

November 2016

# Local Foods, Local Places

A Community Driven Action Plan for  
Dallas, Texas



A technical assistance program of the U.S. Environmental Protection Agency, U.S. Department of Agriculture, U.S. Department of Transportation, Centers for Disease Control and Prevention, Appalachian Regional Commission, and Delta Regional Authority



## Community Story

The city of Dallas is home to approximately 1.3 million people and comprises nearly 400 square miles of land, making it the third largest city in Texas by population and the fourth largest by land area. Dallas is experiencing an urban renaissance of sorts. Renewed interest in living, working, shopping, dining, recreating, exploring, and growing in urban centers is bringing long overdue activity and investment to downtown Dallas and its adjacent neighborhoods. Along with this influx of interest and investment, several factions of passionate and community-minded citizens and organizations are working to invigorate the local food landscape and economy within Dallas, with a particular focus on serving those areas most in need of healthy food alternatives and nutrition education.



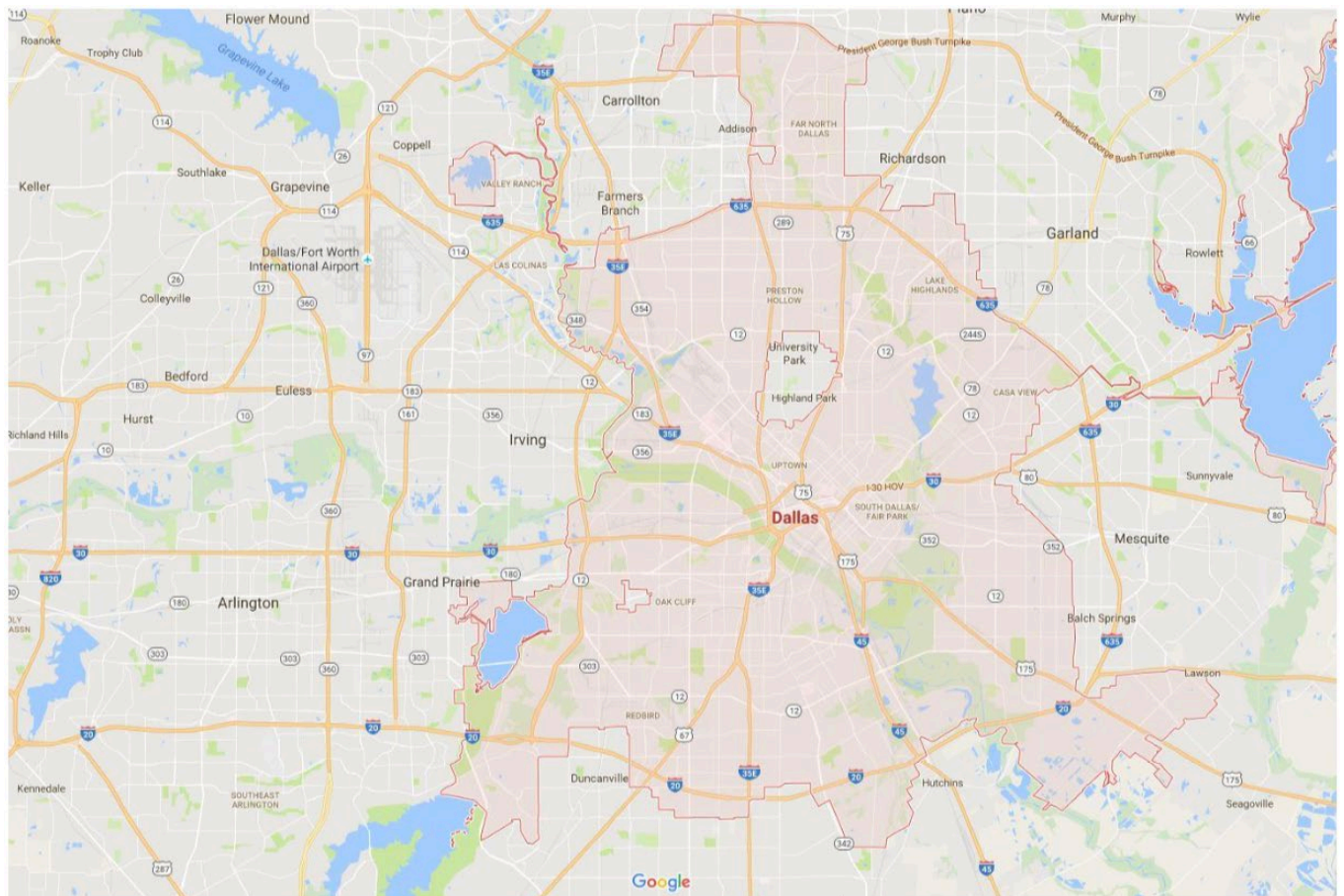
*Kevin Lefebvre greets tour participants at the Dallas Farmers' Market (left), Patrick Washington tells tour participants about Bonton Farms (right) (Photo credit: Chris Freda, Sasaki)*

The city of Dallas experiences a similar economic and social mobility stratification as that which is seen in almost every major city in the United States. Dallas's economic and geographic division is more starkly concentrated than is seen in many other places, where there are more often dispersed pockets of wealth, education, and opportunity and other pockets of poverty, low educational attainment, and limited socioeconomic mobility. The economic profile of Dallas was described in the Local Foods, Local Places application (submitted by the city's Office of Environmental Quality) as "barbell-shaped" with significant wealth on one end and deep poverty on the other, and a thin middle-class in-between. Geographically, the city is divided by the Trinity River, with most of the city's wealth concentrated in the north and most of the poverty in the south.<sup>1</sup> The Local Foods,

<sup>1</sup> City of Dallas Local Foods, Local Places application



Local Places steering committee in Dallas decided to focus their efforts through this technical assistance program on strengthening local food and revitalization efforts in south Dallas.



*Figure 1. Map showing the city of Dallas. The Trinity River (green east-west line) divides north and south Dallas. Downtown is beneath the “Dallas” label in the center of the city. (Image credit: Google)*

The City of Dallas sits within Dallas County in the northeast corner of Texas. Despite a harsh climate and long periods of intense dry heat, Dallas County is a productive agricultural area with approximately 840 farms comprising nearly 84,000 acres of land, and a total agricultural product market value of approximately \$45 million per year.<sup>2</sup> A significant portion of this acreage, however, is dedicated to raising livestock and growing row crops and hay rather than produce.

<sup>2</sup> Source: 2012 Census of Agriculture (USDA National Agricultural Statistics Service, [www.agcensus.usda.gov](http://www.agcensus.usda.gov))



Within the city, there have been significant efforts over the last several years and decades to build a local food culture with community gardens, farmers markets, farm-to-school programs, and other agricultural initiatives. These efforts have been met with mixed success. While some initiatives have thrived with strong community backing and attentive leadership, others have struggled to sustain momentum and maintain production. Part of the challenge is establishing strong connections between local efforts and a foundation of awareness among the Dallas population. It is the goal of the Local Foods, Local Places steering committee in Dallas to further support these efforts by forging connection and coordination between the many organizations working on food policy implementation. Additionally, city officials and local food policy advocates recognized an opportunity to utilize the Local Foods, Local Places program to build off recent momentum resulting from new municipal ordinances aimed at increasing opportunities for local food programs and removing regulatory hurdles that previously inhibited their development and growth.

### **Assets**

The City of Dallas is currently experiencing and is well positioned for growth with regard to local food and the larger economy. The city is growing quickly and development and revitalization efforts throughout several neighborhoods are quickly reshaping the urban landscape, with food systems thinking beginning to take its place at the heart of the city's forward momentum.

#### *Revitalization of Urban Dallas*

In the middle of the 20th century, as white flight and other socio-economic forces magnetized the suburbs, attracting middle-class and wealthy Americans, downtowns across the nation began to hollow out. Until recently, evidence of this phenomenon could be found throughout downtown Dallas and its adjacent neighborhoods, with vacant or underutilized and under-maintained buildings and landscapes prevalent throughout. Today, given a renewed interest in urban living and working, significant investment and redevelopment are reshaping Dallas and reintroducing the vibrancy of downtown's heyday. New construction and rehabilitation efforts are bringing hotels, high-end housing, innovative companies, and exciting retail and entertainment options to Dallas once again.

#### *New Local Food-Friendly Ordinances*

The local food economy in Dallas experienced the challenges of restrictive zoning, land use, and health code regulations that prevented or put in place hurdles for the development of community gardens and other home-grown agricultural programs. Through concentrated efforts by local stakeholders, the city has engaged in a multi-year revision of these provisions to allow for greater flexibility and proliferation of these local food initiatives, including direct-to-consumer sales of locally grown products. In 2011 the Dallas City Council passed a series of broad community garden policies, including language to permit urban gardens and aquaponics systems. In 2015, at the request of a diverse consortium of growers, food entrepreneurs, restaurateurs, and other local



stakeholders, the City Council passed additional ordinances to further expand access to and spur the growth of sustainable food systems in the city.

### *Local Food Successes*

While it is broadly acknowledged that much work remains to be done, Dallas has several examples of successful local food systems in place and operating successfully within the community. Through the community tour, led by Dallas Office of Environmental Quality staff and several local steering committee members, the Local Foods, Local Places workshop participants saw the Dallas Farmers' Market and its volunteer garden; Bonton Farms, where training and employment programs provide opportunities for disadvantaged populations; Dolphin Heights, a neighborhood-run community garden tucked between houses on an undeveloped residential parcel; a middle-school vegetable garden being serviced by local high school students; and several other garden programs featuring innovative social enterprise and welfare tactics serving the larger Dallas community.

### *Growing Local Awareness*

Throughout the nation consumers are becoming better-educated about where their food comes from and the nutritional benefits of fresh fruits and vegetables. Dallas is no exception. Throughout the community tour and workshop exercises, the Local Foods, Local Places team heard that a greater emphasis on local healthy foods within the community—coupled with education efforts and within homes and schools—have resulted in a greater awareness of and interested in local foods among diverse populations within the city.

### *Abundance of Resources*

Dallas benefits greatly from some of the natural conditions underlying the city. While summers are hot and intense, the abundance of sunlight and favorable weather provide a strong foundation for the health and vitality of crops. Additionally, Dallas and northeastern Texas benefit from high-quality soils, serving as a nutrient-rich incubator for fruits and vegetables throughout the growing season.

## **Challenges**

### *Strong Socio-Economic Divide*

As noted in the introduction, the City of Dallas struggles with a persistent division between demographic and socio-economic groups, with a great deal of the wealth concentrated in the city's northern neighborhoods where the population is largely white, and significant concentrations of poverty in the south, where minority populations constitute the majority of residents. This divide, reinforced by infrastructural and natural boundaries, such as the city's interstates and the Trinity River, creates an inequality of access to healthy foods and education throughout the city, and an inequality of opportunity among different populations.



### *Significant Food Access Issues*

One of the most universally understood challenges facing the City of Dallas when it comes to establishing a robust local food economy is the issue of poor access to supermarkets among low-income populations. The city suffers from extensive food deserts within neighborhoods, as defined and identified in the USDA's 2010 food access data.

### *Lack of Multi-Modal Transportation Infrastructure*

Dallas, like most medium- and large-scale cities in the south, experienced significant growth throughout the 20th century in tandem with the rise of the automobile as the primary means of transportation for people living and working in the city and larger metropolitan area. Given the primacy of this mode of travel and the correlated growth of Dallas, much of the city's planning and infrastructure was primarily oriented towards the needs of cars and drivers. Several decades later, this results in an urban form that is out of scale with pedestrians and—in some cases—unconducive to the kind of vibrancy that once created thriving, walkable downtowns. The lack of a robust multi-modal transportation network also creates food access issues for poorer populations who may not have personal vehicles and therefore struggle to maintain access to fresh, affordable produce.

### *Disconnection Between Community Groups*

While Dallas benefits from a number of community and not-for-profit groups operating in the local food production and advocacy spaces, it was noted by community participants in the Local Foods, Local Places workshop that these groups struggle to communicate, share resources, and collaborate to advance their shared objectives. Such a disconnection often leads to unnecessary competition, redundant efforts, and an underrepresentation of stakeholders invested in local food policy priorities in local decision-making.

### *Overabundance of Unhealthy/Processed Foods*

The natural result of food deserts within a community is the proliferation of and over-reliance on convenience stores offering unhealthy, packaged, and highly processed foods. This is the case in Dallas as it is in many other American cities struggling to provide abundant access to grocery stores and fresh food markets for underserved communities. The reliance on these stores and products as substitutes for fresh fruits, vegetables, and meats often leads to unbalanced diets with high levels of sugar and salt. This lack of proper nutrition has been proven to perpetuate other health and achievement imbalances.

## **Project Assistance**

In 2015, the City of Dallas Office of Environmental Quality requested assistance through the Local Foods, Local Places program to develop an action plan for achieving its vision. The program is supported by the U.S. Environmental Protection Agency (EPA), U.S. Department of Agriculture (USDA), U.S. Department of Transportation (DOT), the Centers for Disease Control and Prevention



(CDC), the Appalachian Regional Commission (ARC), and the Delta Regional Authority (DRA). Implementing the actions described later in this plan can bring several benefits to the community including:

- More economic opportunities for local farmers and business.
- Better access to healthy, local food, especially among disadvantaged groups.
- A revitalized downtown that is the economic anchor of the community.

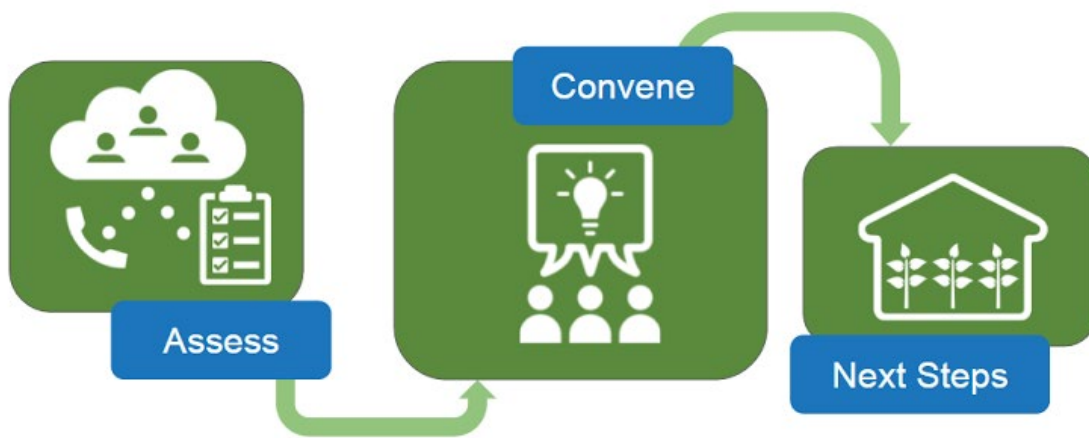


Figure 2. The diagram above lays out all of the steps leading to this action plan. (Image: PlaceMatters)

## Engagement

Leading up to the workshop, a local steering committee and federal partners convened three times by conference call and webinar to discuss the community’s goals and plan the event. The local steering committee comprised the following participants:

- Kevin Lefebvre, City of Dallas Office of Environmental Quality (OEQ) (Point of Contact)
- Karen Cameron, Community volunteer
- Elizabeth Dry, Promise of Peace Gardens
- Wyonella Henderson-Greene, Texas Hunger Initiative
- Keilah Jacques, Children’s Medical Center
- Brandi Kelp, City of Dallas, OEQ
- Robert Kent, Trust for Public Land
- Susie Marshall, Grow North Texas
- Amanda Vanhoozier, Director, Dallas Farmers’ Market
- Mark Wootton, Garden Cafe



The main sessions of the Local Foods, Local Places workshop were held over two days at the Dallas City Hall in Downtown Dallas on August 24 and 25, 2016. Prior to the workshop’s first public session, the technical advisory team, local steering committee, and federal partners participated in a community-wide tour of local food assets including farms, schools, and not-for-profit organizations operating in the local food ecosystem. Nearly four dozen people attended the workshop, with many participating both days. All sessions were open to the public. See Appendix A: Workshop Participants for details on attendees. A compilation of photos from the workshop and tour can be found in Appendix B: Workshop Photo Album.

The first day began with a walking and bus tour of some of Dallas’s most successful community gardens and urban farms. The large tour group (roughly 50 individuals) met at the Dallas Farmers’ Market in downtown Dallas and was introduced to the startup community garden on-site. The garden was highlighted as a good example of bringing together various community groups to help community members interested in local urban food production to learn what is involved in establishing such a farm. The next stop was Bonton Farms in South Dallas. One of Bonton’s operators, Patrick Washington, described the farm as an “agricultural intervention to restore health, create jobs, and ignite hope in South Dallas.”<sup>3</sup> Bonton teaches innovative urban farming techniques to Dallas residents that have had a history of criminal or employment troubles.

The tour group then went on to tour the Dolphin Heights community garden, run by Anna Hill. This garden is uniquely situated on a vacant residential parcel between two developed lots. The garden helps unite the neighborhood and provides a small, but vital source of local fresh produce for the communities who serve and maintain it. The next stop on the tour was the Arthur Kramer Middle School in North Dallas, where the tour group viewed a large educational garden as it was being harvested and maintained by a group of high school students from Hillcrest High School. The final stops on the tour included several community gardens serving their adjacent neighborhoods, including Promise of Peace Gardens, Lake Highlands Community Garden, and the home of the Gardeners In Community Development program.

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<sup>3</sup> <https://www.bontonfarms.org/our-mission/>





Bonton Farms (left), Hillcrest High School students maintaining the Arthur Kramer Middle School garden (right) (Photo credits: Chris Freda, Sasaki)

At the completion of the community tour, most of the tour group and several others convened at the Dallas City Hall for day 1 of the Local Foods, Local Places workshop. The workshop began with introductions of the federal sponsor agency

representatives, the technical assistance team, the local steering committee, and all the community participants in attendance. The technical assistance team then walked participants through the Local Foods, Local Places program and outlined the topics the steering committee had chosen to address at the workshop. The evening closed out with a review of the workshop goals and community visioning exercises designed to help the technical assistance team and workshop participants to understand the perspectives and priorities of the local community participants.

The second day of the workshop continued with a comprehensive review of the community goals, exercises to learn about potential actions and mapping tools, brainstorm actions and select priorities, and develop specific action steps. The group completed actions in five goal areas to form the basis of the Action Plan. See Appendix D: Workshop Exercises for more details on the exercises. Appendix E: Funding Resources and Appendix F: Additional Resources are also included as comprehensive listings of federal, state, private, and local resources.



Workshop participants listen to break-out groups presenting draft action items (left), team works to develop action items for one of the five workshop goals (right) (Photo credits: Chris Freda, Sasaki)



The workshop fostered several new connections between local stakeholders and introduced many commitments to continue pushing forward the initiatives conceptualized as part of the Local Foods, Local Places program. These connections and continuing conversations are core to the mission of Local Foods, Local Places and are necessary to the success of the action plan developed as part of the program. All workshop participants acknowledged that this workshop was both successful, and in many ways only a starting place for the goals established for which much work lies ahead.

Two news articles were published locally leading up to the event, one published by the Dallas Morning News, and another by the local NBC affiliate. Both articles can be found in Appendix G: Media Coverage.

## Vision

The community's vision encompasses many elements. Among these is to be a place where local food is more readily available to all residents; to better connect people and organizations working to improve the local food ecosystem in Dallas; to eradicate food deserts throughout the community (particularly in those areas with lower income populations); and to create a sustainable food policy advocacy group to ensure the regulatory framework in Dallas continues to support the growing local food economy in the city.

## Opportunities and Challenges

Throughout day one, workshop participants exchanged ideas about their perceptions of opportunities/assets and challenges in Dallas as they relate to local foods goals.

### *Opportunities/Assets*

- Recent supportive legislative action at the municipal level
- Dallas is growing and experiencing lots of new investment
- Several groups have achieved/are achieving success with community gardens/urban agricultural programs
- Community awareness of local food best practices is growing
- Abundance of resources to facilitate a local food economy

### *Challenges*

- Strong socio-economic divide—particularly between the North and the South
- Significant presence of food deserts (accessibility issues in poorer communities)
- City suffers from lack of pedestrian infrastructure (sidewalks)
- Discussions around the city's/region's future are not inclusive of all constituencies
- Advocacy/action groups within Dallas's communities/neighborhoods are disconnected
- Much of the food is unhealthy/processed



## Action Plan

The following five overarching goals and action items were finalized at the workshop with input from all participants. A detailed description of the goals and actions items can be found in the implementation matrices, below.

**Goal 1:** Expand healthy, affordable food access and education for all.

**Goal 2:** Create places that successfully support food production and education.

**Goal 3:** Create a culturally-relevant local food marketing/communication strategy.

**Goal 4:** Strengthen the local food network in Dallas to increase food independence.

**Goal 5:** Create a food policy committee comprising local residents to build awareness of local food initiatives.

## Implementation Matrices

Implementation matrices, which include specific details for each action to aid in implementation, are found below.



**GOAL 1: Expand healthy, affordable food access and education for all.**

Action	1.1 Create collaborative kitchens in Dallas (formal & informal)	1.2 Create community buy-in by targeting local community leaders for food education training.	1.3 Set up educational material in public and civic spaces that is visible and accessible to all community members.
<b>Why is this action important?</b>	<ul style="list-style-type: none"> <li>• Increase knowledge of life skills</li> <li>• Provide a space and resources for making healthy food</li> <li>• Fill in gaps where knowledge and skills are lacking for cooking and using vegetables</li> </ul>	<ul style="list-style-type: none"> <li>• Address community needs</li> <li>• Create real, broad participation</li> <li>• Establish trusted people who will be listened to as resources in the community</li> <li>• Introduce cultural specificity in food thinking</li> <li>• Bring a sense of respect to conversations on shared history and experience</li> <li>• Reinvent classic recipes and dishes to be delicious and healthy</li> </ul>	<ul style="list-style-type: none"> <li>• Enhance communication, inclusion, access/knowledge</li> <li>• Reach intended audiences</li> </ul>
<b>How will we measure success?</b>	<ul style="list-style-type: none"> <li>• Increased participation of local community/civic institutions/agencies (health, food pantries, library, recreation centers, parks, etc.)</li> <li>• Increased local assets as identified by mapping</li> <li>• Increased number of people in neighborhood eating food from kitchen and participating in kitchen</li> <li>• Pre- and post-healthy assessment</li> <li>• Self-reporting of how much information is shared</li> <li>• Number of people who use the space</li> <li>• Number of people who are food safety certified</li> <li>• Number of value-added products and small businesses created</li> <li>• Participant survey</li> <li>• A demonstration meal</li> </ul>	<ul style="list-style-type: none"> <li>• Measure the degree to which knowledge/resources are accessible to people with language barriers</li> <li>• Number of community leaders participating</li> <li>• Number of educational opportunities</li> </ul>	<ul style="list-style-type: none"> <li>• New community participation</li> <li>• Appropriate education material for places</li> <li>• Identify sources of educational material</li> <li>• Measure accessibility of information</li> <li>• Measure the number of individuals who have consumed material</li> </ul>



<b>Time frame</b>	Short (0-6 months): planning  Long (12-24 months): implementation	Long (12-24 months): identifying community leaders	Short (0-6 Months)
<b>Lead role</b>	An existing facility (e.g. churches, libraries)	<ul style="list-style-type: none"> <li>• Neighborhood associations</li> <li>• Elders</li> <li>• Gardeners</li> <li>• Churches/clergy</li> <li>• School counselors</li> <li>• Food pantry</li> </ul>	LFLP steering committee/community
<b>Supporting cast</b>	<ul style="list-style-type: none"> <li>• Food banks</li> <li>• Recreation centers</li> <li>• People coming out of resolution dispute (community service)</li> </ul>	<ul style="list-style-type: none"> <li>• Police</li> <li>• Teachers/educators</li> <li>• Community colleges</li> </ul>	<ul style="list-style-type: none"> <li>• Young people</li> <li>• Libraries</li> <li>• Churches</li> <li>• Schools</li> <li>• Government web-pages</li> <li>• Farmers markets</li> <li>• Government programs (WIC, HUD, DMV) to distribute information</li> <li>• Neighborhood associations</li> </ul>
<b>What will it cost, what will it take?</b>	<ul style="list-style-type: none"> <li>• More research on successful program precedents</li> <li>• Grants</li> </ul>	<ul style="list-style-type: none"> <li>• Information stations</li> <li>• Grassroots effort</li> <li>• Efficient action</li> <li>• City investment into community-identified leaders</li> <li>• Leadership from the business community</li> <li>• Strategy for targeting community leaders</li> </ul>	<ul style="list-style-type: none"> <li>• Relationships with and/or permission from governments, institutions, and/or businesses where material will be posted</li> <li>• Coordination with DART to confirm feasibility</li> <li>• Internet-based and traditional outreach techniques (to reach those with limited internet access)</li> </ul>
<b>Possible sources, contributions etc.</b>	<ul style="list-style-type: none"> <li>• Nutrition program</li> <li>• City recreation centers</li> </ul>	<ul style="list-style-type: none"> <li>• Public-private partnerships</li> <li>• Outreach to local organizations, establishing connections with community leaders</li> </ul>	<ul style="list-style-type: none"> <li>• USDA grants</li> <li>• Local business contributions</li> </ul>



**GOAL 2: Create places that successfully support food production and education.**

<b>Action</b>	<b>2.1 Explore models for home economics/ food preparation program within schools and develop a lesson design for facilitating conversations with administrators to establish a program in Dallas public schools.</b>	<b>2.2 Design and plan free public events featuring educational/ nutritional programming accompanied by local food.</b>	<b>2.3 Develop a pilot program tying education (nutrition and food preparation) to federal farm-to-school programs.</b>	<b>2.4 Develop a program to require and/or incentivize the use of productive landscapes in new development projects throughout Dallas.</b>	<b>2.5 Develop a strategy/plan of action for the food policy committee to use in advocating for easier growing/selling local food in Dallas.</b>
<b>Why is this action important?</b>	<ul style="list-style-type: none"> <li>• Students need increased health education</li> <li>• Students don't know how to prepare food in healthy ways</li> </ul>	<ul style="list-style-type: none"> <li>• The public needs increased health/nutrition education</li> <li>• Activities in public spaces are good for the community</li> </ul>	<ul style="list-style-type: none"> <li>• The public needs increased health/nutrition education</li> <li>• Empower students to make healthier choices</li> </ul>	<ul style="list-style-type: none"> <li>• Provide more public food/functional landscapes</li> <li>• More urban vegetation</li> </ul>	<ul style="list-style-type: none"> <li>• Improve base of use</li> <li>• Improve access to food</li> <li>• Improve entrepreneurial opportunities</li> </ul>
<b>How will we measure success?</b>	<ul style="list-style-type: none"> <li>• Identify several successful models</li> <li>• Host conversations with school administrators</li> </ul>	<ul style="list-style-type: none"> <li>• Conduct surveys</li> <li>• Measure increased patronage</li> </ul>	<ul style="list-style-type: none"> <li>• Engaging a school to agree to pilot program</li> <li>• Designing a pilot program</li> </ul>	<ul style="list-style-type: none"> <li>• Obtaining more grant money in Dallas</li> <li>• More development incorporating edible landscapes</li> </ul>	<ul style="list-style-type: none"> <li>• Getting food policy committee to agree to strategy</li> </ul>
<b>Time frame</b>	Long (18 months)	Long (18 months)	Medium (12 months)	Medium (6-12 month)	Medium (6-12 months)
<b>Lead role</b>	Kim Aman (local nutritionist), teacher, parents	Elizabeth Dry, farmers markets	School health advisory committees	Melissa G. (Groundwork Dallas), Food Policy Committee	Texas Hunger Initiative



<b>Supporting cast</b>	<ul style="list-style-type: none"> <li>• School health advisory committees</li> <li>• 4H</li> <li>• Culinary schools</li> <li>• Teachers</li> <li>• Teaching programs</li> <li>• Charter and private schools</li> </ul>	<ul style="list-style-type: none"> <li>• Chefs</li> <li>• Market leaders</li> <li>• Parks department</li> <li>• Boys &amp; Girls clubs</li> </ul>	<ul style="list-style-type: none"> <li>• USDA</li> <li>• School department</li> <li>• Rachel Spencer</li> <li>• Alyssa Herold</li> </ul>	<ul style="list-style-type: none"> <li>• Local communities</li> <li>• Developers</li> <li>• Public works</li> <li>• Eric Roberts</li> </ul>	<ul style="list-style-type: none"> <li>• Community gardeners</li> <li>• Administration of local markets</li> <li>• Farmers</li> <li>• Small food business owners</li> </ul>
<b>What will it cost, what will it take?</b>	<ul style="list-style-type: none"> <li>• Volunteer time</li> <li>• Donated food</li> </ul>	<ul style="list-style-type: none"> <li>• Volunteer time</li> <li>• Food donations</li> </ul>	<ul style="list-style-type: none"> <li>• Volunteer</li> <li>• Staff time</li> </ul>	<ul style="list-style-type: none"> <li>• Staff time</li> <li>• Research</li> </ul>	<ul style="list-style-type: none"> <li>• Volunteer time</li> <li>• Research</li> </ul>
<b>Possible sources, contributions etc.</b>	<ul style="list-style-type: none"> <li>• Local food producers</li> <li>• nutritionists</li> </ul>	<ul style="list-style-type: none"> <li>• Food donations</li> <li>• Local garden surplus</li> </ul>	<ul style="list-style-type: none"> <li>• Healthy Schools grants</li> </ul>	<ul style="list-style-type: none"> <li>• Grants</li> <li>• Groundworks budget</li> </ul>	<ul style="list-style-type: none"> <li>• Local food businesses</li> <li>• Local markets</li> <li>• Community gardens</li> </ul>

**GOAL 3: Create a culturally relevant local food marketing/communication strategy.**

<b>Action</b>	<b>3.1 Identify local cultural groups, constituencies, and trusted messengers/ liaisons for respective audiences.</b>	<b>3.2 Form representative working group to market opportunities.</b>	<b>3.3 Conduct research of the city’s diverse demographic and cultural groups to identify their unique needs, awareness, barriers, and incentives to action necessary to increase citywide participation in local food production and/ consumption.</b>	<b>3.4 Create a “Fresh is Better” (Dallas-focused) marketing plan with messages, channels, action steps, resources, and materials.</b>
<b>Why is this action important?</b>	<ul style="list-style-type: none"> <li>• Ensure strategies for improving the local food economy are culturally relevant and inclusive</li> <li>• Ensure messages get through to people in different communities</li> </ul>	<ul style="list-style-type: none"> <li>• Include residents and messengers in creating a strategy that works to increase participation in local food economy</li> </ul>	<ul style="list-style-type: none"> <li>• Better understand who target audiences are, their needs and barriers</li> <li>• Ensure marketing plan addresses specific needs of residents</li> </ul>	<ul style="list-style-type: none"> <li>• Create a strategy based on local conditions, needs, and desired actions</li> </ul>



<b>How will we measure success?</b>	<ul style="list-style-type: none"> <li>• Network map or analysis completed</li> </ul>	<ul style="list-style-type: none"> <li>• Working group formed, with representation from all key groups</li> </ul>	<ul style="list-style-type: none"> <li>• Research fully completed and analyzed</li> </ul>	<ul style="list-style-type: none"> <li>• Plan completed</li> <li>• Resources secured for implementation</li> <li>• Evaluation methods developed for plan itself</li> </ul>
<b>Time frame</b>	Short (0-6 months)	Short (0-6 months)	Medium (6-12 months)	Medium (6-12 months)
<b>Lead role</b>	LFLP Steering Committee	LFLP Steering committee	LFLP workshop attendees	Working group from step 2
<b>Supporting cast</b>	<ul style="list-style-type: none"> <li>• LFLP participants</li> </ul>	<ul style="list-style-type: none"> <li>• LFLP participants</li> <li>• LFLP partners</li> <li>• Grow North Texas</li> <li>• Neighbor Up</li> <li>• Neighborhood Plus</li> </ul>	<ul style="list-style-type: none"> <li>• Grow North Texas</li> <li>• Neighbor Up</li> <li>• Neighborhood Plus</li> <li>• Ms. Morris (grocery store champion - South Dallas Grocery)</li> </ul>	<ul style="list-style-type: none"> <li>• Community members</li> <li>• LFLP partners</li> <li>• LFLP participants</li> </ul>
<b>What will it cost, what will it take?</b>	<ul style="list-style-type: none"> <li>• Time and space to convene group (complete during meeting with lunch)</li> <li>• Mental capacity</li> <li>• Diverse meeting participants who know community</li> </ul>	<ul style="list-style-type: none"> <li>• Passionate volunteers for working group</li> <li>• Paid coordination or staff time to convene and support working group (“backbone” support)</li> </ul>	<ul style="list-style-type: none"> <li>• Paid or academic researcher</li> <li>• Time and commitment from working group to participate and assist</li> <li>• Possible incentives (cash or other) to obtain responses</li> </ul>	<ul style="list-style-type: none"> <li>• Paid coordination and/or marketing consultant</li> <li>• Time and commitment from working group to participate and assist</li> <li>• Funding to produce materials and collateral</li> </ul>
<b>Possible sources, contributions etc.</b>	<ul style="list-style-type: none"> <li>• City Hall or non-profit meeting space</li> <li>• LFLP partner organization to organize</li> <li>• Network mapping tools: Community Network Analysis Tool - Orton Family Foundation</li> </ul>	<ul style="list-style-type: none"> <li>• City Hall or non-profit meeting space</li> <li>• LFLP partner organization to organize</li> <li>• Community foundation funding</li> <li>• Potential model: collective impact (<a href="https://ssir.org/articles/entry/collective_impact">https://ssir.org/articles/entry/collective_impact</a>)</li> </ul>	<ul style="list-style-type: none"> <li>• Community Food Grant Program (USDA)</li> <li>• University partnership</li> </ul>	<ul style="list-style-type: none"> <li>• Sponsor from food industry</li> <li>• Local businesses</li> <li>• Grants</li> <li>• In-kind</li> <li>• University partnership</li> </ul>





**GOAL 4: Strengthen the local food network in Dallas to increase food independence.**

Action	4.1 Engage existing neighborhood leaders and networks to understand at a neighborhood level what local food assets exist.	4.2 Define the gaps in the local food network and identify opportunities for entrepreneurship.	4.3 Identify existing resources (within city government?) that can help new and existing small, local, food-based businesses succeed and customize a local food-based entrepreneurship program for neighborhood residents.	4.4 Identify and address the economic, social, and educational barriers that are prohibiting the resolution of food deserts in Dallas.	4.5 Highlight existing local food producers and businesses with marketing and/or wayfinding strategies.
<b>Why is this action important?</b>	<ul style="list-style-type: none"> <li>• Collect pockets</li> <li>• Strengthen community leaders</li> <li>• Get more people to the party (awareness)</li> <li>• Increase labor</li> </ul>	<ul style="list-style-type: none"> <li>• Educate community about how local food businesses work and what they need to survive</li> <li>• Usher in social change through marketing/communication</li> </ul>	<ul style="list-style-type: none"> <li>• Encourage entrepreneurship by connecting residents and/or business owners to existing city resources</li> </ul>	<ul style="list-style-type: none"> <li>• To properly target solutions to the food desert issue, the community must first fully understand the causes of the problem.</li> </ul>	<ul style="list-style-type: none"> <li>• A key component of making Dallas' local food economy successful is increasing awareness of the businesses already operating in the city.</li> </ul>
<b>How will we measure success?</b>	<ul style="list-style-type: none"> <li>• Clear “go-to” (Food Policy Committee)</li> <li>• Connectivity map</li> </ul>	<ul style="list-style-type: none"> <li>• Clear needs identified</li> <li>• Baseline to measure from</li> <li>• Use data/metrics</li> </ul>	<ul style="list-style-type: none"> <li>• More participation in local meetings</li> <li>• Clear marketing strategy—show value</li> </ul>	<ul style="list-style-type: none"> <li>• Easily accessible resources for grants, etc.</li> <li>• Health data</li> <li>• Participation classes</li> <li>• Show profitability and/or opportunity of other food market entrants in former food deserts</li> </ul>	<ul style="list-style-type: none"> <li>• Accept SNAP</li> <li>• Route creation</li> <li>• Number of partners</li> <li>• Local brand</li> <li>• Number within zip code</li> <li>• Increased patronage of local food businesses</li> </ul>

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Time frame	Short (0-6 months): establish Long (12-24 months): ongoing	Short (0-6 months)	Long (12-24 months)	Short + long (12-24 months)	Short (0-6 months): establish long-term partnerships
Lead role	Food Policy Committee	<ul style="list-style-type: none"> <li>• Grow North Texas</li> <li>• Dallas DEC (<a href="http://www.thedec.co/">www.thedec.co/</a>)</li> <li>• Dallas B.R.A.I.N. (<a href="http://www.thedallasbrain.org/">www.thedallasbrain.org</a>)</li> <li>• Dallas Public Library</li> </ul>	<ul style="list-style-type: none"> <li>• Food Policy Committee</li> <li>• City</li> </ul>	Food Policy Committee	<ul style="list-style-type: none"> <li>• USDA</li> <li>• Food Policy Committee</li> <li>• City</li> </ul>
Supporting cast	<ul style="list-style-type: none"> <li>• City of Dallas</li> <li>• Neighbor Up + Neighbors</li> </ul>	<ul style="list-style-type: none"> <li>• Community leaders that live and work in the zip code where food deserts are</li> <li>• Neighbors</li> <li>• Grow South</li> <li>• Local schools</li> <li>• Federal benefit programs (WIC)</li> </ul>	<ul style="list-style-type: none"> <li>• Claire Criss</li> <li>• Schools</li> <li>• Churches</li> <li>• Foundations</li> <li>• Sarah Perry</li> <li>• Susie Marshall</li> </ul>	<ul style="list-style-type: none"> <li>• Sarah Perry (Good local markets)</li> <li>• Jason Jackson (Berkshire farms)</li> <li>• DFM foundations</li> <li>• Agri-life</li> <li>• Healthcare organizations (FRVX)</li> <li>• Local entrepreneurs</li> <li>• Unified Hands CDC (Darryl Kenebrew)</li> </ul>	<ul style="list-style-type: none"> <li>• Karen Salerno (Lilly + Bella)</li> <li>• Jason Jackson (Berkshire farms)</li> <li>• FFA</li> <li>• Jr. master gardener</li> </ul>
What will it cost, what will it take?	<ul style="list-style-type: none"> <li>• Create a website for labor needs, farming opportunities</li> <li>• City staff</li> <li>• City funding resources</li> <li>• Foundation center</li> </ul>	Comprehensive outreach strategy including canvassing techniques and information gathering	<ul style="list-style-type: none"> <li>• Federal grant funding</li> <li>• Local (Meadows, Kellogg)</li> <li>• Foundation Center</li> </ul>	<ul style="list-style-type: none"> <li>• City resources</li> <li>• Federal grant program</li> <li>• Foundation center</li> <li>• Case studies</li> </ul>	<ul style="list-style-type: none"> <li>• Foundation center</li> </ul>
Possible sources, contributions, etc.	<ul style="list-style-type: none"> <li>• Local community groups</li> <li>• Churches</li> <li>• Local schools</li> </ul>	<ul style="list-style-type: none"> <li>• USDA formula food access calculator</li> <li>• Research from action 3.3</li> </ul>	<ul style="list-style-type: none"> <li>• N/A</li> </ul>	<ul style="list-style-type: none"> <li>• Case studies</li> <li>• Existing food desert research</li> </ul>	<ul style="list-style-type: none"> <li>• DART stations</li> <li>• Local businesses</li> <li>• City staff</li> </ul>



**GOAL 5: Create a food policy committee comprising local residents to build awareness of local food initiatives.**

<b>Action</b>	<b>5.1. Work with existing local food leaders to evaluate what role a food policy committee could play in strengthening Dallas’s local food system.</b>	<b>5.2. Conduct community listening sessions to better understand the issues that can most benefit from greater organization and advocacy.</b>	<b>5.3 Using the evaluation developed in 5.1, develop a mission and charter for the Food Policy Committee</b>
<b>Why is this action important?</b>	<ul style="list-style-type: none"> <li>Set guiding goals</li> <li>Ensure the community is serving what/who needs to be served</li> </ul>	<ul style="list-style-type: none"> <li>Solicit feedback</li> <li>Increase community-based participatory engagement</li> <li>Align priorities</li> <li>Build trust within the community</li> <li>Involve unexpected constituencies</li> </ul>	<ul style="list-style-type: none"> <li>Establish direction and “backbone” support for members and organizations</li> <li>Determine who and what the Food Policy Committee will serve</li> </ul>
<b>How will we measure success?</b>	<ul style="list-style-type: none"> <li>A document that outlines needs (conducting an assessment that captures needs from all city demographics) (SES, language, geography, religion)</li> </ul>	<ul style="list-style-type: none"> <li>Attendance records</li> <li>Approximately two in each quadrant (minimum)</li> <li>Initiating community partnerships</li> <li>Record, synthesize, aggregate notes</li> </ul>	<ul style="list-style-type: none"> <li>SWOT</li> <li>Identification of top 5-10 priorities</li> </ul>
<b>Time frame</b>	Short (0-6 months)	Medium (6-12 months)	Long-term (1-2 years)
<b>Lead role</b>	Urban agriculture action team of the Dallas coalition for hunger solutions (open process coordinated by Kevin Lefebvre, Susie Marshall)	Grow North Texas (additional partners as needed)	<ul style="list-style-type: none"> <li>Grow North Texas, OEQ (Kevin)</li> <li>Urban agriculture action team</li> <li>DHWI</li> </ul>
<b>Supporting cast</b>	<ul style="list-style-type: none"> <li>Volunteers from neighborhoods</li> <li>Urbandale residents</li> <li>DHWI interns</li> <li>Groundwork Dallas</li> <li>LFLP steering committee</li> </ul>	<ul style="list-style-type: none"> <li>Institute for Urban Policy Research</li> <li>Churches, libraries, rec centers, local venue partners</li> <li>Neighborhood watches, HOAs</li> </ul>	<ul style="list-style-type: none"> <li>Nella Roots (Clarice Criss)</li> <li>University students for report writing</li> <li>BC workshop</li> <li>Data collection</li> <li>Sara Albert</li> </ul>
<b>What will it cost, what will it take?</b>	<ul style="list-style-type: none"> <li>Time</li> <li>Coordinating support</li> <li>Outreach</li> </ul>	<ul style="list-style-type: none"> <li>\$500 approximately per event to lure people (food, prizes)</li> </ul>	<ul style="list-style-type: none"> <li>Startup funding</li> </ul>
<b>Possible sources, contributions etc.</b>	<ul style="list-style-type: none"> <li>Urban agriculture action team of DHCS</li> <li>Grow North Texas</li> <li>Asset mapping</li> </ul>	<ul style="list-style-type: none"> <li>Space for meetings</li> <li>Synergy around other events (tabling, churches)</li> </ul>	<ul style="list-style-type: none"> <li>Grants</li> <li>Local businesses</li> <li>Public funding</li> </ul>



## Appendices

- Appendix A - Workshop Participants
- Appendix B - Workshop Photo Album
- Appendix C - My Community Asset Mapping
- Appendix D - Workshop Exercises
- Appendix E - Funding Resources
- Appendix F - Additional Resources and References
- Appendix G - Media Coverage