

October 2016

Local Foods, Local Places

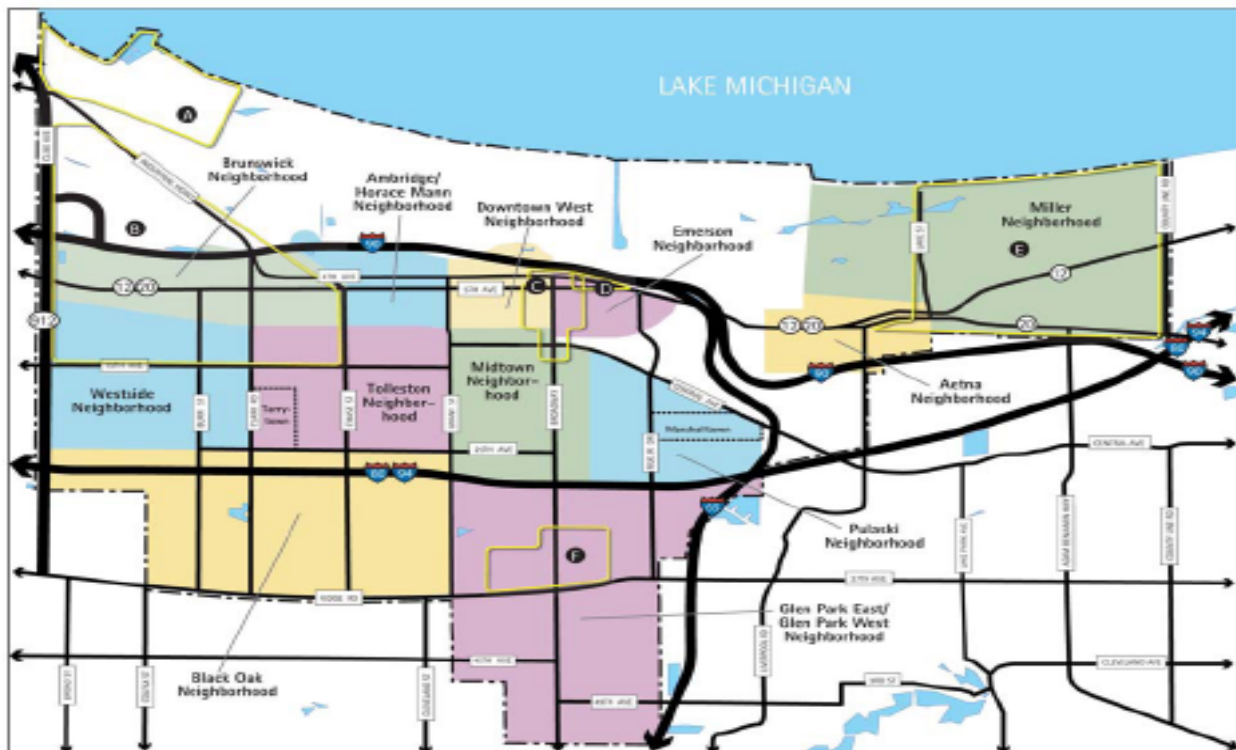
A Community-Driven Action Plan for
Gary, IN



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

Gary is a Legacy City located in the most northwestern corner of the state of Indiana in Lake County. Approximately 54 square miles, the city is bordered by Lake Michigan to the north and is just 25 miles southeast of downtown Chicago. It is comprised of twelve neighborhoods, including Emerson on the Northside, which is the heart of downtown Gary.



Source: City of Gary

Founded in 1906 by the United States Steel Corporation, Gary's economic fortunes rose quickly as industrial steel production increased throughout the first half of the 20th century, but in the last 40 years, the city has suffered the same economic distress that other upper Midwest rust belt communities have experienced. Industrial decline, private disinvestment, and demographic changes have negatively impacted the local economy. The 2010 American Community Survey lists the city's population at 84,407, less than half its peak of almost 180,000 in the 1960's. As of 2013, the Gary Department of Redevelopment estimated that one-third of all homes in the city are

unoccupied and/or abandoned.¹ Key demographic and economic indicators of Gary are presented in *Figure 1*.

GARY	2010	2014
Total Population	84,407	79,164
Percent Black or African American	82.7%	83.1%
Percent Hispanic or Latino	4.2%	5.5%
Percent Caucasian, not Hispanic	12.8%	12.3%
Median Household Income	\$27,486	\$27,458
With SNAP Benefits in the last 12 Months	30.2%	35.3%
Unemployment Rate	10.1%	9.7%

Figure 1. Demographic data. Source: 2014 American Community Survey (ACS). Gary’s population has continued to decline in the past few years. Median household income appears stagnant and while unemployment is down slightly, distribution of SNAP benefits has risen.

As Gary has labored to stabilize its economy, the city has benefitted from significant federal assistance. The Obama Administration expanded its *Strong Cities, Strong Communities* designation to Gary in 2014, which assists in moving challenging urban revitalization strategies forward in targeted redevelopment communities, like Gary’s Northside. The partnership is based on "livability principles" that guide inter-agency collaboration and support the integration of: safe, reliable, and economical transportation; affordable, energy-efficient housing; and sustainable reuse of idle or underutilized land. This work is based on Mayor Karen Freeman-Wilson’s vision for redevelopment and is designed to leverage the area’s assets and strong community interest. The Gary Northside Redevelopment Project addresses significant challenges, including: lack of funding; devastated, but recovering local government capacity; a long and complicated environmental history; and severe crime and poverty. The focus is on completing short-term projects to support long-term growth and goals in the community. As a result, the City Administration has received numerous grants including the Choice Neighborhood Planning Grant (\$500,000); Hardest Hit Funds (\$6.6 million) for residential demolition and greening vacant areas; Green Infrastructure grants (\$1.2 million); Creating Livable Center Planning Grant targeting three GNRP neighborhoods; and Art-House Social Kitchen (\$1.6 million). Several brownfield remediation and cleanup projects are underway in targeted redevelopment areas.

¹ "Harper's Index". *Harper's*. Harper's Foundation. 327(1,962): 17. November 2013. Accessed September 18, 2016.

Progress continues, but an urgent problem that still remains is access to fresh healthy food for local residents. Due to limited supermarkets and sources of healthy foods, residents must travel by personal vehicle or public transit several miles outside Gary to purchase groceries. The *Total Grocery Leakage* of Gary is estimated at more than \$42 million.² There is no major chain grocer within the community and the limited food outlets are predominantly convenience stores and fast food chains. In response, grass roots efforts by local churches, schools, organizations, and residents have made Gary home to more than 15 community gardens and urban farms today. There is also a farmers market open one day a week at Miller Beach.

In 2015, the City of Gary Department of Green Urbanism requested assistance through the *Local Foods, Local Places* program to develop an action plan for advancing its vision for a downtown food district and increased urban agriculture. For selected communities, the *Local Foods, Local Places* program provides technical assistance that is delivered and 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). These agencies worked with the community through a workshop-centered process (See *Figure 2*).

Implementing the action plan promises several benefits to Gary:

- 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.

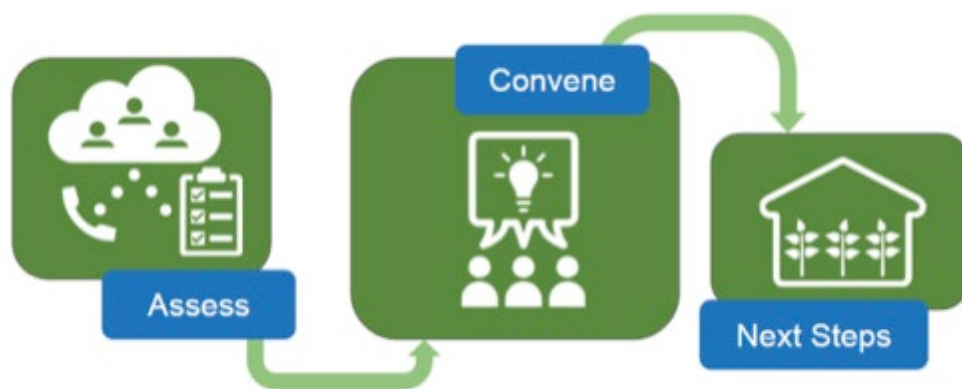


Figure 2. Local Foods Local Places Technical Assistance Process Diagram

² Reinvestment Fund Limited Supermarket Access Study (2014)

Technical Assistance Workshop and Stakeholder Engagement

In advance of the workshop, a community steering committee and federal partners convened three times by conference call and webinar to discuss goals and to establish logistics. The local steering committee was led by Brenda Scott Henry and comprised of the following participants:

- Brenda Scott Henry, City of Gary - Department of Green Urbanism
- Rev. Marty Henderson, Peace Garden & Farms
- Tracy Lewis, Lake County Minority Health Coalition
- Sandra Mosley, Trinity United Church of Christ - Gary / Workdriven Strategies
- Mary Mulligan, City of Gary - Department of Green Urbanism
- Dr. Marlon Mitchell, Ivy Tech Community College
- Dr. Cheryl Pruitt, Gary Community School Corporation
- Janet Reed, Purdue Extension - Lake County
- Alma White, Stewart House Urban Farm & Gardens
- Rev. Curtis Whittaker, Progressive Community Church & F.A.I.T.H. CDC

The main sessions of the Gary workshop were held over two days at Ivy Tech Community College on August 15th & 16th, 2016. Almost 60 people attended the public workshop sessions, with many participating both days. Details of workshop attendees are listed in *Appendix A: Workshop Participants*.

Prior to the workshop, the technical advisory team, community steering committee, and federal partners participated in an informal lunch at Mama Pearl's, an anchor restaurant in the Emerson Neighborhood of downtown Gary. Mama Pearl's proprietors, Hope and Joni Mason, shared their story and mission to serve local residents home-style food. They were joined by Michele Larimer, Project Manager for *ArtHouse: A Social Kitchen*, which shares the building at 411 E. 5th Avenue with Mama Pearl's. ArtHouse will provide access to a commercial training kitchen for local residents and emerging businesses, culinary business incubation (CBI) and operation space, a pop up café shaped by CBI participants, community dinners in the café, and gallery/exhibition space.³

³ <http://arthousegary.com/about/> Accessed September 18, 2016.

Local Foods, Local Places Action Plan – Gary, Indiana



Above: Local food leaders, Hope and Joni Mason, share the public art proposal for the building they share with ArtHouse: A Social Kitchen at 411 E 5th Avenue in downtown Gary. Photo credit: All photos by Holly Fowler, Northbound Ventures, except where noted.

From there, the community steering committee led the technical assistance team and federal partners on a community tour to visit several food system initiatives underway throughout the city. These are identified in *Figure 3*.

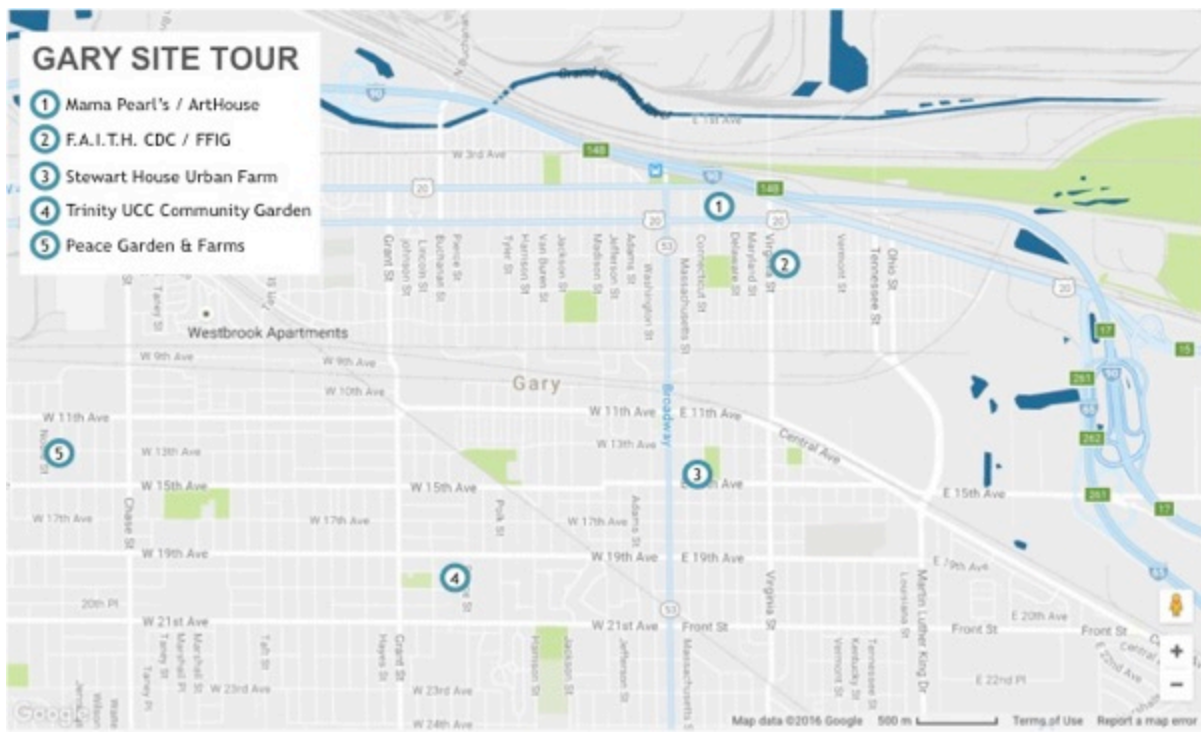


Figure 3. Local Foods, Local Places Pre-Workshop Community Tour

Representatives of F.A.I.T.H. CDC, Fruit Futures Initiative Gary, Stewart House Urban Farm and Community Gardens, Trinity United Church of Christ Community Garden, and Peace Gardens and Farm showed the diversity of production possible from traditional community gardens and hoop house growing, to urban orchard and aquaponics.



Left: Hoop houses frame Progressive Community Church (PCC) at 656 Carolina Street. Right: The Fruit Futures Initiatives Gary team explains the city’s geographic relationship to the Michigan fruit belt and plans to pilot an urban orchard opposite the PCC.



Left: Community garden plots and rain barrels at Stewart House Urban Farms & Gardens. The rain barrels are part of a program sponsored by Gary’s Department of Green Urbanism & Stormwater. Right: The repurposed shipping container stores materials and equipment.



Left: Pastor Marty Henderson explains the phased development planned at Peace Gardens and Farm. Right: Trinity UCC's garden volunteers are passionate about growing food.

Photo credits: Holly Fowler (L) and Chris Freda (R)

After the tour, the tour group transitioned to Ivy Tech Community College for the first public planning session. Participants were first welcomed by the Mayor's Chief of Staff, Dayna Bennett, and then steering committee lead, Brenda Scott-Henry, provided context about Gary and its existing food and revitalization related initiatives. This was followed by the first group exercise, a round robin style sharing called *This I believe*, which helps to capture the vision and values of the community. A second group exercise entitled *Ideas Ripe for the Picking* asked participants to identify best practices, concepts, or resources that might be of support in realizing Gary's vision. These are captured in *Appendix B: Workshop Exercises*.

Vision and Design

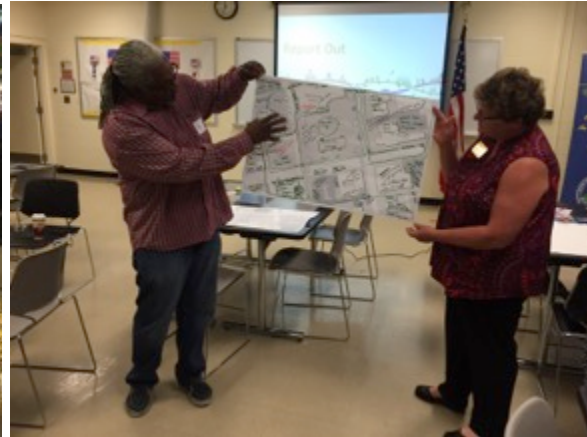
At the heart of the community's vision is to scale up urban agriculture to improve access to healthy, local foods and to spur economic development in Gary. Increased local production would serve as a foundation to other food-related businesses as well as assist the transformation of underutilized and vacant properties into productive, inviting spaces. Gary believes in the potential of local food to anchor its economic revitalization strategy and wants to establish the policies and processes necessary to grow effectively and to engage everyone. Among the community's assets are more than a dozen community gardens, a new shared kitchen space, grower trainings hosted by the City, talented and enthusiastic citizens, and ample property. Initiatives require planning and resources though and Gary is eager to learn from the experiences of other communities as to what has worked and might be transferable.

To that end, Day Two of the workshop began with a recap of the prior day’s work, followed by a presentation of food system success stories from other cities.



Above: Co-facilitator, Chris Freda of Sasaki, shares a case study from Flint, Michigan.

Participants then went to work in groups to sketch their own designs to revitalize Gary’s downtown. A template representative of a section of the city was distributed to each table for teams to develop into future scenarios. The results were impressive drawings, featuring not only food production in a variety of formats (e.g. roof top gardens, vertical farms, edible landscapes), but markets, recreational spaces, renewable energy solutions, health services, mixed use housing, intergenerational gathering places, and much more. See *Appendix C: Design Charrette* for examples of team concepts.



Left: Workshop participants on Day Two working in groups to envision a revitalized downtown Gary neighborhood. Right: Groups presented their plans to all attendees.

Asset Mapping

After the design charrette, co-facilitator Chris Freda, walked workshop participants through the *MyCommunity* online platform. *MyCommunity* is an interactive web-based asset mapping tool developed by Sasaki for *Local Foods, Local Places* that will allow Gary to document existing food system resources in the community and to update the public on revitalization efforts, food access points, and emerging initiatives. The tool can capture farmers and producers, food markets, partners, and customers. Users can also identify places for programming, learning, and food-based economic investment. The map helps to highlight existing access and opportunities for improvement and greater connectivity.

The asset map can be found at: <http://mycommunity.sasaki.com/localfoods/>

Action Plan

The final part of Day Two was dedicated to action planning, beginning with a collective brainstorm of potential action items to support the community's goals. Workshop attendees discussed the merits of various approaches and then prioritized the key actions to build out for implementation. The following *Action Plan* section provides the high-level goals and actions identified by workshop participants.



Left: On Day Two of the workshop, participants brainstormed and then prioritized potential action items for each goal. Right: Teams work in groups to add detail to priority action items.

The following goals and action items are the result of input from all participants at the workshop and three post-workshop calls with the steering committee, federal partners, and interested community members.

Goal 1: Identify model municipal approaches, programs, and policies to serve as a foundation for Gary’s local food system development strategy

- Action 1.1 Establish a Gary Food Policy Council
- Action 1.2 Identify available productive space (outdoor and indoor)
- Action 1.3 Conduct a community food system assessment

Goal 2: Increase farmer capacity and maximize production

- Action 2.1 Develop growers network/farmers cooperative
- Action 2.2 Expand and Promote Master Gardener Program
- Action 2.3 Continue and expand grower training
- Action 2.4 Understand market demand and requirements of commercial sale

Goal 3: With a focus on the Gary Northside Redevelopment Area, specifically the Emerson Neighborhood, develop a food district that considers a diversity of concepts (e.g. shared kitchen space/business incubator, food co-op, grocery, food trucks, cafes, and restaurants)

- Action 3.1 Perform a market needs analysis for commercial kitchen, processing, and storage spaces
- Action 3.2 Conduct a space inventory of existing facilities around Northern Gary for potential food enterprise use

Goal 4: Enable connectivity/sharing of best practices related to food and place between stakeholder groups (e.g. community gardeners, farmers, food retailers, public health professionals, etc.)

- Action 4.1 Organize annual grower/producer meeting
- Action 4.2 Hold a career fair for food/health related skills training

Goal 5: Develop services that support healthy food accessibility (geographic, economic, culturally appropriate) and increased consumption

- Action 5.1 Develop food literacy learning for adults
- Action 5.2 Develop food literacy learning for children
- Action 5.3 Engage convenience stores to offer healthy foods
- Action 5.4 Explore feasibility of a mobile food market

GOAL 1: Identify model municipal approaches, programs, and policies to serve as a foundation for Gary’s local food system development strategy

Action 1.1		Establish a Gary Food Policy Council	
Why is this important?	A Food Policy Council (FPC) consists of a group of representatives and stakeholders from many sectors of the food system. Ideally, the council include participants representing all five sectors of the food system (production, consumption, processing, distribution and waste recycling). The central aim of most Food Policy Councils is to identify and propose innovative solutions to improve local or state food systems, spurring local economic development and making food systems more environmentally sustainable and socially just. ⁴		
Measures of Success	<ul style="list-style-type: none"> - Establishment of food policy council - Diversity of stakeholder representation on the council - Development of a food policy agenda - Impacts of the food policy council’s initiatives and policy work on the local food system 		
Timeframe for Completion	Medium (6-12 months)		
Taking the Lead	City of Gary - Green Urbanism		
Supporting Cast	Mayor of Gary, Gary Planning Commission, Lake Minority Health Coalition, local growers, legislators, local food businesses, policy advocates, Purdue Extension, federal partners, Methodist Hospital		
Cost Estimate	Dollars	Other (Time, Space)	
	\$0 - \$75,000	Dollars might support a municipal employee role and/or cover costs of meetings, research, and consultants. Stakeholder participation is also required for success.	
Sources/Contributions	City of Gary, FoodFirst, Harvard Food Law and Policy Clinic,		

⁴ <https://foodfirst.org/publication/food-policy-councils-lessons-learned/> Accessed 09/18/2016.

	Johns Hopkins Center for a Livable Future Food Policy Network, National Association of Food Policy Directors
--	--------------------------------------------------------------------------------------------------------------

Action 1.2	Identify available productive space (outdoor and indoor) and conduct environmental assessment of lots	
Why is this important?	Need land/productive spaces to grow food safely	
Measures of Success	<ul style="list-style-type: none"> - % of Gary mapped - # of environmental assessments - # of plots/space made available - Zoning and code review/amendments in favor of growing operations 	
Timeframe for Completion	Long (1-2 years)	
Taking the Lead	City of Gary - Green Urbanism and Zoning Department City Planner (Mary Hurt)	
Supporting Cast	EPA, USDA NRCS, Indiana Department of Environmental Management, Purdue Extension, Kansas State Technical Assistance to Brownfields program, local growers	
Cost Estimate	Dollars	Other (Time, Space)
	\$25,000 - \$100,000	Dollars might support a municipal employee time, mapping, site testing, and remediation costs
Sources/Contributions	EPA Remediation Technologies, land trusts, City of Gary, public institutions, Dominique Edwards, ⁵ DePaul University Geographic Information Systems (GIS) Collaboratory	

⁵ <https://www.linkedin.com/in/dominique-edwards-b1438b29> Accessed 09/18/2016.

Action 1.3		Conduct a community food system assessment	
Why is this important?	A baseline assessment of Gary’s current food system profile will provide valuable data to inform the future agenda of a food policy council and to guide all planning related to improving food access, public health, and economic development.		
Measures of Success	Completion of a comprehensive assessment to include: <ul style="list-style-type: none"> - Food outlets by type and proximity to population - Consumer behavior patterns (e.g. access, purchasing, etc.) - Diversity and cost of available food - Food related services (e.g. nutrition education, public assistance programs, etc.) - Food related health profile indicators 		
Timeframe for Completion	Medium (6-12 months)		
Taking the Lead	City of Gary - Green Urbanism (Brenda Scott-Henry)		
Supporting Cast	Purdue, Lake County Minority Health Coalition, Methodist Hospitals, Food Bank of Northwest Indiana, local food pantries, churches, Gary Community Schools Corporation, Indiana University Northwest, Ivy Tech, Chamber of Commerce		
Cost Estimate	Dollars	Other (Time, Space)	
	\$2,500 - 10,000	Municipal employee time. Dollars might support materials (e.g. survey, mapping software) and/or consultant fees to manage and guide an assessment	
Sources/Contributions	Grants, IFF, Volunteers		

GOAL 2: Increase farmer capacity and maximize production

Action 2.1		Develop growers network/farmers cooperative	
Why is this important?	A cooperative platform allows growers to increase their buying power for seed, feed, tools, and other supplies required to farm. Some cooperatives have evolved to include a permanent physical location that serves as a training location and promotes agricultural activity to the community.		
Measures of Success	<ul style="list-style-type: none"> - # of food/farm related professionals participating - # of farms and /or gardening operations represented - Impact of cooperation (e.g. knowledge-sharing events, financial savings, increase in productivity, etc.) 		
Timeframe for Completion	Short (0-6 months)		
Taking the Lead	Purdue Extension Ag/CD (Janet Reed and Nikky Witkowski)		
Supporting Cast	City of Gary, Stewart House, Farm Bureau, F.A.I.T.H. CDC, Farmers Markets Manager		
Cost Estimate	Dollars	Other (Time, Space)	
	\$250-500	Dollars might support the development and distribution of outreach materials (e.g. website, survey)	
Sources/Contributions	Local growers, Purdue Extension, Grow Local, Indiana Grown, Local Growers Guild, USDA Local Foods Directory and Farmers Market Directory		

Action 2.2		Expand and promote Master Gardener Program	
Why is this important?	Education to volunteer base and residents of Gary		

Measures of Success	<ul style="list-style-type: none"> - # Participants in program - # New Master Gardeners - # Training events - List of Master Gardeners created and made available publicly 	
Timeframe for Completion	Short - Medium (0-12 months)	
Taking the Lead	Purdue Extension (Nikky Witkowski)	
Supporting Cast	Ivy Tech Community College, Indiana University Northwest, City of Gary, churches, community gardeners	
Cost Estimate	Dollars	Other (Time, Space)
	\$150-200/per program	Time, location, transportation, promotion/marketing
Sources/Contributions	Purdue University Urban Farmer Certificate, Funders for scholarships	

Action 2.3	Continue and expand access to grower training (e.g. season extension, preservation techniques)	
Why is this important?	Training helps growers to produce food more effectively, efficiently and economically, but not everyone can afford training program fees and/or travel costs. Techniques such as season extension and preservation techniques help growers to produce for a longer season and to extend the shelf life and salability of their crops.	
Measures of Success	<ul style="list-style-type: none"> - # of growers participating in events - Length of growing season reported by growers - Revenues from product sales (fresh and value-added) - \$ and # of training scholarships offered 	
Timeframe for Completion	Short - Long (0 - 12+ months)	
Taking the Lead	City of Gary (Brenda Scott-Henry and Mary Mulligan) via community garden meetings	

Supporting Cast	Growers, Churches, WIC/SNAP, Ivy Tech Community College, Purdue Community Wellness Coordinators, local chefs	
Cost Estimate	Dollars	Other (Time, Space)
	\$250/per event	Dollars might support costs associated with hosting events, creating training materials, providing group transportation, and offering training scholarships to growers
Sources/Contributions	Donations, sponsorships, host organization scholarships	

Action 2.4	Understand market demand and requirements of commercial sale	
Why is this important?	For growers with aspirations to scale up production and/or to sell their product direct to consumers or through a food distributor, it is important to understand industry standards, requirements, and processes (e.g. insurance, food safety, transportation, etc.)	
Measures of Success	<ul style="list-style-type: none"> - # Informational engagements - # Growers participating in learning/training events 	
Timeframe for Completion	Medium (6-12 months) Growing season 2017	
Taking the Lead	Peace Farm and Gardens (Pastor Marty Henderson)	
Supporting Cast	Gary Health Department, Purdue Extension, City of Gary - Department of Commerce, Ken's Natural Gardens, Camden's, SodexoMagic, USDA (Alternative Farming Systems Information Center), local growers	
Cost Estimate	Dollars	Other (Time, Space)
	N/A	Time and transportation to/from informational meetings
Sources/Contributions	Purdue University, Small Business Association, Indiana Cooperative Development Center, Indiana State Department of Agriculture (ISDA) grants	

GOAL 3: With a focus on the Gary Northside Redevelopment Area, specifically the Emerson Neighborhood, develop a food district that considers a diversity of concepts (e.g. shared kitchen space/business incubator, food co-op, grocery, food trucks, cafes, and restaurants

Action 3.1	Perform a market needs analysis for commercial kitchen, processing, and storage spaces	
Why is this important?	Because it is not yet known what kind of spaces food entrepreneurs need or how much demand there is regionally/locally to support development of a food district in the area	
Measures of Success	Analysis performed	
Timeframe for Completion	Medium (6-12 months)	
Taking the Lead	Janet Reed (Purdue Extension) and Jim Van der Kloot (EPA)	
Supporting Cast	Devoted 2 Healing, Gary Health Department, Jodee Ellett, ArtHouse, Gary Community School Corporation, churches	
Cost Estimate	Dollars	Other (Time, Space)
	N/A	Time, connections, and survey
Sources/Contributions		

Action 3.2	Conduct a space inventory of existing facilities around Northern Gary for potential food enterprise use	
Why is this important?	Many facilities exist and could be rehabilitated and used for food enterprises. This action item has synergies with other planning underway by the City (e.g. transaction screening process).	
Measures of Success	<ul style="list-style-type: none"> - Inventory performed - Spaces identified and captured in central database 	
Timeframe for Completion	Short (0-6 months)	

Taking the Lead	Janet Reed (Purdue Extension) and Jim Van der Kloot (EPA)	
Supporting Cast	City of Gary - Green Urbanism, City of Gary - Department of Commerce, Devoted 2 Healing, Purdue Extension (Jodee Ellett), ArtHouse, Gary Community School Corporation, churches	
Cost Estimate	Dollars	Other (Time, Space)
	N/A	Time and connections
Sources/Contributions		

GOAL 4: Enable connectivity/sharing of best practices related to food and place between stakeholder groups (e.g. community gardeners, farmers, food retailers, public health professionals, etc.)

Action 4.1	Organize annual grower/producer meeting	
Why is this important?	To match supply and demand	
Measures of Success	<ul style="list-style-type: none"> - # of growers/buyers participating - Increase in partnerships 	
Timeframe for Completion	Short (0-6 months)	
Taking the Lead	City of Gary - Green Urbanism (Mary Mulligan)	
Supporting Cast	Purdue Extension, Farm Bureau	
Cost Estimate	Dollars	Other (Time, Space)
	\$1,000 - 5,000	Meeting space, publicity, catering
Sources/Contributions	City of Gary (in-kind), Purdue University, Chamber of Commerce, trade associations, private donors, local food manufacturers Indiana State Department of Agriculture (ISDA)	

Action 4.2	Hold a career fair for food/health related skills training targeting near or at working age people	
Why is this important?	Understanding opportunities in the entire food system, networking, skills training, growing local economy	
Measures of Success	<ul style="list-style-type: none"> - Diversity of opportunities/sessions represented - # of Participants 	
Timeframe for Completion	Medium (6-12 months)	
Taking the Lead	Gary Career Center (Dr. Cheryl Pruitt) and Ivy Tech (Dr. Marlon Mitchell)	
Supporting Cast	City of Gary - Department of Commerce, Indiana University, Youth Service Summer, Department of Labor, 4-H, Work Driven Strategies, Fair Oaks (dairy company), Senior Living Community, Purdue Extension, food service management companies operating locally (e.g. SodexoMagic)	
Cost Estimate	Dollars	Other (Time, Space)
	\$5,000	Venue space, organizing committee, content and subject matter expertise
Sources/Contributions	Genesis Center, financial institutions (e.g. Centier, Chase, Midwest), Legacy Foundation, insurance companies, grants	

GOAL 5: Develop services that support healthy food accessibility (geographic, economic, culturally appropriate) and increased consumption

Action 5.1	Develop food literacy learning for adults	
Why is this important?	Raise awareness and expose people to new foods and ways of preparing foods	
Measures of Success	<ul style="list-style-type: none"> - # of participants in learning events - Consumer behavior change (survey) 	
Timeframe for Completion	Short (0-6 months)	

Taking the Lead	Methodist Hospitals	
Supporting Cast	YMCA, Purdue Extension, Gary Literacy Coalition (Era Twyman), Churches, Bridges to Wellness, Tanye, local physician offices	
Cost Estimate	Dollars	Other (Time, Space)
	\$0-1000	Partnership, staff time
Sources/Contributions	USDA FNS, Legacy Foundation	

Action 5.2	Develop food literacy learning for children (ages 5-18)	
Why is this important?	Establishing healthy habits early, teaching basic skills for cooking, exposing kids to foods they might not otherwise know or eat	
Measures of Success	<ul style="list-style-type: none"> - Consumption at school (consumer survey) - # of youth participating in learning events/programming 	
Timeframe for Completion	Medium (6-12 months)	
Taking the Lead	Gary Community Schools Coalition (Dr. Cheryl Pruitt)	
Supporting Cast	SodexoMagic, Youth Bureau, Future Farmers of America, Junior/Master Gardener Team Nutrition, YMCA, Physician offices, Gary Parks, Peers, summer feeding sites, Boys & Girls Clubs, local universities, Schools	
Cost Estimate	Dollars	Other (Time, Space)
	\$5,000 - 10,000	
Sources/Contributions	DOD Fresh, Farm-to-School, USDA FNS, Legacy Foundation	

Action 5.3		Engage convenience stores to offer healthier food options	
Why is this important?	For many residents, the most convenient food outlet may be a convenience store or gas station. These establishments typically do not carry a wide selection of fresh fruits or vegetables. Other cities have had success in introducing ‘healthy corner store’ programs that increase access to healthy foods, which in turn have health and nutritional benefits for residents.		
Measures of Success	<ul style="list-style-type: none"> - Completion of research and feasibility of implementation. Eventual indicators of success upon implementation might be: - # of participating stores - # SNAP/EBT enabled locations - % spend on fresh produce - Pounds of product sold - Diversity of product offered/bought 		
Timeframe for Completion	Short: Contact partners (60-90 days) Medium: Assessment of feasibility (6-12 months)		
Taking the Lead	Trinity Church (Sandra Mosley and Alma Wilkes)		
Supporting Cast	Food outlets, distributors (e.g. Piazza), Bruno’s (Guy Spencer), BnB Organics, Greenbean Delivery		
Cost Estimate	Dollars	Other (Time, Space)	
	TBD	Time	
Sources/Contributions	City of Gary - Green Urbanism, Trinity Church, cooperative agreement, grants		

Action 5.4		Explore feasibility of a mobile food market	
Why is this important?	There is a lack of grocery stores throughout Gary, but people still need access to healthy food. Because there are existing acute need solutions (e.g. NWI Mobile Food Bank), this would be a mobile food outlet designed to accept customer payment, SNAP benefits, etc. There is synergy between this action item and the pop-up markets currently being explored for possible integration with the rapid bus network development.		
Measures of Success	<ul style="list-style-type: none"> - Research existing models - Secure funding and partners - # people served 		
Timeframe for Completion	Medium (6-12 months)		
Taking the Lead	TBD		
Supporting Cast	Lake County Minority Health Coalition, Northwest Community Action (contacted by 211), Purdue Extension (Erin Sherrow-Hayse and TerriL Saltzman), Gary Public Transportation (David Wright, Planning Director)		
Cost Estimate	Dollars	Other (Time, Space)	
	TBD	Product	
Sources/Contributions	Federal grants, Legacy Foundation		

Implementation & High Priority Actions

The City of Gary’s Department of Green Urbanism already supports local urban agriculture in a variety of ways from providing valuable equipment like rain barrels to gardens to hosting regular training sessions. But with interest and activity growing, it is increasingly important to establish more formal policies and processes to help keep efforts coordinated and stakeholders connected with one another. Therefore, **the highest priority action identified for Gary is to create a Food Policy Council to help guide all food-related development in the city.** Other priority action items are those that will provide baseline information and context required of future decision-making

around food initiatives. These actions represent research and documentation of available spaces for food production, market demand for food-related services and infrastructure, and a current baseline of food and health indicators from which to set improvement targets. Potential funding resources to assist implementation efforts are listed in *Appendix D: Funding Resources*. Additional resources and reference material for the community are found in *Appendix E: Additional Resources*.

It is clear that transformation is already underway in the city and being recognized. Recent press coverage of Gary's work include coverage of the Local Foods, Local Places workshop in the [Gary 411](#) Weekly News Magazine and a more recent NWI Times [article](#) entitled *Healthy Food Projects Sprouting in Gary*. With continued resources and collective drive to implement the community's vision and goals, Gary is well positioned to be the next great urban food destination.

Appendices

- Appendix A - Workshop Participants
- Appendix B - Workshop Exercises
- Appendix C - Design Charrette
- Appendix D - Funding Resources
- Appendix E - Additional Resources

Photo credits

- All photos by Holly Fowler, Northbound Ventures, except where noted.
- Page 7 photo of Trinity United Church of Christ Community Garden by Chris Freda of Sasaki.