



# Community Action Plan for South Phoenix, Arizona

LOCAL FOODS, LOCAL PLACES TECHNICAL ASSISTANCE

November 2018



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

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## COMMUNITY STORY

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



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

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

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

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

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

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

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

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

With the advent of federal funds and water reclamation projects, modern industrial agriculture expanded throughout the valley in the early 1900s, with local farmers growing a wide variety of food and forage crops.<sup>11</sup> During World War II, the need for a superior extra-long staple cotton used in pneumatic aircraft tire production prompted a local boom in cotton agriculture given the ideal local growing conditions for that type.<sup>12</sup> Ironically, the same region supporting the war effort against Germany and Japan was simultaneously giving rise to flowers as a local commodity crop that was first introduced in 1936 by a local Japanese-American farmer. The farmer, Kajiuro Kishiyama, decided to add flowers to the already vibrant local Japanese-American farming mix of tomatoes, cantaloupe, lettuce, and other crops being grown in South Phoenix.<sup>13</sup> The internment of Japanese Americans during the war slowed development of this crop, though Kishiyama and others returned after the war to successfully continue growing flowers in South Phoenix. World War II also spurred new military installations that seeded local industrial development in Phoenix that slowly displaced agricultural land, infrastructure, and knowledge that preceded it.<sup>14</sup>

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<sup>6</sup> Scott Walker. Arizona State University Dissertation. "Making the Desert Bloom: Mexicans and Whites in the Agricultural Development of the Salt River Valley, 1867-1930." 2012. pp. 28-29. [https://repository.asu.edu/attachments/93749/content//tmp/package-WOVopg/Walker\\_asu\\_0010E\\_11915.pdf](https://repository.asu.edu/attachments/93749/content//tmp/package-WOVopg/Walker_asu_0010E_11915.pdf). Accessed Apr. 8, 2019.

<sup>7</sup> Ibid. pp. 35-52.

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

<sup>9</sup> Ibid.

<sup>10</sup> David Dean, Jean Reynolds, City of Phoenix Historic Preservation Office. African American Historic Property Survey, p 15. [https://www.phoenix.gov/pdds/site/Documents/HP/pdd\\_hp\\_pdf\\_00082.pdf](https://www.phoenix.gov/pdds/site/Documents/HP/pdd_hp_pdf_00082.pdf). Accessed Mar. 28, 2019.

<sup>11</sup> Dari Duval, Ashley Kerna Bickel, George Frisvold, Xinye Wu, Chenyang Hu. "Contribution of Agriculture to the Maricopa County and Gila River Indian Communities Economies." pp. 8-9. Department of Agricultural and Resource Economics Cooperative Extension, The University of Arizona, Jan. 2018. [https://cals.arizona.edu/arec/sites/cals.arizona.edu/arec/files/publications/contrib\\_ag\\_maricopa\\_county\\_GRIC\\_economies.pdf](https://cals.arizona.edu/arec/sites/cals.arizona.edu/arec/files/publications/contrib_ag_maricopa_county_GRIC_economies.pdf). Accessed Mar. 7, 2019.

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

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

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

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

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

## SOUTH PHOENIX LIVING CONDITIONS

The community story of South Phoenix would be incomplete without putting its land-use and economic history in the context of day-to-day living challenges that residents in the corridor have faced and are still facing. The fact is, South Phoenix residents have been marginalized in the past. To many people today, this is lost in the past. Those who have never experienced firsthand the hardships that many South Phoenix residents have endured might underestimate the potency of their suffering. Indifference and societal racial attitudes

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

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

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

also have sustained a lack of appreciation for South Phoenix residents' challenges, as well as a disregard for their will to succeed, their resiliency, and their contribution to the entire community.

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



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

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

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

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

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

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

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

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

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

## WORKSHOP BACKGROUND

In 2017, South Phoenix requested assistance through the Local Foods, Local Places program to develop an action plan for promoting the local food system and a healthy, walkable, economically vibrant community. The goals of the Local Foods, Local Places program are to create:

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

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

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

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

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

### Local Foods, Local Places Steering Committee

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

Figure 3 - Steering Committee Members

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

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

## COMMUNITY ENGAGEMENT

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

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

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

## EQUITABLE ENGAGEMENT

Given the concerns about equity expressed by residents, as well as the South Phoenix segregation history and racial legacy, the Local Foods, Local Places community engagement process took additional steps to consider how to make the engagement process more equitable and inclusive of residents who have traditionally been left out

### Local Foods, Local Places Technical Assistance Team

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

Figure 4 - Technical Assistance Team

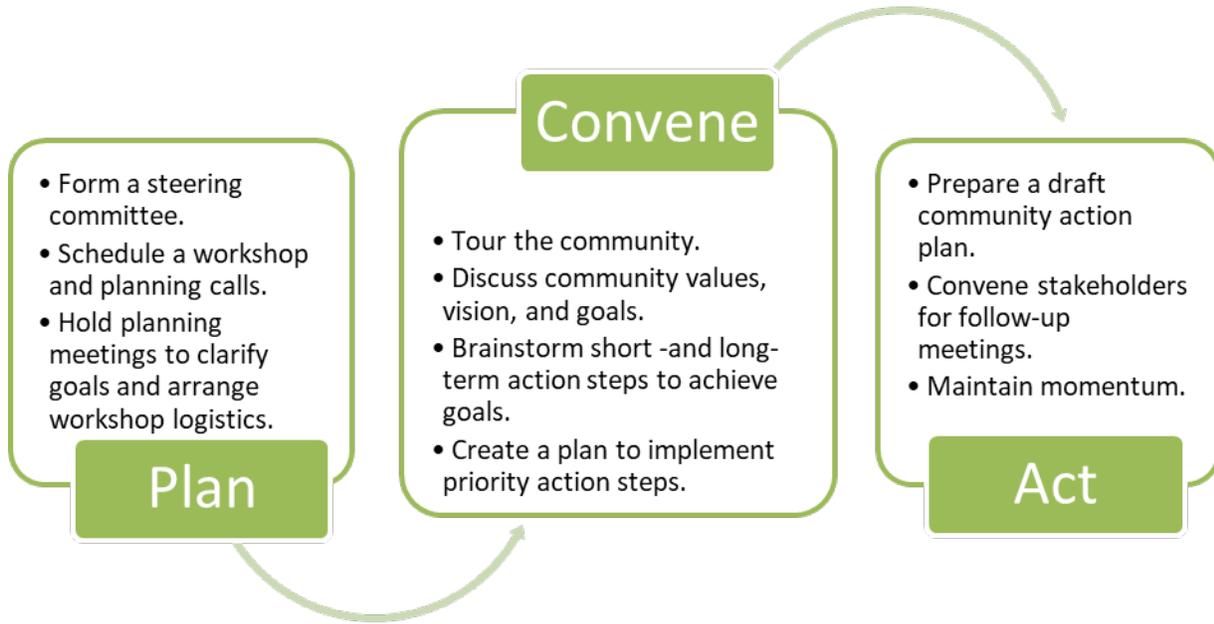


Figure 5 - Local Foods, Local Places Technical Assistance Process Diagram

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

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

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

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



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

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

Insite hosted joint meetings with several institutional partners, local leadership, and CoP members to consider values of equitable engagement and how to equitably engage the community. The meetings were designed to help participants find common ground on how to collectively develop an equitable food action engagement plan. The community engagement model employed by Insite has provided for a much deeper grounding of the food action plan initiative in traditionally marginalized local perspectives. The action table goals and supporting actions listed later in this report reflect Insite's community engagement legwork and the Local Foods, Local Places steering committee's recognition that community equity concerns must be woven into

each action and goal. The equitable community engagement model benefits cut across improvements to several areas, including the local food system, economic development, placemaking, health, and environmental improvement.

## COMMUNITY TOUR

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

After eating lunch at Los Altos, the tour group visited Spaces of Opportunity Farm on West Vineyard Road (Figure 7). Through leadership and advocacy from Cultivate South Phoenix, the farm opened in 2014 on 18 acres of vacant land leased from the local Roosevelt Elementary School District. At the time of the Local Foods, Local Places workshop, construction was underway on several farm facilities and an outdoor activity space with an amphitheater. Most of the site is dedicated to farming and community gardening. Currently, eight local farmers who grow crops on the site have utilized urban farming practices and tested different crops’ suitability to the arid climate and site soil conditions. The visit sparked conversation about the potential for using a community land trust to make more sites like this available around South Phoenix. The tour participants also learned about the ArtPlace project



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



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

that helped turn the vacant lot and farm into a visually interesting site.<sup>23</sup> The potential for more coordination among a network of different growers, including community gardens, school gardens, and private residential gardens was also discussed.

Tour organizers made a third stop at Azukar Coffee, located on Central Avenue (Figure 8). This shop was opened in 2017 by Sandra and Noberto Flores who were both born and raised in South Phoenix.<sup>24</sup> It represents one of the newer businesses in South Phoenix opened by local entrepreneurs who want to be a positive part of their community economic development. Over finely prepared drink offerings such as Agave Mesquite Latte and Cold Brew con Horchata coffee, the group discussed some of the opportunities and challenges of business development and entrepreneurship in South Phoenix. In the case of Azukar Coffee, the owners got their start with assistance from a local incubator called Hustle PHX, which provides business training and access to resources in the form of intellectual, social, and financial capital.<sup>25</sup> Azukar is a good example of how such tools can help create food destination opportunities within the Central Avenue Corridor. The start-up business does face challenges in offering food and drink options in an area where low household incomes limit the local market's ability to support new businesses. However, Azukar had been able to attract customers from South Phoenix and other parts of the city. Its owners even cite out-of-town customers from as far away as London, noting that they don't carry with them any preconceptions about South Phoenix that some Phoenix residents may.<sup>26</sup>



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



Figure 10 – Paris Masik of Green On Purpose, walks the tour group through the main food storage room of the Green on Purpose food hub.

The final stop on the tour included the facilities and campus of the Green on Purpose, Inc. community food hub and the demonstration farm and community garden next door, named Pueblo Viejo Fields, which is a Brownfields to Healthfields program site dedicated in 2017.<sup>27</sup> Many different partners came together to make the garden a reality. For example, its orchard fruit trees were paid for by Green on Purpose and from proceeds

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

<sup>24</sup> Azukar Coffee Celebrates Cultura, Vida, and Really Good Coffee in South Phoenix. Phoenix New Times. Nov. 7, 2017.

<https://www.phoenixnewtimes.com/restaurants/azukar-coffee-culture-art-good-mexican-coffee-south-phoenix-9838305>. Accessed Mar. 18, 2019.

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

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

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

of carbon offset purchases jointly paid for by Arizona State University and Duke University.<sup>28</sup> The garden is named in recognition of the ancient onsite Pueblo and Hohokum culture that once inhabited the area and is managed by Green On Purpose.<sup>29</sup> Current members of the Ruiz family, a longstanding South Phoenix family, helped create the garden and the food hub that sit on their land. The family also created the Espiritu Charter School next door to offer a faith-based schooling option for students in South Phoenix at pre-school, primary, and secondary education levels. They have dedicated immense time and effort to maintain and grow a strong community and ministry legacy started by their parents.

The tour group spent most of its time walking through the Green on Purpose, Inc. food hub, which includes a vehicle dock area, walk-in cold storage room, and commercial kitchen (Figure 10). Eight different independent food preparation operations use the facility. For example, Tepeyac, a food products supplier uses the food hub to prepare foods distributed to local South Phoenix schools.<sup>30</sup> Green on Purpose, in addition to operating the food hub, also works with several farmers around the region to supply food to a variety of local customers. The hub plays a key role in the logistics of these food operations and is responsible for moving a significant amount of local fresh produce. The hub has a close relationship with the neighboring Espiritu Charter School. Tepeyac works with Espiritu on food and nutrition services while Green on Purpose works with the school on a learning garden that is part of Pueblo Viejo. Green on Purpose is also working on starting a farmers market on nearby private property that might be suitable for that purpose.

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

### Tour Highlights and Observations

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

Figure 11 – Key takeaways from the community tour and observations on the many things happening in and around South Phoenix.

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

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

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

community action plan could acknowledge them and build on them to introduce similar sustainable operations elsewhere in South Phoenix.

## VISION AND VALUES – DAY ONE

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

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

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

To prime participant to think about their hopes and vision of the corridor, the technical assistance team led them through several interactive exercises, including a "This I believe..." exercise designed to draw out core values of the community. The group generated a lot of energy with this exercise and overarching themes

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

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

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

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

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

Figure 12 – Results of an exercise in which participants completed the statement "This I believe about my community..." Above are some of the words that came from participants reflecting the positive tone that framed the workshop's action planning sessions on day two.



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

emerged that are important for the community to keep in mind as it moves forward with all its goals (Figure 12).

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

## ACTION PLANNING - DAY TWO

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



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

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

## ACTION PLAN

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

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

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

The city of Phoenix uses an approach to community planning that includes city-wide policies and plans that get activated and implemented at the village planning area level. Ideally, this allows for distinct planning areas to be involved in shaping policies and programs that make sense within the neighborhood context. The city has used this approach for comprehensive planning around growth and new development, though outcomes may not have always been in alignment with the vision or desires of many local neighborhood residents, especially those who have traditionally been underrepresented in decision-making processes. More extensive community engagement that is sensitive to cultural and racial diversity improves the success of the city’s

planning approach and encourages more neighborhood autonomy and resident participation, better aligning city and neighborhood goals. The goal pays special attention to doing this in the context of the city-wide food action plan and the South Mountain Village, which is the designated village for this area and has a coordinating citizen commission. The village planning area approach is also being tested by the city of Phoenix in the implementation of a city-wide food action plan, the first of its kind in the Maricopa County region. The supporting actions under this goal clarify next steps for the South Phoenix food system stakeholders to explore and integrate food system goals into the established planning processes of the city and other community stakeholders.

<b>Action 1.1: Identify goals and policies from the Phoenix Food Action plan that need to be prioritized and implemented at the South Mountain Village level.</b>	
What this is and why it is important	<ul style="list-style-type: none"> <li>Engages local elected officials, and other bodies that influence decision making.</li> <li>Allows for the activation of the Phoenix General Plan and the 2050 Local Food System goals, through the Phoenix Food Action Plan in a way that makes more sense from the South Phoenix perspective.</li> <li>Includes food projects into the design of stations and park and ride facilities (e.g., farmers markets, kitchens, “take a brake” restaurants).</li> </ul>
Measures of success	<ul style="list-style-type: none"> <li>Completed village-level plan/checklist/element</li> <li>Coordination with Phoenix Planning &amp; Development department to incorporate food access as transit-oriented plans/designs are completed</li> <li>High-priority goals for South Mountain Village include at least two equity-specific food-access and placemaking goals.</li> </ul>
Timeframe	<ul style="list-style-type: none"> <li>A draft city-wide plan to be completed in 2019</li> <li>A South Phoenix Food Action Plan could be completed by December 2019</li> </ul>
Lead	<ul style="list-style-type: none"> <li>Rosanne Albright, city of Phoenix</li> <li>Local Foods, Local Places steering committee</li> </ul>
Supporting cast	<ul style="list-style-type: none"> <li>Interdepartmental staff resource group</li> <li>Maricopa County Food System Coalition</li> <li>Maricopa County Department of Public Health</li> <li>Health Improvement Partnership of Maricopa County</li> <li>Valley of the Sun United Way</li> </ul>
Costs and/or resources needed	<ul style="list-style-type: none"> <li>Agency and staff time</li> </ul>
Possible funding sources	<ul style="list-style-type: none"> <li>No new funding needed to complete</li> </ul>

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

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

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

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

Costs and/or resources needed	<ul style="list-style-type: none"> <li>● Staff time</li> </ul>
Possible funding sources	<ul style="list-style-type: none"> <li>● No new funding needed to produce</li> </ul>

**Action 1.4: Engage the Roosevelt School District and the South Mountain Community College in developing the action plan.**

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

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

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

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

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

Possible funding sources	<ul style="list-style-type: none"> <li>● Piper Foundation (Interfaith Cooperative Ministries Food and Clothing Bank funding)</li> <li>● Hustle Phoenix/Arizona State University business incubator</li> <li>● Arizona Community Foundation</li> <li>● U.S. Economic Development Administration</li> <li>● U.S. Department of Agriculture</li> <li>● Maricopa County Public Health Department</li> <li>● U.S. Department of Health and Human Services – Federal grant funding U.S. Economic Development Agency for children and families</li> <li>● Wells Fargo</li> <li>● LISC</li> </ul>
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**Action 2.2: Create an urban farm with produce going to food partners as part of its mission, with youth and adult job training.**

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

Possible funding sources	<ul style="list-style-type: none"> <li>● Valley of the Sun United Way</li> <li>● Vitalyst Health Foundation</li> <li>● LISC</li> </ul>
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**Goal 3: Establish community engagement processes.**

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

<b>Action 3.1: Use storytelling to capture the narrative of marginalization and perspective on existing projects, budding projects, and what is already working in the community.</b>	
What this is and why it is important	<ul style="list-style-type: none"> <li>● Connects the history of the community and community narratives to current decision-making processes.</li> <li>● Builds a stronger sense of place by connecting with the history of the corridor.</li> <li>● Makes issues of health, addiction, and incarceration visible to the village planning process.</li> <li>● Increases knowledge of existing community assets.</li> <li>● Includes community members in storytelling projects as participants and creators.</li> </ul>
Measures of success	<ul style="list-style-type: none"> <li>● Stories collected and archived.</li> <li>● Opportunities identified to share these stories, such as in community-based conferences, public fairs, and other events where residents gather.</li> <li>● Distinct themes emerge from the stories told.</li> <li>● Stories disseminated, and responses to the stories are collected.</li> </ul>
Timeframe	<ul style="list-style-type: none"> <li>● Initiate by September 2019.</li> <li>● Evaluate progress and direction 6 months after of completion of events.</li> </ul>
Lead	<ul style="list-style-type: none"> <li>● Rosanne Albright, city of Phoenix</li> <li>● Insite Consultants</li> <li>● South Phoenix Resident Community of Practice</li> </ul>
Supporting cast	<ul style="list-style-type: none"> <li>● Local Foods, Local Places steering committee</li> <li>● South Mountain Community College</li> </ul>

Costs and/or resources needed	<ul style="list-style-type: none"> <li>● Archive with the South Mountain Community College Our Story Project</li> <li>● Donations</li> <li>● Ashley Hare</li> <li>● La Lucha, Poder, Black Lives Matter - merge into recipe book</li> </ul>
Possible funding sources	<ul style="list-style-type: none"> <li>● None identified</li> </ul>

**Action 3.2: Use community potluck suppers and other meal events to educate residents about local foods, and to recruit for further community engagement. Follow up on how local foods could be incorporated into food purchases and preparation.**

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

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

What this is and why it is important	<ul style="list-style-type: none"> <li>● It is important to determine the most common ways residents and stakeholders get information and pursue those information outlets.</li> </ul>
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Measures of success	<ul style="list-style-type: none"> <li>● Five approaches to pursue are identified.</li> <li>● Participation in local food initiatives and source from which participants found information is tracked.</li> <li>● A matrix is created showing the best outreach tools for different population subsets within South Mountain Valley to receive information/news.</li> </ul>
Timeframe	<ul style="list-style-type: none"> <li>● 2<sup>nd</sup> Quarter 2019</li> <li>● Re-evaluate after 60 days</li> </ul>
Lead	<ul style="list-style-type: none"> <li>● Work with Local Foods, Local Places steering committee to locate a leader</li> </ul>
Supporting cast	<ul style="list-style-type: none"> <li>● Lupita Samoya</li> <li>● Local radio (English and Spanish – KDIF)</li> <li>● Puente Arizona</li> </ul>
Costs and/or resources needed	<ul style="list-style-type: none"> <li>● City of Phoenix for printing and production</li> <li>● Arts Place America for local social media consultation</li> <li>● AZ-Creative Placemaking for local social media consultation</li> <li>● Local 1<sup>st</sup> and Fast Pitch for local social media consultation</li> </ul>
Possible funding sources	<ul style="list-style-type: none"> <li>● Valley of the Sun United Way</li> <li>● Vitalyst Health Foundation</li> </ul>

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

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

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

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

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

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

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

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

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

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

What this is and why it is important	<ul style="list-style-type: none"> <li>● Keeps decision makers informed and can prompt more effective support of locally driven community improvement efforts.</li> <li>● Sets clear expectations among elected officials, community members, and developers.</li> </ul>
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Measures of success	<ul style="list-style-type: none"> <li>● South Mountain Village Planning Committee is a platform for advancing topic.</li> <li>● Stakeholders are committed to message and policy/program initiatives.</li> <li>● The “whys” and “asks” of approaching the city and other decisionmakers are determined.</li> <li>● What relevant information is needed is determined (e.g., information boosting the case for acquiring resources to initiate South Mountain Valley job training programs for prospective minority-owned food processing businesses).</li> </ul>
Timeframe	<ul style="list-style-type: none"> <li>● Initial discussion of Local Foods, Local Places workshop to South Mountain Village Planning Committee in 2<sup>nd</sup> Quarter 2019</li> <li>● Presentation #2 to South Mountain Village Planning Committee by December 2019, after completion of resource directory and identification of gaps.</li> </ul>
Lead	<ul style="list-style-type: none"> <li>● Rosanne Albright, city of Phoenix</li> <li>● City of Phoenix Planning and Zoning Department</li> <li>● City elected officials</li> <li>● City of Phoenix Community and Economic Development Department</li> <li>● South Mountain Village Planning Committee</li> <li>● Local Foods, Local Places steering committee</li> </ul>
Supporting cast	<ul style="list-style-type: none"> <li>● South Phoenix resident Community of Practice</li> <li>● Community liaisons</li> </ul>
Costs and/or resources needed	<ul style="list-style-type: none"> <li>● Staff time – to talk to everyone and design an engagement process</li> </ul>
Possible funding sources	<ul style="list-style-type: none"> <li>● No new funding is required to produce summary</li> </ul>

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

What this is and why it is important	<ul style="list-style-type: none"> <li>● Policies can address barriers to food procurement by the city’s school districts, starting with the Roosevelt District.</li> <li>● Stronger relationships can build trust and identify new opportunities for local food procurement.</li> </ul>
Measures of success	<ul style="list-style-type: none"> <li>● Communication is easy and fluid between stakeholders.</li> <li>● There is a true understanding of costs and needs of all stakeholders.</li> <li>● A percentage target for institutional purchases from minority-owned businesses or cooperatives is set.</li> </ul>
Timeframe	<ul style="list-style-type: none"> <li>● Following completion of resource directory.</li> <li>● Develop relationships with school district stakeholders by December 2019.</li> </ul>

Lead	<ul style="list-style-type: none"> <li>● Jayson Matthews, Valley of the Sun United Way</li> <li>● University of Arizona Cooperative Extension</li> <li>● Roosevelt School District</li> <li>● Spaces of Opportunity</li> <li>● State procurement representatives</li> </ul>
Supporting cast	<ul style="list-style-type: none"> <li>● Arizona State University</li> <li>● Ashley Schimke, Arizona Department of Education</li> </ul>
Costs and/or resources needed	<ul style="list-style-type: none"> <li>● Staff time</li> <li>● Inventory and gaps report</li> </ul>
Possible funding sources	<ul style="list-style-type: none"> <li>● No new funding is required to complete task</li> </ul>

## IMPLEMENTATION AND NEXT STEPS

Following the workshop in November, the steering committee and technical assistance team reviewed documentation and discussed progress in follow-up calls. A key concern of the workshop was engagement of the local community, yet attendance by local residents was relatively low. This low attendance could be due to time and job conflicts, child care, insufficient steering committee outreach, or residents’ possible public meeting fatigue stemming a history of community concerns being expressed in public meetings and then later ignored. The Local Foods, Local Places steering committee recognizes the limitations of input gathered from a small number of participants and the need to take additional steps to truly integrate community concerns and input into an action plan. The following activities were conducted post-workshop as initial steps to gather more extensive community input, especially from traditionally marginalized voices before implementing the action plan.

- The City of Phoenix with other members of the steering committee held a community meeting on February 27, 2019, which included participants representing the South Phoenix Community of Practice described in the engagement section of this report, to further discuss values of community engagement and review the Local Foods, Local Places goals and strategies in this action plan. The discussion focused on defining what equitable community engagement should be in South Phoenix. One of the themes that came out of the discussion was needing to/having to move “at the speed of trust”—in other words slow the process down enough to build the trust necessary to advance.
- Since the workshop, the steering committee has already planned and hosted additional community conversations on the food action plan. More events are planned and will be advertised through the city of Phoenix website and social media, the steering committee, the South Phoenix Resident Community of Practice, and partners.
- Steering committee members and members of the Local Foods, Local Places resource team coordinated to bring the outcome of the workshop to the Arizona Healthy Communities Conference, a large annual gathering of stakeholders from across the state working to create healthier, more equitable places.

- With input from the steering committee, the city of Phoenix commenced the process of building a “road show” for the purposes of engaging community members and briefing elected officials on the outcome of the workshop.
- The city of Phoenix is working to replicate the Local Foods, Local Places process in other areas of the city, starting with West Phoenix, to further the neighborhood implementation of the Phoenix Food Action Plan.

## APPENDICES

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