



# Community Action Plan for Louisville, Kentucky

LOCAL FOODS, LOCAL PLACES TECHNICAL ASSISTANCE

November 2018



For more information about Local Foods, Local Places visit:  
<https://www.epa.gov/smartgrowth/local-foods-local-places>

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## COMMUNITY STORY

Reference to Louisville typically evokes thoughts of horse-racing, bourbon, baseball bats, and the birthplace of boxing champions like Muhammad Ali. As the largest city in the Commonwealth of Kentucky with a total population of 771,158, Louisville is home to all of these things and much more.<sup>1</sup>

The city was founded in 1778 by George Rogers Clark and named for King Louis XVI of France in appreciation for his assistance during the Revolutionary War.<sup>2</sup> Sited on a southeastern bend in the Ohio River, the city's early economy benefitted from river-based commerce and later as a railroad and Civil War Union supply hub by the mid-nineteenth century.<sup>3</sup> As a border state during the Civil War, Kentucky straddled the Union and Confederate sides of the conflict, with sympathies and interests decidedly split between the two despite attempts to remain neutral. After the war, many freed slaves settled in Louisville but were marginalized. Present day revitalization efforts remain challenged by a history of disinvestment in certain Louisville neighborhoods.<sup>4</sup>

Since 2003, Louisville's municipal borders have been the same as those of Jefferson County following a city-county merger.<sup>5</sup> The city is divided into neighborhoods, each with its own identity formed by both past and present development. While history and tradition have helped to make some parts of modern Louisville a popular place to live, work, and visit today, other areas of the city are struggling to reconcile and repair historic inequities to establish a strong future. The efforts of Louisville's civic leaders and health institutions to restore economic, health, and social equity were recognized in 2016, when Louisville received the Robert Wood Johnson Foundation Culture of Health Prize. The prize supports the city's initiatives to integrate the arts, business, health, education, law enforcement, and social services with the vision that all citizens will have access to good health, a job, a safe place to live and walk, a place to buy healthy affordable food, a good education, clean air to breathe, and a strong social network.<sup>6</sup>



Figure 1 – Artwork inspired by Lance Newman's poetry on display at the Smoketown Family Wellness Center. Photo credit: Northbound Ventures

<sup>1</sup> U.S. Census Bureau. "Population Estimates, July 1, 2017." <https://www.census.gov/quickfacts/jeffersoncountykentucky>. Accessed Oct. 15, 2018.

<sup>2</sup> Louisville Tourism. "Louisville: Get a Different Taste." <https://www.gotolouisville.com>. Accessed Sep. 26, 2018.

<sup>3</sup> Ibid.

<sup>4</sup> City of Louisville. "Redlining Louisville: The History of Race, Class, and Real Estate." <https://louisvilleky.gov/government/redevelopment-strategies/redlining-community-dialogue>. Accessed Sep. 27, 2018.

<sup>5</sup> Encyclopedia Britannica. "Louisville." <https://www.britannica.com/place/Louisville-Kentucky>. Accessed Sep. 26, 2018.

<sup>6</sup> Robert Wood Johnson Foundation. "Louisville, Kentucky: 2016 RWJF Culture of Health Prize Winner." <https://www.rwjf.org/en/library/features/culture-of-health-prize/2016-winner-louisville-ky.html>. Accessed Oct. 1, 2018.

Today, several organizations are working together to overcome the specific challenge of access to fresh affordable food, as neighborhoods like Old Louisville, Smoketown, and Shelby Park have lost several corner food markets and full-service grocery stores over the past decade. Old Louisville’s historic Victorian houses and tree-lined streets help make it a desirable neighborhood, but the last full-service supermarket located there, the Kroger at 2<sup>nd</sup> and Breckinridge streets, closed in January 2017. Just to the east on the other side of the I-65 highway, the neighborhoods of Shelby Park and Smoketown also qualify as food deserts using the methodology contained in the U.S. Department of Agriculture (USDA) Food Access Research Atlas, which maps food access indicators by low-income and other census tracts using different measures of supermarket accessibility.<sup>7</sup> Shelby Park and Smoketown are working to overcome challenges of high rates of vacant and abandoned properties and negative associations with crime. In Shelby Park, a deep commitment to the neighborhood by Sojourn Church, other organizations, and residents has helped bring back businesses such as a mission-driven bakery, establish new shared work spaces such as The Park, and beautify the streets with colorful murals.<sup>8</sup> Once the commerce center for the tobacco industry, the neighborhood of Smoketown can today leverage its cultural past, concentration of historic “shotgun-style” housing, proximity to downtown and the medical center district, and new community wellness center as valuable assets.<sup>9</sup>

In response to the persistent lack of fresh food in these and other neighborhoods, New Roots, a local non-profit, operates seasonal pop-up produce markets called Fresh Stop Markets from May to October. The Fresh Stop model is similar to a buying club in that each is led by neighbors who pool financial resources to purchase at wholesale prices from local farmers. However, the Fresh Stop model is limited by Kentucky’s growing season, as there are many months when it is difficult to find fresh, local produce. The Fresh Stops have demonstrated that it is possible to serve consistent and growing demand

## Local Foods, Local Places Steering Committee

- **Lilias Pettit-Scott**, Urban Agriculture Conservationist, Jefferson County Soil and Water Conservation District
- **Jean Christensen**, Resident, Old Louisville Neighborhood
- **Shannon Connelly**, Program Coordinator, Louisville Farm to Table (Louisville Metro Government)
- **Sarah Height**, Director, Logan Street Market
- **Cassia Herron**, President, Louisville Association of Community Economics
- **Jessica Miller**, Health Programs Analyst, Food and the Built Environment Root Cause Team Lead, Louisville Metro Public Health and Wellness
- **Bethany Pratt**, Agent for Horticulture Education, Jefferson County Cooperative Extension
- **Aja Barber**, Community Health Manager, Environmental Quality Root Cause Team Lead, Center for Health Equity

Figure 2 – Local Steering Committee Members

<sup>7</sup> USDA Economic Research Service. “Food Access Research Atlas.” <https://www.ers.usda.gov/data-products/food-access-research-atlas/go-to-the-atlas.aspx>. Accessed Oct. 1, 2018.

<sup>8</sup> Courier-Journal. “Is Shelby Park the Next Germantown?” <https://www.courier-journal.com/story/news/local/2016/02/18/shelby-park-reducing-crime-through-compassion/80400434/>. Accessed Oct. 1, 2018

<sup>9</sup> Vision Smoketown Survey Report. [https://kftc.org/sites/default/files/docs/resources/vision\\_smoketown\\_survey\\_report.pdf](https://kftc.org/sites/default/files/docs/resources/vision_smoketown_survey_report.pdf). Accessed Oct. 3, 2018.

for fresh, local produce in Smoketown and Shelby Park, and that consumers are interested in accessing produce through the entire calendar year. The Louisville Association for Community Economics (LACE), a relatively new organization created to support the development of a community-owned grocery store in Louisville, is working to meet this demand. While increasing access to healthy foods is the project team’s number one priority, providing a market for local producers and creating an opportunity for community ownership are also important desired outcomes.

With this work in mind, the Jefferson County Soil and Water Conservation District applied for Local Foods, Local Places technical assistance in 2017 to build collaboration between LACE and the dozens of other organizations and individuals working to address the issues of food insecurity and disinvestment in Louisville neighborhoods. The goals of the Local Foods, Local Places program are to create:

- More economic opportunities for local farmers and businesses.
- Better access to healthy, local food, especially among disadvantaged groups.
- Revitalized downtowns, main streets, and existing neighborhoods.

The Local Foods, Local Places program is supported by the U.S. Environmental Protection Agency (EPA), USDA, the Centers for Disease Control and Prevention, and the Delta Regional Authority. Louisville was one of 16 communities across the United States selected to participate in the program in 2018.

A Local Foods, Local Places steering committee was formed in Louisville in preparation for this technical assistance and is comprised of a variety of community partners (see Figure 2). The group desired to move toward developing an action plan for improving food access and equity by establishing a community-owned grocery store within one of three target neighborhoods: Old Louisville, Smoketown, or Shelby Park. They were supported by a technical assistance team comprised of consultants and multiple federal agency partners (Figure 3).

The remainder of this report and appendices document the engagement process, the workshop activities, and most importantly, the outcome: a community action plan to achieve the project team’s goals for Louisville.

## ENGAGEMENT

The technical assistance engagement process for Local Foods, Local Places has three phases, illustrated in Figure 4 below. The “plan” phase consists of three preparation conference calls with the steering committee

### Local Foods, Local Places Technical Assistance Team

- Melissa Kramer, EPA Office of Community Revitalization
- Rafaela Moura, EPA Region 4
- Kurt Mason, USDA Natural Resource Conservation Service
- David Railey, U.S. Department of Housing and Urban Development
- Ralph Ross, U.S. Small Business Administration
- Nicole Howley, U.S. Small Business Administration
- Ron Batcher, USDA Agriculture Marketing Service
- Holly Fowler, Northbound Ventures
- Ebony Walden, Ebony Walden Consulting

Figure 3 – Louisville Technical Assistance Team

and technical assistance team to clarify goals and arrange workshop logistics. The “convene” phase includes the effort’s capstone event—a two-day workshop in the community. The “act” phase includes three follow up conference calls to finalize a community action plan and strategize on how to maintain momentum generated during the workshop. The community workshop was held over a two-day period from August 23- 24, 2018. Workshop exercise results are summarized in **Appendix A**, workshop sign-in sheets are provided in **Appendix B**, a workshop photo album is provided in **Appendix C**, a data profile in **Appendix D**, funding resources in **Appendix E**, and general references in **Appendix F**.

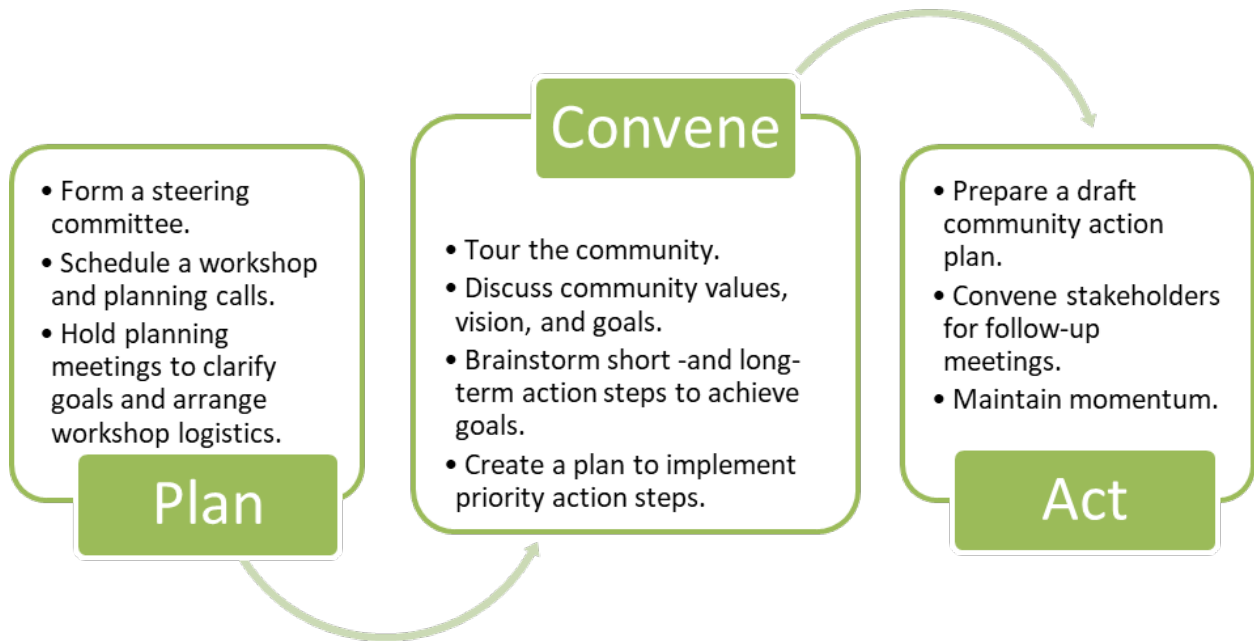


Figure 4 - Local Foods, Local Places Technical Assistance Process Diagram

## COMMUNITY TOUR

In advance of the first community session on August 23, the local steering committee led a combined walking and driving tour for the technical assistance team of key food system assets in and near Old Louisville, Shelby Park, and Smoketown. The group met at the Old Louisville Tavern, a historic restaurant in the Old Louisville neighborhood. The restaurant owner, Dan Borsch, spoke to the group. He described the challenges of buying local food as a small business, the constraints of Louisville’s one-way streets on business, and the tension between preserving the neighborhood’s historic architecture and the needs of modern uses.



Figure 5 – Louisville Technical Assistance Team and Local Steering Committee at Old Louisville Tavern. Photo credit: Ebony Walden

The tour group then drove to the Old Louisville Community Garden, located on property owned by Dan Borsch. Mr. Borsch has allowed a group of gardeners to use and manage the space for the past five years. The garden has been designed to be as maintenance free as possible and in August was full of tomatoes and berries, a credit to the gardeners' commitment. Community garden leaders across the city have had to navigate issues of property ownership, connecting a water supply, and securing insurance in order to manage growing spaces. For example, the Old Louisville Community Garden pays wastewater service fees even though there is no discharge to the system on site and paid a fee of approximately \$3,000 for initial water hook-up, which was a significant cost for garden organizers. The garden is adjacent to a school and playground, and the community gardeners would eventually like to see the students able to visit and experience the garden with the teachers. A pollinator garden is also in the works.

As the group proceeded on the community tour, the local steering committee pointed out various vacant buildings, including former neighborhood markets that could be potential sites for the future community-owned grocery store. These included the former Winn Dixie on 4<sup>th</sup> Street in Old Louisville, a neighborhood with many senior residents. Other potential sites, such as the former Kroger grocery store at 2<sup>nd</sup> Street and East Breckinridge, have been purchased by Spalding University for future redevelopment.

The tour continued to the future Logan Street Market, located in a former candy and tobacco warehouse in Shelby Park. The building currently houses a specialty coffee roaster, but developers plan to add a microbrewery and a year-round indoor public market. The space will accommodate four restaurants, event space for community gatherings, and 30 food vendors. It is slated to open in 2019.

Just north of the Logan Street Market is a Metropolitan Sewer District combined sewer overflow basin constructed to prevent Louisville's combined sewers from overflowing into the adjacent Beargrass Creek during storm events. The basin is one of several large-scale infrastructure projects mandated by a consent decree between Louisville's Metropolitan Sewer District and EPA. Randy Webber, President of the Smoketown Neighborhood Association, met the group at the site to talk about the history of the neighborhood and the community's experience in self-organizing to advocate for equitable treatment during the basin design process. Two-thirds of Smoketown's constituents are low-income and people of color. The basin was the only



Figure 6 – The tour group in front of a former Kroger grocery store that has been vacant since closing in January 2017. It is owned by Spalding University. Photo credit: Northbound Ventures.



Figure 7– Designs for the future Logan Market. Photo credit: Ebony Walden



one of nine across the city originally planned for a residential area in an above-ground configuration that included a windowless building. Other basins were located in commercial and industrial areas or planned to be buried below ground with green space above. The community was successful in lobbying the Metropolitan Sewer District to bury the basin and would like to make more of the area despite limitations to its use.

The last stop on the tour was Hope Box, just a block away from the Smoketown Family Wellness Center. Theo Edmonds, part of the Hope Box project team, explained how the proposed redevelopment project will support neighborhood youth, provide basic services, and offer community economic development opportunities. Located in a building that most recently housed a liquor store, the building will provide space for ten different organizations, including a compassion clinic, a freedom school, and a laundromat. Groundbreaking is scheduled for spring 2019, and the project is expected to open in 2020. See **Appendix C** for more photos from the community tour.

## DAY 1: VISION AND VALUES

Twenty-four residents and community stakeholders attended the first public session of the workshop on the evening of August 23<sup>rd</sup>. The primary purpose of the community meeting was to hear from residents and other stakeholders about their hopes for the future of Louisville. Liliias Petit-Scott, Urban Agriculture Conservationist from the Jefferson County Soil and Water Conservation District, and Cassia Herron from the LACE Board, welcomed attendees to the event and spoke about the mission and vision of LACE and the activities underway to start a community-owned grocery store. Initial steps have been taken to develop the store's mission, vision, and values; survey community residents about their shopping preferences; hold monthly community and educational meetings; identify potential locations for a future store; and begin the legal process to set up a cooperative entity.

After initial remarks, the technical assistance team introduced the Local Foods, Local Places program with a short presentation that included an overview of the program's goals, impact, and reach across the country. The primary purpose of the community meeting was to hear from residents and other stakeholders about their hopes for the future of Louisville. The technical assistance team led attendees through an exercise



Figure 8 – Randy Webber, President of the Smoketown Neighborhood Association, explains the neighborhood's history with the Metropolitan Sewer District stormwater storage basin. Photo credit: Northbound Ventures.

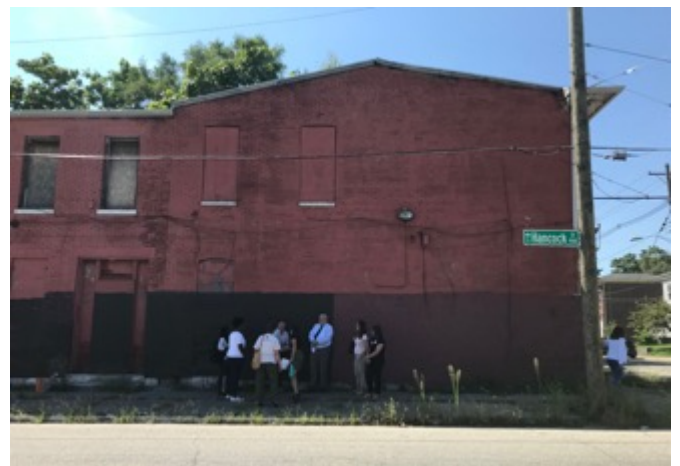


Figure 9 – The community tour group in front of Hope Box, a redevelopment project in Smoketown. Photo credit: Northbound Ventures.

designed to evoke statements that capture the community's vision and values (see Figure 10). Many of the values expressed will serve the community as it moves forward with project implementation; these include a commitment to equitable development, community-based ownership models, and improvement efforts that enhance the city's existing attributes rather than replacing or erasing them.

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

The community meeting concluded with a discussion and refinement of the proposed workshop goals. The positive, forward-thinking discussion established solid, shared ground for the remainder of the workshop.

## DAY 2: ACTION PLANNING

The second day of the workshop began with examples of strategies used by other communities to advance food system and place-making initiatives, including community-owned grocery stores. The technical assistance team gave an overview of food cooperatives, including examples of successful models of various sizes and with innovative co-location of complimentary organizations, programming, fundraising efforts, and community partnerships. For example, the Green Grocer in Anderson, West Virginia, raised \$30,000 from crowd funding, partners with a local food hub, and sources from nearly 40 local growers. In North Carolina, the Durham Co-op Market is co-located on a property with a Center for Child and Family Health and Duke Divinity School and has a \$3 dinner program every Thursday to attract visitors and improve profit margins. Upper Valley Food Co-op in White River Junction, Vermont, is much more than just a grocery store. The store features a community garden, library, movie nights, and an accessible \$100 membership fee that can be paid in \$25 installments over four years. Upper Valley shares its building space with the offices of Vital Communities, a regional non-profit that focuses on economic development, agricultural preservation, energy independence, and community-building.

### This I Believe...

#### *...about my community:*

- It has a lot of momentum environmentally, compassion and growth.
- There is huge untapped potential.
- It has resilience to fight historical racism.
- It is ready to come together and celebrate success.
- It can be more integrated through food.
- We can have a great grocery store.

#### *...about local food:*

- It should be the first option.
- Growing food improves mental health.
- It builds community pride.
- It brings power.
- It is environmentally more sustainable.
- It can improve lives.
- It should have no barriers.
- It is critical to health in the community.

Figure 10 – A sample of results from an exercise in which participants took turns finishing the sentences “This I believe about my community...” and “This I believe about local food...” See Appendix A for the complete set of responses.

### Community Mapping Exercise

After discussing the case studies, workshop attendees participated in an asset mapping exercise designed to generate ideas for the community in advance of action brainstorming. Using three maps, one each for the Old Louisville neighborhood, the Smoketown and Shelby Park neighborhoods, and the entirety of Louisville, workshop attendees identified the following items on each map with a corresponding colored dot and created a legend:

**RED:** Needing immediate help and attention, fixing, or improvement

**YELLOW:** Favorite things, favorites places, and assets

**BLUE:** New opportunities areas

**GREEN:** Existing local food system asset

Each group shared its map and takeaways from the conversations inspired by the exercise. Each map is included in **Appendix A**, but an example of the Smoketown/Shelby Park map is included in Figure 14.

### Action Planning

Workshop participants brainstormed ideas individually and then as a group to identify specific actions to support each of the community's goals. These were prioritized through a dot voting exercise. Participants self-selected into smaller groups to attend to the important task of filling in the details of actions prioritized for each goal. The goals and corresponding community action plan are in the following section.

In a final exercise, participants stood up individually to present an "offer" and an "ask." Offers are the one or two things that each person is committed to do to move the Local Foods, Local Places process forward and help the community achieve the goals outlined in the action plan. "Asks" are what participants expect or want from the rest of the group to support the success of the action plan's implementation. This can include help on specific tasks, technical assistance, financial support, or simply continued communication and cooperation from others. The full list of offers and asks is available in **Appendix A**.



Figure 11 – Participants placing dots on locations within the community that they identified as assets and opportunities. Photo credit: Northbound Ventures

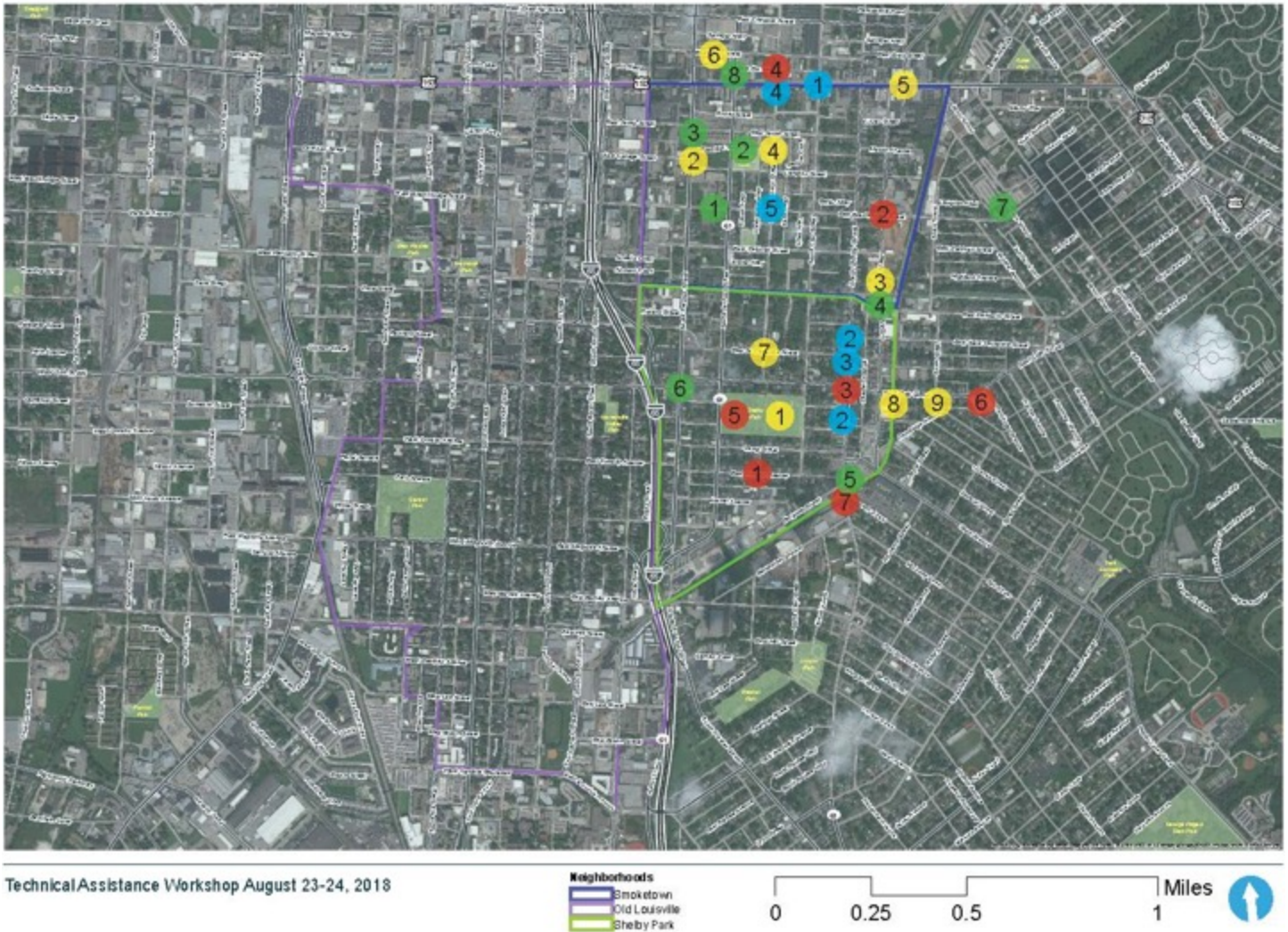


Figure 12 – Participants dot voting to prioritize brainstormed actions for each goal. Photo credit: Northbound Ventures



Figure 13 – Participants reporting out on the actions steps they developed for the goal they worked on in a small group. Photo credit: Northbound Ventures

LOCAL FOODS, LOCAL PLACES | LOUISVILLE, KENTUCKY (Shelby Park & Smoketown)



**Needs Fixing**

1. East Ormsby Ave (between S Jackson St & S Shelby St): very bad smell
2. Underutilized building
3. Scarlet's Bakery
4. BP
5. Shelby Park: bring back the pool
6. Development: Bradford Mill Lofts
7. Railroad intersection traffic and noise

**Favorite Places & Things**

1. Shelby Park: great green space, community events, play, play, play!
2. Youth Build
3. Tim Faulkner Gallery
4. Smoketown Family Wellness Center
5. Family Health Centers - East Broadway: produce prescriptions!
6. Gray Street Farmers Market
7. Community garden
8. Falls City Community BikeWorks / Community supported acupuncture
9. German-Paristown Rain Garden

**Opportunities**

1. E Broadway & S Clay St: potential store location
2. AV / Good Folk Coffee / building for sale / the park
3. Volunteers of America
4. Old East Coast Liquors: parking!
5. Hope Box

**Food System Element**

1. Coke Memorial United Methodist Church
2. St. Peter Claver Community Garden
3. Franciscan Kitchen / Franciscan Shelter House
4. Logan Street
5. Save-A-Lot
6. Whole Life Buying Club
7. Paristown Pointe Community Garden
8. Service berries for foraging

Figure 14 – Community mapping results for the Shelby Park & Smoketown neighborhoods.

## ACTION PLAN

The goals and supporting actions identified by the community are listed below. The tables that follow provide additional detail for each action. Also included is a list of possible actions brainstormed by workshop participants but not yet planned. Actions may have been left out for a variety of reasons, including inopportune timing, lack of a clear leader to implement them, or lack of funding. These actions are included to reflect the work product of the workshop participants and in recognition that they may become future actions as awareness of the action plan grows and more people become involved in its implementation.

- **Goal 1 – Improve access to healthy, fresh, and locally grown food in Old Louisville, Smoketown, and Shelby Park.**
  - Action 1.1: Update the community garden toolkit from Louisville Grows to address maintenance and upkeep issues of existing community gardens.
  - Action 1.2: Establish new school garden program(s) in neighborhood schools and revitalize dormant gardens.
- **Goal 2 – Establish a community-owned grocery store that exemplifies community ownership in initiatives that mutually support health and economic development.**
  - Action 2.1: Complete the by-laws and other legal documentation for the Louisville Community Grocery.
  - Action 2.2: Meet with potential financial lenders and project investors to determine what information they want to see in an eventual business plan for the Louisville Community Grocery.
  - Action 2.3: Hire a project manager for the Louisville Community Grocery, specifically to support a membership campaign.
  - Action 2.4: Recruit outreach partners and new members for the LACE Outreach Committee to support distribution of the Louisville Community Grocery Survey and future outreach initiatives.
  - Action 2.5: Develop informational materials that will support outreach and fundraising efforts for the Louisville Community Grocery.
  - Action 2.6: Conduct a fundraising campaign for the Louisville Community Grocery.
- **Goal 3 – Build partnerships and strategic collaboration between community members, organizations, and local government concerned with food, health, and economic development in the community.**
  - Action 3.1: Develop a master list of partner organizations and stakeholders concerned with food, health, and economic development in the neighborhoods targeted as locations for the community-owned grocery store.
  - Action 3.2: Reach out to the University of Kentucky to collaborate on its consumer food environment survey.
  - Action 3.3: Institute a monthly lunch/round table of those engaged in food and neighborhoods.
  - Action 3.4: Invite Louisville Metro Government representatives to participate in future planning meetings for the community-owned grocery store or to otherwise participate in the project's development.

- **Goal 4 – Increase access and lower barriers (e.g. costs, policy) for aspiring and existing entrepreneurs.**
  - Action 4.1: Research the process by which Louisville Metro Government’s Vacant and Public Properties Administration grants access to land and gather recommendations for improvements.
  - Action 4.2: Establish a dialogue with large landholders in the city about the benefits of allowing land to be used for agriculture.
  - Action 4.3: Advocate to Louisville Metro Government, Louisville’s Metropolitan Sewer District, and other land owners to extend the length of recommended land leases for growing from 3-5 year leases to 10-20 year leases.
  
- **Goal 5 – Use the community-owned grocery store to improve the physical environment in ways that support human-powered transportation, mitigate urban heat island effect, reduce flooding and increase safety.**
  - Action 5.1: Develop a set of important site characteristics to use in site selection and future site planning for the community-owned grocery store.

### **GOAL 1: Improve access to healthy, fresh, and locally grown food in Old Louisville, Smoketown, and Shelby Park.**

The Old Louisville, Smoketown, and Shelby Park neighborhoods are classified as low-income, low-access census tracts or food deserts. According to the USDA’s Food Atlas, a food desert is an area where a significant number or share of residents lives more than a given distance, in this case more than a mile, from the nearest supermarket. These communities have limited fresh food options due to a lack of grocery retailers or any permanent fresh produce market. Several grocery stores that once served these areas, including large retail brands and smaller neighborhood markets, have closed, leaving a gap in services to the community. Travel to the nearest grocery is difficult using public transportation and expensive without a vehicle. New Roots, a local non-profit, organizes residents in these neighborhoods to purchase organically grown, fresh produce from local farmers from May through October as part of its Fresh Stop Market program, but this is not a permanent or sufficient solution for the overall food needs of residents. The actions selected to support this goal address the need to make gardens in the neighborhoods—whether community gardens or school gardens—viable, sustainable initiatives, recognizing that community gardens are a way to empower residents to improve food access that is not dependent on outside funding or support.

**Action 1.1: Update the community garden toolkit from Louisville Grows to address maintenance and upkeep issues of existing community gardens.**

|   |   |
|---|---|
| <b>What this is and why it is important</b> | Community gardens can be an important part of improving resident access to fresh produce in Louisville food deserts. Old Louisville, Smoketown, and Shelby Park have multiple gardens, but lack of consistent maintenance and upkeep threaten their long-term viability. Well-maintained community gardens are more socially sustainable because they are viewed as community assets and retain more community support and participation. Poorly maintained gardens can become eyesores and generate community opposition to both existing and new gardens. Most community garden initiatives have been focused on establishing new gardens, but long-term maintenance and sustainability are equally important. The existing community garden toolkit created by Louisville Grows could be adapted to address maintenance and upkeep, which would enable use of the existing distribution channels and outreach networks already in place for its dissemination. |
| <b>Measures of success</b>                  | <ul style="list-style-type: none"> <li>● Maintenance level of gardens</li> <li>● Number of complaints from neighbors</li> <li>● Number of vacant beds</li> <li>● Number of applications for bed space</li> <li>● Number of families fed by the food</li> </ul>  |
| <b>Timeframe</b>                            | <ul style="list-style-type: none"> <li>● The toolkit is created and available by the beginning of 2019 for the next season (March 2019).</li> <li>● Workshops are held in March or April and throughout the season to share the toolkit.</li> </ul>   |
| <b>Lead</b>                                 | <ul style="list-style-type: none"> <li>● Simon Cozzens, Urban Agriculture Program Manager, Louisville Grows and Member of the Urban Agriculture Coalition</li> </ul>  |
| <b>Supporting cast</b>                      | <ul style="list-style-type: none"> <li>● Members of the Urban Agriculture Coalition would help with distribution             <ul style="list-style-type: none"> <li>○ Americana World Community Center</li> <li>○ Common Earth Gardens, Catholic Charities</li> <li>○ Food Literacy Project</li> <li>○ Jefferson County Soil and Water Conservation District</li> <li>○ Lots of Food</li> <li>○ Louisville Grows</li> <li>○ Louisville Community-owned grocery store</li> <li>○ Slow Food Bluegrass</li> <li>○ Jefferson County Cooperative Extension Service</li> </ul> </li> </ul>  |
| <b>Costs and/or resources needed</b>        | <ul style="list-style-type: none"> <li>● Information to create new toolkit component</li> <li>● Funding for production of toolkit and workshop to disseminate it</li> </ul>   |

|                                 |   |
|---------------------------------|---|
| <b>Possible funding sources</b> | <ul style="list-style-type: none"> <li>● Governor’s Office for Agricultural Policy for urban garden initiatives: <a href="https://agpolicy.ky.gov/funds/Documents/project-guidelines_gardens.pdf">https://agpolicy.ky.gov/funds/Documents/project-guidelines_gardens.pdf</a> (Application due by December)</li> </ul> |
|---------------------------------|---|

**Action 1.2: Establish new school garden program(s) in neighborhood schools and revitalize dormant school gardens.**

|   |  |
|---|--|
| <b>What this is and why it is important</b> | <p>Having access to school gardens and learning about how food grows at school can support students and their families in a number of ways. Students that develop an early appreciation for fresh fruits and vegetables may make better food and health choices. The garden also can be a tool for learning about math, science, art, and many other subjects. Gardening is a skill that can serve students their whole life. Several schools in the neighborhoods have dormant gardens. Re-establishing these gardens could be the easiest first step to expand the number of school garden programs.</p> |
| <b>Measures of success</b>                  | <ul style="list-style-type: none"> <li>● Number of schools with gardens</li> <li>● Number of students experiencing the gardens</li> <li>● Integration of garden into curriculum by teachers</li> <li>● Student attitudes about food</li> <li>● Hours of outdoor time</li> <li>● Social-emotional behavior improvement</li> <li>● Number of families that start their own gardens or join a community garden</li> </ul>   |
| <b>Timeframe</b>                            | <ul style="list-style-type: none"> <li>● Inventory existing school programs in neighborhoods (1 month).</li> <li>● Start conversations with existing school program managers and explore opportunities to build on what they are doing currently for garden education (3 months).</li> <li>● Revitalize at least one dormant garden by the start of the 2019 season (March/April).</li> </ul>  |
| <b>Lead</b>                                 | <ul style="list-style-type: none"> <li>● Michael George, Western Middle School Coordinator, Jefferson County Public Schools</li> </ul>   |
| <b>Supporting cast</b>                      | <ul style="list-style-type: none"> <li>● Urban Agriculture Coalition</li> <li>● Youthbuild Louisville</li> <li>● Louisville Grows (for technical assistance)</li> <li>● Jefferson County Soil &amp; Water Conservation District</li> <li>● Jefferson County Extension Office</li> <li>● Food Literacy Project</li> <li>● Dare to Care</li> </ul>   |
| <b>Costs and/or resources needed</b>        | <ul style="list-style-type: none"> <li>● Space on school grounds for gardens</li> <li>● Material for gardens beds (\$200 each)</li> <li>● Personnel to manage the gardens (\$50,000 annually)</li> </ul>   |



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| <b>Possible funding sources</b> | <ul style="list-style-type: none"> <li>● Jefferson County Community Public Schools</li> <li>● Norton Foundation</li> <li>● Governor’s Office for Agricultural Policy</li> <li>● SNAP-Ed for school-based food programming</li> <li>● Slow Food</li> <li>● Passport</li> <li>● Local business sponsors</li> <li>● Big Green (will depend on any future partnership agreement aligning with the mission and vision of the community and schools)</li> </ul> |
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Additional Goal 1 actions included some of the following ideas:

- Work to increase the number of points of sale that accept SNAP benefits.
- Build a permanent covered space with built-in coolers for a farmers markets.
- Create better signage for markets (permanent or temporary) offering fresh produce.
- Develop a Saturday night market at Logan Market as a community event that supports food and non-food vendors.
- Establish a platform or use an existing platform to share excess food.
- Develop direct ownership of community gardens.

**Goal 2: Establish a community-owned grocery store that exemplifies community ownership in initiatives that mutually support health and economic development.**

The Louisville Community-owned Grocery Store group, an initiative of LACE, has been organizing for three years around building a community-owned grocery store to address access to healthy foods. Participants in the New Roots Fresh Stop Market program are demonstrating that there is demand for local, fresh produce that could support a permanent market. A cooperatively owned business is of interest because it allows residents to be active participants in decision-making and to benefit financially from development in their community. Shared ownership helps to ensure equity and inclusion in bringing a food retailer back to these neighborhoods and that the project does not contribute to resident displacement. The actions below supporting this goal focus on next steps for the community-owned grocery store.

| <b>Action 2.1: Complete the by-laws and other legal documentation for the Louisville Community Grocery.</b> |   |
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| <b>What this is and why it is important</b>   | Formal by-laws and legal documentation will be necessary to the community-owned grocery store’s eventual operational and fundraising success. These documents will provide an organizational decision-making structure, help legitimize the concept of the community-owned grocery store, and be useful in the attraction of investors and members. |
| <b>Measures of success</b>  | <ul style="list-style-type: none"> <li>● Funding is secured to cover legal fees</li> <li>● The by-laws and all legal documentation are complete</li> </ul>  |
| <b>Timeframe</b>  | Before December 31, 2018  |

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| <b>Lead</b>                          | <ul style="list-style-type: none"> <li>● Cassia Herron, Research Manager, Louisville Association of Cooperative Economics</li> <li>● Amanda Fuller, Treasurer, LACE</li> </ul>  |
| <b>Supporting cast</b>               | <ul style="list-style-type: none"> <li>● LACE Steering Committee with members committing to a goal of raising \$1K each through donations from their networks or individuals</li> <li>● Ariana Levinson, Law Professor, University of Louisville</li> <li>● Kelsey Voit, Community Farm Alliance (help to research crowdfunding platforms)</li> </ul> |
| <b>Costs and/or resources needed</b> | Legal fees of \$10K (\$5K raised plus \$5K match)   |
| <b>Possible funding sources</b>      | <ul style="list-style-type: none"> <li>● Fund for Democratic Communities</li> <li>● Crowd funding</li> <li>● Individual donations</li> </ul>  |

**Action 2.2: Meet with potential financial lenders and project investors to determine what project milestones or other information they would want to see as part of a request for funding the Louisville Community Grocery.**

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| <b>What this is and why it is important</b> | A first step to building a business plan for the community-owned grocery store is for it to be credible and compelling to lenders and investors. LACE wishes to connect with potential investors in advance to determine their expectations. Specific project milestones or information identified by potential investors will help LACE to prioritize its activities. |
| <b>Measures of success</b>                  | <ul style="list-style-type: none"> <li>● Conversations are held with potential financial partners.</li> <li>● A list of what investors would need to see in the business plan is consolidated.</li> </ul>  |
| <b>Timeframe</b>                            | 3-5 months (February - March 2019)   |
| <b>Lead</b>                                 | Daniel Waters, LACE Market Research Committee  |
| <b>Supporting cast</b>                      | <ul style="list-style-type: none"> <li>● U.S. Small Business Administration</li> <li>● Community Ventures</li> </ul>   |
| <b>Costs and/or resources needed</b>        | <ul style="list-style-type: none"> <li>● Time</li> <li>● Introductions to funders</li> </ul>   |
| <b>Possible funding sources</b>             | N/A  |

**Action 2.3: Hire a project manager for the Louisville Community Grocery, specifically to support a membership campaign.**

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| <b>What this is and why it is important</b> | Starting the community-owned grocery store requires a lot of time and coordination. Volunteers on the LACE steering committee have largely managed the existing effort, but volunteers have limited time to devote to the project. In order to take the initiative to the next level, someone is needed whose full-time job is to coordinate and organize the community-owned grocery store. A membership campaign is seen as the most urgent need for the community-owned grocery store to increase interest and awareness, raise money from advance membership fees, and include future members in decision-making as soon as possible. A full-time manager could ensure that the campaign is completed relatively quickly. Members could lose interest if the campaign drags on too long. |
| <b>Measures of success</b>                  | A community-owned grocery store project manager is hired.  |
| <b>Timeframe</b>                            | 12-18 months   |
| <b>Lead</b>                                 | <ul style="list-style-type: none"> <li>● Cassia Herron, Research Manager, LACE</li> <li>● Amanda Fuller, Treasurer, LACE</li> </ul>  |
| <b>Supporting cast</b>                      | <ul style="list-style-type: none"> <li>● LACE Board</li> <li>● Interns</li> <li>● Councilman David James' intern (fundraising plans)</li> <li>● Volunteers interested in fundraising</li> </ul>  |
| <b>Costs and/or resources needed</b>        | Project Manager salary – Fundraising for \$100,000 to cover \$50,000 a year for two years  |
| <b>Possible funding sources</b>             | <ul style="list-style-type: none"> <li>● Local Foundations (Humana, Community Foundation of Louisville, James Graham Brown Foundation, Norton Healthcare Foundation)</li> <li>● University of Louisville School of Medicine Culinary Program</li> <li>● LG&amp;E/KU</li> <li>● Omni Hotel</li> <li>● Passport Health</li> <li>● Norton Healthcare Foundation</li> <li>● Center for Non-profit Excellence directory</li> </ul>  |

**Action 2.4: Recruit outreach partners and new members for the LACE Outreach Sub-committee to support distribution of the Louisville Community Grocery Survey and future outreach initiatives.**

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| <b>What this is and why it is important</b> | Surveying the community is important to ensure that a future community-owned grocery store responds to their needs and expectations. Every interaction is an opportunity to educate about the benefits of cooperatives. |
| <b>Measures of success</b>                  | Number of respondents. Goal: 700 respondents  |
| <b>Timeframe</b>                            | December 2018   |
| <b>Lead</b>                                 | Avalon Gupta Verweibe and Arielle Rogers, LACE Outreach Committee   |

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| <b>Supporting cast</b>               | <ul style="list-style-type: none"> <li>● University of Louisville Research Team and Interns</li> <li>● LACE Board</li> <li>● Volunteers</li> </ul>   |
| <b>Costs and/or resources needed</b> | <ul style="list-style-type: none"> <li>● Survey (<a href="http://bit.ly/LouisvilleCommunityGrocerySurvey">http://bit.ly/LouisvilleCommunityGrocerySurvey</a>)</li> <li>● Community-owned grocery store marketing and outreach materials</li> </ul> |
| <b>Possible funding sources</b>      | N/A  |

**Action 2.5: Develop informational materials that will support outreach and fundraising efforts for the Louisville Community Grocery.**

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| <b>What this is and why it is important</b> | LACE needs a variety of informational pieces to spread awareness of the planned community-owned grocery store and educate potential members about the value of community ownership in the project. Marketing and outreach materials also will support a fundraising campaign needed to raise money for hiring capacity, construction and/or renovation costs, and initial operational cash flow. |
| <b>Measures of success</b>                  | <ul style="list-style-type: none"> <li>● Research of marketing materials used by other community-owned grocery stores is completed.</li> <li>● Marketing materials are developed.</li> </ul>   |
| <b>Timeframe</b>                            | 6 months   |
| <b>Lead</b>                                 | Avalon Gupta Verweibe and Arielle Rogers, LACE Outreach Committee  |
| <b>Supporting cast</b>                      | <ul style="list-style-type: none"> <li>● Kelsey Voit, Organizing Director, Community Farm Alliance</li> <li>● Kertis Creative (creative agency)</li> </ul>   |
| <b>Costs and/or resources needed</b>        | <ul style="list-style-type: none"> <li>● Educational video about the community-owned grocery store project</li> <li>● One-pager with information about the community-owned grocery store project</li> <li>● Outreach Committee (video script)</li> </ul>   |
| <b>Possible funding sources</b>             | <ul style="list-style-type: none"> <li>● Balance of current fundraising effort (\$5,000 raised plus \$5,000 matched) not needed for legal fees</li> <li>● Pro bono legal and creative services</li> </ul>  |

**Action 2.6: Conduct a fundraising campaign for the Louisville Community Grocery.**

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| <b>What this is and why it is important</b> | Many of the most immediate actions require funding to support building capacity (e.g. paid staff for the Louisville Community Grocery) and developing resources to support outreach, membership recruitment, construction/renovation costs, and initial operational costs. Rather than try to raise funds for individual smaller initiatives one-by-one, a fundraising campaign would provide an umbrella effort for all fundraising needs and allow LACE to in turn use available funds by current priority. Participation in the annual Give For Good Louisville could be an important event for fundraising efforts and help to raise awareness of the cooperatively-owned grocery store project. Give For Good Louisville is the annual day of fundraising for local nonprofits. |
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| <b>Measures of success</b>           | <ul style="list-style-type: none"> <li>● Fundraising goal is met (\$100,000)</li> <li>● Number of unique contributors</li> <li>● Average contribution amount</li> <li>● Participation in the Louisville Give For Good in September 2019</li> </ul>   |
| <b>Timeframe</b>                     | <ul style="list-style-type: none"> <li>● July 2019: Submission of project for 2019 Give For Good due</li> <li>● December 2019: Completion of fundraising campaign</li> </ul>   |
| <b>Lead</b>                          | Amanda Fuller and Cassia Herron, LACE Fundraising Committee  |
| <b>Supporting cast</b>               | <ul style="list-style-type: none"> <li>● LACE Board</li> <li>● LACE Outreach Committee</li> </ul>  |
| <b>Costs and/or resources needed</b> | <ul style="list-style-type: none"> <li>● Time</li> <li>● Meeting space</li> <li>● Volunteers</li> <li>● Printing costs</li> </ul>  |
| <b>Possible funding sources</b>      | <ul style="list-style-type: none"> <li>● Neighborhood associations</li> <li>● Neighborhood churches</li> <li>● Metro Council discretionary funding</li> <li>● Department of Public Health’s Healthy Hometown Mini-Grant</li> <li>● Local Foundations (Humana, Community Foundation of Louisville, James Graham Brown Foundation, Norton Healthcare Foundation)</li> <li>● Give For Good Louisville</li> <li>● Fundraising events hosted by volunteers (house dinners, comedy show, benefit concert)</li> </ul> |

Additional Goal 2 actions included some of the following ideas:

- Host hyper-local food events with community gardens (e.g. mini markets).
- Talk to Smoketown Family Wellness Center about alternative funding and lending options.
- Visit and survey seniors in Old Louisville about their food preferences and availability.

**Goal 3: Build partnerships and strategic collaboration between community members, organizations, and local government concerned with food, health, and economic development in the community.**

The Local Foods, Local Places steering committee recognizes that for the community-owned grocery store project to be successful, it will require the extended, coordinated effort of many partners. Organizations can be siloed based on their priority focus areas and sometimes compete with one another for finite resources. Making an intention to collaborate and to apply a systems approach to initiatives will lead to more comprehensive and cohesive solutions for the community. A great deal of synergistic activity is underway connecting community organizations, and the prevailing belief is that each will benefit from greater organization and coordination. However, this coordination requires time and demands the involvement of numerous local government departments that can inform planning and help groups to navigate processes and procedures.

**Action 3.1: Develop a master list of partner organizations and stakeholders concerned with food, health, and economic development in the neighborhoods targeted as locations for the community-owned grocery store.**

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| <b>What this is and why it is important</b> | The intention of making a list is to connect with each of the organizations and individuals identified to build relationships. Making a list that can be shared widely will help ensure no groups are left out and make the planning process more inclusive. The list of individual stakeholders and organizations could be a foundation for outreach and fundraising appeals. Identifying specific roles and actions of partners will help to avoid overburdening the same individuals or organizations and help to show respect for and recognition of their investment of time. Partners could inform the market assessment and help with word-of-mouth communications. The list could include details to make it easy to sort based on need, e.g., location, area of expertise, role, strength of relationship, government liaison, etc. |
| <b>Measures of success</b>                  | <ul style="list-style-type: none"> <li>● List is created.</li> <li>● List is actively managed and utilized.</li> <li>● More individuals and organizations participate in the community-owned grocery store planning process.</li> <li>● Connections are formed.</li> </ul>   |
| <b>Timeframe</b>                            | 3 months   |
| <b>Lead</b>                                 | LACE Community Outreach Committee  |
| <b>Supporting cast</b>                      | <ul style="list-style-type: none"> <li>● Councilman David James, member for District 6 (intern capacity)</li> <li>● Social Justice Consortium of the University of Louisville</li> <li>● LACE Steering Committee</li> <li>● Local Foods, Local Places workshop participants</li> <li>● Food In Neighborhoods Community Coalition (FIN)</li> <li>● Community Foundation</li> <li>● Lift a Life Foundation Hunger Fellow (Monique)</li> </ul>  |
| <b>Costs and/or resources needed</b>        | <ul style="list-style-type: none"> <li>● Time</li> <li>● CiviCRM</li> </ul>  |
| <b>Possible funding sources</b>             | N/A  |

**Action 3.2: Reach out to the University of Kentucky to collaborate on its Local Food System Vitality Index, a survey of the consumer food environment.**

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| <b>What this is and why it is important</b> | LACE understands that Dr. Timothy Woods at the University of Kentucky is planning to conduct a consumer food environment survey, known as the Local Food System Vitality Index. LACE is interested in what this survey might yield in terms of consumer preference information for the community-owned grocery store and would like to collaborate to avoid duplication of efforts and prevent survey fatigue. |
| <b>Measures of success</b>                  | <ul style="list-style-type: none"> <li>● Information needed to inform development of the Louisville Community Grocery is integrated into the Local Food System Vitality Index survey.</li> <li>● Data collected is shared with LACE.</li> </ul>  |

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| <b>Timeframe</b>                     | September 24, 2018 for input on the Local Food System Vitality Index   |
| <b>Lead</b>                          | <ul style="list-style-type: none"> <li>Shannon Connelly, Program Coordinator, Louisville Farm to Table (Louisville Metro Government)</li> </ul>  |
| <b>Supporting cast</b>               | <ul style="list-style-type: none"> <li>Dr. Timothy Woods, Extension Professor, Department of Agricultural Economics, University of Kentucky</li> <li>Lilias Pettit-Scott, Urban Agriculture Conservationist, Jefferson County Soil and Water Conservation District</li> <li>Daniel Waters, LACE Market Research Committee</li> <li>Justin Mog, University of Louisville</li> </ul> |
| <b>Costs and/or resources needed</b> | Time   |
| <b>Possible funding sources</b>      | N/A  |

**Action 3.3: Institute a monthly lunch/round table of those engaged in food and neighborhoods.**

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| <b>What this is and why it is important</b> | LACE would like to convene individuals and organizations interested in food and neighborhood development informally, but on a regular basis (e.g. meet over lunch once a month). LACE believes this would help more members of the community build relationships and collaborations. It would be an opportunity to build awareness and support for the community-owned grocery store, break down silos of communications between groups, and facilitate connectivity and community cohesion. |
| <b>Measures of success</b>                  | <ul style="list-style-type: none"> <li>Meetings are a regular event (once a month).</li> <li>Meetings are well attended by a diverse group of stakeholders.</li> <li>Testimonials emerge around connections made and progress achieved together.</li> </ul>  |
| <b>Timeframe</b>                            | 0-4 months   |
| <b>Lead</b>                                 | <ul style="list-style-type: none"> <li>Lilias Pettit-Scott, Urban Agriculture Conservationist, Jefferson County Soil and Water Conservation District</li> <li>Food In Neighborhoods Community Coalition <ul style="list-style-type: none"> <li>Andrew Kang-Bartlett, Member Board of Directors at National Farm Workers Ministry</li> <li>Rachel Brunner, Program Manager, Common Earth Gardens (Louisville’s refugee agriculture program)</li> </ul> </li> </ul>                            |
| <b>Supporting cast</b>                      | <ul style="list-style-type: none"> <li>Former Power Members from the shuttered Network Center for Community Change</li> <li>University of Louisville Cooperative Consortium for Transdisciplinary Social Justice Research</li> <li>Urban Agriculture Coalition</li> <li>Louisville Health Advisory Board</li> <li>Dare to Care</li> <li>Kentuckians for the Commonwealth</li> <li>Center for Neighborhoods</li> </ul>  |
| <b>Costs and/or resources needed</b>        | <ul style="list-style-type: none"> <li>Time to organize</li> <li>Meeting space</li> <li>Participation incentives (e.g. continuing education credits, child care, refreshments)</li> </ul>  |

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| <b>Possible funding sources</b> | <ul style="list-style-type: none"> <li>● Food donation from Whole Foods</li> <li>● Space donation (Public Library, Smoketown Family Wellness Center)</li> </ul> |
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**Action 3.4: Invite Louisville Metro Government representatives to participate in future planning meetings for the community-owned grocery store or to otherwise participate in the project’s development.**

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| <b>What this is and why it is important</b> | City representatives could help inform the community-owned grocery store planning process by making sure that all relevant city rules and regulations are understood by everyone involved. City support and guidance could also help the planning group to acquire any needed permits. In addition, the community-owned grocery store would need city support to implement various safety and aesthetic improvements around the community-owned grocery store location such as safer pedestrian crossings, bicycle infrastructure, and streetscape enhancements like trees and benches. It makes the most sense to have someone from the Economic Development team attend meetings now to support the early stage business planning, site selection, and development work that needs to happen before other activities can move forward when a location for the community-owned grocery store is determined. |
| <b>Measures of success</b>                  | <ul style="list-style-type: none"> <li>● Participation by the city at every meeting</li> <li>● Responsiveness to specific requests for assistance (e.g. someone experienced in the city to partner with on federal grant opportunities)</li> </ul>   |
| <b>Timeframe</b>                            | <ul style="list-style-type: none"> <li>● Beginning ASAP and ongoing</li> </ul>   |
| <b>Lead</b>                                 | <ul style="list-style-type: none"> <li>● LACE Board</li> <li>● Shannon Connelly, Program Coordinator Louisville Farm to Table (Louisville Metro Government)</li> <li>● Office of Resilience and Community Services</li> </ul>  |
| <b>Supporting cast</b>                      | <ul style="list-style-type: none"> <li>● Small Business Development team, Department of Economic Development (Louisville Forward, Louisville Metro Government)</li> <li>● Andrew Doughty, Department of Public Health &amp; Wellness</li> </ul>  |
| <b>Costs and/or resources needed</b>        | <ul style="list-style-type: none"> <li>● Time to identify appropriate people and solicit participation</li> </ul>  |
| <b>Possible funding sources</b>             | N/A  |

Additional Goal 3 actions included some of the following ideas:

- Develop stronger relationships with Urban League and CDFIs that loan and advise on new business development and ownership.
- Develop mentor network to foster small business growth.
- Work with New Roots to discuss buying system for produce from local farmers.



**Goal 4: Increase access to capital and other resources and lower barriers for local aspiring and existing food entrepreneurs.**

Food entrepreneurs require access to capital and other resources to open and operate their businesses. For farmers, access to land is critical and requires considerable time, money, hard work, and patience for the land to be profitable and productive. For food producers, the cost to outfit a culinary or retail space, to purchase equipment, and pay for labor can be prohibitive to getting the business off the ground. It can be difficult to navigate the procedures and processes required to acquire property, loans, licenses, and/or permits, especially when there are different layers—federal, state, and local—of operational requirements. Helping new and existing businesses to start and grow is important not only to their success, but also to overall economic development and community revitalization. The actions selected to support this goal center on the needs for growers only, where there is currently interest and capacity. As capacity grows, food entrepreneurs’ needs can be addressed as well. Workshop participants acknowledged the need for more dialogue, advocacy, and equity in lowering the barriers to access space and resources for small and growing businesses.

**Action 4.1: Research the process by which Louisville Metro Government’s Vacant and Public Properties Administration grants access to land and gather recommendations for improvements.**

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| <b>What this is and why it is important</b> | Some individuals and organizations interested in growing food in Louisville have found it difficult to secure access to land and question the fairness of the request approval process. Advocates need better understanding of the criteria the city uses to decide who is granted and who is denied access to land to grow food. Coordinating any requests to make changes to the criteria used by decision-makers to grant or deny land access would help maximize the chances for positive changes. This is a multi-part action that includes researching the official process, gathering information from individuals with direct experience with the process, and starting a conversation about potential changes or improvements to facilitate access to land for urban agriculture. |
| <b>Measures of success</b>                  | <ul style="list-style-type: none"> <li>● Those with experience in the process, both successful and unsuccessful, are engaged to document their learnings.</li> <li>● A meeting between urban agriculture advocates and the Vacant and Public Properties Administration occurs.</li> <li>● Vacant and Public Properties Administration considers any requests for change identified by the group of interested and active growers.</li> </ul>   |
| <b>Timeframe</b>                            | <ul style="list-style-type: none"> <li>● 6 weeks – 6 months</li> </ul>   |
| <b>Lead</b>                                 | <ul style="list-style-type: none"> <li>● Interim lead: Liliias Pettit-Scott, Jefferson County Soil and Water Conservation District</li> <li>● Permanent lead: To be determined at the Urban Agriculture Coalition strategic planning retreat in January 2019</li> </ul>  |
| <b>Supporting cast</b>                      | <ul style="list-style-type: none"> <li>● Laura Grabowski, Vacant and Public Properties Administration</li> <li>● Louisville Grows</li> <li>● Common Earth Gardens</li> <li>● Jefferson County Cooperative Extension</li> <li>● Community gardeners</li> <li>● Food In Neighborhoods Community Coalition</li> <li>● Current and future users of growing space</li> <li>● University of Louisville (forthcoming resilience justice assessment of community garden policies)</li> </ul>   |

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| <b>Costs and/or resources needed</b> | <ul style="list-style-type: none"> <li>● Time</li> <li>● Contract information of prior and current applicants</li> <li>● Testimony from prior and current applicants</li> <li>● Social media for outreach</li> <li>● Vacant and Public Property Administration's website: <a href="https://louisvilleky.gov/government/vacant-public-property-administration/purchase-vacant-property-metro">https://louisvilleky.gov/government/vacant-public-property-administration/purchase-vacant-property-metro</a></li> </ul> |
| <b>Possible funding sources</b>      | N/A  |

**Action 4.2: Establish a dialogue with large land holders in the city about the benefits of allowing land to be used for agriculture**

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| <b>What this is and why it is important</b> | Some of the largest land owners in Louisville (e.g. Catholic and Presbyterian churches) may not be informed about the importance or value of land for growing food. If they understood the benefits and demand for growing space, they might be willing to allow some of their property to be used for production, either for larger plots for commercial farming or for community gardens. |
| <b>Measures of success</b>                  | <ul style="list-style-type: none"> <li>● Number of land holders contacted</li> <li>● Number of land holders who agree to meet</li> <li>● Amount of new land put into production</li> </ul>  |
| <b>Timeframe</b>                            | Continuous, conversations initiated by Spring 2019  |
| <b>Lead</b>                                 | <ul style="list-style-type: none"> <li>● Kelsey Voit, Organizing Director, Community Farm Alliance</li> <li>● Kurt Mason, Urban Conservationist, USDA's Natural Resource Conservation Service</li> </ul>  |
| <b>Supporting cast</b>                      | <ul style="list-style-type: none"> <li>● Shannon Connelly, Program Coordinator, Louisville Farm to Table (Louisville Metro Government)</li> <li>● Members of the Urban Agriculture Coalition</li> </ul>   |
| <b>Costs and/or resources needed</b>        | Time  |
| <b>Possible funding sources</b>             | N/A   |

**Action 4.3: Advocate to Louisville Metro Government, Louisville's Metropolitan Sewer District, and other land owners to extend the length of recommended land leases for growing from 3-5 year leases to 10-20 year leases.**

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| <b>What this is and why it is important</b> | Currently, the lease term for land to grow food in Louisville is just three years. Due to the high cost and effort often needed to establish a productive growing space, there is little incentive to growers/farmers to make the investment in a property if there is no guarantee that it will remain available for food production. Extending land leases for growing to 10-20 years could encourage more growers to bring city land into food production. |
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| <b>Measures of success</b>           | <ul style="list-style-type: none"> <li>● Current and aspiring growers/farmers self-organize to advocate for reconsideration of the land lease term for food production.</li> <li>● The minimum lease time for land in Louisville to grow food extends to longer than three years and preferably converts to more ownership opportunities.</li> </ul> |
| <b>Timeframe</b>                     | <ul style="list-style-type: none"> <li>● 12-18 months</li> </ul>   |
| <b>Lead</b>                          | <ul style="list-style-type: none"> <li>● Urban Agriculture Coalition</li> </ul>  |
| <b>Supporting cast</b>               | <ul style="list-style-type: none"> <li>● Shannon Connelly, Program Coordinator, Louisville Farm to Table (Louisville Metro Government)</li> <li>● Louisville Metro Government Vacant and Public Property Administration</li> <li>● Department of Economic Growth and Innovation</li> </ul>   |
| <b>Costs and/or resources needed</b> | Time   |
| <b>Possible funding sources</b>      | N/A  |

Additional Goal 4 actions included some of the following ideas:

- Develop list of needs, terms, requirements and expectations for growing and distributing food in Louisville.
- Continue promoting front- and backyard gardening, fruit trees, and edible landscapes.
- Identify an organization to fund a coordinator position for a local food policy council.
- Change city ordinance limiting livestock.
- Create a land trust that would hold land for the community-owned grocery store and other entities that grow/manufacture and/or sell food.
- Provide education about how land trusts work.
- Provide tax breaks to people who own businesses that develop economic opportunities.
- Invest in land trust/land link software (Ag Legacy Initiative) to connect beginning farmers with land and ownership opportunities.
- Develop a community space for processing, packaging, and marketing value-added products.

**Goal 5: Use the community-owned grocery store to improve the physical environment in ways that support human-powered transportation, mitigate urban heat island effect, reduce flooding and increase safety.**

The neighborhoods being considered by LACE for a new community-owned grocery store face many challenges to revitalization including two historic floods, a history of redlining and other forms of structural racism, low property values, and a high concentration of abandoned and vacant properties. The areas experience higher crime rates than other parts of the city, poor air quality, and increased heat island effect due to a lack of trees. Improvements to the physical environment would support mitigation of these negative impacts, and the community-owned grocery store, through its design, could be part of the solution.

**Action 5.1: Develop a set of important site characteristics to use in site selection and future sight planning for the community-owned grocery store**

|   |  |
|---|--|
| <b>What this is and why it is important</b> | <p>Having a list of agreed-upon criteria for the future site helps to ensure an unbiased decision and avoid controversy. A list also helps keep communication clear and everyone focused on what matters. A preliminary list of criteria includes:</p> <ul style="list-style-type: none"> <li>○ Safe bike route</li> <li>○ Public transit access</li> <li>○ Parking</li> <li>○ Near other community assets</li> <li>○ Offers potential for revitalization of a property and its surrounding neighborhood</li> <li>○ Near existing or potential green space and infrastructure</li> <li>○ Population density</li> <li>○ Sufficient space and storage capacity</li> <li>○ Potential for expansion</li> <li>○ Frontage on a two-way versus one-way street</li> <li>○ Necessary utilities</li> </ul> <p>The highest priorities would be access to transportation, increased open and green space, storm water management, and improved safety.</p> |
| <b>Measures of success</b>                  | Guidelines are ready and available to help prioritize site options   |
| <b>Timeframe</b>                            | 0-3 months   |
| <b>Lead</b>                                 | Daniel Waters, LACE Market Research Committee  |
| <b>Supporting cast</b>                      | <ul style="list-style-type: none"> <li>● Realtors</li> <li>● Utilities</li> <li>● Center for Neighborhoods</li> <li>● Neighborhood Associations</li> <li>● Residents (current)</li> <li>● Interns</li> </ul>   |
| <b>Costs and/or resources needed</b>        | Time   |
| <b>Possible funding sources</b>             | N/A  |

Additional Goal 5 actions included some of the following ideas:

- Create an “adopt a lot” program with citizens, neighborhood groups, churches, etc. whereby two years of maintenance and environmental improvement converts to ownership. Requirements would be different from those of the Cut It, Keep It program already in place.
- Encourage blocks to build community bonds through gardens on vacant lots.
- Have the cooperatively-owned grocery store initiative represented at the next Metro Land Development and Transportation Committee meeting.
- Petition for dedicated pedestrian and bike transit areas to help with food access.
- Develop a security plan for the future community-owned grocery store that is respectful and keeps everyone safe.

## IMPLEMENTATION AND NEXT STEPS

The steering committee held three calls in the weeks following the workshop to share community updates, review the action plan, and discuss outreach strategies for maintaining momentum and engagement in the process. Early progress and planning include the following:

- The steering committee will share the Local Foods, Local Places action plan and report with the Healthy Louisville 2025 planning work groups being led by the Louisville Metro Department of Public Health and Wellness Quality Improvement Team. At the Healthy Louisville 2025 kick-off event held on September 12, 2018, participants expressed the desire to address food-related issues as one of their priorities in developing the community health improvement plan.
- Louisville Farm to Table will reference the Local Foods, Local Places action plan and report in its strategic planning documents, particularly as it pertains to ensuring fair wages to farmers selling to a community-owned grocery store.
- The LACE Board will continue to meet monthly.
- LACE launched its second survey to understand consumers' last shopping experiences. Survey administration targets six neighborhoods using two teams of surveyors with the goal of collecting 700 responses. The survey includes pictures of potential locations for the community-owned grocery store, but the survey's goal is to get a general sense of preferred locations for the community-owned grocery store.
- Insider Louisville plans to feature LACE and the community-owned grocery store project in its November edition.

## APPENDICES

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