

January 2017

# Local Foods, Local Places

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*A Community Driven Action  
Plan for Jackson, Tennessee*



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

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## Local Foods Local Places Program

Local Foods, Local Places helps people create walkable, healthy, economically vibrant neighborhoods through the development of local food systems. The program is sponsored by the U.S. Department of Agriculture, U.S. Environmental Protection Agency, the Centers for Disease Control and Prevention, the U.S. Department of Transportation, the U.S. Department of Housing and Urban Development, the Appalachian Regional Commission, and the Delta Regional Authority, with support from the White House Rural Council. Local Foods, Local Places aims to boost economic opportunities for local farmers and businesses; improve access to healthy, local food; and promote childhood wellness. For each partner community selected to receive assistance from the Local Foods, Local Places program, a team of experts works with community members to set goals and plan projects. Projects include farmers markets, local food cooperatives, community gardens, and other food-related enterprises that can boost local economies and drive downtown and neighborhood revitalization. In 2015, the City of Jackson applied for assistance through Local Foods, Local Places and was one of 27 communities selected.

## Community Story

Jackson is a small city of about 69,000 people located about 70 miles east of Memphis in the Mississippi River basin. Jackson is the county seat of Madison County (population of 97,000) and is the county's largest city. The region has a long history of agriculture production and, as was common throughout the region, was a major producer of cotton and other commodity crops. As a significant market city for much of this trade, Jackson became a railroad and cultural hub for west Tennessee. Also, in addition to being the city and county administrative center, Jackson is also home to the Tennessee Supreme Court's courthouse for west Tennessee.



*West Tennessee Farmers Market  
Photo credit: Critter Thompson*



The city's focus on health and wellness over the past few years has helped support Jackson's selection as one of the Most Livable Healthy Small Cities in the country by the U.S. Conference of Mayors<sup>1</sup> and ranking of #5 in the country among all Let's Move! cities, towns and counties.<sup>2</sup> In 2013, the city initiated a community-wide health and wellness initiative with the goal of making Jackson the "Healthiest City in Tennessee." The State of Tennessee ranks number two in the United States for childhood and adult obesity. The associated health challenges are compounded by significant food access issues in parts of the region, including key communities in and around Jackson. The strategies the city of Jackson has undertaken to address these concerns have resulted in significant progress in key areas. Especially in the aftermath of a significant tornado in 2003, redevelopment efforts within Jackson have focused on health and wellness, including access to healthy, local food. The city established a community redevelopment agency to help rebuild parts of downtown impacted by the tornado and was critical to the development of the Jackson Walk project.

The Jackson Walk project is a good example of how innovative use of urban design and related policies can help promote and achieve active, healthy communities. Anchored in part by the Living Fit in Tennessee (LIFT) Wellness Center, Jackson Walk provides a regionally unique example of how attention to urban form, park space, active fitness, and related amenities can shape urban redevelopment. Jackson Walk contains 17 acres of parkland; retail shops; a grocery store that promotes local, healthy foods; the LIFT Wellness Center; and a mix of private homes and apartments.<sup>3</sup> Critical to the broader goals of the Jackson Walk community is the LIFT Wellness Center. A program of West Tennessee Healthcare, LIFT follows a medical model for preventative healthcare by offering a variety of services above and beyond more traditional fitness centers. This includes medical referral services for physical and occupational therapy, aquatic therapy, and other health and wellness programs.<sup>4</sup> West Tennessee Healthcare is an important partner in the efforts to make Jackson the "Healthiest City in Tennessee." As one of the region's top employers (currently employing over 5,000 people), its flagship hospital, the Jackson-Madison County General Hospital, is

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<sup>1</sup> In 2013, <https://www.usmayors.org/pressreleases/uploads/2013/0622-release-citylivability.pdf>, accessed 7/2016

<sup>2</sup> <http://www.healthycommunitieshealthyfuture.org/about-us/lets-move-cities-towns-and-counties/>, accessed 7/2016

<sup>3</sup> jacksonwalk.com, accessed 10/2016

<sup>4</sup> healthycommunityllc.com/jacksonwalk.php, accessed 10/2016



committed to integrating health and wellness programs both internally and within the surrounding communities.<sup>5</sup>

Key to the efforts of this Local Foods, Local Places project is to build on the success of current and past initiatives to focus on connectivity and making the larger community walkable and healthy.

## Challenges

Despite Jackson's recent success promoting healthy food and walkability, there are several challenges surrounding community development, accessibility to services and food, and meeting the needs of low-income and underserved populations. Many of the city's challenges are focused in three key neighborhoods (the East Jackson community, the hospital midtown area adjacent to the northwest of Jackson Walk, and the 800 block of Old Hickory Boulevard) and primarily impact residents and community members in these areas.

### *Poverty & food insecurity*

Jackson, like many communities in west Tennessee, has a high incidence of childhood and adult obesity, and certain communities have significant food access issues. Approximately 24% of the population lives below the poverty line, with a much higher number (36%)<sup>6</sup> under the age of 18. In addition, median household incomes (\$37,988) are significantly lower than the state average (\$44,621).<sup>7</sup> According to the CDC, 39% of Jackson residents are classified as obese.<sup>8</sup> The combination of poverty and lack of access to fresh fruits and vegetables for a significant portion of the identified neighborhoods results in a significant barrier to promoting healthy lifestyles. According to the USDA, 11 of the 22 census tracts in the Jackson region are classified as low-income, low-access.<sup>9</sup>

<sup>5</sup> [www.wth.org](http://www.wth.org), accessed 10/2016

<sup>6</sup> County Health Rankings & Roadmaps, 2016, <http://www.countyhealthrankings.org/>

<sup>7</sup> 2013 American Community Survey (ACS), accessed 7/2016

<sup>8</sup> CDC Behavioral Risk Factor Surveillance System, 2013, ACS 2009-2013

<sup>9</sup> US Census Bureau via [healthyfoodaccess.org](http://healthyfoodaccess.org). Low-income, Low-access includes low-income census tracts with at least 500 people or 33% of the population living more than .5 miles from the nearest supermarket, super center or large grocery store.

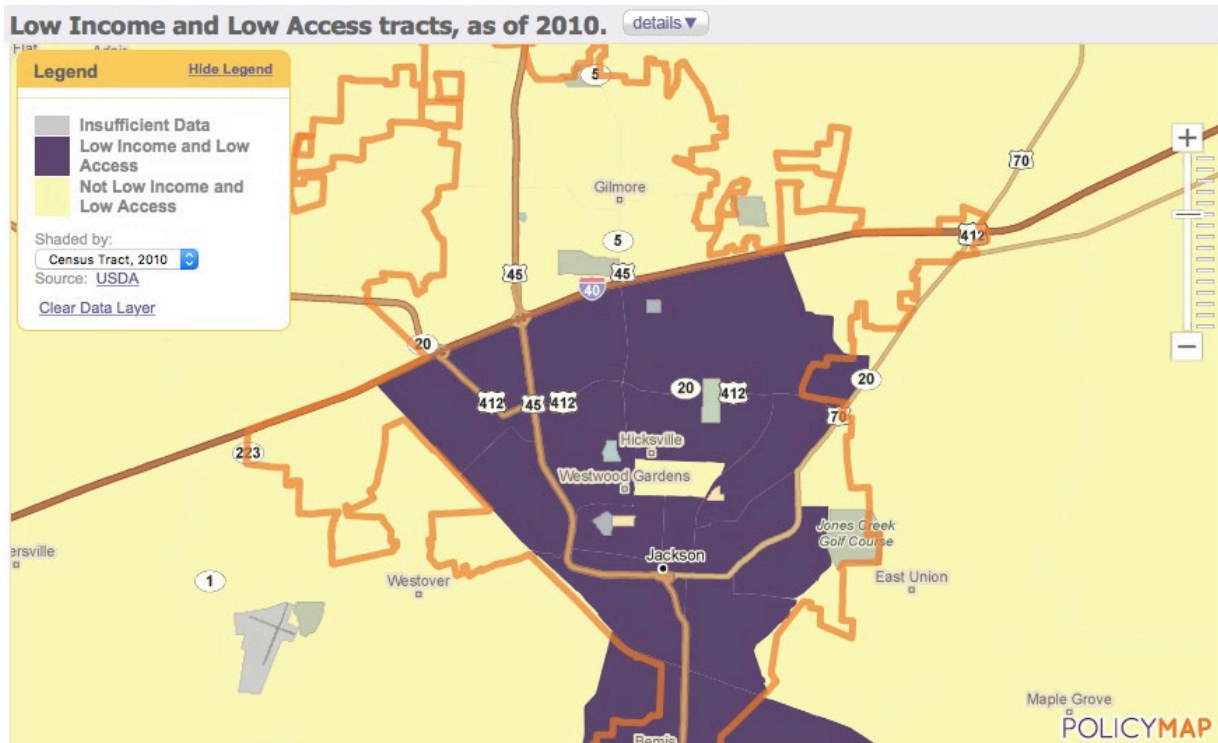


Figure 1. USDA Healthy Food Access map of low-income and low-access census tracts, as of 2010. (Image: [www.healthfoodaccess.org](http://www.healthfoodaccess.org)).

### *Downtown development & connections*

Jackson’s food security challenges are closely linked to challenges in development and community design. Food security is, in part, a factor of access and connectivity, and residents often can’t reach existing food sources because there is a lack of safe bike and pedestrian infrastructure or transportation options to reach these food sources.

The Jackson Walk development has had a significant positive impact on residents living within and directly around the neighborhood. A focus on walkability and access to healthy foods has been a priority in Jackson Walk, and the efforts are apparent. However, there are still some significant barriers to getting residents from outer neighborhoods to and from the farmers market and associated amenities.



### *Community education & perceptions of local, healthy food*

As is the case in many communities around the United States, there is an increasing lack of understanding of how to access, purchase, and prepare local produce. This creates challenges in terms of promoting and selling foods that support healthy lifestyles. According to the CDC, fruits and vegetables are critical to promoting good health, and most adults need to increase the amount they consume on a daily basis. However, as Jackson Walk and similar projects show, there is a significant opportunity to use urban form and related policies to help promote active living strategies and educate the community on the benefits of healthy food.

### **BMI Classification in 2013, Jackson**

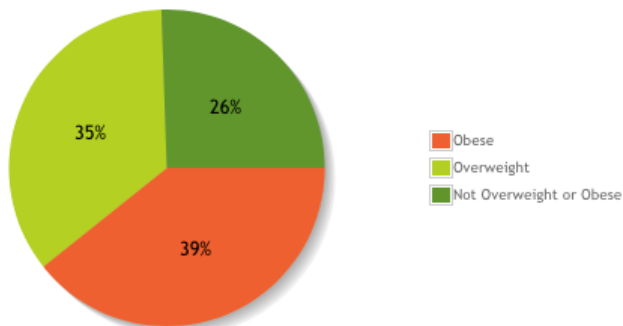


Figure 2. BMI Classification for Jackson (Source: CDC Behavioral Risk Factor Surveillance System, ACS, 2013)

Affordability of healthy produce is often both a financial burden as well as a perceptual one. In many cases, healthy food is cost competitive with less healthy alternatives. Educating the larger community on how to access and prepare such foods can help alleviate some of these concerns. When cost is a factor, programs such as the Supplemental Nutrition Assistance Program (SNAP) can help provide benefits to low-income residents. The West Tennessee Farmer’s Market (as well as 95 other participating stores<sup>10</sup>) already accepts SNAP benefits. Attention to both the costs as well as perceptions of purchasing and consuming healthy foods is an important step towards promoting healthier community lifestyles.

<sup>10</sup> U.S. Census Bureau via [healthyfoodaccess.org](http://healthyfoodaccess.org)



Number of Fruits/Vegetables Consumed per day in 2013, Jackson

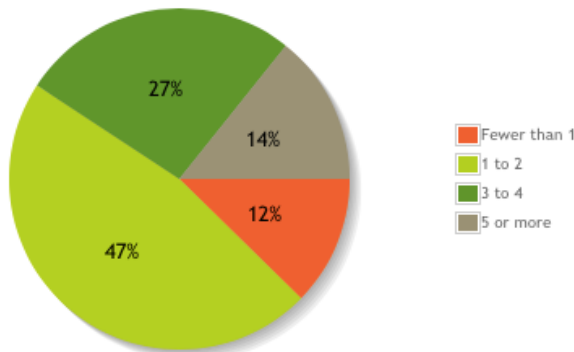


Figure 3. Number of fruits and vegetables consumed per day in Jackson (Source: CDC Behavioral Risk Factor Surveillance System, ACS, 2013)

As highlighted, the Jackson Walk project has had a positive impact on local walkability and access to healthy foods, particularly in and around the Lambuth Area neighborhood. A critical component of the success of Jackson Walk has been the development of health-aligned relationships and programs with regional partners that are helping advance some of the key goals of the project. But in order to ultimately further the goal of making Jackson the “Healthiest City in Tennessee,” the community needs to build on these efforts and address food access and health and wellness programs in some of the key surrounding neighborhoods.

### Opportunities

Most of these challenges are not unique or new to Jackson, and the city has a strong base of support and clear assets with which to counter them. Key to the success of the action plan for Jackson’s Local Foods, Local Places work is to leverage the progress that has already been made in supporting active, healthy communities. The steering committee has built significant momentum and has demonstrated an ability to work closely together to achieve goals in support of making Jackson the “Healthiest City in Tennessee.”



## Local Foods, Local Places Action Plan – Jackson



*Jackson's ongoing efforts to support local foods and health are significant and ongoing. Photo credits, Critter Thompson & Chris Freda.*

### *Planning efforts*

The City of Jackson continues to advance innovative ideas around urban form and access to healthy foods. The close partnership between the city and the farmers market helps advance key initiatives that support the farmers market's role in educating the community and providing access to healthy food. In addition, leveraging the successful relationships among the Local Foods, Local Places steering committee members in furthering the goals of making Jackson the "Healthiest City in Tennessee" is a huge opportunity. There is significant proven success in advancing ideas to action, and this committee is well positioned to move ideas forward.



### *Outreach & education*

The larger Jackson community has made significant progress in promoting and educating residents about healthy food. A key factor driving this success is a strong partnership between local agencies and organizations. This includes significant work through the local schools. In particular, the Liberty Technology Magnet High School has developed a successful curriculum around local food production. This model program received a USDA best practices award and continues to grow in size and scope. Programs like these help educate students in all aspects of local food production and healthy living and can be used as models for other schools and programs around the region.

### *Interest in health & local foods*

The success of Jackson Walk and the associated farmers market is evidence that focusing on health, wellness, and urban form can be a viable model for the City of Jackson. It also supports an increased interest in health and wellness, including access to healthy foods. The Local Foods, Local Places project is a great opportunity for the community to build on these successful efforts by reaching out to a broader audience.

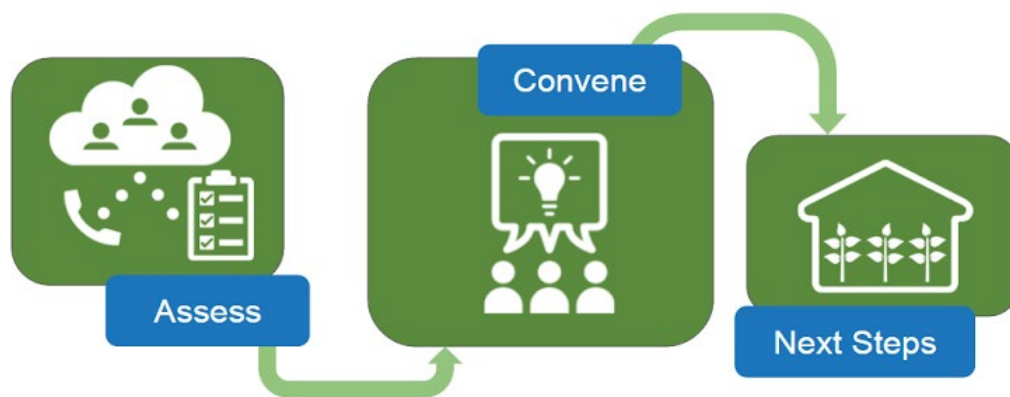


Figure 4. The diagram above lays out the steps leading to this action plan. (Image: PlaceMatters)

## **Project Assistance**

In 2015, the Jackson Food Network 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). These agencies worked with the community to develop the following action plan. 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.

## Engagement

Leading up to the workshop, the community 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 was comprised of the following participants:

- Sandy MacDiarmid, City of Jackson, Community Point of Contact
- Dr. Vicki Lake, West Tennessee Healthcare
- Amy Elizer, University of Tennessee Extension
- Annette Wilson, Jackson Madison County Schools
- Ryan Porter, Jackson Chamber of Commerce
- Tony Black, Jackson Recreation and Parks Department
- Chris Alexander, Healthy Communities LLC - Jackson Walk Development

The main sessions of the Jackson workshop were held over a period of two days at the Jackson Chamber of Commerce in Downtown Jackson on July 17 & 18, 2016. Prior to the workshop's first public session, the technical assistance team, community steering committee, and federal partners participated in an extensive site tour that included a van tour of three key neighborhoods - the East Jackson community, the hospital midtown area neighborhood adjacent to the northwest of Jackson Walk, and the 800 block of Old Hickory Boulevard.

About a dozen people attended the workshop on the first day and 5 to 8 people on the second day (with a few attendees coming and going). While there were efforts to engage a broader audience, the main participants were members of the steering committee. See Appendix A: Workshop Participants for details on attendees. A compilation of photos from the workshop





- Action 2.2 Marketing/wayfinding strategy to encourage walking/biking access to farmers market
- Action 2.3 Form a coalition between local food and bike/walk group
- Action 2.4 Analyze and recommend improvements to bus lines to focus more on access to fresh local foods in underserved neighborhoods

### Goal 3:

Increase the economic opportunities for local farmers in the three neighborhoods.

- Action 3.1 Partner with a local agency/non-profit to explore the procurement and management of a mobile market (bus/van/truck)
- Action 3.2 Partner with local group to collect leftover/“ugly” food for packaging into community supported agriculture (CSA) programs.
- Action 3.3 Identify funding opportunities and partners for building a demonstration kitchen at the farmers market

### Goal 4:

Further the concept of the “Healthiest City in Tennessee.”

- Action 4.1 Develop programming on local television stations to advertise healthy living opportunities
- Action 4.2 Setup an online community posting board to advertise community activities
- Action 4.3 Expand and measure the “small starts” program in workplaces to offer more opportunities for workforce to learn about and strengthen healthy lifestyle



## Implementation Matrices

The following implementation matrix includes further details for each action including lead roles, resources needed, and opportunities to leverage programs.

<b>GOAL 1: Promote and increase the affordability of fresh and local foods in three neighborhoods: the East Jackson community, the hospital midtown area adjacent to the northwest of Jackson Walk, and the 800 block of Old Hickory Boulevard.</b>	
<b>Action 1.1 Survey community members to identify food items they want to buy locally</b>	
<b>Why is this action important?</b>	<ul style="list-style-type: none"> <li>• To get a better idea of current and future demand.</li> </ul>
<b>How will we measure success?</b>	<ul style="list-style-type: none"> <li>• Total number of respondents</li> <li>• Quality of information received</li> </ul>
<b>Time frame</b>	Short: Jan-Mar 2017
<b>Lead role</b>	<ul style="list-style-type: none"> <li>• <b>Dr. Vicki Lake</b>, West Tennessee Healthcare</li> </ul>
<b>Potential supporting cast</b>	<ul style="list-style-type: none"> <li>• Amy Elizer, University of TN Extension</li> <li>• Lane College students</li> <li>• Operation Hope (Lane College to support?)</li> <li>• After school meetings (Lane College to support?)</li> </ul>
<b>What will it cost, what will it take?</b>	<ul style="list-style-type: none"> <li>• Limited - predominately staff time.</li> <li>• Have resources to conduct surveys.</li> </ul>
<b>Possible resources, contributions, etc.</b>	<ul style="list-style-type: none"> <li>• Invest Health Foundation (doing a survey) - listening tour and focus group of Community Health Sciences at UNLV</li> </ul>
<b>Next steps</b>	<ul style="list-style-type: none"> <li>• Identify survey questions - steering committee to narrow down list shared</li> <li>• Work with Invest Health process to include survey questions</li> </ul>

<b>Action 1.2 Bring back newsletter (w/ seasonal foods, prices, recipes, etc.)</b>	
<b>Why is this action important?</b>	<ul style="list-style-type: none"> <li>• Serve as an educational tool for market customers.</li> <li>• Provide a resource for community members.</li> </ul>
<b>How will we measure success?</b>	<ul style="list-style-type: none"> <li>• Active newsletter promoting food related events, etc.</li> </ul>
<b>Time frame</b>	Medium: Spring 2017

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Lead role	<ul style="list-style-type: none"> <li>• <b>Tammy Buchanan</b>, West TN Farmer's Market</li> </ul>
Potential supporting cast	<ul style="list-style-type: none"> <li>• Amy Elizer, University of TN Extension - potentially provide recipes to assist Tammy</li> </ul>
What will it cost, what will it take?	<ul style="list-style-type: none"> <li>• Limited. Staff time.</li> </ul>
Possible resources, contributions, etc.	<ul style="list-style-type: none"> <li>• Staff time.</li> </ul>
Next steps	<ul style="list-style-type: none"> <li>• Email newsletter</li> <li>• Tammy already working on it</li> <li>• Reach out to vendors for recipes (already getting some materials from vendors)</li> <li>• Tammy has stories and recipes gather already</li> </ul>

Action 1.3 Utilize local churches to disseminate info on local foods to members	
Why is this action important?	<ul style="list-style-type: none"> <li>• Leverage existing community networks to disseminate info on local foods and healthy lifestyle opportunities.</li> </ul>
How will we measure success?	<ul style="list-style-type: none"> <li>• Flyers in x number of churches locally</li> <li>• Includes Sunday inserts, bulletin boards, windows, etc.</li> </ul>
Time frame	Long: 12 months +
Lead role	<ul style="list-style-type: none"> <li>• <b>Tony Black</b>, Jackson Recreation and Parks Department</li> </ul>
Potential supporting cast	<ul style="list-style-type: none"> <li>• Ministers network</li> <li>• Amy Elizer, University of TN Extension</li> <li>• Dr. Vicki Lake, West Tennessee Healthcare</li> </ul>
What will it cost, what will it take?	<ul style="list-style-type: none"> <li>• Create materials to share.</li> <li>• Identify individuals to pull together.</li> </ul>
Possible resources, contributions, etc.	<ul style="list-style-type: none"> <li>• <i>Undetermined.</i></li> </ul>
Next steps	<ul style="list-style-type: none"> <li>• Reach out to ministerial alliance as potential partner - NAACP could help with this (strong relationship)</li> <li>• Create materials to share - identify who will lead this.</li> </ul>



Action 1.4 Find and secure a location and develop a strategy for a mobile/satellite market at the 800 block	
Why is this action important?	<ul style="list-style-type: none"> <li>• “Bring to them” strategy to provide access to healthy foods in underserved areas.</li> <li>• Key short-term strategy to increase opportunities in communities with limited supply.</li> </ul>
How will we measure success?	<ul style="list-style-type: none"> <li>• Have a JCM site up and running</li> </ul>
Time frame	Medium: Spring 2017
Lead role	<ul style="list-style-type: none"> <li>• Local Foods, Local Places existing team</li> </ul>
Potential supporting cast	<ul style="list-style-type: none"> <li>• NAACP (see current priorities)</li> <li>• Operation Hope?</li> </ul>
What will it cost, what will it take?	<ul style="list-style-type: none"> <li>• \$20,000 from Robert Wood Johnson Foundation Invest Health Grant</li> <li>• Project already underway</li> </ul>
Possible resources, contributions, etc.	<ul style="list-style-type: none"> <li>• RWJ Grant</li> <li>• Staff time</li> </ul>
Next steps	<ul style="list-style-type: none"> <li>• Reach out to NAACP to align priorities and path forward.</li> <li>• Convene a Local Foods, Local Places steering committee meeting to plan next steps.</li> </ul>

GOAL 2: Promote, improve and expand access to fresh and local foods via public transportation connectivity, walkability and bikeability.	
Action 2.1 Advertising campaign inside and outside buses that highlight access to farmers market.	
Why is this action important?	<ul style="list-style-type: none"> <li>• Spread awareness of bus access to market.</li> </ul>
How will we measure success?	<ul style="list-style-type: none"> <li>• Existence of signs and other materials.</li> </ul>
Time frame	Medium: 6-12 months
Lead role	<ul style="list-style-type: none"> <li>• Tammy Buchanan, West TN Farmers Market</li> </ul>





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<b>Action 2.3 Form a coalition between local food and bike/ walk group</b>	
<b>Why is this action important?</b>	<ul style="list-style-type: none"> <li>• Amplify community voice in advocating for improved/ increased ped/bike infrastructure</li> </ul>
<b>How will we measure success?</b>	<ul style="list-style-type: none"> <li>• Greater impact on decisions on resource allocation by City for infrastructure</li> </ul>
<b>Time frame</b>	Long: 1-2 years
<b>Lead role</b>	<ul style="list-style-type: none"> <li>• Danny Crossett</li> <li>• Tony Black, Jackson Recreation and Parks Department</li> <li>• Health Council</li> </ul>
<b>Potential supporting cast</b>	<ul style="list-style-type: none"> <li>• Chamber of Commerce</li> <li>• Greenways Trail Planning Group</li> </ul>
<b>What will it cost, what will it take?</b>	<ul style="list-style-type: none"> <li>• Communication</li> <li>• Convening of a mutual meeting</li> <li>• Attendance</li> <li>• Create collaboration for promotion vial Healthier 731 Facebook page, which is JMC Health Council and Governor’s Foundation</li> </ul>
<b>Possible resources, contributions, etc.</b>	<ul style="list-style-type: none"> <li>• <i>Undetermined.</i></li> </ul>
<b>Next steps</b>	<ul style="list-style-type: none"> <li>• Greenways Trail Planning group is currently mapping and connecting where it ties into Anderson Park and the Market.</li> <li>• Tony to reach out to relevant partners.</li> </ul>

<b>Action 2.4 Analyze and recommend improvements to bus lines to focus more on access to fresh local foods by underserved neighborhoods.</b>	
<b>Why is this action important?</b>	<ul style="list-style-type: none"> <li>• Important to try</li> <li>• Bus lines to planned mobile markets (i.e. East Jackson)</li> </ul>
<b>How will we measure success?</b>	<ul style="list-style-type: none"> <li>• <i>Undetermined.</i></li> </ul>
<b>Time frame</b>	Long: 1-2 years
<b>Lead role</b>	<ul style="list-style-type: none"> <li>• <b>Tony Black</b>, Jackson Recreation and Parks Department</li> </ul>

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Potential supporting cast	<ul style="list-style-type: none"> <li>• City of Jackson</li> <li>• Jackson Transit Authority</li> </ul>
What will it cost, what will it take?	<ul style="list-style-type: none"> <li>• Note: Jackson Transit Authority bus director has left. Currently looking for a new leader. Use this opportunity to open conversation once selected.</li> </ul>
Possible resources, contributions, etc.	<ul style="list-style-type: none"> <li>• <i>Undetermined.</i></li> </ul>
Next steps	<ul style="list-style-type: none"> <li>• Tony to reach out to new director of Jackson Transit Authority once identified.</li> </ul>

<b>GOAL 3: Increase the economic opportunities for local farmers in the three neighborhoods.</b>	
<b>Action 3.1 Partner with a local agency/ non-profit to explore the procurement and management of a mobile market (bus/van/truck).</b>	
Why is this action important?	<ul style="list-style-type: none"> <li>• Help determine the long-term success of a mobile market.</li> <li>• Leverage community resources to complete project.</li> </ul>
How will we measure success?	<ul style="list-style-type: none"> <li>• Identified partner working to set up mobile market.</li> <li>• Business plan and/or public/private relationship secured</li> </ul>
Time frame	Medium: Spring 2017
Lead role	<ul style="list-style-type: none"> <li>• Tony Black, Jackson Recreation and Parks Department</li> </ul>
Potential supporting cast	<ul style="list-style-type: none"> <li>• Citywide Local Foods, Local Places team/steering committee</li> <li>• USDA funding for grant to build</li> </ul>
What will it cost, what will it take?	<ul style="list-style-type: none"> <li>• <i>Unidentified.</i></li> </ul>
Possible resources, contributions, etc.	<ul style="list-style-type: none"> <li>• <i>Unidentified.</i></li> </ul>
Next steps	<ul style="list-style-type: none"> <li>• Look at vehicle and/or permanent shed.</li> <li>• Explore options.</li> <li>• Convene a meeting with potential partners.</li> </ul>

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Action 3.2 Partner with local group to collect leftover/ “ugly” food for packaging into CSA’s.	
Why is this action important?	<ul style="list-style-type: none"> <li>• Reduce food waste and provide affordable, local produce to residents who could benefit from it.</li> </ul>
How will we measure success?	<ul style="list-style-type: none"> <li>• Short-term: Talk with RIFA about possibility of making it work.</li> <li>• Long-term: have program established.</li> </ul>
Time frame	<ul style="list-style-type: none"> <li>• Short: Fall 2016</li> <li>• Medium: 2017</li> </ul>
Lead role	<ul style="list-style-type: none"> <li>• Ryan Porter, Jackson Chamber</li> <li>• Amy Elizer, University of TN Extension</li> <li>• RIFA</li> </ul>
Potential supporting cast	<ul style="list-style-type: none"> <li>• City of Jackson</li> <li>• Farmers’ Market</li> </ul>
What will it cost, what will it take?	<ul style="list-style-type: none"> <li>• Grant funding</li> </ul>
Possible resources, contributions, etc.	<ul style="list-style-type: none"> <li>• <i>Unidentified.</i></li> </ul>
Next steps	<ul style="list-style-type: none"> <li>• Amy to approach RIFA and discuss potential.</li> </ul>

Action 3.3 Identify funding opportunities and partners for building a demonstration kitchen at the farmers market.	
Why is this action important?	<ul style="list-style-type: none"> <li>• Provide an educational kitchen space at the farmers’ market.</li> </ul>
How will we measure success?	<ul style="list-style-type: none"> <li>• Simple, central kitchen exists</li> <li>• At JCM facility?</li> </ul>
Time frame	Medium: 2016-17
Lead role	<ul style="list-style-type: none"> <li>• Tammy Buchanan, West TN Farmers Market</li> <li>• City of Jackson</li> </ul>
Potential supporting cast	<ul style="list-style-type: none"> <li>• <i>Unidentified.</i></li> </ul>
What will it cost, what will it take?	<ul style="list-style-type: none"> <li>• Grant funding?</li> <li>• Private sponsor?</li> <li>• Public/private</li> </ul>

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Possible resources, contributions, etc.	<ul style="list-style-type: none"> <li>• <i>Unidentified.</i></li> </ul>
Next steps	<ul style="list-style-type: none"> <li>• Identify funding opportunities</li> <li>• See USDA Portland grant example</li> </ul>

<b>GOAL 4: Further the concept of the “Healthiest City in Tennessee”.</b>	
<b>Action 4.1 Develop programming on local television to advertise healthy living opportunities.</b>	
Why is this action important?	<ul style="list-style-type: none"> <li>• Educate community.</li> <li>• Awareness of opportunities.</li> <li>• Diversify an outreach strategy.</li> <li>• Expand the reach.</li> </ul>
How will we measure success?	<ul style="list-style-type: none"> <li>• Measure an increase in participation in local events.</li> <li>• Increased use of food stamps.</li> </ul>
Time frame	Short: 8 weeks
Lead role	<ul style="list-style-type: none"> <li>• Tammy Buchanan, West TN Farmers Market</li> <li>• City of Jackson, Communications Group</li> </ul>
Potential supporting cast	<ul style="list-style-type: none"> <li>• Local media outlets</li> <li>• WBBJ, JA, Thomas Media, Chamber, City Media Team, JEA, Hospital, Schools, JM County Health Dept., Local Universities</li> </ul>
What will it cost, what will it take?	<ul style="list-style-type: none"> <li>• Staffing time - organize, create materials, perform</li> </ul>
Possible resources, contributions, etc.	<ul style="list-style-type: none"> <li>• City of Jackson Convention and Visitors Bureau</li> </ul>
Next steps	<ul style="list-style-type: none"> <li>• Connect with JEA Media Group (Cassandra?)</li> <li>• Reach out to Home on the Range cooking show.</li> </ul>

<b>Action 4.2 Setup an online community posting board to advertise community activities.</b>	
Why is this action important?	<ul style="list-style-type: none"> <li>• To maintain a regular and reliable to communicate updated information.</li> </ul>
How will we measure success?	<ul style="list-style-type: none"> <li>• Easier accessibility to online market presence.</li> </ul>



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What will it cost, what will it take?	<ul style="list-style-type: none"> <li>• Contact state office for strategies</li> </ul>
Possible resources, contributions, etc.	<ul style="list-style-type: none"> <li>• <i>Unidentified.</i></li> </ul>
Next steps	<ul style="list-style-type: none"> <li>• Amy to consider next steps with Small Start</li> <li>• Vicki to consider taking Healthy Heights program to companies</li> </ul>

<b>Action 4.4 How do we know we're the healthiest Community? Measure and track outcomes.</b>	
Why is this action important?	<ul style="list-style-type: none"> <li>• To maintain and strive for the healthiest city in Tennessee, we need to know where we are!</li> </ul>
How will we measure success?	<ul style="list-style-type: none"> <li>• Measure progress on county health metrics - Robert Wood Johnson</li> </ul>
Time frame	Annual updates
Lead role	<ul style="list-style-type: none"> <li>• Dr. Vicki Lake, West Tennessee Healthcare (Healthy Heights)</li> </ul>
Potential supporting cast	<ul style="list-style-type: none"> <li>• <i>Unidentified.</i></li> </ul>
What will it cost, what will it take?	<ul style="list-style-type: none"> <li>• <i>Unidentified.</i></li> </ul>
Possible resources, contributions, etc.	<ul style="list-style-type: none"> <li>• <i>Unidentified.</i></li> </ul>
Next steps	<ul style="list-style-type: none"> <li>• Vicki Lake to convene discussion on how to track and timeframe (annually?)</li> </ul>