup> Quarter 2019</li> </ul>
Lead	<ul style="list-style-type: none"> <li>Local First Arizona</li> <li>Maricopa County Public Health Department</li> <li>Maricopa County</li> <li>University of Arizona Cooperative Extension – Maricopa</li> <li>Valley of the Sun United Way</li> </ul>
Supporting cast	<ul style="list-style-type: none"> <li>Paula Barr-Skillicorn, University of Arizona – writing and editing</li> <li>Travis Burnam, Arizona Department of Environmental Quality– capture information</li> <li>Arizona State University Intern(s)</li> <li>To be determined – bilingual printing</li> </ul>
Costs and/or resources needed	<ul style="list-style-type: none"> <li>Existing staff time</li> <li>Use existing digital resources; universal use tools</li> </ul>
Possible funding sources	<ul style="list-style-type: none"> <li>None identified</li> </ul>

**Action 4.2: Take information learned in Local Foods, Local Places workshop to the city administration and elected officials and relevant state or federal officials.**

What this is and why it is important	<ul style="list-style-type: none"> <li>Keeps decision makers informed and can prompt more effective support of locally driven community improvement efforts.</li> <li>Sets clear expectations among elected officials, community members and developers.</li> </ul>
Measures of success	<ul style="list-style-type: none"> <li>South Mountain Village Planning Committee is a platform for advancing topic</li> <li>Stakeholders committed to message and policy/program initiatives</li> <li>Determine and list the “whys” and “asks” of approaching city &amp; other decisionmakers, predetermine what relevant information is needed (e.g.,</li> </ul>

	information boosting the case for acquiring resources to initiate SMV job training programs for prospective minority owned food processing businesses)
Timeframe	<ul style="list-style-type: none"> <li>● Initial discussion of LFLP workshop to South Mountain Village Planning Committee (SMVPC) in 2<sup>nd</sup> Quarter 2019</li> <li>● Presentation #2 to SMVCP after completion of resource directory and identification of gaps.</li> <li>● Presentation #2 completed by December 2019.</li> </ul>
Lead	<ul style="list-style-type: none"> <li>● Rosanne Albright, City of Phoenix</li> <li>● City of Phoenix Planning and Zoning Department</li> <li>● City elected officials</li> <li>● City of Phoenix Community and Economic Development Department</li> <li>● South Mountain Village Planning Committee</li> <li>● Local Foods, Local Places Steering Committee</li> </ul>
Supporting cast	<ul style="list-style-type: none"> <li>● South Phoenix resident Community of Practice</li> <li>● Community liaisons</li> </ul>
Costs and/or resources needed	<ul style="list-style-type: none"> <li>● Staff time – to talk to everyone and design an engagement process</li> </ul>
Possible funding sources	<ul style="list-style-type: none"> <li>● No new funding is required to produce summary</li> </ul>

### Action 4.3: Develop policy and relationships in support of procurement of local produce by school district.

What this is and why it is important	<ul style="list-style-type: none"> <li>● Policies can address barriers to food procurement by the city's school districts, starting with the Roosevelt District.</li> <li>● Stronger relationships can build trust and identify new opportunities for local food procurement.</li> </ul>
Measures of success	<ul style="list-style-type: none"> <li>● Communication is easy and fluid between stakeholders</li> <li>● A true understanding of costs and needs of all stakeholders</li> <li>● Set a percentage target for institutional purchases from minority owned businesses or cooperatives</li> </ul>
Timeframe	<ul style="list-style-type: none"> <li>● Following completion of resource directory.</li> <li>● Develop relationships with school district stakeholders by December 2019.</li> </ul>
Lead	<ul style="list-style-type: none"> <li>● Jayson Matthews, Valley of the Sun United Way</li> <li>● University of Arizona Cooperative Extension</li> <li>● Roosevelt School District</li> <li>● Spaces of Opportunity</li> <li>● State procurement representatives</li> </ul>
Supporting cast	<ul style="list-style-type: none"> <li>● Arizona State University</li> <li>● Ashley Schimke, Arizona Department of Education</li> </ul>

Costs and/or resources needed	<ul style="list-style-type: none"><li>● Staff time</li><li>● Inventory and gaps report</li></ul>
Possible funding sources	<ul style="list-style-type: none"><li>● No new funding is required to complete task</li></ul>

## IMPLEMENTATION AND NEXT STEPS

Following the workshop in November, follow up calls were scheduled and conducted to review documentation and discuss progress. A key concern of the workshop was engagement of the local community, yet attendance by local residents was relatively low. This may be due to time and job conflicts, child care, insufficient steering committee outreach, as well as residents' possible public meeting fatigue stemming a history of community concerns being expressed in public meetings and then later ignored. The Local Foods Local Places Steering Committee recognizes the limitations of input gathered from a small number of participants, and



the need to take additional steps to truly integrate community concerns and input into an action plan. The following activities were conducted post-workshop as initial steps that include taking additional actions to gather more extensive community input, especially from traditionally marginalized voices, before writing and implementing the action plan.

- The City of Phoenix with other members of the steering committee held a community meeting on February 27, 2019, which included participants representing the South Phoenix Community of Practice described in the engagement section of this report, to further discuss values of community engagement and review the Local Foods, Local Places goals and strategies in the Action Plan. The discussion focused on defining what equitable community engagement should be in South Phoenix. One of the themes that came out of the discussion was needing to/having to move “at the speed of trust.” In other words slow the process down enough to build the trust necessary to advance.
- Since the workshop, the steering committee has already planned and hosted additional community conversations on the food action plan. More events are planned and will be posted through City of Phoenix website and Social Media, through steering committee, South Phoenix Resident Community of Practice and partners
- Steering committee members and members of the Local Foods, Local Places resource team coordinated to bring the outcome of the workshop to the Arizona Healthy Communities Conference, a large annual gathering of stakeholders from across the state working to create healthier, more equitable places.
- With input from the steering committee, the city of Phoenix commenced the process of building a “road show” for the purposes of engaging community members and briefing elected officials on the outcome of the workshop.
- The city of Phoenix is working to replicate the Local Foods, Local Places process in other areas of the city, starting with West Phoenix, to further the neighborhood implementation of the Phoenix Food Action Plan.

## APPENDICES

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

# Appendix A:

## Detailed Workshop Feedback

Local Foods, Local Places Workshop

South Phoenix, Arizona

## Results of the This I Believe Exercise

Feedback from the This I Believe exercise included the following responses that fell into a few definable topic areas:

### Core Elements

- South Phoenix is a family, where families know each other for generations
- Has deep cultural roots and connections
- Community has incredible pride, rooted in diverse history
- Has been continually tested and is resilient

### Capacity for Change

- Needs a renewed energy to drive revitalization processes
- Will flourish with the right direction
- Needs more food entrepreneurship opportunity
- Wants healthier food that is affordable
- Wants to be connected and share with each other
- Will be able to exercise self determinism
- Has the potential for educational development, sustainable form of surviving, and inclusion of all humans with a good quality of life

### Nature of People

- We are a community that cares
- Has a heart
- My community pays attention. There is a lot to learn from us if folks are willing to listen to what we have to say
- Filled with talented people
- Has people that want to make a difference

### Challenges

- Lacking resources for making positive change
- Community needs a vision
- Is skeptical based on past experiences
- The City of Phoenix has not been a supportive force for South Phoenix

## Headlines Created for Vision of the Future

The following were headlines created by participants at the community meeting. The visioning was meant to help people see and imagine a desired future or set of community accomplishments.

- Independent farming community now has its own well
- Community member to the rescue! Newcomer is helped.
- Increase access to healthy food decreases pedestrian deaths.
- Grand opening food bazaar. Health classes, farmers market, children's activities and work for food activities
- Self-sufficiency is a success (urban farming and home farms, complete local food network)
- By 2030, South Mountain Park will have its 6 Millionth visitor

- The past infused energy into a transformed future (new vertical agricultural and housing system)

## Additional Strategies for Goal Areas

The following potential strategies were identified at the workshop, but not prioritized for detailing out on the Action Plan tables.

### Goal 1

- Make the history of segregation and neglect, and their impacts on land use and human health in South Phoenix visible.
- Engage in unique, creative media strategies to tell local stories about different, important aspects of the plan, and what the plan addresses.
- Find a media support company to get air time; news/meeting/public info; USPO/Facebook.
- Create a food business rental incubator on South Central Avenue (possible food hall).
- Test the feasibility of forming a South Phoenix Community Development Corporation.
- Define the scope of the food action plan for South Phoenix and highlight how it differs from the city-wide plan.
- Have local youth and students advocate for policies; Ensure that the city's elected official listen to the advocacy.
- Work with health centers to set up a pharmacy program; prescribing healthy foods to reduce rates of obesity and diabetes.
- Setup a working group with Planning and Zoning staff and individuals who are knowledgeable of agriculture to improve the approval of agriculture-based projects.
- Develop a policy to support the procurement of local produce by schools and school districts.
- Recommend that the City and County create incentives for local growers to sell to local produce.
- Create a corridor vision and policy strategy document for the South Central Avenue corridor with place-types and development strategies.
- Require developers to participate in community meetings to share ideas before building begins.

### Goal 2

- Engage Arizona State University and other entrepreneurship training programs to learn more and connect with South Phoenix.
- Engage Ashley Schimke of the Arizona Department of Education to share info including strengths, and challenges of South Phoenix schools.
- Increase the number of food pantries and distribution sites with cold storage and distribute locally grown food; identify funding streams and pilot actions.
- Create a community food assets tour with branding, maps, etc.
- Inventory the existing projects in the corridor that support the Food Action Plan.
- Create a lesson plan about Local Foods, Local Places that can be taught in the classroom, including making a multi-tiered program for different age-groups of students.
- Create landscape and maintenance crews to support youth – contracting and business skills.
- Engage homeless citizens in managing the growing and distribution programs and projects as a work-training-healing process.

- Increase grant funds and training to access Supplemental Nutrition Assistance Program.
- Develop beginner’s farmer trainings in collaboration with academic institutions.

### **Goal 3**

- Conduct a food survey with participants and the Interfaith Cooperative Ministries Food and Clothing Bank by January 30th, 2019.
- Prioritize food needs in South Phoenix corridor based on key criteria (the number of people served, nutritional value, other equity measures).
- Engage Roosevelt School District to participate in process of developing food action plan.
- Use existing food assessment findings that represent South Phoenix needs or carry out a new survey to see what residents really want.
- Follow up with the Environmental Protection Agency, which will provide info on its Environmental Justice Small Grant Program.
- Coordinate with existing Food Community of Practice to continue Local Foods, Local Places conversation, and learn more about reaching more community members.
- Develop material to educate the communities about the benefits of Local Foods, Local Places over the next 60 days, and distribute the material, and conduct meetings with local leaders and business owners over the next 180 days.
- Look for lands on existing SRP and use SRP water as much as the sites will allow.
- Actions may be a better form of engagement, e.g., cottage industry successes can generate word-of-mouth testimonials that inspire others to participate.

### **Goal 4**

- Use food as organizing force to get residents to activate collective voice on transit-oriented development.
- Engage Master Gardeners locally as a resource to help budding backyard gardeners get started (on starter kits).
- If light rail will happen in South Phoenix, identify ways to include food projects into the design of stations and park and ride facilities, e.g., farmers markets, kitchens, “take a brake” restaurants.
- Lift up policies that work to prevent gentrification that leads to displacement.

# Appendix B:

## Workshop Sign In Sheets

Day 1 Community Meeting Sign In Sheet

Name	Title	Affiliation/Org	Telephone	E-Mail Address
Michelle Bled	Program Coordinator	City of Phoenix	602-571-0134	Michelle.Bled@phoenix.gov
Abdulah Mohamed	CCR-FSD	Phoenix local org committee	716-574-3284	veggi1300@gmail.com
Chitra Kumar	CCR-FSD	FPA	202-564-2232	kumar.chitra@fpa.gov
BRUCE LINDQUIST	MARKET	MARKET	602-521-4167	bruce@equimark.org
Brandi Lucero	Program Coordinator	Maricopa County Colleges	480-731-8460	brandi.lucero@maricopa.edu
Sydney Matthews	FDEULT	Valley of the Sun Unified School District	602-451-4513	smatthews@vsu.edu
Tousha Trainor	Market Coordinator	OCG - Orland comm. 500 - spaces of impact.	480-270-9414	trtrainor@gmail.com
Paris Mirek	President	Green on Purple/MKCO	602-323-6440	greenonpurpleinc@gmail.com
Jared Volmer	Project Office	EPA San Francisco	415-972-3447	volmer.jared@epa.gov
Delmi Ortega	Program Coord.	DoF Maricopa County Ext	602-730-6261	dortega@email.arizona.edu
Paula Skillman	Program Coord.	'	602-827-8259	pskillman@email.arizona.edu
Scott Spillner		US EPA	415-972-3229	
Lyle Lesage	Organizer	In-Site Consultants	480-445-1625	llesage@ie.com
Trevi Babin	Branfield's Consulting	ADEQ	602-771-2296	tbabin@adeq.gov

Day 1 Community Meeting Sign In Sheet Continued

Name	Title	Affiliation/Org	Telephone	E-Mail Address
Jose Garcia	Project Officer	US EPA	213-244-1811	garcia.jose@epa.gov
Haniela Muhammed	CDP Member	Insite Consultant	602-535-7347	haniela.muhammed@gmail.com
<del>AFIYA H ROOYE</del>	<del>CDP MEMBER</del>	INSITE CONSULTANTS	602-710-8212	afiya.h.rooye@gmail.com
KENNETH STOR	HEALTH POLICY ADVISOR	NCDPH / Marro	602-568-9836	ken.stor@marro.gov
Fernando Ruiz	Food Service	ESPIERIN CDC	602-725-7971	fernando.ruiz@gmail.com
Ashley Hare	Consultant	Insite Consultants		ashley.hare@insiteconsultants.com
Arelis Velasquez	Hustle PHX		620-272-1975	arelis@hustlephx.com
Keith McCrea	CEO	TEMPLE HANAMEL MIN.	(602) 825-8999	rev.Keith@yahoo.com

Day 2 Workshop Sign In Sheet

Name	Title	Affiliation/Org	Telephone	E-Mail Address
Ch Hager	Director	Vitalyst Health	602 519 323	chager@vitalysthealth.org
Raj Ostos	District Director	Metricops Comm. (Allego)	480-731-8095	rajostos@allego.com
Trevi Barrow	Brownfield's Growth	ADEQ	602-711-2296	tbarrow@adeq.gov
Mariana Acosta	Program Coord.	UA EXTENSION	602-877-8271	MACOSTA@UA.EDU
BRUCE LINDQUIST	CONSUMER SERVICES	MDCO/MDCO	602 501 4167	bruce.lindquist@mdco.com
Scott Stallman		UJ EPA	415-922-3229	
Jayson Matthews		Valley of the Sun Unifed Hky	602 461 4413	jmathews@vsn.org
Chitra Kumar	Director	EPA - OCR - FSD	202-544-2232	kumar.chitra@epa.gov
Gusdda Gillett	Interpretive	AFLS.	623 261-8034	
KENNETH STEEL	HEALTH POLICY	MCDPH / MARIC	602-568-9836	kenneth.steel@maricopa.gov
Kyle Mitchell	Project Manager	South Mountain Community College	(602) 243-8340	kyle.mitchell@smcc.edu
Beth Fiorenza	Exec Dir.	TECH FOODS Clothing Bank	602-254-7450	beth@techfoods.org
Mirakere Blau	Program Coord	City of Phoenix	602 571 0134	mirakere.blau@phoenix.gov
Paula Skell, Don	VP / Mktg		602-827-8259	pskell@donemail.com
Paris Wask	President	Green on Purpose	602.323.6040	greenonpurposeinc@gmail.com

# Appendix C:

## Workshop Photo Album

Local Foods, Local Places Technical Assistance Program – South Phoenix, Arizona



Figure 1 – The Local Foods Local Places event began with a locally hosted tour for visiting partners, beginning with a lunch at Los Altos Ranch Market grocery store on Central Avenue



Figure 2 – Los Alto Ranch Market offerings, both for home cooking and in-house eating, cater to a large segment of South Phoenix residents.



Figure 3 – The hot food line at Los Altos did not disappoint!



Figure 4 – The first stop on the tour was the Spaces of Opportunity, a large local-grower community garden and incubator farm, highlighted by its colorfully designed storage



Figure 5 –Touring visitors learned how the Desert Botanical Garden, Cultivate South Phoenix community group, and the Roosevelt school district worked together to make Spaces of Opportunity Farm Park site a reality.



Figure 6 – Besides offering individual and family plots for a small fee, Spaces of Opportunity's incubator farm currently provides eight larger scale growing spaces to sell produce locally.

Local Foods, Local Places Technical Assistance Program – South Phoenix, Arizona



Figure 7 – Locally-themed wall murals, painted by local artists, frame Spaces of Opportunity farm park, adding color and new life to the formerly vacant land lot.



Figure 8 – Spaces of Opportunity farm park murals were funded through an ArtPlace grant received in 2016.



Figure 9 – Tour stop at Azukar Coffee on Central Avenue, near Baseline Road. South Phoenix born owner Sandra Flores opened Azukar in 2017.



Figure 10 – Patrons inside art-adorned Azukar Coffee. Azukar coordinates with nearby The Sagrado art gallery to promote “cafecito, cultura, vida” (coffee, culture, life) in South Phoenix.



Figure 11 – Local Foods, Local Places tour visits a South Phoenix food hub located within Project America Development Company facilities.



Figure 12 – Tamale preparation inside food hub’s commercial kitchen for nearby La Esperanza Charter School. The kitchen is also used by local food entrepreneurs.

Local Foods, Local Places Technical Assistance Program – South Phoenix, Arizona



Figure 13 – Hot ovens in the food hub, which is operated by Green on Purpose, which provides logistical and strategic services to local smaller scale food producers.



Figure 14 – Though the ovens are hot, the freezers are not! The food hub has a large, and very cold, walk-in freezer.



Figure 15 – In addition to the food hub, Green on Purpose also runs a small demonstration farm called Pueblo Viejo Fields, located next to Espiritu Charter School.



Figure 16 – Pueblo Viejo Fields serves as hand-on learning garden laboratory for students and the community.



Figure 23 – The Local Foods, Local Places public meeting held the evening of November 29, 2018 at Espiritu Charter School. Organizers provided a nicely laid out dinner for participants.



Figure 22 – Facilitators summarize participant feedback focusing on their hopes and vision for South Phoenix, and what community goals and food system goals they might want to set.

Local Foods, Local Places Technical Assistance Program – South Phoenix, Arizona



Figure 24 – Workshop organizers included an onsite “kid’s area” at the workshop to help accommodate community members with children who wish to participate in the workshop.



Figure 25 – On Day 2 of the workshop, participants spent the day honing the community goals and brainstorming and voting specific actions and next steps toward achieving them.



Figure 26 – Participants on Day 2 worked in small groups to facilitate dialogue while creating action plan tables for each goal.



Figure 27 – Behind these workshop participants, the professional interpreters inside of the black sound-proof booth provided simultaneous Spanish translation to participants opting to participate in Spanish.



Figure 26 – The South Phoenix Local Foods, Local Places Steering Committee and partners (Photo courtesy of Rosanne Albright)

# Appendix D: Community Data Profile

This appendix provides some key data for the South Central Light Rail Corridor Area, and the city of Phoenix. The Environmental Protection Agency’s EJSCREEN: Environmental Justice Screening and Mapping Tool, <https://www.epa.gov/ejscreen>, provides demographic and environmental data. The reports from EJ Screen were generated on the area of interest, Figure 1, and the city, Figure 2. Additionally, a third map of the rail corridor, Figure 3, is included for context. A second set of reports from the Healthy Food Access Portal, Research Your Community web portal, <http://www.healthyfoodaccess.org/access-101/research-your-community>, provides demographic, workforce, food environment, and health indicator data for the city. The final report (in the table titled, “AGRICULTURE”) was generated from the Ag Census, which only includes data at the county level.

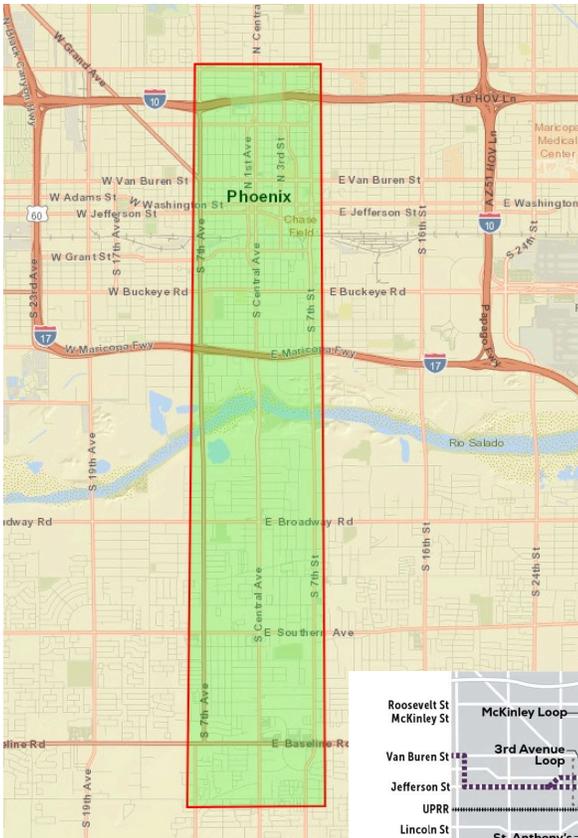


Figure 1. Area of Interest

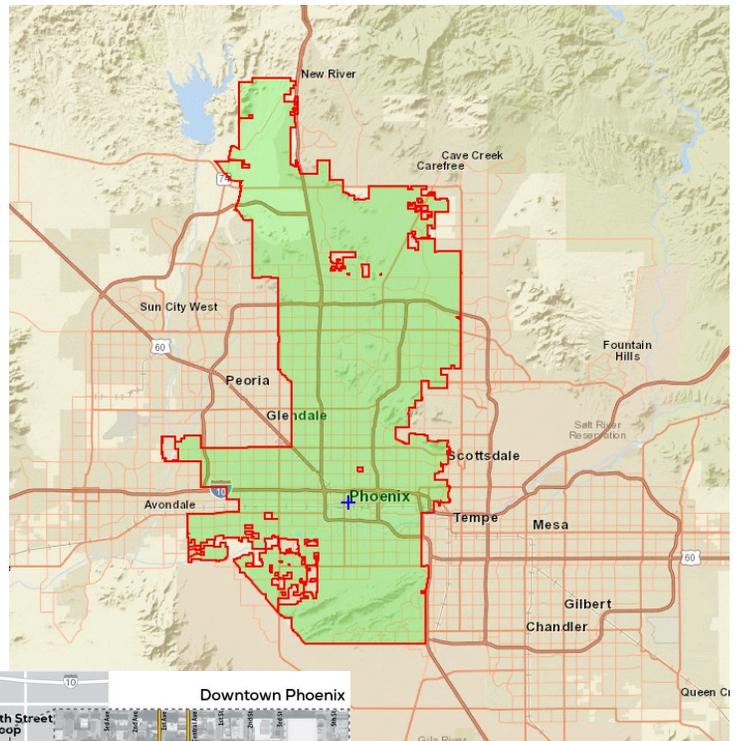


Figure 2. City of Phoenix

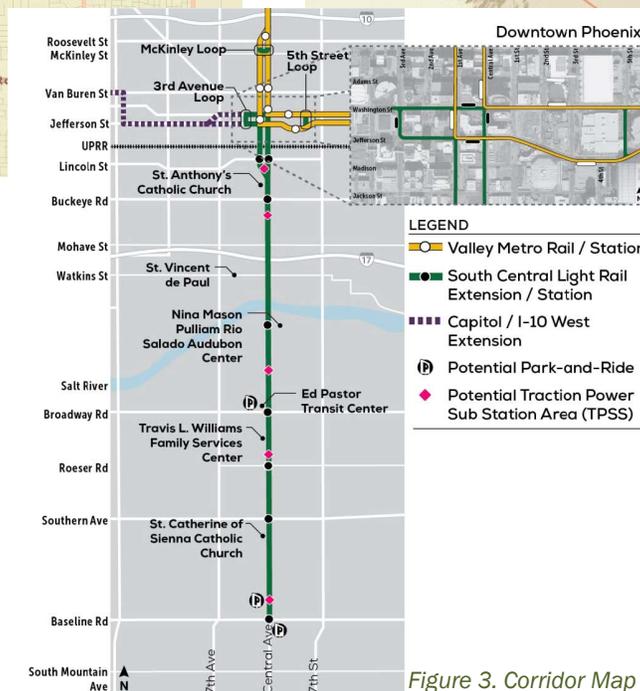


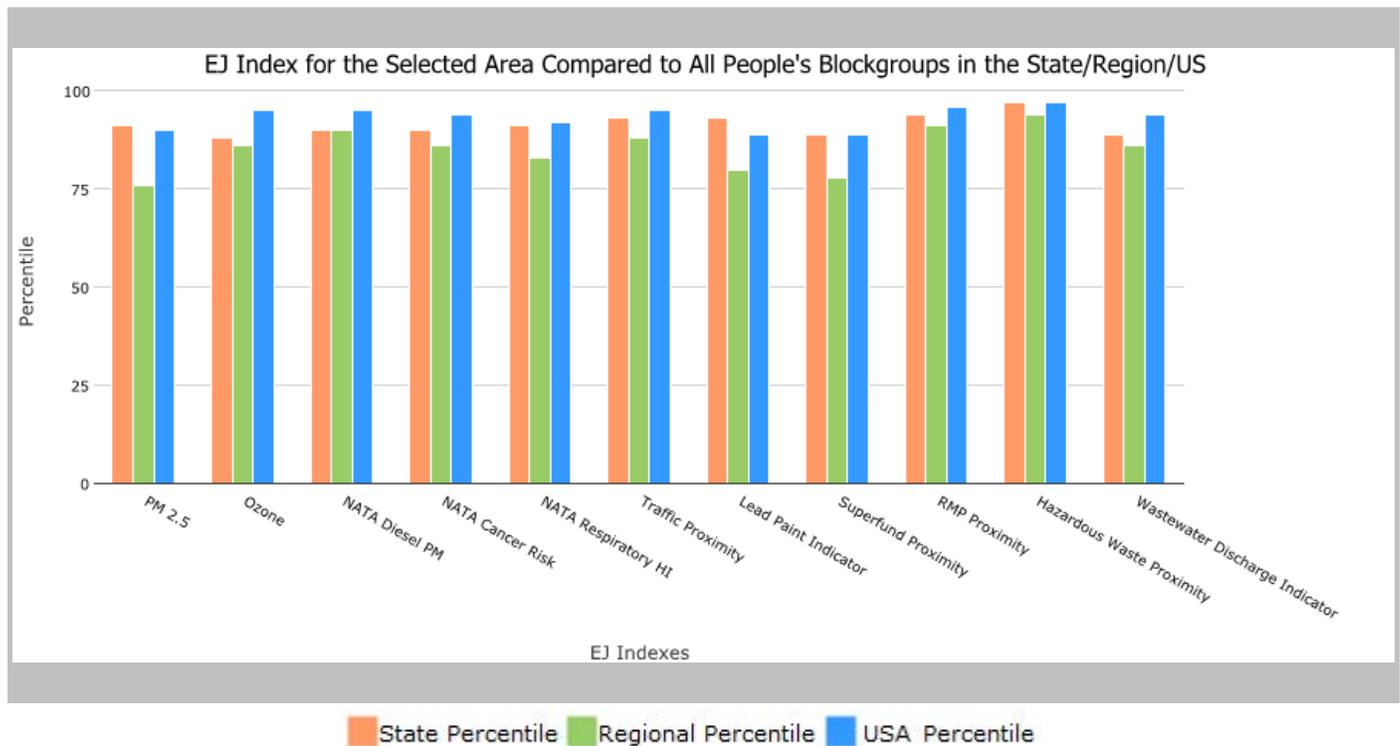
Figure 3. Corridor Map

the User Specified Area, ARIZONA, EPA Region 9

Approximate Population: 35,218

Input Area (sq. miles): 8.00

Selected Variables	State Percentile	EPA Region Percentile	USA Percentile
<b>EJ Indexes</b>			
EJ Index for PM2.5	91	76	90
EJ Index for Ozone	88	86	95
EJ Index for NATA* Diesel PM	90	90	95
EJ Index for NATA* Air Toxics Cancer Risk	90	86	94
EJ Index for NATA* Respiratory Hazard Index	91	83	92
EJ Index for Traffic Proximity and Volume	93	88	95
EJ Index for Lead Paint Indicator	93	80	89
EJ Index for Superfund Proximity	89	78	89
EJ Index for RMP Proximity	94	91	96
EJ Index for Hazardous Waste Proximity	97	94	97
EJ Index for Wastewater Discharge Indicator	89	86	94

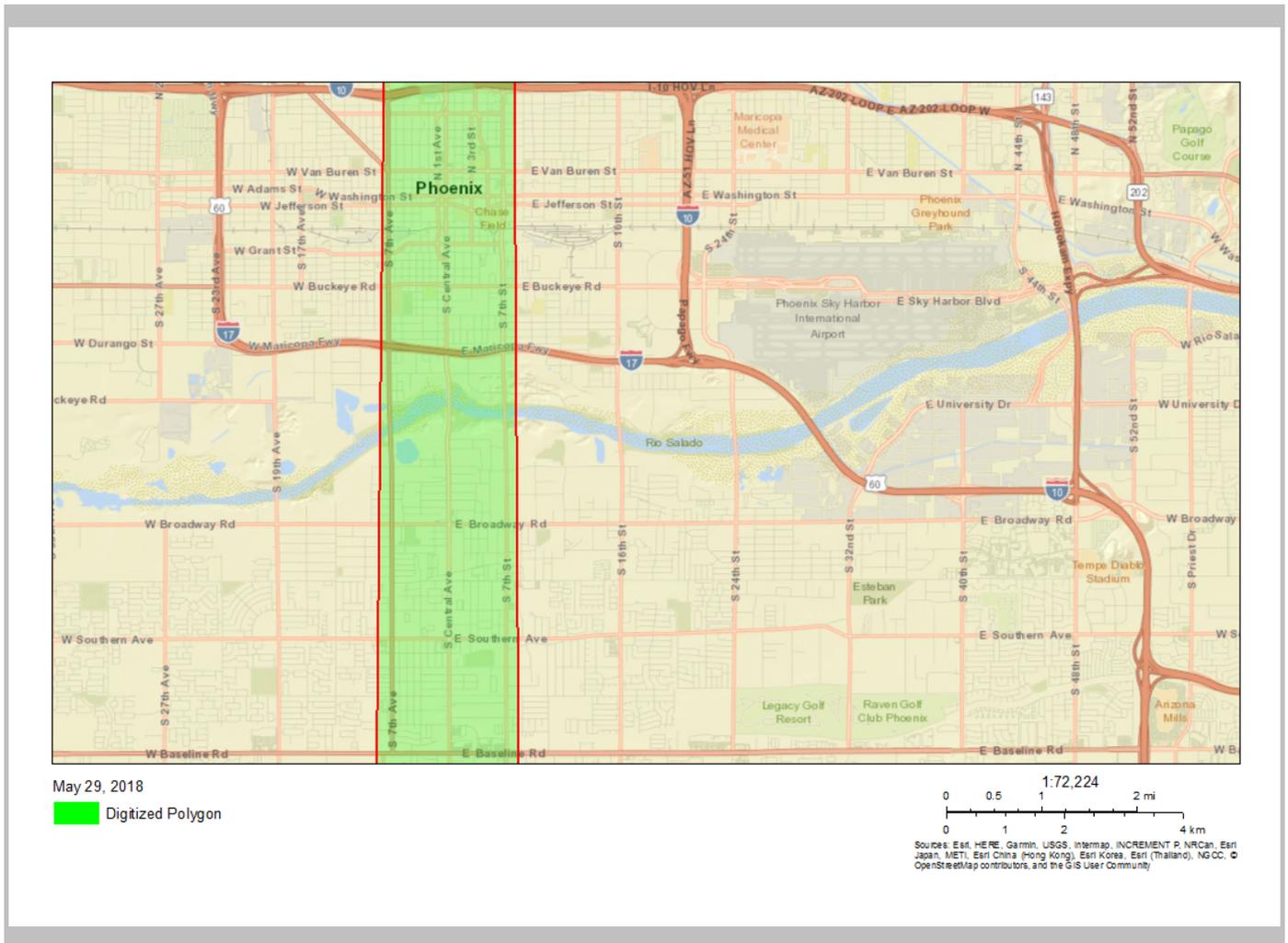


This report shows the values for environmental and demographic indicators and EJSCREEN indexes. It shows environmental and demographic raw data (e.g., the estimated concentration of ozone in the air), and also shows what percentile each raw data value represents. These percentiles provide perspective on how the selected block group or buffer area compares to the entire state, EPA region, or nation. For example, if a given location is at the 95th percentile nationwide, this means that only 5 percent of the US population has a higher block group value than the average person in the location being analyzed. The years for which the data are available, and the methods used, vary across these indicators. Important caveats and uncertainties apply to this screening-level information, so it is essential to understand the limitations on appropriate interpretations and applications of these indicators. Please see EJSCREEN documentation for discussion of these issues before using reports.

the User Specified Area, ARIZONA, EPA Region 9

Approximate Population: 35,218

Input Area (sq. miles): 8.00



Sites reporting to EPA	
Superfund NPL	0
Hazardous Waste Treatment, Storage, and Disposal Facilities (TSDF)	0

## EJSCREEN Report (Version 2017)

the User Specified Area, ARIZONA, EPA Region 9

Approximate Population: 35,218

Input Area (sq. miles): 8.00



Selected Variables	Value	State Avg.	%ile in State	EPA Region Avg.	%ile in EPA Region	USA Avg.	%ile in USA
<b>Environmental Indicators</b>							
Particulate Matter (PM 2.5 in $\mu\text{g}/\text{m}^3$ )	7.89	6.7	97	9.9	23	9.14	20
Ozone (ppb)	45.8	46.4	38	41.8	73	38.4	94
NATA* Diesel PM ( $\mu\text{g}/\text{m}^3$ )	2.04	1.11	88	0.978	90-95th	0.938	90-95th
NATA* Cancer Risk (lifetime risk per million)	55	44	92	43	80-90th	40	90-95th
NATA* Respiratory Hazard Index	2.8	1.5	93	2	80-90th	1.8	80-90th
Traffic Proximity and Volume (daily traffic count/distance to road)	1900	830	85	1100	83	590	93
Lead Paint Indicator (% Pre-1960 Housing)	0.32	0.091	89	0.24	66	0.29	63
Superfund Proximity (site count/km distance)	0.088	0.079	77	0.15	59	0.13	62
RMP Proximity (facility count/km distance)	2.2	0.63	93	0.98	87	0.73	92
Hazardous Waste Proximity (facility count/km distance)	0.33	0.068	97	0.12	93	0.093	95
Wastewater Discharge Indicator (toxicity-weighted concentration/m distance)	0.018	2.4	74	13	78	30	83
<b>Demographic Indicators</b>							
Demographic Index	74%	41%	86	47%	85	36%	91
Minority Population	81%	43%	84	59%	71	38%	85
Low Income Population	68%	39%	85	36%	89	34%	91
Linguistically Isolated Population	14%	5%	88	9%	75	5%	88
Population With Less Than High School Education	39%	14%	90	17%	85	13%	94
Population Under 5 years of age	8%	7%	67	7%	69	6%	72
Population over 64 years of age	9%	15%	44	13%	41	14%	31

\* The National-Scale Air Toxics Assessment (NATA) is EPA's ongoing, comprehensive evaluation of air toxics in the United States. EPA developed the NATA to prioritize air toxics, emission sources, and locations of interest for further study. It is important to remember that NATA provides broad estimates of health risks over geographic areas of the country, not definitive risks to specific individuals or locations. More information on the NATA analysis can be found at: <https://www.epa.gov/national-air-toxics-assessment>.

For additional information, see: [www.epa.gov/environmentaljustice](http://www.epa.gov/environmentaljustice)

EJSCREEN is a screening tool for pre-decisional use only. It can help identify areas that may warrant additional consideration, analysis, or outreach. It does not provide a basis for decision-making, but it may help identify potential areas of EJ concern. Users should keep in mind that screening tools are subject to substantial uncertainty in their demographic and environmental data, particularly when looking at small geographic areas. Important caveats and uncertainties apply to this screening-level information, so it is essential to understand the limitations on appropriate interpretations and applications of these indicators. Please see EJSCREEN documentation for discussion of these issues before using reports. This screening tool does not provide data on every environmental impact and demographic factor that may be relevant to a particular location. EJSCREEN outputs should be supplemented with additional information and local knowledge before taking any action to address potential EJ concerns.

Location: User-specified polygonal location  
 Ring (buffer): 0-mile radius  
 Description:

Summary of ACS Estimates		2011 - 2015
Population		35,218
Population Density (per sq. mile)		4,589
Minority Population		28,633
% Minority		81%
Households		11,240
Housing Units		13,496
Housing Units Built Before 1950		2,508
Per Capita Income		15,939
Land Area (sq. miles) (Source: SF1)		7.67
% Land Area		100%
Water Area (sq. miles) (Source: SF1)		0.03
% Water Area		0%

	2011 - 2015 ACS Estimates	Percent	MOE (±)
<b>Population by Race</b>			
Total	35,218	100%	878
Population Reporting One Race	34,465	98%	2,511
White	23,254	66%	735
Black	3,904	11%	489
American Indian	839	2%	362
Asian	586	2%	142
Pacific Islander	24	0%	194
Some Other Race	5,858	17%	589
Population Reporting Two or More Races	753	2%	156
Total Hispanic Population	23,642	67%	698
Total Non-Hispanic Population	11,577		
White Alone	6,586	19%	346
Black Alone	3,651	10%	482
American Indian Alone	525	1%	358
Non-Hispanic Asian Alone	534	2%	142
Pacific Islander Alone	24	0%	194
Other Race Alone	5	0%	31
Two or More Races Alone	252	1%	131
<b>Population by Sex</b>			
Male	18,907	54%	533
Female	16,311	46%	554
<b>Population by Age</b>			
Age 0-4	2,892	8%	191
Age 0-17	9,211	26%	362
Age 18+	26,007	74%	432
Age 65+	3,272	9%	184

**Data Note:** Detail may not sum to totals due to rounding. Hispanic population can be of any race. N/A means not available.

**Source:** U.S. Census Bureau, American Community Survey (ACS) 2011 - 2015.

Location: User-specified polygonal location  
 Ring (buffer): 0-mile radius  
 Description:

	2011 - 2015 ACS Estimates	Percent	MOE (±)
<b>Population 25+ by Educational Attainment</b>			
Total	21,594	100%	559
Less than 9th Grade	4,725	22%	180
9th - 12th Grade, No Diploma	3,593	17%	329
High School Graduate	5,901	27%	262
Some College, No Degree	4,674	22%	204
Associate Degree	982	5%	161
Bachelor's Degree or more	2,701	13%	158
<b>Population Age 5+ Years by Ability to Speak English</b>			
Total	32,326	100%	761
Speak only English	15,396	48%	505
Non-English at Home <sup>1+2+3+4</sup>	16,930	52%	468
<sup>1</sup> Speak English "very well"	9,214	29%	385
<sup>2</sup> Speak English "well"	2,082	6%	308
<sup>3</sup> Speak English "not well"	2,678	8%	200
<sup>4</sup> Speak English "not at all"	2,957	9%	366
<sup>3+4</sup> Speak English "less than well"	5,634	17%	368
<sup>2+3+4</sup> Speak English "less than very well"	7,717	24%	377
<b>Linguistically Isolated Households*</b>			
Total	1,559	100%	126
Speak Spanish	1,361	87%	125
Speak Other Indo-European Languages	12	1%	19
Speak Asian-Pacific Island Languages	155	10%	45
Speak Other Languages	31	2%	27
<b>Households by Household Income</b>			
Household Income Base	11,240	100%	189
< \$15,000	3,255	29%	111
\$15,000 - \$25,000	1,939	17%	103
\$25,000 - \$50,000	2,828	25%	143
\$50,000 - \$75,000	1,557	14%	120
\$75,000 +	1,660	15%	204
<b>Occupied Housing Units by Tenure</b>			
Total	11,240	100%	189
Owner Occupied	3,862	34%	211
Renter Occupied	7,378	66%	164
<b>Employed Population Age 16+ Years</b>			
Total	26,909	100%	602
In Labor Force	14,095	52%	471
Civilian Unemployed in Labor Force	1,665	6%	146
Not In Labor Force	12,814	48%	414

**Data Note:** Detail may not sum to totals due to rounding. Hispanic population can be of any race. N/A means not available. **Source:** U.S. Census Bureau, American Community Survey (ACS) 2011 - 2015.

\*Households in which no one 14 and over speaks English "very well" or speaks English only.

Location: User-specified polygonal location

Ring (buffer): 0-mile radius

Description:

	2011 - 2015 ACS Estimates	Percent	MOE (±)
<b>Population by Language Spoken at Home*</b>			
Total (persons age 5 and above)	32,326	100%	761
English	N/A	N/A	N/A
Spanish	N/A	N/A	N/A
French	N/A	N/A	N/A
French Creole	N/A	N/A	N/A
Italian	N/A	N/A	N/A
Portuguese	N/A	N/A	N/A
German	N/A	N/A	N/A
Yiddish	N/A	N/A	N/A
Other West Germanic	N/A	N/A	N/A
Scandinavian	N/A	N/A	N/A
Greek	N/A	N/A	N/A
Russian	N/A	N/A	N/A
Polish	N/A	N/A	N/A
Serbo-Croatian	N/A	N/A	N/A
Other Slavic	N/A	N/A	N/A
Armenian	N/A	N/A	N/A
Persian	N/A	N/A	N/A
Gujarathi	N/A	N/A	N/A
Hindi	N/A	N/A	N/A
Urdu	N/A	N/A	N/A
Other Indic	N/A	N/A	N/A
Other Indo-European	N/A	N/A	N/A
Chinese	N/A	N/A	N/A
Japanese	N/A	N/A	N/A
Korean	N/A	N/A	N/A
Mon-Khmer, Cambodian	N/A	N/A	N/A
Hmong	N/A	N/A	N/A
Thai	N/A	N/A	N/A
Laotian	N/A	N/A	N/A
Vietnamese	N/A	N/A	N/A
Other Asian	N/A	N/A	N/A
Tagalog	N/A	N/A	N/A
Other Pacific Island	N/A	N/A	N/A
Navajo	N/A	N/A	N/A
Other Native American	N/A	N/A	N/A
Hungarian	N/A	N/A	N/A
Arabic	N/A	N/A	N/A
Hebrew	N/A	N/A	N/A
African	N/A	N/A	N/A
Other and non-specified	N/A	N/A	N/A
Total Non-English	N/A	N/A	N/A

**Data Note:** Detail may not sum to totals due to rounding. Hispanic population can be of any race. N/A means not available. **Source:** U.S. Census Bureau, American Community Survey (ACS) 2011 - 2015.

\*Population by Language Spoken at Home is available at the census tract summary level and up.

# EJSCREEN Report (Version 2017)

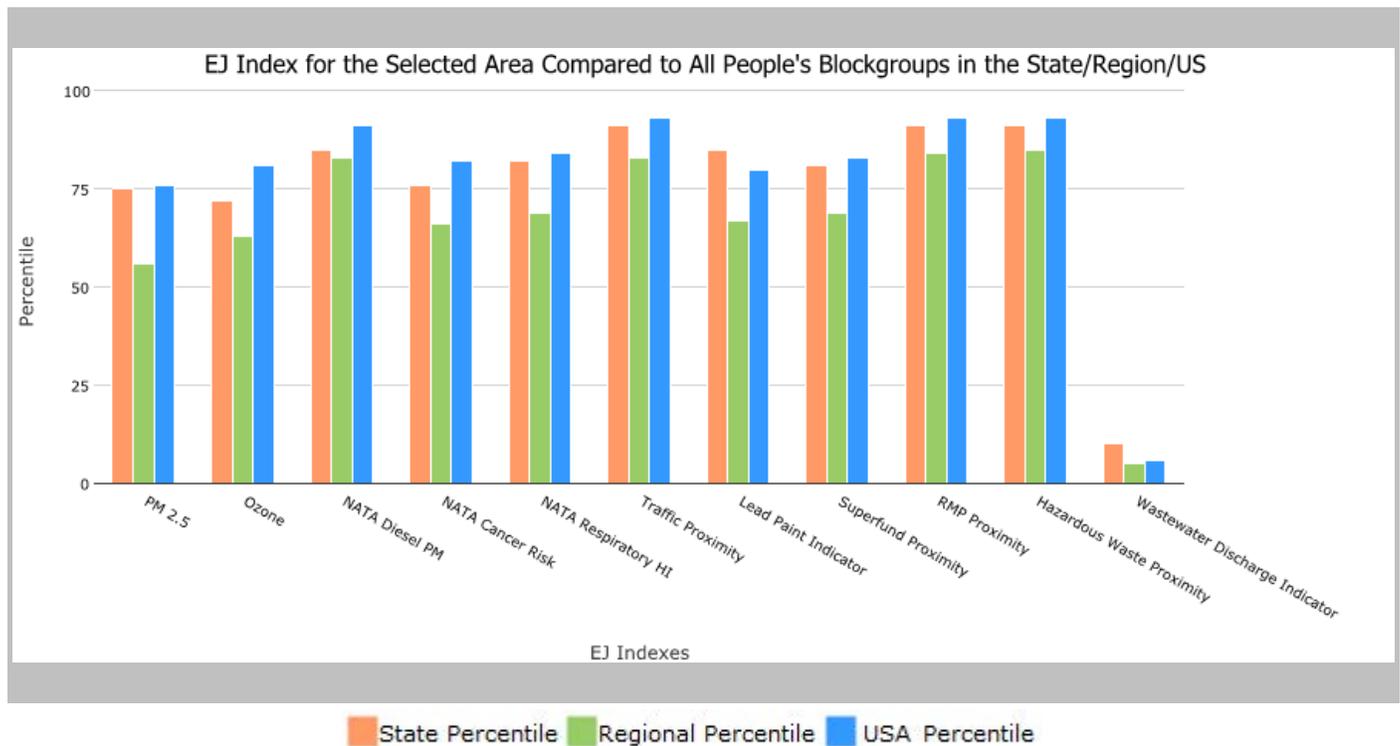
City: Phoenix, ARIZONA, EPA Region 9

Approximate Population: 1,511,248

Input Area (sq. miles): 518.83

(The study area contains 2 blockgroup(s) with zero population.)

Selected Variables	State Percentile	EPA Region Percentile	USA Percentile
<b>EJ Indexes</b>			
EJ Index for PM2.5	75	56	76
EJ Index for Ozone	72	63	81
EJ Index for NATA* Diesel PM	85	83	91
EJ Index for NATA* Air Toxics Cancer Risk	76	66	82
EJ Index for NATA* Respiratory Hazard Index	82	69	84
EJ Index for Traffic Proximity and Volume	91	83	93
EJ Index for Lead Paint Indicator	85	67	80
EJ Index for Superfund Proximity	81	69	83
EJ Index for RMP Proximity	91	84	93
EJ Index for Hazardous Waste Proximity	91	85	93
EJ Index for Wastewater Discharge Indicator	10	5	6



This report shows the values for environmental and demographic indicators and EJSCREEN indexes. It shows environmental and demographic raw data (e.g., the estimated concentration of ozone in the air), and also shows what percentile each raw data value represents. These percentiles provide perspective on how the selected block group or buffer area compares to the entire state, EPA region, or nation. For example, if a given location is at the 95th percentile nationwide, this means that only 5 percent of the US population has a higher block group value than the average person in the location being analyzed. The years for which the data are available, and the methods used, vary across these indicators. Important caveats and uncertainties apply to this screening-level information, so it is essential to understand the limitations on appropriate interpretations and applications of these indicators. Please see EJSCREEN documentation for discussion of these issues before using reports.

# EJSCREEN Report (Version 2017)

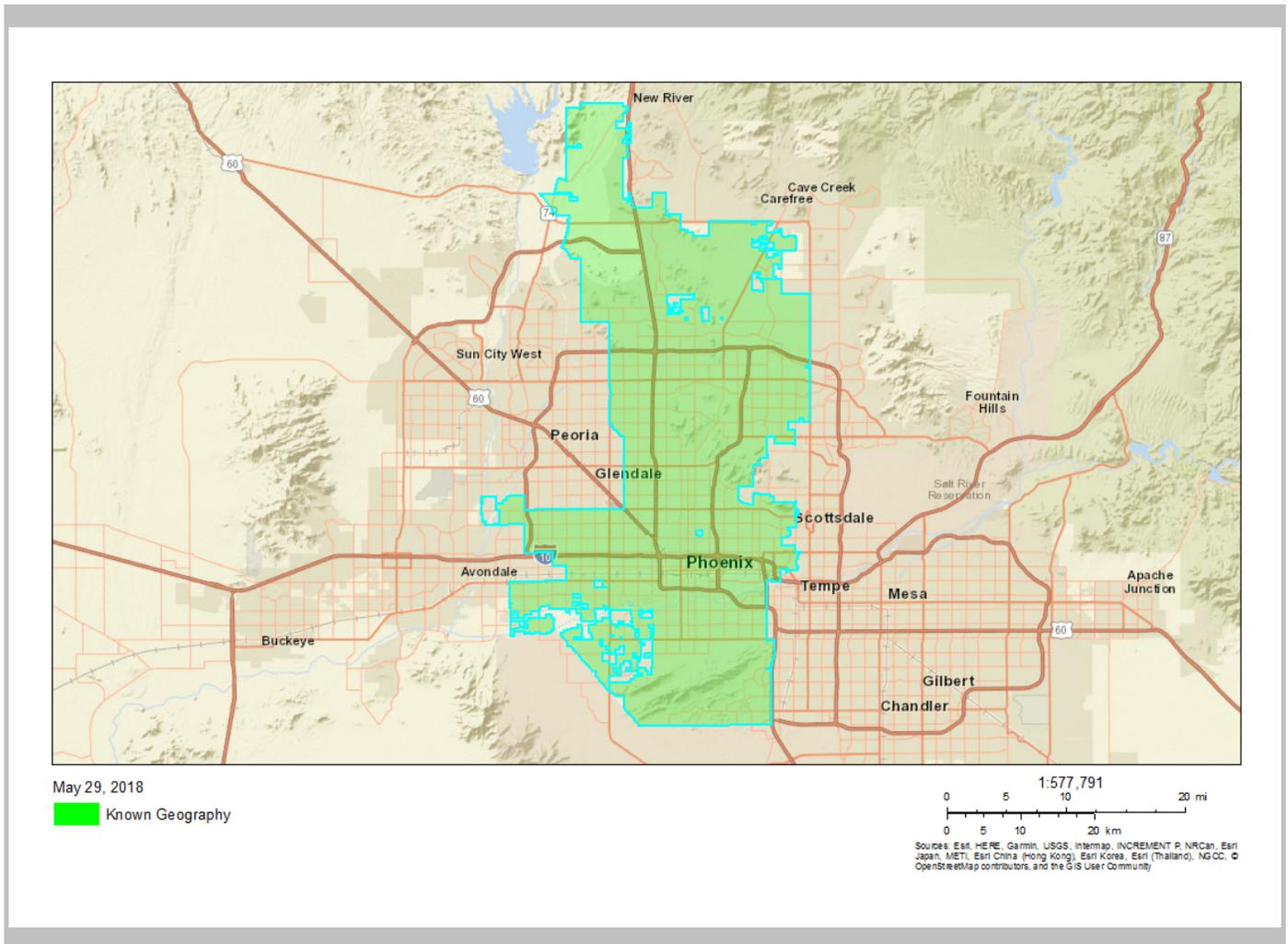


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(The study area contains 2 blockgroup(s) with zero population.)



Sites reporting to EPA	
Superfund NPL	1
Hazardous Waste Treatment, Storage, and Disposal Facilities (TSDF)	2

## EJSCREEN Report (Version 2017)



City: Phoenix, ARIZONA, EPA Region 9

Approximate Population: 1,511,248

Input Area (sq. miles): 518.83

(The study area contains 2 blockgroup(s) with zero population.)

Selected Variables	Value	State Avg.	%ile in State	EPA Region Avg.	%ile in EPA Region	USA Avg.	%ile in USA
<b>Environmental Indicators</b>							
Particulate Matter (PM 2.5 in $\mu\text{g}/\text{m}^3$ )	7.53	6.7	74	9.9	17	9.14	16
Ozone (ppb)	46.9	46.4	67	41.8	80	38.4	95
NATA* Diesel PM ( $\mu\text{g}/\text{m}^3$ )	1.98	1.11	87	0.978	90-95th	0.938	90-95th
NATA* Cancer Risk (lifetime risk per million)	51	44	80	43	70-80th	40	80-90th
NATA* Respiratory Hazard Index	2.3	1.5	86	2	60-70th	1.8	70-80th
Traffic Proximity and Volume (daily traffic count/distance to road)	1900	830	85	1100	83	590	93
Lead Paint Indicator (% Pre-1960 Housing)	0.16	0.091	82	0.24	52	0.29	45
Superfund Proximity (site count/km distance)	0.089	0.079	77	0.15	59	0.13	62
RMP Proximity (facility count/km distance)	1.3	0.63	87	0.98	77	0.73	83
Hazardous Waste Proximity (facility count/km distance)	0.15	0.068	91	0.12	79	0.093	85
Wastewater Discharge Indicator (toxicity-weighted concentration/m distance)	0.066	2.4	80	13	82	30	89
<b>Demographic Indicators</b>							
Demographic Index	50%	41%	67	47%	56	36%	73
Minority Population	55%	43%	68	59%	45	38%	71
Low Income Population	46%	39%	63	36%	67	34%	71
Linguistically Isolated Population	7%	5%	75	9%	55	5%	77
Population With Less Than High School Education	19%	14%	71	17%	63	13%	75
Population Under 5 years of age	8%	7%	60	7%	63	6%	66
Population over 64 years of age	9%	15%	45	13%	42	14%	32

\* The National-Scale Air Toxics Assessment (NATA) is EPA's ongoing, comprehensive evaluation of air toxics in the United States. EPA developed the NATA to prioritize air toxics, emission sources, and locations of interest for further study. It is important to remember that NATA provides broad estimates of health risks over geographic areas of the country, not definitive risks to specific individuals or locations. More information on the NATA analysis can be found at: <https://www.epa.gov/national-air-toxics-assessment>.

For additional information, see: [www.epa.gov/environmentaljustice](http://www.epa.gov/environmentaljustice)

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Location: City: Phoenix city  
 Ring (buffer): 0-mile radius  
 Description:

Summary of ACS Estimates		2011 - 2015
Population		1,494,875
Population Density (per sq. mile)		2,962
Minority Population		814,968
% Minority		55%
Households		521,572
Housing Units		593,523
Housing Units Built Before 1950		30,205
Per Capita Income		25,032
Land Area (sq. miles) (Source: SF1)		504.70
% Land Area		100%
Water Area (sq. miles) (Source: SF1)		1.82
% Water Area		0%

	2011 - 2015 ACS Estimates	Percent	MOE (±)
<b>Population by Race</b>			
Total	1,494,875	100%	1,404
Population Reporting One Race	1,448,854	97%	4,575
White	1,118,187	75%	1,330
Black	100,830	7%	816
American Indian	30,436	2%	677
Asian	50,161	3%	654
Pacific Islander	2,998	0%	239
Some Other Race	146,242	10%	859
Population Reporting Two or More Races	46,021	3%	402
Total Hispanic Population	613,076	41%	1,491
Total Non-Hispanic Population	881,799		
White Alone	679,907	45%	804
Black Alone	95,497	6%	816
American Indian Alone	24,837	2%	677
Non-Hispanic Asian Alone	48,716	3%	616
Pacific Islander Alone	2,822	0%	239
Other Race Alone	1,789	0%	186
Two or More Races Alone	28,231	2%	369
<b>Population by Sex</b>			
Male	745,884	50%	799
Female	748,991	50%	860
<b>Population by Age</b>			
Age 0-4	111,760	7%	449
Age 0-17	399,014	27%	774
Age 18+	1,095,860	73%	785
Age 65+	143,446	10%	272

**Data Note:** Detail may not sum to totals due to rounding. Hispanic population can be of any race. N/A means not available.

**Source:** U.S. Census Bureau, American Community Survey (ACS) 2011 - 2015.

Location: City: Phoenix city  
 Ring (buffer): 0-mile radius  
 Description:

	2011 - 2015 ACS Estimates	Percent	MOE (±)
<b>Population 25+ by Educational Attainment</b>			
Total	941,869	100%	615
Less than 9th Grade	92,912	10%	343
9th - 12th Grade, No Diploma	88,471	9%	403
High School Graduate	223,491	24%	428
Some College, No Degree	284,334	30%	418
Associate Degree	72,276	8%	298
Bachelor's Degree or more	252,660	27%	400
<b>Population Age 5+ Years by Ability to Speak English</b>			
Total	1,383,115	100%	1,189
Speak only English	874,198	63%	773
Non-English at Home <sup>1+2+3+4</sup>	508,916	37%	1,068
<sup>1</sup> Speak English "very well"	315,730	23%	919
<sup>2</sup> Speak English "well"	72,416	5%	405
<sup>3</sup> Speak English "not well"	71,638	5%	361
<sup>4</sup> Speak English "not at all"	49,132	4%	466
<sup>3+4</sup> Speak English "less than well"	120,770	9%	503
<sup>2+3+4</sup> Speak English "less than very well"	193,186	14%	564
<b>Linguistically Isolated Households*</b>			
Total	36,447	100%	196
Speak Spanish	29,101	80%	195
Speak Other Indo-European Languages	2,273	6%	104
Speak Asian-Pacific Island Languages	3,175	9%	90
Speak Other Languages	1,898	5%	99
<b>Households by Household Income</b>			
Household Income Base	521,572	100%	260
< \$15,000	75,553	14%	290
\$15,000 - \$25,000	60,280	12%	208
\$25,000 - \$50,000	136,257	26%	349
\$50,000 - \$75,000	92,508	18%	238
\$75,000 +	156,974	30%	337
<b>Occupied Housing Units by Tenure</b>			
Total	521,572	100%	260
Owner Occupied	276,314	53%	236
Renter Occupied	245,258	47%	290
<b>Employed Population Age 16+ Years</b>			
Total	1,139,035	100%	937
In Labor Force	745,566	65%	804
Civilian Unemployed in Labor Force	65,556	6%	325
Not In Labor Force	393,469	35%	587

**Data Note:** Detail may not sum to totals due to rounding. Hispanic population can be of any race. N/A means not available. **Source:** U.S. Census Bureau, American Community Survey (ACS) 2011 - 2015.

\*Households in which no one 14 and over speaks English "very well" or speaks English only.

Location: City: Phoenix city  
 Ring (buffer): 0-mile radius  
 Description:

	2011 - 2015 ACS Estimates	Percent	MOE (±)
<b>Population by Language Spoken at Home*</b>			
Total (persons age 5 and above)	1,383,115	100%	1,189
English	874,198	63%	901
Spanish	422,590	31%	1,250
French	3,964	0%	251
French Creole	219	0%	92
Italian	1,426	0%	142
Portuguese	831	0%	118
German	4,211	0%	306
Yiddish	53	0%	22
Other West Germanic	533	0%	138
Scandinavian	534	0%	77
Greek	751	0%	120
Russian	2,828	0%	601
Polish	1,902	0%	259
Serbo-Croatian	4,691	0%	397
Other Slavic	1,239	0%	127
Armenian	446	0%	302
Persian	2,172	0%	511
Gujarathi	840	0%	121
Hindi	3,524	0%	339
Urdu	236	0%	59
Other Indic	2,508	0%	235
Other Indo-European	2,887	0%	303
Chinese	5,566	0%	230
Japanese	1,118	0%	153
Korean	1,527	0%	125
Mon-Khmer, Cambodian	426	0%	93
Hmong	91	0%	127
Thai	520	0%	168
Laotian	308	0%	105
Vietnamese	6,138	0%	522
Other Asian	6,873	0%	336
Tagalog	4,908	0%	249
Other Pacific Island	1,810	0%	231
Navajo	4,882	0%	262
Other Native American	1,413	0%	223
Hungarian	326	0%	75
Arabic	6,158	0%	416
Hebrew	826	0%	241
African	5,685	0%	348
Other and non-specified	1,956	0%	365
Total Non-English	508,916	37%	1,427

**Data Note:** Detail may not sum to totals due to rounding. Hispanic population can be of any race. N/A means not available. **Source:** U.S. Census Bureau, American Community Survey (ACS) 2011 - 2015.

\*Population by Language Spoken at Home is available at the census tract summary level and up.

<b>AGRICULTURE</b>	<b>Jurisdiction</b>	<b>Statistic</b>
<b>Total Farms 2012<sup>1</sup></b>	Maricopa County	<b>2479</b>
<b>Farms by Type<sup>2</sup></b>	Maricopa County	
<b>Vegetable Farms</b>		<b>N/A</b>
<b>Fruit, Tree Nut, and Berry Farms</b>		<b>N/A</b>
<b>Livestock, Poultry, and their Product Farms</b>		<b>N/A</b>
<b>Change Over Time</b>		
<b>Change in number of farms, 2007-2012<sup>3</sup></b>	Maricopa County	<b>Slight Increase (1.03)</b>
<b>Change in number of farms, by size, 2007-2012<sup>4</sup></b>	Maricopa County	
<9 acres		<b>Slight Increase (1.05)</b>
10-49 acres		<b>Negligible Change (0.87)</b>
50-179 acres		<b>Sparse Data (0.06)</b>
180 – 499 acres		<b>Sparse Data (0.11)</b>
500 – 999 acres		<b>Sparse Data (0.46)</b>
1000 -1999 acres		<b>Sparse Data (0.10)</b>
>2000 acres		<b>Negligible Change (-0.94)</b>
<b>Change in acreage of harvested cropland, 2007-2012<sup>5</sup></b>	Maricopa County	<b>Sparse Data (0.11)</b>
<b>Sales</b>		
<b>Total agricultural sales 2012<sup>6</sup></b>	Maricopa County	<b>N/A</b>
<b>Farms with direct sales<sup>7</sup></b>	Maricopa County	<b>N/A</b>
<b>Total amount of direct farm sales<sup>8</sup></b>	Maricopa County	<b>N/A</b>
<b>Percentages of farms with sales &lt;\$10k<sup>9</sup></b>	Maricopa County	<b>67.81</b>
<b>Percentages of farms with sales \$10k-250k<sup>10</sup></b>	Maricopa County	<b>22.07</b>
<b>Percentages of farms with sales &gt;\$250k<sup>11</sup></b>	Maricopa County	<b>10.13</b>
<b>Crops/Produce</b>		
<b>Vegetable acreage as percentage of harvested cropland<sup>12</sup></b>	Maricopa County	<b>6.40</b>
<b>Value of vegetables sold as percentage of total agricultural products sold<sup>13</sup></b>	Maricopa County	<b>10.09</b>
<b>Orchard acreage as percentage of cropland<sup>14</sup></b>	Maricopa County	<b>N/A</b>
<b>Value of fruits and nuts sold as percentage of total agricultural products sold<sup>15</sup></b>	Maricopa County	<b>0.90</b>

<sup>1</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>2</sup> Ag Census Full Report, [https://www.agcensus.usda.gov/Publications/2012/Full\\_Report/Volume\\_1,\\_Chapter\\_2\\_County\\_Level](https://www.agcensus.usda.gov/Publications/2012/Full_Report/Volume_1,_Chapter_2_County_Level)

<sup>3</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>4</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>5</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>6</sup> Ag Census Full Report, [https://www.agcensus.usda.gov/Publications/2012/Full\\_Report/Volume\\_1,\\_Chapter\\_2\\_County\\_Level](https://www.agcensus.usda.gov/Publications/2012/Full_Report/Volume_1,_Chapter_2_County_Level)

<sup>7</sup> USDA Food Environment Atlas, <http://www.ers.usda.gov/data-products/food-environment-atlas/go-to-the-atlas.aspx>

<sup>8</sup> USDA Food Environment Atlas, <http://www.ers.usda.gov/data-products/food-environment-atlas/go-to-the-atlas.aspx>

<sup>9</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>10</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>11</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>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> 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>14</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>15</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/)

**Value of organics sold as percentage of total  
agricultural products sold<sup>16</sup>**

Maricopa County

\$

\*Sparse Data Available

\*\* Current Value Not Disclosed (D)

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<sup>16</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/)

## Healthy Food Access Portal

### Research Your Community

## Report for Phoenix, AZ

This report provides information about the population living within the city and their food environment.



## Demographics

Accessing healthy food is a challenge for some Americans - particularly those living in low-income neighborhoods and communities of color. Research has shown that, if a person is Black, Hispanic or living in a low-income block group they are more likely to live in an area with limited access to a full service supermarket.

Current estimates show that the area has steadily grown since 2000 and the total population is 1,555,324 people. According to 2012-2016 American Community Survey (ACS) data, the population of a minority race was 55.62% and 41.76% were of Hispanic ethnicity. In terms of age, 26.84% were children under age 18, while 9.81% were over age 65.

Demographics in Phoenix, AZ			
Phoenix	2000	2010	2012-2016
Total Population	1,320,994	1,445,632	1,555,324
Pct. Hispanic	34.1%	40.8%	41.8%
Pct. Minority	44.2%	53.5%	55.6%
Pct. < 18 Years	28.9%	28.3%	26.8%
Pct. 65 or Older	8.1%	8.4%	9.8%
Median Household Income			
		Phoenix	Arizona
Median Household Income (2012-2016)		\$49,328	\$51,340

Source: Census 2000, Census 2010, Census ACS 2012-2016

## Workforce and Unemployment

Some communities look to improve access to food for existing residents by meeting both the demands from the daytime population (workforce) and the residential population. The table at right shows the number of people in the workforce that are employed within the

Local Employment in Phoenix		
	Resident	Employed

area and the number of people who reside in the area who are part of the workforce. This data tells us that 840,680 people work in Phoenix, while 614,022 workers reside in Phoenix according to the Local Employer-Household Dynamics data. Increasing the number of healthy food retailers can lead to jobs and may be a force of revitalizing economically distressed communities.

Total Workers (2015)

614,022  
Resident

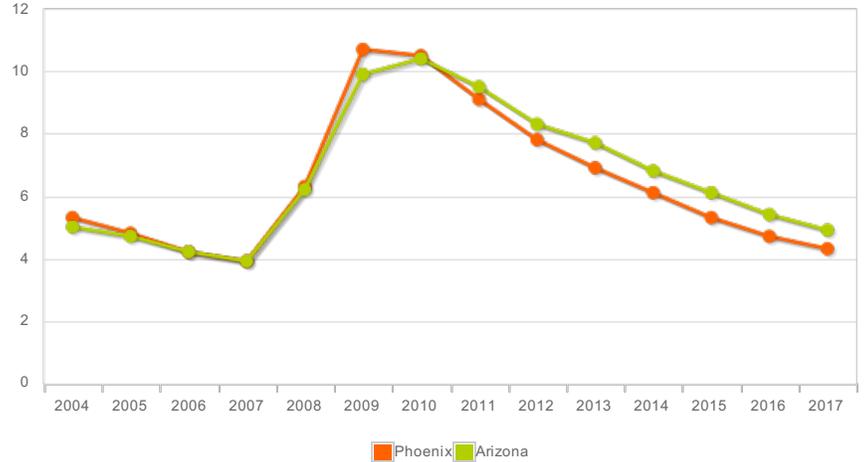
840,680  
Employed

Source: Bureau of Labor Statistics, Local Employment-Household Dynamics

Phoenix's unemployment rate is 4.3%, compared to the statewide unemployment rate of 4.9%. The Supplemental Nutrition Assistance Program (SNAP) is the largest domestic hunger safety net program (according to the USDA). It serves many low-income people, including those who are currently unemployed.

Within Maricopa County, 15.66% of people received SNAP benefits in 2011, amounting to \$841,305,000 in benefits to program participants.

### Annual Unemployment



Source: Bureau of Labor Statistics, Local Employment-Household Dynamics

## Food Environment

Determining if a community is underserved by healthy food retailers can be a complicated process that includes a variety of factors including population density, car ownership rates, and the quality and location of supermarkets, grocery stores and farmers markets. Researchers have produced many studies and online tools to help communities to identify areas with limited access to supermarkets and sources of healthy food. Methods and measures vary but two studies and national online data tools are Reinvestment Fund's **Limited Supermarket Access (LSA) Study** and the U.S. Department of Agriculture (USDA) **Food Access Research Atlas**. These studies seek to provide guidance on how to understand whether a new supermarket, an expansion of an existing store, or a farmer's market is the appropriate strategy to pursue.

In 2013, there were 151 full service supermarkets located in Phoenix. There are 90 Limited Service stores located within the study area, and 9 farmers' markets. SNAP benefits are accepted at 952 participating stores, farmer's markets, social service agencies or other non retail providers in this community.

According to the USDA, 165 of 380 census tracts in Phoenix are Low-Income, Low-Access tracts. ([Show/hide list of USDA Low-Income, Low-Access Tracts](#))

Based on Reinvestment Fund's 2014 analysis, there are 11 LSA areas within Phoenix. 115,750 people live in one of these LSA areas and are considered to have limited access to a supermarket. The estimated leakage for this area is \$140,537,000; this represents the amount that residents spend at stores located outside of the LSA. Please see the [PolicyMap Data Directory](#) for Reinvestment Fund's methodology.

Food Retailers in Phoenix	
Full Service Supermarkets	151
Limited Service Stores	90
SNAP Retailers	952
Farmers' Markets	9
Fast-food and Takeout Restaurants	N/A

Source: USDA ERS Food Access, Census County Business Patterns, USDA Agricultural Marketing Service, Reinvestment Fund Study of Low Supermarket Access

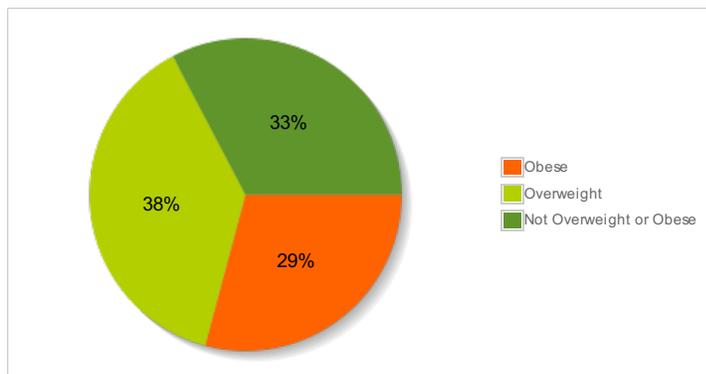
Limited Supermarket Access in Phoenix	
Population within LSA	115,750
Total Grocery Leakage	\$140,537,000
Total Grocery Store Demand (Sq.Ft)	256,800
Limited Service Stores in LSA	11



# Health

The Centers for Disease Control (CDC) provides survey data about the health of the residents within an area. The chart at right displays the Body Mass Index (BMI) classification for adults in Phoenix. It reports that 38.14% of the population is considered overweight and 29.16% is considered obese.

**BMI Classification in 2013, Phoenix**

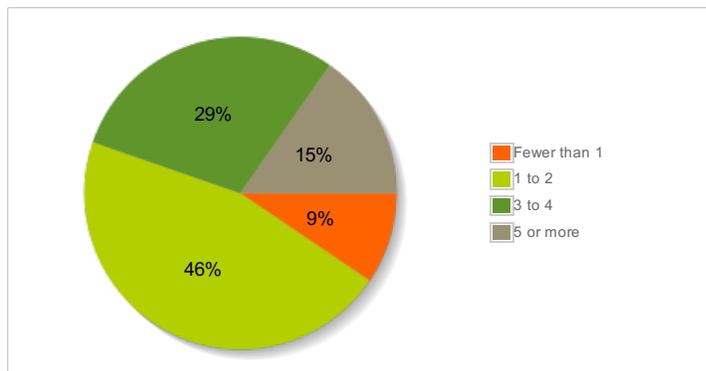


Source: CDC Behavioral Risk Factor Surveillance System 2013, ACS 2009-2013

## Fruit and Vegetable Consumption

According to the CDC, fruits and vegetables are critical to promoting good health. Most adults need to increase the amount of fruits and vegetables they currently eat to get the amount that's recommended every day. The CDC reports that the recommended level of consumption depends upon an individual's age, weight and current level of physical activity. Visit [ChooseMyPlate.gov](http://ChooseMyPlate.gov) for specifics on how many servings to eat. Of the adult residents in Phoenix, 85% reported eating fewer than 5 fruits and vegetables per day, and 15% report eating five or more per day.

**Number of Fruits/Vegetables Consumed per day in 2013, Phoenix**



Source: CDC Behavioral Risk Factor Surveillance System 2013, ACS 2009-2013

## Federal Programs & Investments

Areas within Phoenix may be targeted for economic development or community development activities. By working within these areas, community development entities or commercial operators may be able to seek grants or loans to finance intervention strategies that address the community's lack of food access. Some certified Community Development Financial Institutions (CDFIs) operate specific programs designed to finance food retailers that choose to locate in an area that otherwise lacks healthy food access. The New Markets Tax Credit (NMTC) Program is another federal incentive structure that can provide financing to large commercial developments in eligible areas.

Community Development Block Grant (CDBG) eligible block groups are places that the Department of Housing and Urban Development (HUD) has designated for targeted resources. Within this target area, there are 0 CDBG eligible block groups and 0 NMTC eligible tracts. There are 16 CDFIs working to improve distressed areas of the state. [\(See list of certified CDFIs in Arizona\)](#)

Federal Program and Investment Dollars in Phoenix, AZ	
New Markets Tax Credit Investments (QLICI) 2005-2012	N/A
CDFI Loans/Investments 2003-2012	\$52,000,748

Source: CDFI Fund, HUD

Support  
provided by



Robert Wood Johnson Foundation

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**POLICYMAP**

# Appendix E: Funding

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Cities and towns can strengthen their local food systems through a variety of federal, state, local, and philanthropic projects and programs. USDA and other federal agencies help support local food systems by working with producers, engaging with communities, financing local processing and distribution, or helping retailers develop local food connections. Below are some of the resources available.

## **USDA Agricultural Marketing Service**

### **Farmers Market Promotion Program**

The program aims to increase domestic consumption of and access to locally and regionally produced agricultural products, and to develop new market opportunities for farm and ranch operations serving local markets. This program can support the development, improvement, and expansion of farmers markets, agritourism activities, and other direct producer-to-consumer market opportunities. Grant awards range from \$50,000 to \$250,000 for capacity-building projects and \$250,000 to \$500,000 for community development, training, and technical assistance projects.

- <https://www.ams.usda.gov/services/grants/fmpp>

### **Local Food Promotion Program**

The program offers grant funds with a 25 percent match to support the development and expansion of local and regional food business enterprises to increase domestic consumption of, and access to, locally and regionally produced agricultural products, and to develop new market opportunities for farm and ranch operations serving local markets. Planning grants fund the planning stages of establishing or expanding a local and regional food business enterprise. Activities can include but are not limited to market research, feasibility studies, and business planning. Implementation grants help establish, improve, or expand local and regional food business enterprises. Activities can include but are not limited to training and technical assistance for the business enterprise and/or for producers working with the business enterprise; outreach and marketing to buyers and consumers; and non-construction infrastructure improvements to business enterprise facilities or information technology systems.

- <https://www.ams.usda.gov/services/grants/lfpp>

### **Organic Certification Cost Share Programs**

Two Organic Certification Cost Share Programs help certified organic operations defray the costs associated with organic certification. Organic operations can be reimbursed for 75 percent of their certification costs up to \$750.

- <https://www.ams.usda.gov/services/grants/occsp>

### **USDA Programs in the Local Food Supply Chain**

The Agricultural Marketing Service created a fact sheet to help identify which USDA grants and programs apply to you depending on your place in the local and regional food system.

- <https://www.ams.usda.gov/sites/default/files/media/FoodSupplyChainFactSheet.pdf>

## **USDA Rural Development**

### **Community Facilities Direct Loan and Grant Program**

This program provides funding to develop essential community facilities in rural areas with no more than 20,000 residents. Funds can be used to purchase, construct, and/or improve local food system facilities such as community gardens, food pantries, community kitchens, food banks, food hubs, and greenhouses. The program offers grants of up to 75 percent of eligible project costs, low-interest loans, and loan guarantees.

- <http://www.rd.usda.gov/programs-services/community-facilities-direct-loan-grant-program>

### **Economic Impact Initiative Grant Program**

Funding for essential community facilities is also available through this program for communities with extreme unemployment and severe economic depression.

- <http://www.rd.usda.gov/programs-services/economic-impact-initiative-grants>

### **Rural Business Development Grants**

These grants fund technical assistance, training, and other activities leading to the development or expansion of small businesses in rural areas with no more than 50,000 residents. Generally, grants range from \$10,000 up to \$500,000 and do not require cost sharing. The program can support activities such as training and technical assistance; acquisition or development of land; construction or renovation of buildings, equipment, roads, and utilities; capitalization of revolving loan funds; rural transportation improvements; feasibility studies and business plans; and rural business incubators.

- <http://www.rd.usda.gov/programs-services/rural-business-development-grants>

### **Value-Added Producer Grants**

These grants help agricultural producers with the processing and marketing of value-added products. The program aims to generate new products, create and expand marketing opportunities, and increase producer income. Planning grants of up to \$75,000 can be used for activities such as conducting feasibility studies and developing business plans for processing and marketing a value-added product. Working capital grants of up to \$250,000 can be used for processing costs, marketing and advertising expenses, and some inventory and salary expenses. The grants require matching funds of 50 percent of total project costs.

- <http://www.rd.usda.gov/programs-services/value-added-producer-grants>

## **USDA National Institute of Food and Agriculture**

### **Beginning Farmer and Rancher Development Program**

This program provides grants to collaborative partnerships of public or private entities for education, mentoring, and technical assistance initiatives for beginning farmers or ranchers.

- <https://nifa.usda.gov/program/beginning-farmer-and-rancher-development-program-bfrdp>

### **Rural MicroEnterprise Assistance Program**

This micro-loan program can fund agriculture production activities. Potential loan recipients would need to find out if there is an existing loan fund in their geographic area, or an experienced lending organization could apply to Rural Development to start a loan fund.

- <https://www.rd.usda.gov/programs-services/rural-microentrepreneur-assistance-program>

### **Community Food Projects Competitive Grant Program**

This program helps private nonprofit entities fight food insecurity by funding community food projects that help promote the self-sufficiency of low-income communities. Community food projects are designed to increase food security in communities by bringing the whole food system together to assess strengths, establish linkages, and create systems that improve the self-reliance of community members over their food needs. Preferred projects develop linkages between two or more sectors of the food system, support the development of entrepreneurial projects, develop innovative linkages between the for-profit and nonprofit food sectors, encourage long-term planning activities, and build long-term capacity of communities to address the food and agricultural problems of communities. Grants range from \$10,000 to \$400,000 and require a dollar-for-dollar match in resources.

- <https://nifa.usda.gov/program/community-food-projects-competitive-grant-program-cfpcgp>

### **Food Insecurity Nutrition Incentive Grant Program**

This program supports projects to increase the purchase of fruits and vegetables among low-income consumers participating in the Supplemental Nutrition Assistance Program by providing incentives at the point of purchase. It funds pilot projects at up to \$100,000 over one year; multi-year, community-based projects at up to \$500,000 over no more than four years; and multi-year, large-scale projects of more than \$500,000 over no more than four years. USDA gives priority to projects that provide locally or regionally produced fruits and vegetables.

- <https://nifa.usda.gov/program/food-insecurity-nutrition-incentive-fini-grant-program>

## **USDA Natural Resources Conservation Service**

### **Environmental Quality Incentives Program**

The program provides financial and technical assistance to agricultural producers to plan and implement conservation practices that improve soil, water, plant, animal, air, and related natural resources on agricultural land. Producers are eligible for payments totaling up to \$450,000 for completed high tunnel systems that can extend the growing season for high-value crops in an environmentally safe manner. The program can also provide up to \$20,000 per year for organic producers and those transitioning to organic to address natural resource concerns and meet requirements for the National Organic Program.

- <http://www.nrcs.usda.gov/wps/portal/nrcs/main/national/programs/financial/eqip/>

## **USDA Farm Service Agency**

### **Farm Storage Facility Loan Program**

This program provides low-interest financing so producers can build or upgrade permanent facilities to store commodities. Eligible facilities include cold storage facilities for fruits, vegetables, dairy, and meat products. Producers may borrow up to \$500,000.

- <http://www.fsa.usda.gov/programs-and-services/price-support/facility-loans/farm-storage/index>

### **Microloan Program**

The Microloan Program helps finance small, beginning, niche, and non-traditional farm operations; farms participating in direct marketing and sales such as farmers markets; and farms using hydroponic, aquaponic, organic, and vertical growing methods. Eligible uses of funds include to make a down payment on a farm; build, repair, or improve farm buildings; purchase hoop houses, tools, and equipment; gain GAP (Good Agricultural Practices), GHP (Good Handling Practices), and organic certification; and market and distribute agricultural products. The maximum loan amount is \$50,000.

- <http://www.fsa.usda.gov/programs-and-services/farm-loan-programs/microloans/index>

## **USDA Food and Nutrition Service**

### **Farm to School Grant Program**

These grants support farm-to-school programs that improve access to local foods in schools.

- Support service grants of \$65,000 to \$100,000 help state and local agencies, Indian tribal organizations, agricultural producers, and nonprofit entities develop and provide support services to farm-to-school initiatives.
- Implementation grants of \$65,000 to \$100,000 help schools or school districts scale or further develop existing farm-to-school initiatives.
- Planning grants of \$20,000 to \$45,000 help schools or school districts just getting started on farm-to-school activities organize and structure their efforts for maximum impact by embedding known best practices into early design considerations.
- Training grants of \$15,000 to \$50,000 help state and local agencies, Indian tribal organizations, agricultural producers, and nonprofit entities support trainings that strengthen farm-to-school supply chains or provide technical assistance in local procurement, food safety, culinary education, and/or integration of an agriculture-based curriculum.

- <http://www.fns.usda.gov/farmtoschool/farm-school-grant-program>

### **Senior Farmers' Market Nutrition Program**

This program, similar to the WIC Farmers' Market Nutrition Program, awards grants to state agencies and Indian Tribal organizations to provide low-income seniors with coupons for fruits and vegetables at

farmers markets. The state agencies provide nutrition education to participants and authorize farmers markets to accept the benefits. For a list of state program contacts, visit:

- <http://www.fns.usda.gov/sfmnp/sfmnp-contacts>

### **Supplemental Nutrition Assistance Program (SNAP)**

SNAP offers nutrition assistance to low-income individuals and families. Benefits can be used to purchase many of the foods sold at farmers markets, including fruits and vegetables, dairy products, breads and cereals, and meat and poultry. The Food and Nutrition Service works with state agencies, nutrition educators, and neighborhood and faith-based organizations to help that those eligible for nutrition assistance access benefits. The Food and Nutrition Service also has resources for farmers markets and retailers interested in accepting SNAP benefits.

- <http://www.fns.usda.gov/snap/supplemental-nutrition-assistance-program-snap>

### **USDA Grants and Loans that Support Farm to School Activities**

The Office of Community Food Systems created a 2018 fact sheet listing USDA funding available to assist farms, schools, and every link in between in feeding kids healthy local meals; teaching them about food, farming and nutrition; and supporting local agricultural economies.

- <https://www.fns.usda.gov/farmentoschool/grantsandloans>

### **WIC Farmers' Market Nutrition Program**

The program is associated with the Special Supplemental Nutrition Program for Women, Infants and Children, popularly known as WIC. It awards grants to state agencies and Indian Tribal organizations to provide coupons for fresh, unprepared, locally grown fruits and vegetables to WIC participants for use at farmers markets. The state agencies provide nutrition education to participants and authorize farmers markets to accept the benefits. For a list of state program contacts, visit:

- <http://www.fns.usda.gov/fmnp/fmnp-contacts>

## **U.S. Environmental Protection Agency**

### **Brownfields Area-Wide Planning Program**

This program provides grants to develop an area-wide plan for assessing, cleaning up, and reusing brownfield sites. Plans focus on a specific project area, such as a neighborhood, downtown district, commercial corridor, old industrial corridor, waterfront, or city block affected by a single large or multiple brownfield sites.

- <https://www.epa.gov/brownfields/types-brownfields-grant-funding#tab-5>

### **Brownfields Assessment Grants**

Assessment grants provide funding to inventory, characterize, assess, and conduct planning and community involvement related to sites potentially contaminated by hazardous substances, pollutants, contaminants, or petroleum. The maximum grant amount is \$350,000.

- <https://www.epa.gov/brownfields/types-brownfields-grant-funding>

### **Brownfields Cleanup Grants**

Cleanup grants provide funding to carry out cleanup activities at sites contaminated by hazardous substances, pollutants, contaminants, or petroleum. The maximum grant amount is \$200,000 per site. Awardees must contribute 20 percent of the amount of funding provided by EPA, although waivers of this requirement are available. An applicant must own the site for which it is requesting funding at time of application.

- <https://www.epa.gov/brownfields/types-brownfields-grant-funding>

### **Environmental Justice Collaborative Problem-Solving Cooperative Agreement Program**

This program provides financial assistance to organizations for projects that address local environmental and/or public health issues in their communities using EPA's Environmental Justice Collaborative Problem-Solving Model. The program helps recipients build collaborative partnerships to help them understand and address environmental and public health concerns in their communities.

- <https://www.epa.gov/environmental-justice/environmental-justice-collaborative-problem-solving-cooperative-agreement-0>

### **Environmental Justice Small Grants**

This grant program supports and empowers communities working on solutions to local environmental and public health issues. The program is designed to help communities understand and address exposure to multiple environmental harms and risks and funds projects up to \$30,000. Previously funded projects include Educating South Florida's Residents on Hydroponic Urban Gardening; Promoting Sustainable Agriculture and Healthy Food Production in Athens, Georgia; Creating Safe Soil for Healthy Gardening; and Promoting Urban Agriculture and Food Sustainability in Brooklyn, New York.

- <https://www.epa.gov/environmentaljustice/environmental-justice-small-grants-program>

### **Targeted Brownfields Assessments**

This program helps states, tribes, and municipalities minimize the uncertainties of contamination often associated with brownfields. This program supplements other efforts under the Brownfields Program to promote the cleanup and redevelopment of brownfields. Services include site assessments, cleanup options and cost estimates, and community outreach. Services are for an average of \$100,000. The sites for this program are selected locally, once a year. Applicants should currently have redevelopment plans for the contaminated property.

- <https://www.epa.gov/brownfields/targeted-brownfields-assessments-tba>

### **Technical Assistance to Brownfields Communities Program**

This program funds three organizations who—with their extensive team of subgrantees, contractors, partners, and other network contacts—provide technical assistance to communities and other stakeholders. The program helps communities tackle the challenge of assessing, cleaning up, and

## Local Foods, Local Places Technical Assistance Program

preparing brownfield sites for redevelopment, especially underserved, rural, small and otherwise distressed communities.

- <https://www.epa.gov/brownfields/epas-technical-assistance-brownfields-tab-communities-program-providing-technical>

### **Urban Waters Small Grants**

This grant program helps protect and restore urban waters, improve water quality, and support community revitalization and other local priorities. Projects address local water quality issues related to urban runoff pollution, provide additional community benefits, actively engage underserved communities, and foster partnerships. The grants are competed and awarded every two years, with individual award amounts of up to \$60,000.

- <https://www.epa.gov/urbanwaters/urban-waters-small-grants>

## **U.S. Department of Housing and Urban Development**

### **Community Development Block Grants (CDBG) Entitlement**

This program provides funding to help entitled metropolitan cities and urban counties meet their housing and community development needs. This program provides annual grants on a formula basis to entitled communities to carry out a wide range of community development activities directed toward neighborhood revitalization, economic development, and improved community facilities and services.

- <https://www.hudexchange.info/programs/cdbg-entitlement/>

### **CDBG Non-Entitlement Communities Program for States and Small Cities**

This program provides funding to help states and units of local government in non-entitled areas meet their housing and community development needs. The program provides grants to carry out a wide range of community development activities directed toward neighborhood revitalization, economic development, and improved community facilities and services. All CDBG activities must meet at least one of the following national objectives: benefit low- and moderate-income persons, aid in the prevention or elimination of slums and blight, or meet certain urgent community development needs. No less than 70 percent of the funds must be used for activities that benefit low- and moderate-income persons over a period specified by the state, not to exceed 3 years.

- <https://www.hudexchange.info/programs/cdbg-state/>

### **CDBG §108 Loan Guarantee Program**

This program provides loan guarantee assistance for community and economic development. Section 108 is the loan guarantee provision of the Community Development Block Grant (CDBG) program. Under this section, HUD offers communities a source of financing for certain community development activities, such as housing rehabilitation, economic development, and large-scale physical development projects. Loans may be for terms up to 20 years.

- <https://www.hudexchange.info/programs/section-108/>

## **Programs of HUD**

This 2017 document provides a complete listing of all HUD programs including major mortgage, grants, assistance, and regulatory programs.

- <https://www.hud.gov/hudprograms>

## **Others**

### **National Endowment for the Arts Our Town Grant Program**

Our Town supports creative placemaking projects that integrate arts and culture into community revitalization work—placing arts at the table with land use, transportation, economic development, education, housing, infrastructure, and public safety strategies. Projects require a partnership between a nonprofit organization and a local government entity, with one of the partners being a cultural organization. Matching grants range from \$25,000 to \$200,000. In 2016, the American Dance Institute and the village of Catskill, New York, received an Our Town grant to renovate a former lumberyard and associated buildings into a permanent home for the institute’s artist residency, which will include a theater, artist housing, and an open interior courtyard for performances, visual arts displays, and the local farmers market.

- <https://www.arts.gov/grants-organizations/our-town/introduction>

### **Surface Transportation Block Grant Program Transportation Alternative Set Aside**

This program provides set-aside funding for programs and projects defined as transportation alternatives (including on- and off-road pedestrian and bicycle facilities, infrastructure projects for improving non-driver access to public transportation and enhanced mobility, community improvement activities such as historic preservation and vegetation management, and environmental mitigation related to stormwater and habitat connectivity); recreational trail projects; safe routes to school projects; and projects for planning, designing, or constructing boulevards and other roadways largely in the right-of-way of former divided highways. Funds are allocated to state departments of transportation, which select projects through a competitive process. Local governments, school districts, and nonprofit organizations responsible for the administration of local transportation safety programs are among the entities eligible to apply for funding.

- [http://www.fhwa.dot.gov/environment/transportation\\_alternatives/guidance/guidance\\_2016.cfm](http://www.fhwa.dot.gov/environment/transportation_alternatives/guidance/guidance_2016.cfm)

## **Private Grant Funding**

While funding programs of individual foundations can change from year to year, these resources are good starting points to look for philanthropic and other private support:

### **Aetna Foundation**

The Aetna Foundation funds community groups that are advancing healthy eating and active living in homes, schools, and neighborhoods. A major part of this effort is connecting people of limited means with fresh fruits and vegetables through community gardens, urban farms, and farmers markets.

- <https://www.aetna-foundation.org/grants-partnerships/health-eating-living.html>

### **American Community Gardening Association**

The American Community Gardening Association offers a list of grant opportunities for community gardens and other related projects.

- <https://communitygarden.org/resources/funding-opportunities/>

### **Farmers Market Coalition**

The Farmers Market Coalition website includes funding resources for farmers markets and other community food projects.

- <https://farmersmarketcoalition.org/education/funding-opportunities/>

### **Food Co-op Initiative**

The Food Co-op initiative provides seed grants of up to \$10,000 for retail food co-ops. The grant money must be matched in equal dollars by locally raised funds. Funding has been used to help offset the cost of feasibility and marketing studies, hiring a project manager, and supporting owner/member recruitment and investment projects.

- <http://www.fci.coop/seed-grants/>

### **Healthy Food Access Portal**

The Healthy Food Access portal was created by PolicyLink, The Food Trust, and Reinvestment Fund to better support communities seeking to launch healthy food retail projects. The portal has a funding section including grants, loans, and incentives suited for healthy food projects.

- <http://www.healthyfoodaccess.org/funding>

### **Kresge Foundation**

Kresge Foundation's Developing Healthy Places focus area offers programs and grants to promote health equity among people in low-income neighborhoods and foster improved health for entire communities. In 2015, Kresge offered planning grants under the initiative "Fresh, Local & Equitable: Food as a Creative Platform for Neighborhood Revitalization," which "seeks to help create a sense of place in communities where culinary ventures are integrated into community life, creating synergies that exceed the sum of their parts."

- <https://kresge.org/grant/build-healthy-places-network>

### **Robert Wood Johnson Foundation**

The Robert Wood Johnson Foundation supports research and programs to help build a national culture of health. Projects that link local foods assets such as community gardens and farmers markets with recreation and alternative transportation projects that seek to improve access to healthy foods could fit with the foundation's giving. The foundation has programs that help to transform local environments in ways that remove health barriers and make it easier for people to lead healthier lives.

- <http://www.rwjf.org/en/our-focus-areas/topics/built-environment-and-health.html>

## Local Foods, Local Places Technical Assistance Program

The foundation also has programs to increase the ability to provide more free fresh produce in low-income communities, raise public awareness about food insecurity, and encourage healthier eating.

- <http://www.rwjf.org/en/library/collections/healthy-food-access.html>

### **W.K Kellogg Foundation**

The W.K. Kellogg Foundation helps communities transform school food systems, improve community access to good food, and create environments for active living. The foundation accepts grant applications from organizations and institutions throughout the year.

- <http://wkkf.org/what-we-do/healthy-kids/food-and-community>

# Appendix F: References

Additional resources available are grouped into the following categories:

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## **I. Bicycle and Pedestrian Connectivity**

### **Case Studies in Delivering Safe, Comfortable and Connected Pedestrian and Bicycle Networks**

This 2015 Federal Highway Administration document provides an overview of pedestrian and bicycle network principles and highlights examples from communities across the country.

- [https://www.fhwa.dot.gov/environment/bicycle\\_pedestrian/publications/network\\_report/](https://www.fhwa.dot.gov/environment/bicycle_pedestrian/publications/network_report/)

### **Guidebook for Developing Pedestrian and Bicycle Performance Measures**

This 2016 Federal Highway Administration document helps communities develop performance measures that can fully integrate pedestrian and bicycle planning in ongoing performance management activities.

- [http://www.fhwa.dot.gov/environment/bicycle\\_pedestrian/publications/performance\\_measures\\_guidebook](http://www.fhwa.dot.gov/environment/bicycle_pedestrian/publications/performance_measures_guidebook)

### **Design Guidance**

The National Center for Bicycling & Walking compiled resources that provide design guidance for bicycling and pedestrian facilities.

- <http://www.bikewalk.org/thepractice.php>

### **Small Town and Rural Multimodal Networks**

This 2016 Federal Highway Administration document helps small towns and rural communities support safe, accessible, comfortable, and active travel for people of all ages and abilities. It provides a bridge between existing guidance on bicycle and pedestrian design and rural practice, encourages innovation in the development of safe and appealing networks for bicycling and walking, and shows examples of project implementation.

- [https://www.fhwa.dot.gov/environment/bicycle\\_pedestrian/publications/small\\_towns/fhwahep17024\\_lg.pdf](https://www.fhwa.dot.gov/environment/bicycle_pedestrian/publications/small_towns/fhwahep17024_lg.pdf)

### **Resources for Implementing Built Environment Recommendations to Increase Physical Activity**

The Centers for Disease Control and Prevention has created a 2017 compilation of real world examples, a 2018 Implementation Resource Guide, and a 2018 Visual Guide to help communities implement recommendations for built environment approaches that combine one or more interventions to improve transportation systems (activity-friendly routes) with one or more land use and community design interventions (everyday destinations) to increase physical activity.

- <https://www.cdc.gov/physicalactivity/community-strategies/beactive/index.html>

## **II. Community Gardens**

### **Cultivating Community Gardens**

The Local Government Commission created a fact sheet on the role of local government in supporting community gardens, including case studies, best management practices, resources, and tools for policy-makers.

- <https://www.lgc.org/community-gardens/>

### **Elder-Accessible Gardening: A Community Building Option for Brownfields Redevelopment**

This 2011 EPA document provides a tip sheet for starting a community garden accessible to people of all age groups and physical activity levels. It includes guidance on starting a garden on a brownfield property.

- <https://www.epa.gov/brownfields/brownfields-elder-accessible-gardening>

### **Garden Organizer Toolkit**

The Vermont Community Garden Network provides tools to help organizers, managers, coordinators, and supporters of community-based gardens, including resources for starting, organizing, and learning in community-based gardens.

- <http://vcgn.org/garden-organizer-toolkit/>

### III. Community Kitchens

#### **The Shared Kitchen Toolkit : A Practical Guide to Planning, Launching, and Managing a Shared-Use Commercial Kitchen**

The Food Corridor, Fruition Planning and Management, and Purdue Extension Services co-created this 2018 toolkit that delivers guidance on feasibility and planning for new kitchen projects, as well as management practices for the day-to-day operations of shared-use kitchens. It also provides an overview of emerging kitchen models and highlights opportunities for kitchens to expand their community impact and enhance financial sustainability.

- <http://www.thefoodcorridor.com/announcing-the-shared-kitchen-toolkit/>

#### **Commercial Kitchen Guide**

The Minnesota Institute for Sustainable Agriculture published a guide that provides information on policies and regulations for those looking to open or operate in a community commercial kitchen.

- <http://www.misa.umn.edu/publications/commercialkitchenguide>

#### **Culinary Incubator Map**

CulinaryIncubator.com is a nonprofit website to help small food businesses locate commercial kitchens. It includes an interactive map with descriptions of commercial kitchens across the United States.

- <http://www.culinaryincubator.com/maps.php>

### IV. Farm to School

#### **Farm to School Resources**

The National Farm to School Network has compiled resources for communities working to bring local food sourcing, school gardens, and food and agriculture education into schools and early care and education settings.

- <http://www.farmentoschool.org/resources>

#### **The USDA Farm to School Planning Toolkit**

The USDA Food and Nutrition Service created a guide of questions to consider and helpful resources to reference when starting or growing a farm-to-school program. It is designed for use by schools, school districts, and community partners.

- <https://www.fns.usda.gov/sites/default/files/f2s/F2S-Planning-Kit.pdf>

#### **Farm to Child Nutrition Programs Planning Guide**

The USDA Office of Community Food Systems created a guide that directs you through questions to consider when starting or growing a farm to school, farm to child care, for farm to summer program. It includes guiding questions, a planning template, and a sample of a completed planning guide.

- <https://www.fns.usda.gov/farmentoschool/farm-school-resources>

## V. Farmers Markets

### **Local and Regional Market News**

USDA Market News works with state departments of agriculture and local and regional food systems to provide prices, volume, and other information on agricultural commodities sold at local and regional markets throughout the United States.

- <https://www.ams.usda.gov/market-news/local-regional-food>

### **Market Makeover: 25 Best Practices for Farmers' Markets**

This report from the Appalachian Sustainable Agriculture Project provides guidance for making market improvements and dealing with common issues in the areas of management, regulations, risk management, food safety, improving vendor sales, and marketing.

- <http://asapconnections.org/downloads/market-makeover-25-best-practices-for-farmers-markets.pdf>

### **National Farmers Market Directory**

The USDA Agricultural Marketing Service maintains a directory of information about farmers markets, including locations, directions, operating times, product offerings, and accepted forms of payment.

- <https://www.ams.usda.gov/local-food-directories/farmersmarkets>

### **National Farmers Market Managers Survey**

Nearly 1,400 farmers market managers responded to this national survey that the USDA Agricultural Marketing Service conducted in 2014.

- <https://www.ams.usda.gov/file/2014-farmers-market-managers-survey-summary-report-final-july-24-2015pdf>

### **Supplemental Nutrition Assistance Program (SNAP) at Farmers Markets: A How-To Handbook**

This 2010 report from the USDA Agricultural Marketing Service, USDA Food and Nutrition Service, and Project for Public Spaces, Inc. describes how to accept SNAP benefits at farmers markets, including what equipment is required, how to install electronic benefit transfer (EBT) systems, and how to make SNAP EBT succeed at farmers markets.

- <https://www.ams.usda.gov/sites/default/files/media/SNAPat%20Farmers%20Markets%20Handbook.pdf>

### **Sharing the Harvest: A Guide to Bridging the Divide between Farmers Markets and Low-Income Shoppers**

This 2012 report from the Appalachian Sustainable Agriculture Project provides tips and tools to improve the accessibility of local markets and increase consumption of healthy local produce.

- <http://asapconnections.org/downloads/asap-farmers-market-access-guide.pdf>

### **Understanding the Link Between Farmers' Market Size and Management Organization**

This 2007 report by the Oregon State University Extension Service examines common management tools and structures for farmers markets of different sizes to guide strategic planning and resource allocation for new markets and for established markets confronting growth or other significant changes.

- <https://catalog.extension.oregonstate.edu/sr1082>

## **VI. Food Co-ops**

### **Capital Campaign Workbook**

The Food Co-op Initiative's 2016 workbook helps consumer-owned food co-ops design and implement successful capital campaigns that effectively engage their owners and meet their capital needs.

- <http://www.foodcoopinitiative.coop/sites/default/files/Capital%20Campaign%20Workbook%20Food%20Co-op%20Initiative%20March%202016.pdf>

### **How to Start a Food Co-op Manual**

The Cooperative Grocers' Information Network created a guide in 2010 that provides an overview of the basic steps and procedures for starting a food co-op.

- <http://www.cooperativegrocer.coop/library/start-a-food-coop>

### **Publications for Cooperatives**

USDA Rural Development provides publications, reports, and educational materials for cooperatives, including Cooperative Information Reports that provide descriptive information about the cooperative form of business and various cooperative topics, Research Reports, and Service Reports that include USDA's annual compilation of farm cooperative statistics.

- <https://www.rd.usda.gov/publications/publications-cooperatives>

## **VII. Food Hubs**

### **Findings of the 2017 National Food Hub Survey**

This document by the Michigan State University Center for Regional Food Systems in cooperation with the Wallace Center at Winrock International details the scope and scale of food hub activities, their challenges, and their regional influence based on a survey of more than 100 food hubs across the country.

- <https://www.canr.msu.edu/resources/2017-food-hub-survey>

### **Food Hub Business Assessment Toolkit**

This 2014 toolkit by Wholesome Wave provides tools to assess a food hub's readiness for investment, including a framework for assessing the strengths and weaknesses of food hubs, and data on business

models and strategies, impact potential, market overview, marketing and sales, operations, organization and management, risk mitigation, technology and systems, and finance.

- <http://www.wholesomewave.org/wp-content/uploads/2014/08/HFCI-Food-Hub-Business-Assessment-Toolkit.pdf>

### **Moving Food Along the Value Chain: Innovations in Regional Food Distribution**

This 2012 report from the USDA Agricultural Marketing Service shares lessons learned and best practices from eight producer networks and their partners distributing locally or regionally grown food to retail and food service customers.

- <https://www.ams.usda.gov/sites/default/files/media/Moving%20Food%20Along%20the%20Value%20Chain%20Innovations%20in%20Regional%20Food%20Distribution.pdf>

### **Regional Food Hub Resource Guide**

This 2012 report from the USDA Agricultural Marketing Service examines the role of food hubs in regional food systems and compiles information on the resources available to support them.

- <https://www.ams.usda.gov/sites/default/files/media/Regional%20Food%20Hub%20Resource%20Guide.pdf>

### **Running a Food Hub series**

USDA Rural Development developed a technical report series in partnership with Virginia Foundation for Agriculture, Innovation and Rural Sustainability and Matson Consulting that offers new and existing food hubs information on how to plan for success, address challenges, and achieve viability.

- Vol 1 – Lessons Learned from the Field (2015)  
[https://www.rd.usda.gov/files/SR\\_77\\_Running\\_A\\_Food\\_Hub\\_Vol\\_1.pdf](https://www.rd.usda.gov/files/SR_77_Running_A_Food_Hub_Vol_1.pdf)
- Vol 2 – A Business Operations Guide (2015)  
[https://www.rd.usda.gov/files/SR\\_77\\_Running\\_A\\_Food\\_Hub\\_Vol\\_2.pdf](https://www.rd.usda.gov/files/SR_77_Running_A_Food_Hub_Vol_2.pdf)
- Vol 3 – Assessing Financial Viability (2016)  
<https://www.rd.usda.gov/files/publications/SR%2077%20FoodHubs%20Vol3.pdf>
- Vol 4 – Learning from Food Hub Closures (2017)  
[https://www.rd.usda.gov/files/publications/SR77\\_FoodHubs\\_Vol4\\_0.pdf](https://www.rd.usda.gov/files/publications/SR77_FoodHubs_Vol4_0.pdf)

## **VIII. Food Waste**

### **Food Recovery Challenge**

As part of EPA's Food Recovery Challenge, organizations pledge to improve their sustainable food management practices and report their results. Food Recovery Challenge participants and endorsers include groups such as grocers, educational institutions, restaurants, faith organizations, sports and entertainment venues, and hospitality businesses. Participants can reduce their environmental footprint, help their community, receive recognition, and get free technical assistance.

- <https://www.epa.gov/sustainable-management-food/food-recovery-challenge-frc>

### **Tools for Preventing and Diverting Wasted Food**

EPA offers a variety of wasted-food assessment tools to suit a food service establishment's specific circumstances. Several of the tools are described below.

- <https://www.epa.gov/sustainable-management-food/tools-preventing-and-diverting-wasted-food>

### **A Guide to Conducting and Analyzing a Food Waste Assessment**

Retail, food service, and other food management establishments can use EPA's 2014 guidebook to learn how to take a "snapshot in time" of their wasted food by either manually sorting through materials in a garbage sample or visually observing and estimating waste.

- <https://www.epa.gov/sustainable-management-food/tools-preventing-and-diverting-wasted-food#assessguide>

### **Toolkit for Reducing Wasted Food and Packaging**

This 2014 toolkit is designed to help food service establishments and commercial kitchens save money by reducing wasted food and packaging with suggested strategies, templates, and case studies. It includes a tool to track the daily amount, type of, and reason for wasted food and packaging. Users enter information into a spreadsheet, which automatically creates graphs and data summaries to help identify patterns of waste generation. Based on these patterns, a business can make strategic changes to its operation to maximize waste reductions and cost savings.

- <https://www.epa.gov/sustainable-management-food/tools-preventing-and-diverting-wasted-food#packaging>

## **IX. Healthy Living**

### **Community Health Online Resource Center**

The Centers for Disease Control and Prevention created this database of webinars, model policies, toolkits, guides, fact sheets, and other practical materials to help implement changes to prevent disease and promote healthy living. Content areas include healthy and safe physical environments and healthy eating.

- <https://www.cdc.gov/nccdphp/dch/online-resource/>

### **Making the Business Case for Prevention Video Series**

This series from the Centers for Disease Control and Prevention shows how healthy living initiatives can help businesses increase profits, bring in more customers, and build goodwill. The series includes videos about healthy food programs, city planning, and community partnerships.

- <https://www.cdc.gov/nccdphp/dnpao/multimedia/videos.html>

### **SNAP-Ed Evaluation Framework and Interpretative Guide**

The USDA Food and Nutrition Service created this 2016 guide to measure the success of SNAP-Ed programs. It provides information on evidence-based obesity prevention interventions and policy,

systems, and environmental change interventions. It also provides information on outcome indicators' background and context, outcome measures, surveys and data collection tools, and more.

- <https://snaped.fns.usda.gov/evaluation/evaluation-framework-and-interpretive-guide>

## **X. Smart Growth and Placemaking**

### **The Built Environment: An Assessment Tool and Manual**

The Centers for Disease Control and Prevention's 2015 assessment tool helps communities measure the core features and qualities of the built environment that affect health, including walkability, bikeability, and access to grocery stores, convenience stores, and farmers markets.

- <https://www.cdc.gov/nccdphp/dch/built-environment-assessment/>

### **Growing Food Connections**

This website from the American Planning Association provides planning and policy briefs and other resources to help increase food security in vulnerable areas, strengthen the sustainability and economic resilience of urban and rural communities, and support farms engaged in local and regional food systems that use sustainable practices.

- <https://www.planning.org/research/foodconnections/>

### **Smart Growth**

EPA's smart growth website provides publications, tools, and other information on a range of development and conservation strategies that help protect our health and natural environment and make our communities more attractive, economically stronger, and more diverse.

- <https://www.epa.gov/smartgrowth>

## **XI. Urban Agriculture**

### **Aquaponics Business Plan User Guide**

This 2016 EPA document is modeled after the Urban Farm Business Plan Handbook (see below) and provides an outline and guidance for the development of a business plan for an aquaponic farm.

- <https://www.epa.gov/land-revitalization/aquaponics-business-plan-user-guide>

### **Brownfields and Community Supported Agriculture**

EPA's Brownfields program provides information on community supported and urban agriculture projects on brownfield properties.

- <https://www.epa.gov/brownfields/brownfields-and-community-supported-agriculture>

### **Brownfields and Urban Agriculture: Interim Guidelines for Safe Gardening Practices**

This EPA document is a condensation of the input of 60 experts from academia, state, and local government, and the nonprofit sector who gathered in Chicago on October 21 and 22, 2010 to outline

the range of issues which need to be addressed in order to safely grow food on former brownfields sites.

- <https://www.epa.gov/brownfields/brownfields-and-urban-agriculture-interim-guidelines-safe-gardening-practices>

### **How Does Your Garden Grow? Brownfields Redevelopment and Local Agriculture**

This 2009 EPA document provides some insight on how best grow safe food during brownfields redevelopment.

- <https://www.epa.gov/brownfields/how-does-your-garden-grow-brownfields-redevelopment-and-local-agriculture>

### **Industrial Properties Renewed Through Agriculture: Reusing Land to Support Agriculture and Food Systems**

This 2010 EPA document discusses reusing industrial brownfields that might serve a wide variety of agriculture-related reuses, including important public health considerations as well as environmental and planning and zoning considerations.

- <https://www.epa.gov/brownfields/brownfields-industrial-properties-renewed-through-agriculture>

### **Steps to Create a Community Garden or Expand Urban Agriculture**

EPA's Brownfields Program offers information on how to create a community garden or expand urban agriculture, particularly in areas that might be at risk from potential contaminants.

- <https://www.epa.gov/brownfields/steps-create-community-garden-or-expand-urban-agriculture>

### **Urban Agriculture Toolkit**

This 2016 toolkit from USDA lays out the common operational elements that most urban farmers must consider as they start or grow their operations. It also contains a section on resources for developing indoor growing operations, such as aquaponic facilities. For each element, the toolkit identifies technical and financial resources from federal, state, and local partners.

- <https://www.usda.gov/sites/default/files/documents/urban-agriculture-toolkit.pdf>

### **Urban Farm Business Plan Handbook**

This 2011 document from EPA, the U.S. Department of Housing and Urban Development, and the U.S. Department of Transportation provides guidance for developing a business plan for the startup and operation of nonprofit and for-profit urban farms.

- <https://www.epa.gov/brownfields/urban-farm-business-plan-handbook>

The associated Urban Farm Business Plan Worksheets provide a framework in which to compile and organize the information needed to draft a business plan.

- <https://www.epa.gov/brownfields/urban-farm-business-plan-worksheets>

## **XII. General**

### **Good Agricultural Practices (GAP) & Good Handling Practices (GHP) Auditing and Accreditation Programs**

The USDA Agricultural Marketing Service provides voluntary audit and accreditation programs that let producers and suppliers of agricultural products assure customers of their ability to provide consistent quality products or services. The programs are paid through hourly user fees.

- <https://www.ams.usda.gov/services/auditing/gap-ghp>

### **The Economics of Local Food Systems: A Toolkit to Guide Community Discussions, Assessments and Choices**

This 2016 toolkit produced by the USDA Agriculture Marketing Service helps guide and enhance the capacity of local organizations to make more deliberate and credible measurements of local and regional economic activity and other ancillary benefits.

- <https://www.rd.usda.gov/files/ILAMSToolkit.pdf>

### **Food Value Chains: Creating Shared Value to Enhance Marketing Success**

This 2014 report by the USDA Agricultural Marketing Service provides guidance on how food value chains are initiated and structured, how they function, and the benefits they provide to participants.

- <https://www.ams.usda.gov/services/local-regional/food-value-chain>

### **The Economics of Local Food: An Emerging Community of Practice**

Colorado State University hosts a website aimed to help communities understand agriculture and food enterprise viability, market dynamics, and other key socio-economics metrics of local and regional food systems.

- <https://localfoodeconomics.com/>

### **Harvesting Opportunity: The Power of Regional Food System Investments to Transform Communities**

The Federal Reserve Bank of St. Louis, the Board of Governors of the Federal Reserve System, and the U.S. Department of Agriculture's agencies of Rural Development and the Agricultural Marketing Service published a 2017 book that focuses on regional food systems as a means for enhancing economic opportunity. It explores recent findings; highlights models for collaboration between policymakers, practitioners, and the financial community; and discusses research, policy, and resource gaps that, if addressed, might contribute to the success of regional food systems strategies.

- <https://www.stlouisfed.org/community-development/publications/harvesting-opportunity>

### **Local Food Compass Map**

The USDA Agricultural Marketing Service hosts the Local Food Compass Map to provide a quick way for farmers, ranchers, market managers, consumers, and others to learn more about local and regional food projects in their communities and across the United States. The searchable map can be filtered and selected by state or tailored regions to see farmers markets, food hubs, and assets like meat

processors and farm to school programs. The map also includes local food projects and programs funded through USDA and other federal agencies.

- [www.ams.usda.gov/local-food-sector/compass-map](http://www.ams.usda.gov/local-food-sector/compass-map)

### **Local Food Directories**

USDA's voluntary Local Food Directories help producers and customers locate farmers markets, on-farm markets, CSAs, and food hubs across the country. These listings can help potential vendors, partners, and customers find local food market opportunities.

- [www.ams.usda.gov/services/local-regional/food-directories](http://www.ams.usda.gov/services/local-regional/food-directories)

### **Local Food Research & Development**

The USDA Agriculture Marketing Service produces research-based publications on a range of local food market channels to help producers, market managers, planners, and others better understand the impact of these outlets on local economic development, food access, and farm profitability.

- <https://www.ams.usda.gov/services/local-regional>

### **Measuring Rural Wealth Creation: A Guide for Regional Development Organizations**

This 2016 document by the National Association of Development Organizations introduces concepts of measuring progress in rural wealth creation for regional development organizations that are involved in a range of community and economic development within their regions. The guide includes information on developing a measurement plan, measuring multiple forms of community capital beyond jobs, measuring inclusiveness and local ownership of assets, and more strategies and tips for measuring and communicating progress.

- <https://www.nado.org/measuring-rural-wealth-creation-a-guide-for-regional-development-organizations/>

### **National Good Food Network - Webinar Archive**

The Wallace Center Winrock International supports the National Good Food Network, which offers monthly interactive webinars to learn and connect with on-the-ground practitioners and experts. Topic areas include: aggregation/distribution; business/finance; certification; farm to school; farming; food hubs; food safety; funding; infrastructure; metrics/evaluation; policy; processing/value add; retail/foodservice; social justice/food access; training/education; value chains; food hubs; food safety; research.

- <http://ngfn.org/resources/ngfn-cluster-calls/ngfn-cluster-calls>

### **Pesticide Environmental Stewardship Program**

EPA's Pesticide Environmental Stewardship Program is a voluntary membership program that promotes the adoption of innovative, alternative pest control practices such as integrated pest management. It publicly recognizes members who have demonstrated their commitment to environmental stewardship and made progress in reducing pesticide risk. Members can receive

technical support for transitioning to lower-risk pest management practices and developing integrated pest management strategies.

- <https://www.epa.gov/pep>

**Wholesale Markets and Facility Design**

The USDA Wholesale Markets and Facility Design Team provides technical assistance on the construction or remodeling of wholesale markets, farmers markets, public markets, and food hubs.

- <https://www.ams.usda.gov/services/local-regional/facility-design>