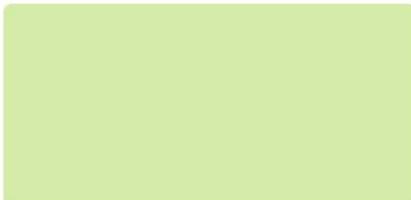




LOCAL FOODS, LOCAL PLACES

Technical Assistance Program



Building Our Local Food Economy Workshop

A Strategic Action Plan for the Acadiana Food Alliance

June 12, 2015



Community Story

Acadiana is a collection of seven parishes in south Louisiana known for its strong French Acadian culture, language, and food traditions. The City of Lafayette is the geographic, civic, and cultural center of the Acadiana region – Cajun and Creole Country – and home to such food and music festivals as the Bayou Food Festival, Festival International de Louisiane, Festivals Acadiens et Creoles, the South Louisiana Blackpot Festival and Cook Off, Gulf Brew beer tasting festival, and the state's second largest Mardi Gras celebration, among many others.

Lafayette is a city of about 123,000 people located on the Vermillion River and the seat of Lafayette Parish. Known as “Hub City” for its historical function as a railroad hub and as the center of Cajun and Creole Culture, Lafayette is home to the University of Louisiana at Lafayette, the state’s second largest university with about 17,000 students. The city also has a compact and walkable downtown that is undergoing redevelopment. The downtown has many historic buildings and the recently constructed Rosa Parks Multi-modal Transportation Center, which serves as a transfer point for local bus service, regional Amtrak service, community meeting space, and consolidated City-Parish government offices.

Acadiana agriculture and food products have grown quickly in national identity in the last several years, and Acadiana has been recognized as a rich agricultural area that often uses traditional cooking of the Deep South and offers value-added Cajun and Creole food products. In the past two years, Lafayette was deemed a Top 10 Foodie City by Livability.com and received the title of Tastiest Town by *Southern Living Magazine*. Lafayette and its surrounding cities are part of a small community with international cuisine and festivals. The Cajun and Creole culture revolves around food and music. A



Figure 1 - Photo series by Denny Culbert
<http://www.dennyculbert.com/>

Harvard study published in 2014 using data from the Centers for Disease Control and Prevention named Lafayette as the happiest city in America.

There has been a growing realization that the Acadiana region contains many pockets of excellence in local foods, but they are not all connected. Many different people contribute to the local food economy and culture, but the wide variety of roles, perspectives, and resources are not well coordinated. Key stakeholders – including farmers, chefs, community organizers, and agencies focused on planning, economic development, and downtown development – want to create a mechanism that brings the different elements of the food economy together in order to boost economic growth, enhance the sense of regional identity, strengthen food security, and provide new educational opportunities. A group of 20-30 of these stakeholders began meeting in 2014 to connect the dots and identify the most important things to focus on, with the objectives of defining a strategic plan, projects, and an organizational framework to advance the initiative.

Thus was created the Acadiana Food Alliance (AFA), which led to the community's application for technical assistance from the federal Local Foods, Local Places program. The Local Foods, Local Places is a program supported by EPA, the U.S. Department of Agriculture (USDA), the Centers for Disease Control and Prevention (CDC), the U.S. Department of Transportation (DOT), the Appalachian Regional Commission (ARC), and the Delta Regional Authority (DRA) to help create more livable places by promoting local foods. Lafayette was one of the 26 communities of more than 300 applications nationwide in 2015 that were awarded this technical assistance.¹

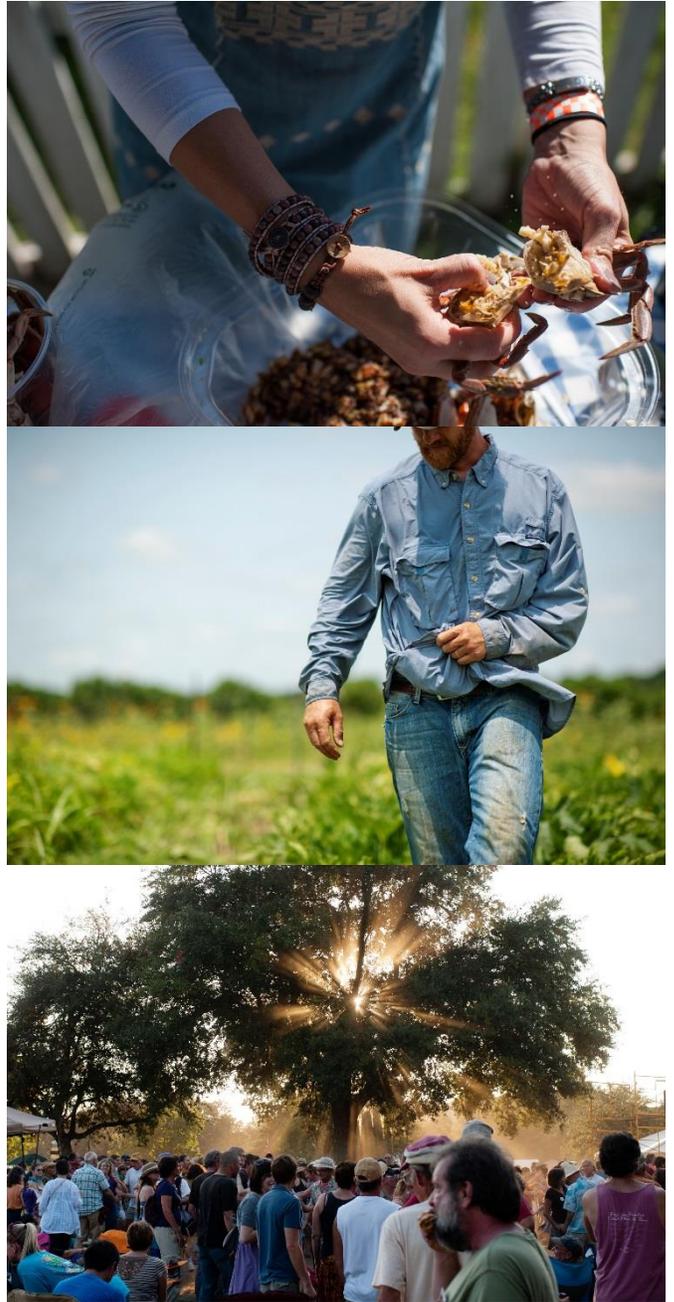


Figure 2 - Photo series by Denny Culbert
<http://www.dennyculbert.com/>

¹ http://www.whitehouse.gov/sites/default/files/docs/announcement_-_local_foods_local_places_2014_final.pdf
<http://www.epa.gov/smartgrowth/sp-local-foods-local-places.html>

AFA's goal is to create a productive regional hub in Lafayette that promotes and advances Acadiana farmers' diverse growing capacity and the region's unique food culture - Cajun and Creole cuisine and value-added products. AFA aims to capitalize on the increasing demand for local food while fostering a healthier, more sustainable community and Acadiana region. The Alliance aims to:

- Provide resources and technical assistance to the region's farmers.
- Foster entrepreneurship by boosting economic opportunities for local farmers and businesses.
- Revitalize the downtown and local communities by improving access to local, healthy food and local food enterprises.
- Promote and teach about traditional cooking and healthy alternatives.

Engagement

The Lafayette Consolidated Government, in partnership with the Lafayette Convention and Visitors Commission, the Lafayette Economic Development Authority, the Downtown Development Authority and other partners, hosted a small team of federal staff and consultants for a two-day Local Foods, Local Places workshop on March 3-4, 2015, to help develop a strategic work plan, timeline, roles, and responsibilities for the Acadiana Food Alliance. The workshop, entitled *Building our Local Food Economy*, included representatives of the Lafayette Economic Development Authority, Lafayette Consolidated Government, the Lafayette Downtown Development Authority, the Lafayette Convention and Visitors Center, community-based advocacy organizations, such as EarthShare Gardens, the Lafayette Farmers and Artisans Market, business owners, farmers, area hospitals, the University of Louisiana at Lafayette, and the Lafayette Parish School Board. Federal agencies participating in the workshop included the United States Department of Agriculture (USDA), United States Environmental Protection Agency (EPA) and United States Department of Housing and Urban Development (HUD).

The workshop began with a tour of the Gotreaux Family Farms, a 25-acre operation in Lafayette Parish that provides organic local produce to area restaurants and direct to customers at their own market. Participants then visited Acadiana High School, where teacher Brandon Broussard demonstrated the school's agriculture curriculum, facilities, and greenhouse, and discussed ideas for expanding the curriculum to other schools in the region. Those visits were followed by visioning, brainstorming, and action-planning discussions among a diverse group of citizens and local, state, and federal stakeholders. These discussions helped participants identify the community values that underlie the action plan for their local food initiatives, which include solidifying a structure for the Acadiana Food Alliance. These discussions also clarified how local foods can help make Lafayette and the Acadiana region healthier, more resilient, and economically vibrant by further developing and showcasing the regional food culture. Participants identified obstacles to and solutions for expanding access to local foods and created the action plan described in this document.



Figure 3 - Group photo, end of day two

The technical assistance conducted for Local Foods, Local Places has three phases. The tours and the two day workshop are the middle phase. Three calls were held before the workshop and four calls were held after the workshop. The graphic below illustrates the phases of work:

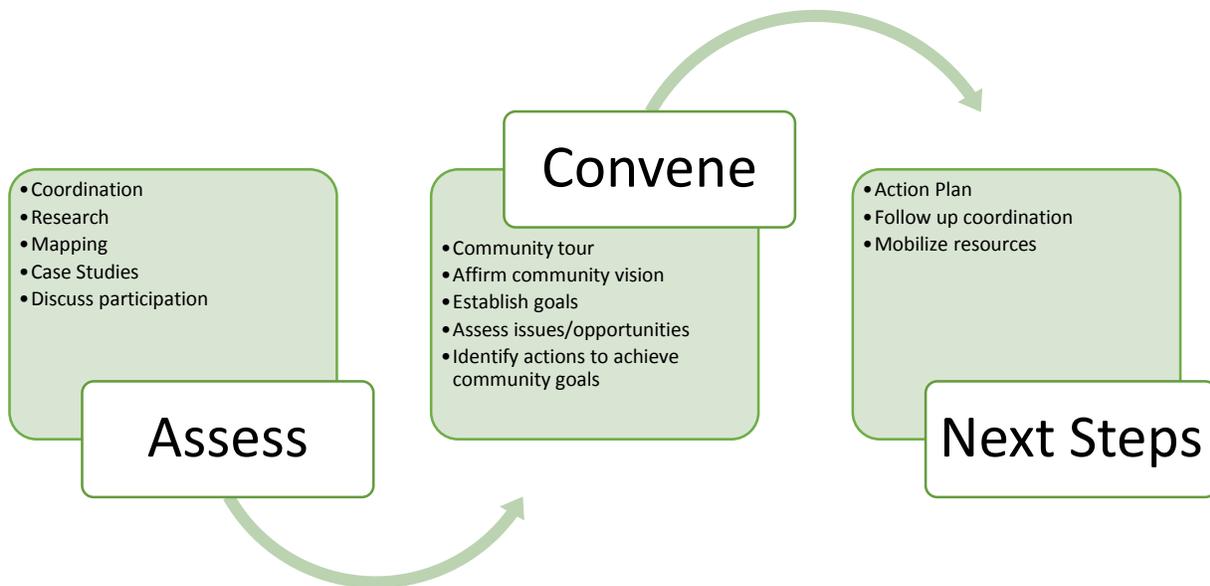


Figure 4 - Technical Assistance Process Diagram

Vision and Values

The first night of the workshop began with exercises to have participants share their core values and beliefs. Values drive aspirations for the future, and voicing these are key to developing a more detailed action plan the following day. In the first visioning exercise, participants were asked to individually stand and say something they believe about their community and the potential for the Acadiana Food Alliance. The statements bulleted on the next page were all preceded by “This I Believe.”

Local Foods, Local Places Technical Assistance Workshop

- *Acadiana loves food.*
- *Working together will make great things happen.*
- *Students are our future.*
- *There is momentum in our community.*
- *Acadiana is the motherland of food and culture.*
- *These aren't new ideas but revisiting ideas our relatives had.*
- *We're going to eat some good food.*
- *Brian Gotreaux will grow it.*
- *Acadiana is so uniquely interesting.*
- *We are a caring and rallying community.*
- *Cajun culture can be a healthy culture.*
- *We can impact health by going local.*
- *A lot of traditional knowledge but have to cultivate or encourage.*
- *We can support our local farmers*
- *We can do this!*
- *Surmounting obstacles producers have.*
- *We don't realize how unique and valuable what we have is.*
- *Will really help our youth!*
- *Experienced farmers can teach youth.*
- *If it is going to be done right it will be done here.*
- *Small farms can feed our community.*
- *If we envision it we can make it happen.*
- *This is a microcosm of the comprehensive plan.*
- *We can provide healthy food to neighbors and elders.*
- *We invited the right people to this meeting.*
- *We need to connect dots.*
- *Together we can provide.*
- *We are fortunate to have a year-round growing season.*
- *Healthy food is a right.*
- *Create another festival around food.*
- *Innovation is necessary.*
- *We have a resilient culture that's capable.*
- *Our community is invested in understanding the full circle.*
- *Small farmers are on their way back in this part of Louisiana.*
- *Culture of celebration and eating everything in sight.*
- *We are the worst state in the union for heart disease.*
- *Tonight marks the beginning of making it happen.*
- *We have the ability to close the gap for food insecurity.*
- *People want to eat better food but some just don't know it yet.*
- *Educating the community about the problem is the best way to solve the problem.*

In the second visioning exercise, participants were asked to create a headline for a story from the future where something good had just happened. The headlines are listed below; more detail on each one is provided in Appendix B.

- **Public Health of the State of Louisiana is No. 1 in the Country**
- **Small Farms in Acadiana Succeed with Community Support**
- **Community over Commodity**
- **Healthiest Region in the Country**
- **Ragin' Cajuns Lead Louisiana to #1 in Fresh Produce Consumption per Capita**
- **CADE Farm Celebrates 20 Years of Research and Education**
- **Acadiana Declared the Nation's First Food Oasis as Its Final Food Desert is Eliminated**
- **Lafayette Named Healthiest City in U.S. – Population Demands Local Sourcing at Restaurants Action Plan**



Figure 5 - Day two of the workshop

The primary product of the workshop was a strategic action plan to guide implementation. The plan is composed of goals and actions to meet those goals. Appendix A contains the full action plan. The five goals developed during the workshop and a supplementary goal established after the workshop were derived largely from the list of 22 previous objectives set by the Acadiana Food Alliance in 2014.

The purpose of the workshop was to further clarify, prioritize, and define roles and responsibilities for moving forward. A prioritization exercise was conducted to elevate the five most crucial next steps for action, with the understanding that all 22 objectives still hold importance for the future and are not necessarily being discarded. The goals and actions that are part of this plan are summarized below. Appendix B provides the results of the prioritization exercise.



Figure 6 - Working group completing an action plan table.

Goal 1: Establish the Acadiana Food Alliance

The Acadiana Food Alliance represents a cross-spectrum of organizations and people in Lafayette and the surrounding rural areas of Acadiana who see local food as a potential catalyst for economic and community development. Representatives of local governments, planning commissions, nonprofits, existing and beginning farmers, chefs, restaurants, food manufacturers, retail outlets, schools, and health services are looking for comprehensive strategies that boost our region’s food production and consumption and build better communities. The actions below outline some strategies to establish and build an organizational structure that will help move the Acadiana Food Alliance forward.

- Action 1.1: Investigate fiscal sponsorship.
- Action 1.2: Create a board to guide and establish the AFA.
- Action 1.3: Research and establish the financial, organizational, and operational structure of AFA that will provide for long-term success.
- Action 1.4: Hire a director to implement the AFA food system plan.
- Action 1.5: Establish a yearly Alliance Summit/Workshop that will provide a report to the membership and provide input for adjustments to the plan.
- Action 1.6: Secure appropriate local, state and federal grants to ensure Alliance funding.

Goal 2: Grow Acadiana! Campaign

The mission of the “Grow Acadiana” Campaign is to educate the public about local farmers and their produce and where they can buy or dine on the produce. If successful, the public will know about local “celebrity” farmers, where they grow their produce, and how they can purchase it. This campaign will

inform and remind the target audience that buying local produce results in better health, a better environment, and increased economic development.

- Action 2.1: Develop a branding and marketing effort, with logo and tagline, social media, and other outreach and promotion.
- Action 2.2: Create a Certification System to identify and validate local food producers, suppliers, and purveyors (logo, sticker, decal, media, promotion).
- Action 2.3: Initiate kick-off events for Grow Acadiana Campaign.
- Action 2.5: Create a regular radio/TV/Internet segment highlighting movement, people, and actors.
- Action 2.6: Coordinate with Acadiana Food Circle on local foods directory, support, and promotion.

Goal 3: Assist Schools in Creating Food Literacy Programs

By integrating food literacy programs into school curriculums, the Acadiana Food Alliance offers future generations the cultural knowledge to preserve our region's unique food heritage, the nutritional education required to make healthy eating choices, and the practical skills necessary to find meaningful work as agricultural and culinary professionals in Acadiana.

- Action 3.1: Create a "food immersion" (regional culinary arts) program like the French Immersion programs at a school.
- Action 3.2: Expand LSU AgCenter food literacy and garden program to more schools.
- Action 3.3: Implement a Pilot Farm to School Program

Goal 4: Create a Beginner Farmer Internship, Resource, and Toolshare Program

The Acadiana Food Alliance supports future and beginning farmers by developing programs that teach the business of farming and policies that address existing barriers to small-scale farming endeavors, local food production, and distribution. Further, we strive to enhance agricultural infrastructure so farmers have the tools they need to succeed.

- Action 4.1: Assess existing farmer development programs and internship opportunities.
- Action 4.2: Start farmer apprenticeships on local farms.
- Action 4.3: Develop resource and informational support system for new farmers.

Goal 5: Establish Acadiana as Louisiana's Local Food Storage & Distribution Hub

Support the establishment of area food hubs in the region. Food hubs will develop and grow the food economy by aggregating, distributing, and marketing local produce. Ultimately, food hubs will provide for a more efficient food system to better serve the Acadiana Region.

- Action 5.1: Conduct a market study and a Food Hub Feasibility Study
- Action 5.2: Develop and adopt a plan for long-term food hub development in the Acadiana Region
- Action 5.3: Support Establishment of Food Hubs in Acadiana

Supplementary Material: Associated Efforts by Acadiana Food Alliance members

- Action A-1: Launch Acadiana agri-business project to train beginning farmers.
- Action A-2: Establish a pilot “food hub” at GoFarms (design & collaboration) – Brian Gotreaux.
- Action A-3: Research the viability of a downtown food hub – John Panaro.

Implementation and Next Steps

Since the workshop, there have been ongoing calls and collaboration among the participants. Most notably, a working group met to draft a mission statement for the Acadiana Food Alliance. . The group developed three final drafts and voted on them using the www.surveymonkey.com web-based survey. This was the most popular final mission statement:

The Acadiana Food Alliance unites people, ideas and resources to grow the culture and economy of our regional food system.

In addition to the mission statement, a draft organizational structure was created by a workshop subcommittee. This initial structure is described in Appendix H.

Following completion of the report and appendices, the LCG planning staff will share the completed plan with all AFA partners, relevant agencies, the media and the community.

In May 2015, the Alliance partners submitted a grant application to USDA entitled “Building Community Food Systems in Southwest Louisiana.” The Southwest Louisiana Area Health Education Center supported the proposal. If the application is accepted, the grant will fund a feasibility study to determine the market viability for aggregation, storage, and distribution enterprises that connect growers and buyers in Southwest Louisiana.

Appendices

- Appendix A – Strategic Action Plan
- Appendix B – Workshop Exercises Documentation (Storytelling and Prioritization)
- Appendix C – Workshop Participants
- Appendix D– Workshop Photo Album
- Appendix E– Funding Resources
- Appendix F – References
- Appendix G – Presentation Slides
- Appendix H – Structure of the Acadiana Food Alliance

Appendix A: Strategic Action Plan

Background

Beginning in February, 2014, small farmers, community leaders, local officials, non-profit organizations, restaurateurs and food industry professionals have come together to map, understand and strengthen the area food economy, through the Acadiana Food Alliance. This convergence of efforts, particularly the participation of local government and economic development agencies, represents a watershed moment for the development of a place-based food economy in the greater Acadiana area.

Current partners in the Acadiana Food Alliance include: Earthshare Gardens, Lafayette Farmers and Artisans Market at the Horse Farm, Lafayette Economic Development Authority, Lafayette Consolidated Government, the Lafayette Convention and Visitors Council, the Downtown Development Authority, the Community Foundation of Acadiana, the Southwest Louisiana Health Education Council and many other individual farm, restaurant and educational institutions.

In addition to LCG's commitment to collaboration, the recently adopted Lafayette Comprehensive Plan (Adopted June 2014) provides both impetus and opportunity for rapid growth of a local food economy. Nearly every one of the 10 plan elements have identified goals or challenges that can be addressed by a robust food system. The Lafayette Consolidated Government Planning Division is utilizing its resources and expertise in comprehensive planning to assist the region in developing a comprehensive food system plan.

The goals and actions here were drafted at Building our Local Food Economy workshop, March 4-5, 2015. Participants began the workshop with the original June 2014 set of 22 objectives for the Acadiana Food Alliance and conducted an action planning and dot-voting prioritization exercise to elevate up to five specific action areas to focus on in the near future.

Goal 1: Establish the Acadiana Food Alliance

The Acadiana Food Alliance represents a cross-spectrum of organizations and people in Lafayette and the surrounding rural areas of Acadiana who see local food as a potential catalyst for economic and community development. Representatives of local governments, planning commissions, nonprofits, existing and beginning farmers, chefs, restaurants, food manufacturers, retail outlets, schools and health services are looking for comprehensive strategies that boost our region’s food production and consumption and build better communities. The actions below outline some strategies to establish and build an organizational structure that will help move the Acadiana Food Alliance forward.

Action 1.1: Investigate fiscal sponsorship or support by Acadiana Planning Commission, LEDA, SWLAHEC, LCG or other potential organization.		
Why is this important?	In its infancy, the AFA will need an institutional home and institutional partners for grant-writing and start-up capital	
Measures of Success	<ul style="list-style-type: none"> When an institutional home is determined 	
Timeframe for Completion	90 days	
Taking the Lead	Steering Committee	
Supporting Cast	Steering Committee	
Cost Estimate	Dollars	Time
	0	90 days
Possible Funding Sources	N/A	

Action 1.2: Create a board to guide and establish the AFA.		
Why is this important?	The board will determine next steps in coordinating and hiring an executive director. Board will share information, build connections, be a voice, coordinate, and help AFA achieve sustainability.	
Measures of Success	<ul style="list-style-type: none"> When the board is chosen. 	
Timeframe for Completion	90 days	
Taking the Lead	Steering Committee	
Supporting Cast	LEDA, LCVC, LCG, Market at the Horse Farm, AHEC, Scott Farmer’s Market, Acadiana Planning Commission.	
Cost Estimate	Dollars	Time
	0	90 days
Possible Funding Sources	N/A	

Action 1.3: Research and establish the financial, organizational and operational structure of AFA that will provide for long-term success.		
Why is this important?	Organizational structure is important to increase regional and federal support and recognition. To continue and maintain momentum and voice for sustainable regional initiative.	
Measures of Success	<ul style="list-style-type: none"> When Bylaws and Policy Manual are complete and 501c3 or other incorporation structure is completed. 	
Timeframe for Completion	Should follow the creation of a board.	
Taking the Lead	Workshop steering committee for now, board when it's established.	
Supporting Cast	LEDA, LCVC, LCG, Market at the Horse Farm, AHEC, Scott Farmer's Market, Hub City Farmer's Market, AFA members	
Cost Estimate	Dollars	Time
	\$1000	1-3 year
Possible Funding Sources	LEDA, LCVC, LCG, Market at the Horse Farm, AHEC, Scott Farmer's Market.	

Action 1.4: Hire a director to implement the AFA food system plan.		
Why is this important?	A full time job, a dedicated and qualified staff person, is necessary to make the AFA flourish.	
Measures of Success	<ul style="list-style-type: none"> When an individual is hired and made sustainable for a number of years. 	
Timeframe for Completion	6 months to 1 year.	
Taking the Lead	After Board of AFA is established.	
Supporting Cast	AFA and supporting members.	
Cost Estimate	Dollars	Time
	\$62,500/year w/benefits	6 months to 1 year
Possible Funding Sources	Potential for Local agencies or governments to support as an incubation project for 1-3 years. Foundation support. Grants from USDA, DOT, and CDC could possibly also support this initial position.	

Action 1.5: Establish a yearly Alliance Summit/Workshop that will provide a report to the membership and provide input for adjustments to the plan.		
Why is this important?	Hosting an annual Alliance Summit will allow for the communication of the successes and challenges to the larger membership and will be essential to soliciting continued support.	
Measures of Success	<ul style="list-style-type: none"> Meeting held annually 	
Timeframe for Completion	1 year	
Taking the Lead	AFA Board, Executive Director	
Supporting Cast	AFA membership, LCVC, LCG, LEDA, DDA	
Cost Estimate	Dollars	Time
	Negligible	1 year
Possible Funding Sources	Local governmental agencies should be able to sponsor the event.	

Action 1.6: Secure appropriate local, state and federal grants to ensure Alliance funding.		
Why is this important?	Will need seed funding to start the organization and fund projects until it can be self- sustaining.	
Measures of Success	<ul style="list-style-type: none"> Sufficient funding is acquired to support the proposed Alliance budget. 	
Timeframe for Completion	6 months to 1 year.	
Taking the Lead	AFA Board, SWLAHEC	
Supporting Cast	AFA membership, LCVC, LCG, LEDA, Acadiana Planning Commission	
Cost Estimate	Dollars	Time
	\$436,865 (3 year budget- see Appendix)	3 year
Possible Funding Sources	Federal grants, matches from local business, local governmental agencies.	

GOAL 2: Grow Acadiana! Campaign

Mission of the “Grow Acadiana” Campaign is to educate the public about local farmers and their produce and where they can buy or dine on the produce. If successful, the public can know about local “celebrity” farmers, where they grow their produce, and how they can get this healthy stuff. This campaign will inform and remind the target audience that the Acadiana buy local—resulting in better health, a better environment, and increased economic development.

Action 2.1: Develop a branding and marketing effort, with logo and tag line, social media and other outreach and promotion.		
Why is this important?	Developing these branding and purpose points will help establish consistent recognition of the effort and will increase both its visibility, encourage more participation and action from the community.	
Measures of Success	<ul style="list-style-type: none"> • Campaign logo and goals established 	
Timeframe for Completion	6-12 Months	
Taking the Lead	Acadiana Food Alliance (AFA)	
Supporting Cast	UL students; interns (bi monthly), Lafayette Convention and Visitors Center (LCVC) specifically for graphic support, marketing and design expertise; local and regional media.	
Cost Estimate	Dollars	Time
	Staff, interns and volunteers to design	6-12 Months
Possible Funding Sources	Local Food Promotion Grant (USDA); private funders, UL Lafayette.	

Action 2.2: Create a Certification System to identify and validate local food producers, suppliers, purveyors (logo, sticker, decal, media, promotion).		
Why is this important?	Public education. Transparency. Accountability. For an example of certification look at Montana, Western Sustainability.	
Measures of Success	<ul style="list-style-type: none"> • # of persons/institutions asking to be part of the program • # of vendors, purveyors, restaurants/grocers per year. 	
Timeframe for Completion	1 year, and then ongoing.	
Taking the Lead	AFA, local food hub coordinators.	
Supporting Cast	LCVC; The Advertiser; farmers; Acadiana Food Circle; farmers markets	
Cost Estimate	Dollars	Time
	\$10,000 (Printing materials)	Someone to establish and conduct evaluations each year and process.
Possible Funding Sources	USDA Marketing grants, Risk Management Agency grants, Specialty Crop Grants	

Action 2.3: Initiate kick-off events for Grow Acadiana Campaign.		
Why is this important?	To get the information out, build momentum, tell people why it's important, give people a sense of what is happening.	
Measures of Success	<ul style="list-style-type: none"> Attendance, Media Stories and Social Media Recognition 	
Timeframe for Completion	Ongoing events after branding.	
Taking the Lead	AFA	
Supporting Cast	One Acadiana; Acadiana Planning Commission; local and regional media outlets (see next action)	
Cost Estimate	Dollars	Time
	\$10,000	1 year +
Possible Funding Sources	Local sponsorships; grants.	

Action 2.4: Partner with and engage local and regional Economic Development Authorities.		
Why is this important?	To establish multi-parish support.	
Measures of Success	<ul style="list-style-type: none"> Buy in and support from each agency in each Parish through an official statement or proclamation. 	
Timeframe for Completion	Ongoing after branding	
Taking the Lead	AFA	
Supporting Cast	One Acadiana; Acadiana Planning Commission; Local and regional Economic Development Authorities	
Cost Estimate	Dollars	Time
	0	1 year People to coordinate and attend.
Possible Funding Sources	N/A	

Action 2.5: Create a regular Radio/TV/Internet Segment highlighting movement, people and actors.		
Why is this important?	To help educate the community on the Grow Acadiana movement and on producers and people in the area and region. This feature can highlight growing food here, serving food grown here, using food grown here. It's an opportunity to publicize and celebrate the many fine producers, chefs, and industries in the region (e.g., Steens, Tony Chachery's, Richards).	
Measures of Success	<ul style="list-style-type: none"> Digital Media Produced and shared online 	
Timeframe for Completion	1-2 years	
Taking the Lead	AFA	
Supporting Cast	AOC; KRVS; UL; local and regional media	
Cost Estimate	Dollars	Time
	Minimal	1-2 Years
Possible Funding Sources	AOC Community Media ; LPB Grants; College Media Program	

Action 2.6: Coordinate with Acadiana Food Circle on local foods directory, support and promotion.		
Why is this important?	To build on the good work that is the Acadiana Food Circle. http://acadianafoodcircle.org/	
Measures of Success	<ul style="list-style-type: none"> Regional directory as well as Lafayette directory 	
Timeframe for Completion	First year and yearly updates thereafter	
Taking the Lead	AFA and AFC working together	
Supporting Cast	Members, community, famers, suppliers, future food hub coordinators, farmers markets, etc.	
Cost Estimate	Dollars	Time
	\$30,000 / 3 years	Yearly
Possible Funding Sources	Grants, Foundations	

Goal 3: Assist schools in creating food literacy programs.

By integrating food literacy programs into school curriculums, the Acadiana Food Alliance offers future generations the cultural knowledge to preserve our region’s unique food heritage, the nutritional education required to make healthy eating choices, and the practical skills necessary to find meaningful work as agricultural and culinary professionals in Acadiana.

Action 3.1: Create a “food immersion” (regional culinary arts) program like the French Immersion programs at a school.		
Why is this important?	It integrates all disciplines of curriculum with food, culture, health, community, and career. It will change lives of children who then will become advocates for change. Look at “The Cookbook Project” in New Orleans	
Measures of Success	<ul style="list-style-type: none"> • A draft curriculum and host school. Having the program piloted. 	
Timeframe for Completion	1-3 years	
Taking the Lead	Lafayette Parish School System, approved and implemented by “schools of choice,” principals and teachers, AFA.	
Supporting Cast	Teachers; community; parents; farmers; farm bureau. Data will be needed on successful food immersion or edible schoolyard programs.	
Cost Estimate	Dollars	Time
	Equipment, supplies, materials	Volunteer hours. Dedicated staff time.
Possible Funding Sources	USDA Farm to School Planning and Implementation Grants	

Action 3.2: Expand LSU AgCenter food literacy and garden program to more schools.		
Why is this important?	To improve public health through education, practical application and active participation.	
Measures of Success	<ul style="list-style-type: none"> • 25% of schools the first year • 35% by year 2, and • 45% by year 3 	
Timeframe for Completion	3 years and ongoing.	
Taking the Lead	Celeste Hay, Charles Hebert, and Brandon Broussard, LPSS, LSU AgCenter	
Supporting Cast	Louisiana Department of Agriculture and Forestry, LCG, Master Gardeners, parents, teachers	
Cost Estimate	Dollars	Time
	\$10,000 per year	By January 2016
Possible Funding Sources	Farm to School Grants	

Action 3.3: Implement a Pilot Farm to School Program		
Why is this important?	Farm to school includes a combination of education, procurement and school gardens.	
Measures of Success	<ul style="list-style-type: none"> • Create an institutional purchasing implementation program of local foods. • Completed pilot and successful growing season. • Enhanced food education 	
Timeframe for Completion	1-3 years	
Taking the Lead	AFA, Celeste Hay, Charles Hebert, and Brandon Broussard.	
Supporting Cast	USDA Farm to School Program (Nicole Zammit). Local growers, community members and volunteers. Teachers, LPSS, and EarthShare Gardens.	
Cost Estimate	Dollars	Time
	Staff, Equipment, supplies.	A full time position will be needed to coordinate program, write grants.
Possible Funding Sources	USDA. LPSS. The Community College and WD Smith Career Center has a half-million dollar kitchen which could be a resource to use. This is owned by LPSS. USDA Planning Grant, National Farm to School Network, Americorps.	

Goal 4: Create a beginner farmer internship, resource and tool share program.

The Acadiana Food Alliances supports future and beginning farmers by developing programs and policies that teach the business of farming and policies that address existing barriers to small-scale farming endeavors, local food production and distribution. Further, we strive enhance agricultural infrastructure so farmers have the tools they need to succeed.

Action 4.1: Assess existing farmer development programs and internship opportunities.		
Why is this important?	<ul style="list-style-type: none"> Community college courses that build on high school agriculture programs can make connections with internship opportunities. Models include Intervale. UC Santa Cruz, and Memphis. Identify who is doing work so effective collaboration can happen 	
Measures of Success	<ul style="list-style-type: none"> Description of current opportunities Evaluation of effectiveness of those opportunities Identification of gaps in current opportunities 	
Timeframe for Completion	6-12 months	
Taking the Lead	AFA, LA Young Farmers; other identified partner/program.	
Supporting Cast	Universities & Community Colleges; High School Agriculture programs; Farms with internships; Acadiana Food Alliance; Louisiana Young Farmer Coalition; Gotreaux farms apprenticeship	
Cost Estimate	Dollars	Time
	Unknown at this time	6-12 months
Possible Funding Sources	National chapter of YFC; Acadiana Food Alliance; farm service agency; micro loans; youth loans; Beginning Farmer/Rancher Grant; Internship Incubator	

Action 4.2: Start farmer apprenticeships on local farms.		
Why is this important?	<ul style="list-style-type: none"> • New farmers gain experience in LA • Mutual benefit to farmer through expansion of produce and learning experience • Labor exchange with farming • Mentorship 	
Measures of Success	<ul style="list-style-type: none"> • Create curriculum and identify potential farm host sites in Acadiana. 	
Timeframe for Completion	1-2 years	
Taking the Lead	Acadiana Food Alliance	
Supporting Cast	Louisiana Young Farmers Coalition; Universities & Community Colleges; High School Agriculture programs; Farms with internships; Acadiana Food Alliance; Lilli Voorhies; Gotreaux farms apprenticeship	
Cost Estimate	Dollars	Time
	Unknown at this time	1-2 Years
Possible Funding Sources	USDA Grants; Farm Service Agency; Foundations	

Action 4.3: Develop resource and informational support system for newer farmers.		
Why is this important?	<ul style="list-style-type: none"> • Bulk buying of materials to reduce shipping costs of fertilizer, feed, etc. • Connecting producers with one another (e.g. rice, cane) • Plug into funding & technical resources • Build community among producers • “Runaway Dish” for Farmers • Collaboration leads to success • Connecting people 	
Measures of Success	<ul style="list-style-type: none"> • Establishment of a co-op to build funding • More farmers feeling supported • Keep farmers out of debt / develop credit 	
Timeframe for Completion	Tie to the establishment of Food Hubs.	
Taking the Lead	AFA, LA Young Farmer Coalition, Food Hubs	
Supporting Cast	SARE; AFA; LEDA; APC; local governments; LCG; Earthshare Gardens; Acadiana Food Circle	
Cost Estimate	Dollars	Time
	Unknown at this time	Present - Indefinite
Possible Funding Sources	Potentially self-sustaining	

Goal 5: Establish Acadiana as Louisiana’s Local Food Storage & Distribution Hub

Establishing and operating a Food Hub/Hubs in the region will develop and grow the food economy by aggregating, distributing, and marketing local produce. The hub will provide produce storage, processing and selling areas, an incubator kitchen and educational space. Ultimately the hub will provide for a more efficient food system to better serve the Acadiana Region.

Action 5.1: Conduct a market study and a Food Hub Feasibility Study		
Why is this important?	Food hub feasibility study – to address needs of region so it will know the best route to take. USDA has program to fund feasibility study and can fund for entire region. The study will produce the validation for what the region can do and can support. <ul style="list-style-type: none"> • Evaluate possible network of small to mid-sized food hubs • Identify priority locations for food hub development (i.e. 	
Measures of Success	Preliminary market research and study conducted	
Timeframe for Completion	1-2 years	
Taking the Lead	Acadiana Food Alliance, SWLAHEC	
Supporting Cast	Other growers; media; investors; community/consumers	
Cost Estimate	Dollars	Time
	\$10,000-\$50,000	1-2 years
Possible Funding Sources	Wallace/Winrock; Grants; Small Business Development Center; USDA rural business development grants	

Action 5.2: Develop and adopt a plan for long-term food hub development in the Acadiana Region		
Why is this important?	<ul style="list-style-type: none"> • Prioritize future food hub locations • Ensure food hub availability for multiple types of buyers (grocery stores, restaurants, schools, institutions, consumers, etc) • Identify funding and other sources of support 	
Measures of Success	Market-feasible strategic plan for long-term food hub development and when AFA adapts plan	
Timeframe for Completion	Following feasibility study	
Taking the Lead	AFA	
Supporting Cast	<ul style="list-style-type: none"> • LEDA, AHEC, Acadiana Planning Commission • Partnership between private, public & non-profit • Existing and planned food hubs 	
Cost Estimate	Dollars	Time
	Unknown at this time	1-3 years
Possible Funding Sources	USDA Planning or Implementation grants; Beginning Farmers and Ranchers grant	

Action 5.2: Develop and adopt a plan for long-term food hub development in the Acadiana Region		
Action 5.3:	Support Establishment of Food Hubs in Acadiana	
Why is this important?	<ul style="list-style-type: none"> • Establish Acadiana as a food distribution center • Encourage a pilot food hub • Access to planning, money, resources, Alliance members • Make local food easy to purchase • Assist food hub efforts to be financially viable 	
Measures of Success	<ul style="list-style-type: none"> • Number of Food Hubs in Acadiana • Financially break-even or profitable after 3 years 	
Timeframe for Completion	1-3 years	
Taking the Lead	AFA	
Supporting Cast	LEDA, Downtown Development, LCG, SWAHEC, John Panaro, Brian Gotreaux, One Acadiana, other area economic development agencies	
Cost Estimate	Dollars	Time
	Unknown at this time	6-12 months
Possible Funding Sources	Grants; USDA loans	

Supplementary Material: Associated Efforts by Acadiana Food Alliance members

Action A-1: Launch Acadiana Agri-business project to train beginning farmers.		
Why is this important?	<ul style="list-style-type: none"> • Starting point to build numbers; momentum, and base • Real life experience in entrepreneurship • Creates tools to run a business • Creates a network/cohort • Provides a central hub for information and knowledge • Alumni system comes from the hub • Provides a collaborative space • We need more local food • Funding to teach and provide Good Agricultural Practices (GAP) certification • Funding to teach and provide organic grower certification • More resources to train farmers in other parts of farming 	
Measures of Success	<ul style="list-style-type: none"> • Development of new producer confidence and skills to go out on their own 	
Timeframe for Completion	1-3 years	
Taking the Lead	SW LA Area Health Educators	
Supporting Cast	Workforce Commission; universities and community colleges; experienced and certified farmers; evaluation team, AFA	
Cost Estimate	Dollars	Time
	Unknown at this time	1-3 years
Possible Funding Sources	State and Federal grants	

Action A-2: Establish Pilot “Food Hub” at GoFarms (design & collaboration) – Brian Gotreax		
Why is this important?	<ul style="list-style-type: none"> • Provides model for future hub • Establishes visibility • Consolidates man power • Farmers will have space to represent themselves and sell their food • Creates profit stream for local farmers • Ease of access for consumers • Reduces waste of produce, etc. • Increased capacity for local supply 	
Measures of Success	<ul style="list-style-type: none"> • Profitability • Number of families served • Pounds of food 	
Timeframe for Completion	Short; 6 months for ground breaking; 1 year for completion	
Taking the Lead	Brian Gotreax	
Supporting Cast	Other growers; media; investors; community/consumers	

Action A-2: Establish Pilot “Food Hub” at GoFarms (design & collaboration) – Brian Gotreax		
	Dollars	Time
Cost Estimate	\$250,000	Short; 6 months for ground breaking; 1 year for completion
Possible Funding Sources	Grants; Small Business Development Center; investors; crowdfunding	

Action A-3 Research Viability of Downtown Food Hub – John Panaro		
Why is this important?	<ul style="list-style-type: none"> • Provides access to fresh food in Downtown where there are minimal/no grocery stores for residents • Easy access for restaurants • Institutional buyers 	
Measures of Success	<ul style="list-style-type: none"> • Contact property manager of building across from post office; determine rent and renovation costs for a hub; measure & determine whether space is suitable • Sales dollars • Number of food sold • Number of resulting healthy people • Number of people served 	
Timeframe for Completion	6 months for renovations; open by October 1	
Taking the Lead	John Panaro	
Supporting Cast	Angel Investors; Marketing/Ad firms; Like-minded volunteers; Farm interns; Downtown Development, LCG	
Cost Estimate	Dollars	Time
	Unknown at this time	3-5 years
Possible Funding Sources	Grants; USDA loans; Angel Investors	

**Acadiana Food Alliance
Three Year Budget**

	2015-16	2016-17	2017-18	3 Year Total
Salary	\$50,000	\$52,500	\$55,000	\$157,500
Benefits@25%	\$12,500	\$13,125	\$13,750	\$39,375
Total Salary & Benefits	\$62,500	\$65,625	\$68,750	\$196,875
Travel/Expenses	\$5,000	\$5,000	\$5,000	\$15,000
Office space	In-kind	In-kind	In-kind	
Grow Acadiana Mktng Campaign	\$10,000	\$10,000	\$10,000	\$30,000
Food Immersion Program Support	\$10,000	\$10,000	\$10,000	\$30,000
Educational Programs	\$15,000	\$15,000	\$15,000	\$45,000
Support of Food Hub	\$15,000	\$15,000	\$15,000	\$45,000
Farmers Support Program	\$15,000	\$15,000	\$15,000	\$45,000
Local Foods Directory	\$10,000	\$10,000	\$10,000	\$30,000
Yearly Totals	\$142,500	\$145,625	\$148,750	\$436,875

Figure 1 - Preliminary Budget Projections

Appendix B: Workshop Exercises Documentation – Story Telling and Prioritization

Background

The workshop had a number of important full group and small group exercises that resulted in useful context and background information. Some of these are included below in this Appendix B.

Stories from the Future

On the first night of the workshop participants engaged in a couple vision and value generation exercises. The purpose of these were to get people in the room thinking positively about the potential and hopes for the region, community, health, food and the Acadiana Food Alliance in specific. There was a story telling exercise where they were asked to develop a news headline of something that has happened twenty years in the future and to develop a short story from that. The results of that exercise are below. Key themes that emerged from these stories are health, economy, and community achievement and pride.

Headline: The public health of the State of Louisiana is No. 1 in the country.

- Local food leaders have helped to decrease heart disease and reduced the incidence of cancer, diabetes and obesity. As a community, the growers, producers, grocers, educators and restaurateurs have come together and been moving forward.

Headline: Small Farms in Acadiana Succeed with Community Support

- Education programs on the value of fresh produce increase demand. ULL research farm provides a model for sustainable agriculture. Focus on educating young farmers on business skills, marketing and post-harvest processing.

Headline: Community over Commodity

- 51 percent of Acadiana's agricultural land produces specialty crops to feed the community. From small farms to farmers' markets, schools and hospitals and restaurants. This boosts the economy, strengthens resiliency and improves the health of the region.

Headline: Healthiest Region in the Country

- The area around Lafayette, LA, known as Acadiana, was recently named the healthiest region in the country. Just 20 years ago the area was on the bottom of healthiest places lists, along with the rest of Louisiana. But it was also 20 years ago the Acadiana Food Alliance began to change that statistic.

Headline: Ragin' Cajuns lead Louisiana to #1 in Fresh Produce consumption per capita.

Headline: CADE Farm Celebrates 20 Years of Research and Education

- Having started with only a few producer training offerings, the CADE Farm has entered its 15th year training new farmers in Louisiana. Hundreds of new producers throughout the state have graduated from a real training program. CADE Farm celebrates its living laboratory to teach agro-ecology, sustainable building, and skills appropriate in a transition culture that openly faces the environmental, social and economic problems of the century. These skills include teaching new farmers business skills, marketing and production techniques.

Headline: Acadiana Food Alliance Celebrates 20th Anniversary

- In 2015 an eclectic groups of farmers, chefs, nutritionists, food processors and public agencies gathered in an attempt to bring better food to the pantries of Cajun Country.

Headline: Acadiana Declared the Nation's First Food Oasis as its Final Food Desert is Eliminated

- Production and distribution ecosystem. Farmers, markets and hubs.

Headline: Lafayette named healthiest city in U.S. – population demands local sourcing at restaurants

- Highest fruit and vegetable consumption per capita, which contributed to local hospital downsizing. Increased access to recreational facilities, trails, bike paths/lanes. Highest participation and access to community gardens. Successful farm to school program in place, with gardens at every public school. Thriving career options in local agriculture.

Acadiana Food Alliance Objectives Prioritization Exercise

There were 22 objectives for the Acadiana Food Alliance coming into the workshop. The process of creating a next steps action plan required further sorting and prioritization of these objectives. In the pre workshop calls the steering committee and facilitators grouped the objectives into similar themes. Then at day two of the workshop they discussed each grouping of objectives in smaller groups, and then conducted a dot voting exercise to see which of the large list of objectives needed attention first. The voting results from the workshop are below. Items in **red** are ones that were focused on during the workshop. Items in **blue** received votes and could be considered the next priority for the AFA's attention.

Promotion, Marketing, and Brand Reinforcement.

- **Establish Lafayette as Louisiana's local food storage and distribution hub (18 votes)**
- **"Grow Lafayette" campaign – start, what to communicate, basic messages, etc. who (15 votes)**
- Update existing local food guides (8 votes)
- Create a culinary institute that reflects Lafayette's reputation as epicenter of creative cuisine (4 votes)
- Establish farmer and chef as "celebrity" mentality (4 votes)
- Build camaraderie among locavores. (1 vote)
- Coordinate farm tours for public
- Stage urban farmer events for amateur home farmers during harvest
- Encourage self-identification and promotion with traditional cooking methods
- Add creativity category to all local food cook offs

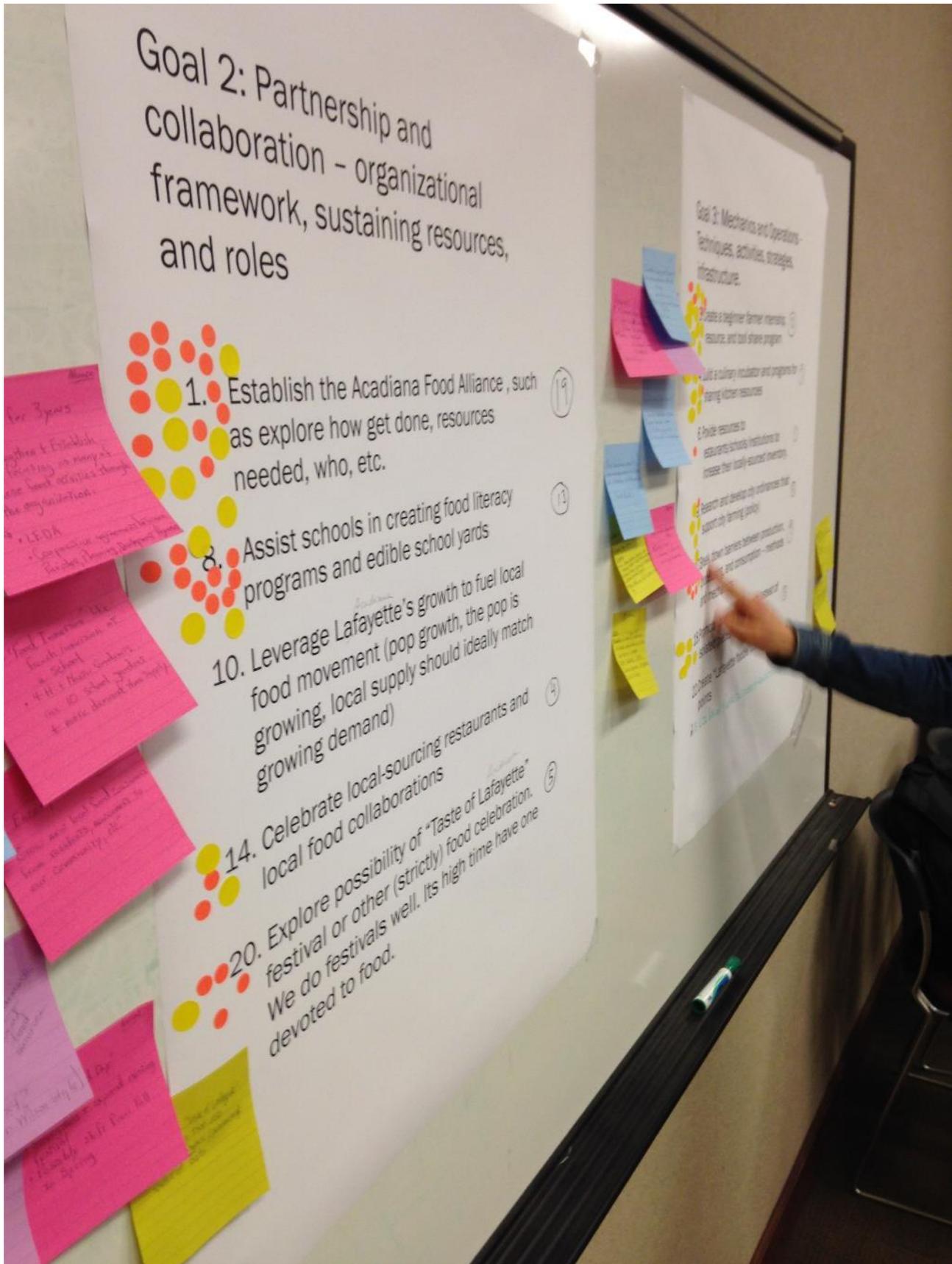
Partnership and collaboration – organizational framework, sustaining resources, and roles

- **Establish the Acadiana Food Alliance , such as explore how get done, resources needed, who, etc. (19 votes)**
- **Assist schools in creating food literacy programs and edible school yards (13 votes)**
- Explore possibility of "Taste of Lafayette" festival or other (strictly) food celebration. We do festivals well. Its high time have one devoted to food. (5 votes)
- Celebrate local-sourcing restaurants and local food collaborations (4 votes)
- Leverage Lafayette's growth to fuel local food movement (pop growth, the pop is growing, local supply should ideally match growing demand)

Mechanics and Operations - Techniques, activities, strategies, infrastructure.

- **Create a beginner farmer internship, resource, and tool share program (13 votes)**

- Break down barriers between production, processing, and consumption – methods and mechanics. This is a food hub related theme as it addresses the supply side of the local food equation. (9 votes)
- Build a culinary incubator and programs for sharing kitchen resources (7 votes)
- Promote food as a continuum instead of isolated pieces (5 votes)
- Research and develop city ordinances that support city farming (policy) (5 votes)
- Provide resources to restaurants/schools/institutions to increase their locally-sourced inventory. (1 vote)
- Create “Lafayette foodie” curriculum/entry points
- Use local foods to promote downtown revitalization (added at workshop)



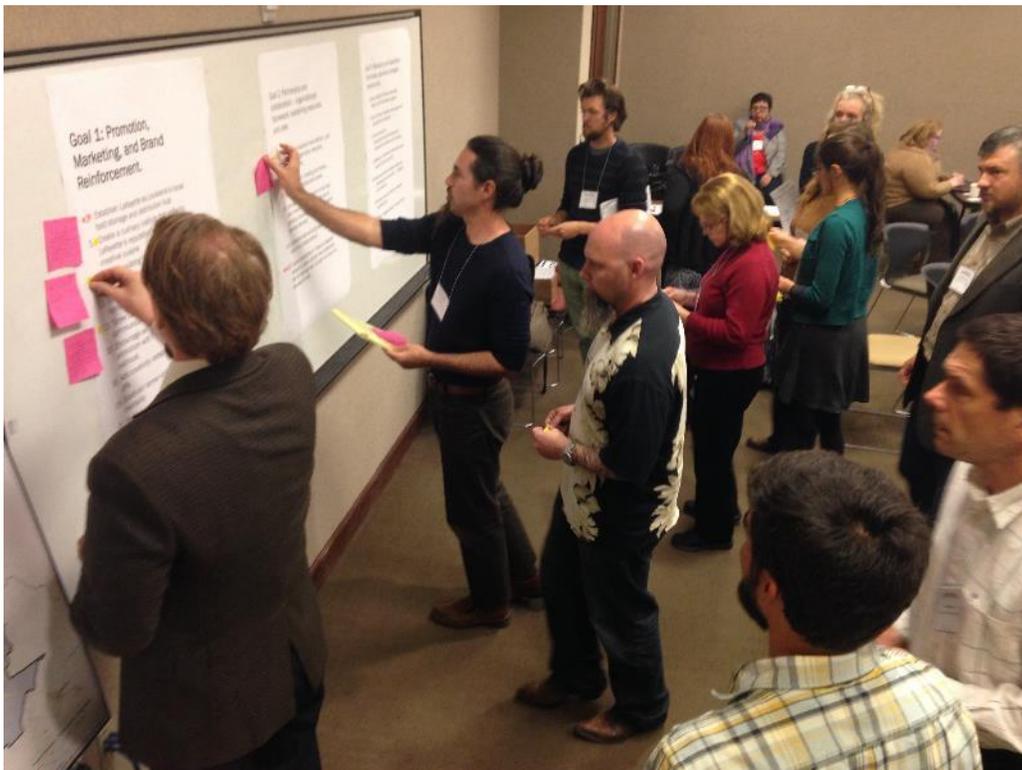


Goal 2: Partnership and collaboration – organizational framework, sustaining resources, and roles

1. Establish the Acadiana Food Alliance , such as explore how get done, resources needed, who, etc.
8. Assist schools in creating food literacy programs and edible school yards
10. Leverage Lafayette's growth to fuel local food movement (pop growth, the pop is growing, local supply should ideally match growing demand)
14. Celebrate local-sourcing restaurants and local food collaborations
20. Explore possibility of "Taste of Lafayette" festival or other (strictly) food celebration. We do festivals well. Its high time have one devoted to food.

Goal 3: Mechanics and Operations -
Techniques, activities, strategies,
infrastructure.

3. Create a beginner farmer internship, resource, and tool share program
4. Build a culinary incubator and programs for sharing kitchen resources
6. Provide resources to restaurants/schools/institutions to increase their locally-sourced inventory.
9. Research and develop city ordinances that support city farming (policy)
17. Break down barriers between production, processing, and consumption – methods and mechanics.
18. Promote food as a continuum instead of isolated pieces
22. Create “Lafayette foodie” curriculum/entry points
23. Use local foods to promote downtown revitalization



Appendix C:

Workshop Participants and Contact Information

Local Foods, Local Places Technical Assistance Program – Acadiana Food Alliance/Lafayette, LA

First	Last	Organization	Email	Wed	Thur	Steering Committee	Consultant/Federal Agencies
Chris	Adams	Earthshare Gardens	earthcultur@gmail.com	x	x	x	
Carlee	Alm-Labar	Assistant to Mayor Durel		x	x	x	
Alisha	Andrews		andrews.alishac@gmail.com	x			
Scott	Bernier		sbernier@secondharvest.org	x	x		
Ben	Berthelot	Lafayette Convention and Visitor Center	ben@lafayettetravel.com	x	x	x	
Whit	Blanton	Renaissance Planning	wblanton@ciesthatwork.com	x	x		x
Monique	Boulet		moniqueb@scpdc.org		x		
Ray	Brassieur	University of Louisiana at Lafayette	brassieur@louisiana.edu	x	x		
Brandon	Broussard		brandonkbroussard@gmail.com	x			
Jodi	Broussard		jkbroussard@lgh.org	x	x		
Jennifer	Burris		wellness@swlahec.com		x		
Susan	Conbere	EPA	Conbere.Susan@epa.gov	x	x		x
Denny	Culbert	Runaway Dish	dcphoto@dennyculbert.com	x	x	x	
Teddy	Daigle		prudhommecityfarms@gmail.com	x			
Tiffany	Decou		lafayettefoodjunkie@gmail.com		x		
Jacob	Delahoussaye		jdelahoussaye89@gmail.com	x			
Bootsie	Durand		ceo@swlahec.com	x	x		
Joey	Durel	Mayor		x	x		
Jason	Espie	Renaissance Planning	jespie@ciesthatwork.com	x	x		x
Aaron	Fromenthal		fromenthal@gmail.com		x		
Brian	Gotreaux	GoFarms	gofarms@afo.net	x	x		
Dawn	Gotreaux	GoFarms		x	x		
George	Graham		graham@graham-group.com	x			
Robert	Guercio		rguercio@me.com		x		
Jesse	Guidry		jesse@lafayettetravel.com	x	x		
leslee	haseltine		mlfh@aol.com	x	x		
Celeste	Hay		cahay@lpssonline.com	x	x		
Charles	Hebert	LSU	chebert@agcenter.lsu.edu	x			
Angela	Jean-Batiste		jeanbatistea@yahoo.com	x	x		
Lee	Jones	USDA RD	lee.jones@la.usda.gov	x	x		x
Kimberly	Krupa		kkrupa@secondharvest.org	x	x		
Julie	LaFleur		jtlafleur@yahoo.com	x		x	
Joan B	Landry		drlandry@att.net	x			
Richard	Latiolais		rlatiolais@appj.org		x		
Brett	Mellington	Lafayette Economic Development Authority	brettm@lafayette.org	x	x	x	

Local Foods, Local Places Technical Assistance Program – Acadiana Food Alliance/Lafayette, LA

First	Last	Organization	Email	Wed	Thur	Steering Committee	Consultant/Federal Agencies
Tiffany	Mitchell		tiffanymitchell@cox.net		x		
Carl	Motsenbocker	LSU	cmots@lsu.edu	x	x		
Patrick	Mould		kjnchef@lusfiber.net	x	x		
Emily	Neustrom	Lafayette Consolidated Government, Planning	eneustrom@LafayetteLA.gov	x	x	x	
Nathan	Norris	Downtown Lafayette	nathan@downtownlafayette.org	x	x	x	
Daphne	Olivier		daphne@myfoodcoach.tv	x			
John	Panaro		johnpanaro@hotmail.com	x	x		
Susanna	Perea	EPA	Perea.Suzanna@epa.gov				x
Linda	Peters		Petersl@lourdesrnc.com		x		
Karen	Peycke	EPA	peycke.karen@epa.gov	x	x		x
Jeanne	Plaisance		jlpkaisance@gmail.com	x			
Mary	Pritchard		mary@jmcrew.com		x		
Traci	Quebedeaux		traci.quebedeaux@la.gov	x	x		
Earl	Randall, III	HUD	earl.randall@hud.gov	x	x		x
Molly	Richard	Horse Farm Farmers Market	marketatthehorsefarm@gmail.com	x	x	x	
Jennifer	Ritter Guidry		jennifer.guidry@louisiana.edu	x	x		
Breezy	Rourk		breezy@womansfoundation.com		x		
Ann	Savage		asavage@agcenter.lsu.edu	x	x		
Stacey	Scarce		SScarce@LafayetteLA.gov		x		
Tina	Shelvin		tina.shelvin@gmail.com	x			
Dee	Stanley	City Manager		x	x		
Joan	Stear	University of Louisiana at Lafayette	jestear@louisiana.edu	x			
Kathy	Stokley		kstokley@lra.org		x		
Debra	Taghehchian		debratagteam@gmail.com	x	x		
Ebony	Williams		ebony1577@gmail.com	x	x		

Appendix D: Presentation Slides

Day 1 Presentation



Building our Local Food Economy Local Foods, Local Places Workshop

Lafayette, Louisiana
March 4-5, 2015

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

Workshop Agenda

- Day 1 – March 4
 - Community Tour
 - **Work Session 1 (Where do we want to go?)**
- Day 2 – March 5
 - Work Session 2 (What needs to happen?)
 - Work Session 3 (How are we going to make it happen?)

Overall Workshop Purpose

The primary purpose of the workshop is to create an **action plan** that clearly identifies **priorities**, next steps, and **roles and responsibilities** for the Acadiana Food Alliance (AFA).

Workshop Goal Areas

- **Goal 1:** Promotion, Marketing, and Brand Reinforcement.
- **Goal 2:** Partnership and collaboration – organizational framework, sustaining resources, and roles
- **Goal 3:** Mechanics and Operations - Techniques, activities, strategies, infrastructure.

Program Background

- A joint project of:
 - U.S. Environmental Protection Agency (EPA)
 - U.S. Department of Agriculture (USDA)
 - Appalachian Regional Commission (ARC)
 - Delta Regional Authority (DRA)
 - U.S. Department of Transportation (DOT)
 - Centers for Disease Control and Prevention (CDC)
- With participation from:
 - U.S. Department of Housing and Urban Development
 - State, regional and local agencies and organizations
 - Educational institutions



LFLP Program Purpose

- Desired outcomes

- 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.

- End product

- New connections among people to build capacity for success.
- An action plan with goals and strategies for achieving these outcomes.

More economic opportunities for local farmers and businesses.

- Local Production

Sweetwater Organic Community Farm, Tampa. Credit: Alan Steinbeck



More economic opportunities for local farmers and businesses.

- Local Production
- Local Farmers Markets



More economic opportunities for local farmers and businesses.

- Local Production
- Local Farmers Markets
- Food Entrepreneurs
- Other Local Business Growth



Better access to healthy local food, especially among disadvantaged groups.

- Innovative Markets



Mobile Fresh Market. Credit: Alan Steinbeck

Better access to healthy local food, especially among disadvantaged groups.

- Innovative Markets
- Healthy Foods Education
 - Production
 - Preparation
 - Consumption



School Children in the Garden. Credit: National Gardening Association

Better access to healthy local food, especially among disadvantaged groups.

- Innovative Markets
- Healthy Foods Education
 - Production
 - Preparation
 - Consumption
- Healthy Neighborhoods



Revitalized downtowns, Main Streets, and existing neighborhoods.

- Bring People Downtown



Revitalized downtowns,
Main Streets, and
existing neighborhoods.

- Bring People
Downtown
- Local Foods in Local
Restaurants



In Town Restaurant Serving Locally Sourced Food and Drink, Durham. Credit: Alan Steinbeck

Revitalized downtowns,
Main Streets, and
existing neighborhoods.

- Bring People
Downtown
- Local Foods in Local
Restaurants
- Neighborhood Action



U.S. EPA Building Blocks Program in Salina, KS. Credit: Renaissance Planning Group

Revitalized downtowns,
Main Streets, and
existing neighborhoods.

- Bring People
Downtown
- Local Foods in Local
Restaurants
- Neighborhood Action
- Invest in Existing
Communities



Episcopal Chapel Center Community Garden @ USF. Credit: Alisa Carmichael

Stories from the Road



Access to healthy, local food



Williamson, West Virginia Community Garden

Image Credit: Renaissance Planning Group

Access to healthy, local food



Watauga County, North Carolina Farmers Market

Image Credit: Jen Walker

Access to healthy, local food



Huntington, West Virginia. Wild Ramp Market

Image Credit: Renaissance Planning Group

Economic Opportunities



Duffield, Virginia. Appalachian Harvest Food Hub

Image Credit: Appalachian Sustainable Development

Economic Opportunities



West Virginia Farmer in High Tunnel

Image Credit: Renaissance Planning Group

Revitalize Downtown, Main Street, Neighborhoods



Pikeville, Tennessee. Streetscape Overhaul and Downtown Farmers Market

Image Credit: Renaissance Planning Group

Revitalize Downtown, Main Street, Neighborhoods



New Albany, Mississippi. New Retail on the Tanglefoot Rail Trail

Image Credit: Renaissance Planning Group

Livability Principles

1. Provide more transportation choices
2. Promote equitable, affordable housing
3. Enhance economic competitiveness
4. Support existing communities
5. Coordinate and leverage federal policies and investment
6. Value communities and neighborhoods



Discussion

- Before we go on, any questions about what we've shown so far?



Local Food System

What is it and why should we care?

Global Food System



Berry Farm. Credit: Glenn Nelson, Flickr



Distribution. Credit: Stu Mayhew, Flickr



Refrigerated Truck. Credit: TruckPR, Flickr



Container train. Credit: Jaxport, Flickr



Cargo plane. Credit: Helmut Guigo, Flickr

One Definition of Local Foods

- Food produced, processed, and distributed within a particular geographic boundary that consumers associate with their own community.

Source: USDA ERS. *Local Food Systems: Concepts, Impacts, and Issues*. May 2010.

Desired Result

- Food that LAUGHS

- Local
- Affordable
- Uncomplicated
- Good
- Healthy
- Seasonal

Source: Grace Hackney, Life Around the Table

Local Food System

Local Farmers. Credit: Eric Mathis, City of Williamson, WV



Vendors. Credit: Whitley Co Farmers Market



Eaters. Credit: Michel Bish, Flickr



Local Processors. Credit: Town of Burgaw, NC



Credit: USDA



Advancing Local Foods

Popular Strategies



Community
Gardens



Farmers
Markets



Incubator
Kitchens

Popular Strategies



Farm to School
Programs



Local Food
Hubs

Federal Funding for Local Foods is Up

Producers

- Beginning Farmer and Rancher Development Program
- Specialty Crop Block Grant Program

Process/Aggregate/Distribute

- Community Food Projects Grant Program
- Rural Business Enterprise Grants
- Value Added Producer Grants

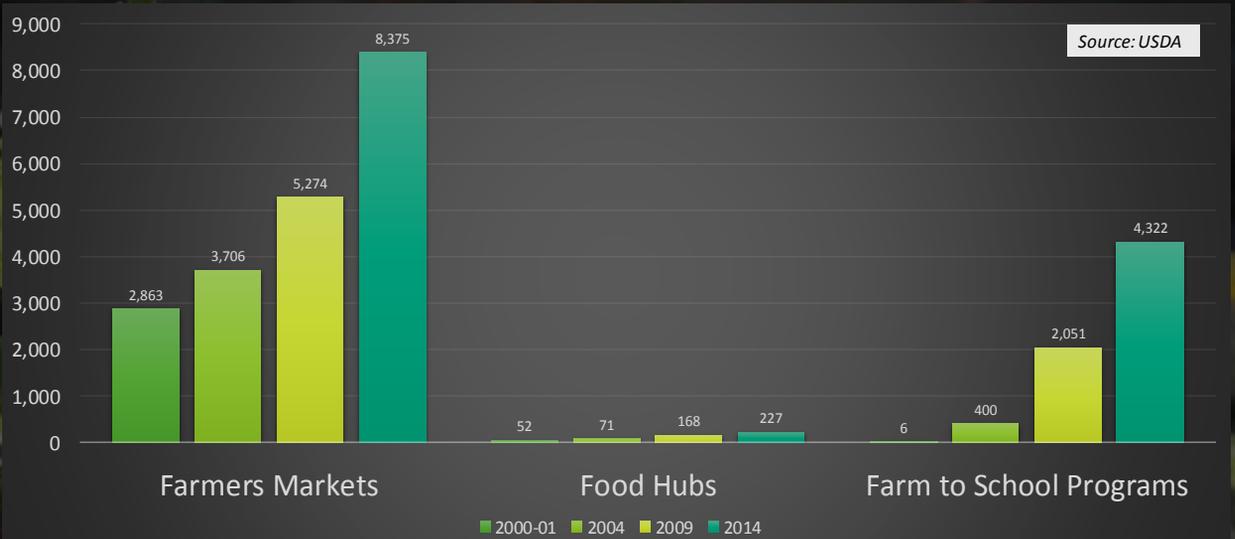
Venues

- Farmers Markets and Local Food Promotion Program
- Community Facilities Grants

Eaters

- Food Insecurity Nutrition Incentive Program
- Senior Farmers Market Nutrition Program
- Farm to School Grants

Local Food Systems are Growing Rapidly



Diners Want Local Options Top Restaurant Trends for 2015

#1

- Locally sourced meats and seafood

#2

- Locally grown produce

#3

- Environmental sustainability

#4

- Healthful kids' meals

#5

- Natural ingredients/minimally processed food

Source: National Restaurant Association. "2015 Culinary Forecast." 2014

Grocery Shoppers Want Local Options

66%

- Believe local foods help local economies

60%

- Believe local foods deliver a better and broader assortment of products

45%

- Believe local foods provide healthier alternatives

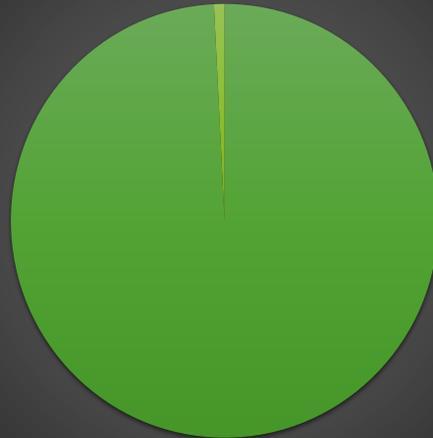
Source: AT Kearney. "Buying into the Local Food Movement." 2013

Room to Grow

Direct to consumer sales are growing faster than all agricultural sales

- \$551 million in 1997
- \$1.2 billion in 2007
- \$1.3 billion in 2012
- But account for only 0.8% of U.S. agricultural sales in 2007 (edible products)

U.S. Agricultural Sales 2007
(Edible Products Only)



■ All Other Sales ■ Direct to Consumer Sales

Why the Growing Interest in
Local Foods and Local Places?

Health Concerns

- Adolescent Obesity Quadrupled from 1980 to 2012 (5% to 21%)
- 35% of US Adult Obese
- Medical cost of obesity = \$147 Billion in 2008
- Nutrition is a key factor
- Physical activity a factor
 - Need for safe places to walk, bike, recreate



Image Credit: Time Magazine.

Environmental Concerns

- Greenhouse gas emissions
 - U.S. food system accounts for 16% of energy use
- Use of chemicals, pesticides, and energy-based fertilizers in farming
- Loss of farmland to development



Applying Pesticides to Corn. Image Credit: Wisconsin Department of Natural Resources.

Economic Concerns

- Decline of traditional downtowns and Main Street districts
- Loss of local businesses that make local places unique
- Leakage of local dollars to national retailers
- Slow job growth and stagnant wages



Downtown Forest City, NC. Image Credit: Renaissance Planning Group.

Benefits

- Better access to supermarkets corresponds to healthier eating:
- For every additional supermarket in a census tract, produce consumption increases 32 percent for African Americans and 11 percent for whites



Image Credit: www.drjudynd.com

Source: PolicyLink and the Food Trust, "The Grocery Gap"

Benefits

- Placing local food venues downtown and in existing neighborhoods helps businesses
- New Albany, Mississippi's downtown merchants reported a 25% increase in sales during the 2nd Saturday of each month (when the farmers market expands to include music & art)



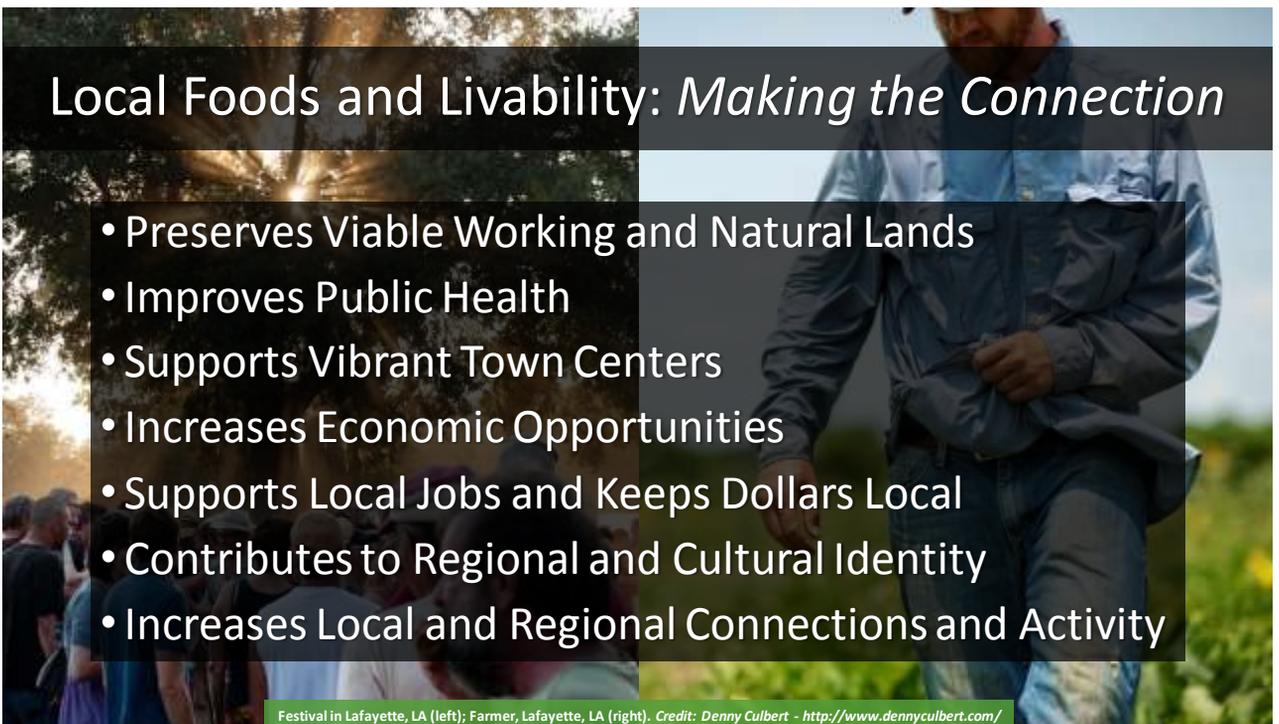
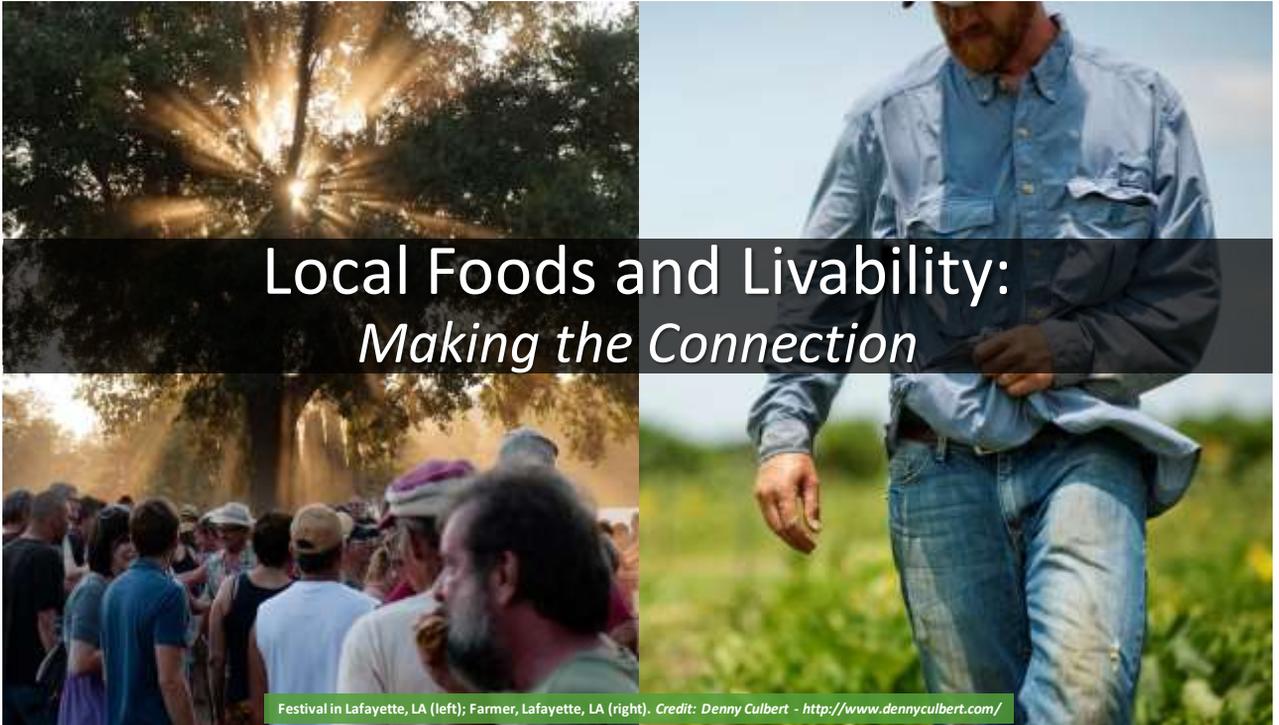
Downtown New Albany, MS. Image Credit: Renaissance Planning Group.

Benefits

- Investing in places like existing main streets, neighborhoods and downtowns can support environmental, economic and public health goals
 - Creating vibrant walkable centers
 - Encouraging mixtures of uses, transportation and housing choices
 - Revitalizing existing centers and reducing pressure to develop in greenfield locations



Downtown Asheboro, NC Image Credit: Alan Steinbeck



Romero Farm, Lafayette, LA, Credit: Denny Culbert

Duffield, VA: Appalachian Harvest Food Hub. Image Credit: Appalachian Sustainable Development

Pikeville, TN, Credit: Renaissance Planning

EarthShare Gardens, Lafayette, LA, Credit: Mally Richard

Preserves Working Lands

Supports Vibrant Town Centers

Promote Local Healthy Food Systems

Increases Economic Opportunity

Improves Public Health



Local Demand: What Do We Spend on Food?

<i>Source: ESRI Business Analyst</i>	Ave per HH	Total
Food	\$8,072.10	\$414,841,530
Food at Home	\$4,960.74	\$254,942,399
Bakery and Cereal Products	\$691.93	\$35,559,920
Meats, Poultry, Fish, and Eggs	\$1,092.99	\$56,170,753
Dairy Products	\$526.48	\$27,057,057
Fruits and Vegetables	\$929.93	\$47,790,974
Snacks and Other Food at Home (10)	\$1,719.41	\$88,363,695
Food Away from Home	\$3,111.36	\$159,899,131
Alcoholic Beverages	\$535.99	\$27,545,566
Nonalcoholic Beverages at Home	\$479.90	\$24,663,143

Local Economy: Demographic Profile

Source: ESRI Business Analyst

Top ESRI Tapestry Segments	Percent	Demographic Summary	2014
In Style (5B)	12.9%	Population	123,907
Old and Newcomers (8F)	10.6%	Households	51,392
Modest Income Homes (12D)	10.3%	Families	29,061
Bright Young Professionals (8C)	9.7%	Median Age	34.1
College Towns (14B)	9.0%	Median Household Income	\$45,678

What We've Seen – Lafayette



Credit: Denny Culbert - <http://www.dennyculbert.com/>

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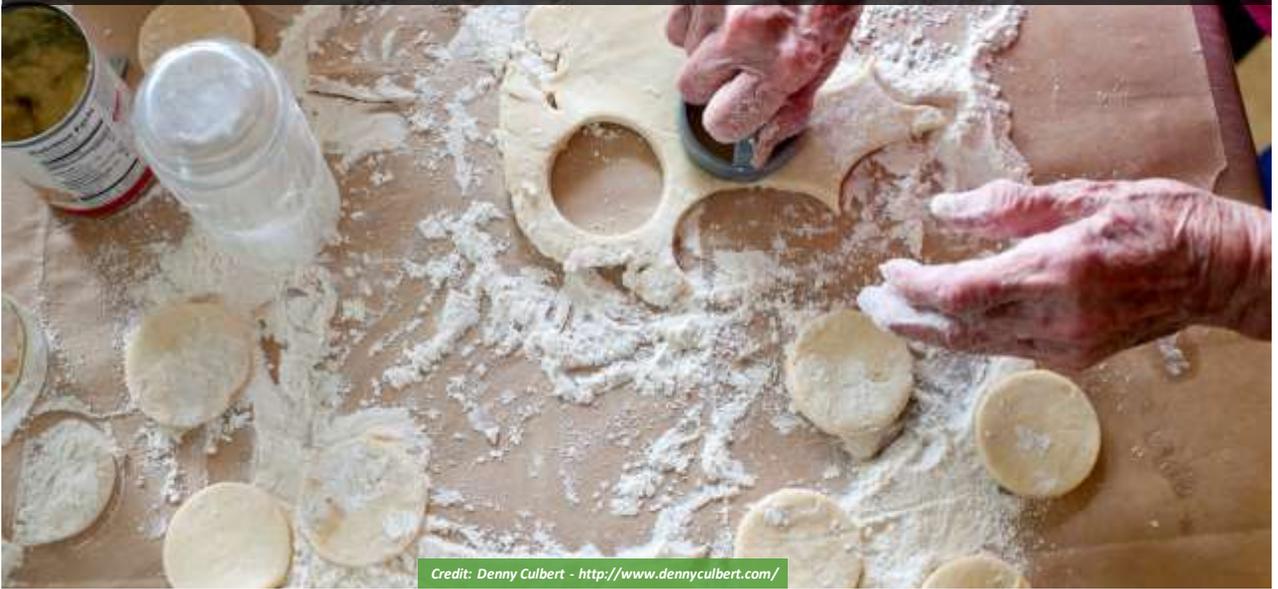
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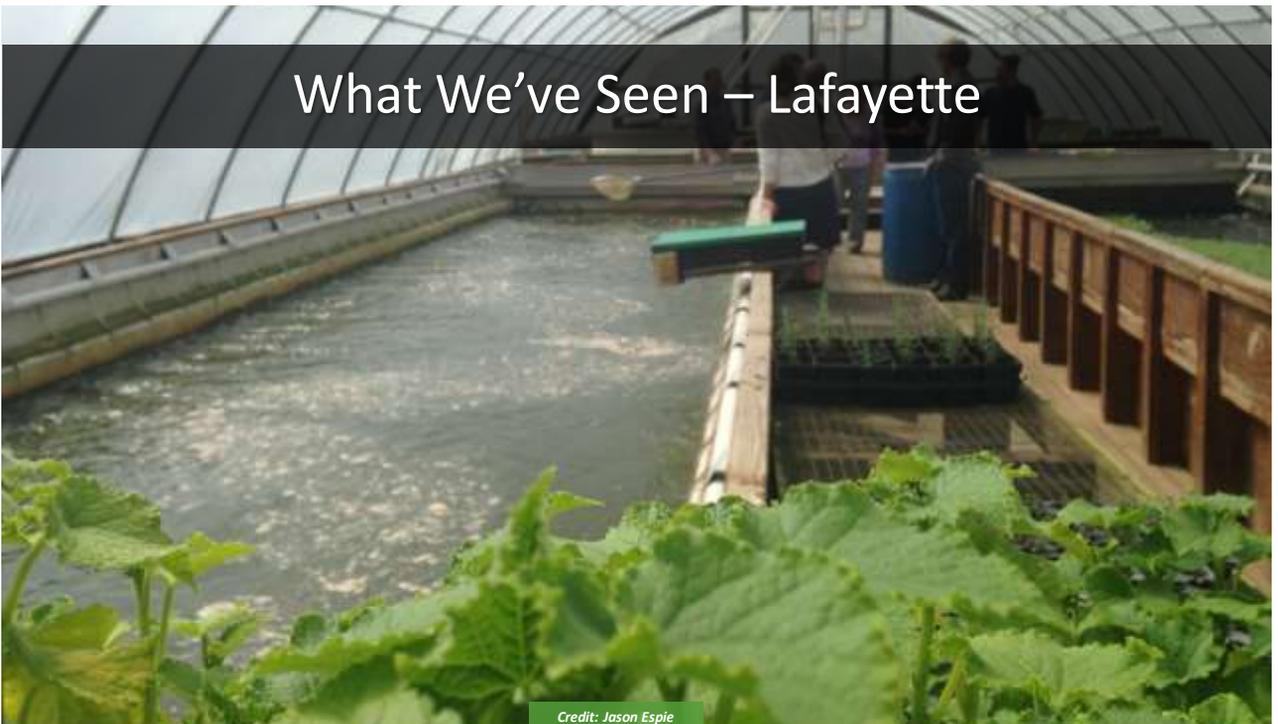
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What We've Seen – Lafayette



What We've Seen – Lafayette



Credit: Jason Espie

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What We've Seen – Lafayette



Credit: Jason Espie

Values and Vision Pave the Way Forward



This I Believe...

- About our community
- About the potential for the Acadiana Food Alliance

Our Food, Our Future Storytelling

- Divide into groups (ideally with people you don't know).
- Create a news story about an event 20 years from now. Something good has just happened here.
 - What happened?
 - Why is it important?
- Develop a headline that captures the story's essence and write it on an index card.
- Report to the entire group on your story and what it means about your aspirations for the future.

Goal 1: Promotion, Marketing, and Brand Reinforcement.

2. Establish Lafayette as Louisiana's local food storage and distribution hub
5. Create a culinary institute that reflects Lafayette's reputation as epicenter of creative cuisine
7. Update existing local food guides
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Goal 2: Partnership and collaboration – organizational framework, sustaining resources, and roles

1. Establish the Acadiana Food Alliance , such as explore how get done, resources needed, who, etc.
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14. Celebrate local-sourcing restaurants and local food collaborations
20. Explore possibility of "Taste of Lafayette" festival or other (strictly) food celebration. We do festivals well. Its high time have one devoted to food.

Goal 3: Mechanics and Operations - Techniques, activities, strategies, infrastructure.

3. Create a beginner farmer internship, resource, and tool share program
4. Build a culinary incubator and programs for sharing kitchen resources
6. Provide resources to restaurants/schools/institutions to increase their locally-sourced inventory.
9. Research and develop city ordinances that support city farming (policy)
17. Break down barriers between production, processing, and consumption – methods and mechanics.
18. Promote food as a continuum instead of isolated pieces
22. Create “Lafayette foodie” curriculum/entry points

Day 2 Presentation



Building our Local Food Economy Local Foods, Local Places Workshop

Lafayette, Louisiana
March 4-5, 2015

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

Workshop Agenda

- Day 1
 - Community Tour
 - Work Session 1 (Where do we want to go?)
- Day 2
 - **Work Session 2 (What needs to happen?)**
 - **Work Session 3 (How are we going to make it happen?)**

Presentation Outline

- Re-introductions, welcomes
- Discussion last night – Vision and Values
- Case Study Examples
- Food System Diagramming
- Action Planning Prioritization Exercise
- Afternoon – Completing the action plan matrix

Credit: Jason Espie

Program Background

- A joint project of:
 - U.S. Environmental Protection Agency (EPA)
 - U.S. Department of Agriculture (USDA)
 - Appalachian Regional Commission (ARC)
 - Delta Regional Authority (DRA)
 - U.S. Department of Transportation (DOT)
 - Centers for Disease Control and Prevention (CDC)
- With participation from:
 - U.S. Department of Housing and Urban Development
 - State, regional and local agencies and organizations
 - Educational institutions



Program Purpose

• Desired outcomes

- 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.

• End product

- New connections among people to build capacity for success.
- An action plan with goals and strategies for achieving these outcomes.



Stories from the Road



Access to healthy, local food

Williamson, West Virginia Community Garden

Image Credit: Renaissance Planning Group

Access to healthy, local food



Huntington, West Virginia. Wild Ramp Market

Image Credit: Renaissance Planning Group

Economic Opportunities



Kentucky Farmer in High Tunnel

Image Credit: Renaissance Planning Group

Revitalize Downtown, Main Street, Neighborhoods



Pikeville, Tennessee. Streetscape Overhaul and Downtown Farmers Market

Image Credit: Renaissance Planning Group

Revitalize Downtown, Main Street, Neighborhoods



New Albany, Mississippi. New Retail on the Tanglefoot Rail Trail

Image Credit: Renaissance Planning Group



Local Food System

What is it and why should we care?



One Definition of Local Foods

- Food produced, processed, and distributed within a particular geographic boundary that consumers associate with their own community.

Source: USDA ERS. *Local Food Systems: Concepts, Impacts, and Issues*. May 2010.

Desired Result

• Food that LAUGHS

- Local
- Affordable
- Uncomplicated
- Good
- Healthy
- Seasonal

Source: Grace Hackney, *Life Around the Table*

Local Food System

Local Farmers. Credit: Eric Mathis, City of Williamson, WV



Local Processors. Credit: Town of Burgaw, NC



Vendors. Credit: Whitley Co Farmers Market



Eaters. Credit: Michel Bish, Flickr



Credit: USDA



Advancing Local Foods

Popular Strategies



Community
Gardens



Farmers
Markets



Incubator
Kitchens

Popular Strategies



Farm to School
Programs



Local Food
Hubs

Federal Funding for Local Foods is Up

Producers

- Beginning Farmer and Rancher Development Program
- Specialty Crop Block Grant Program

Process/Aggregate/Distribute

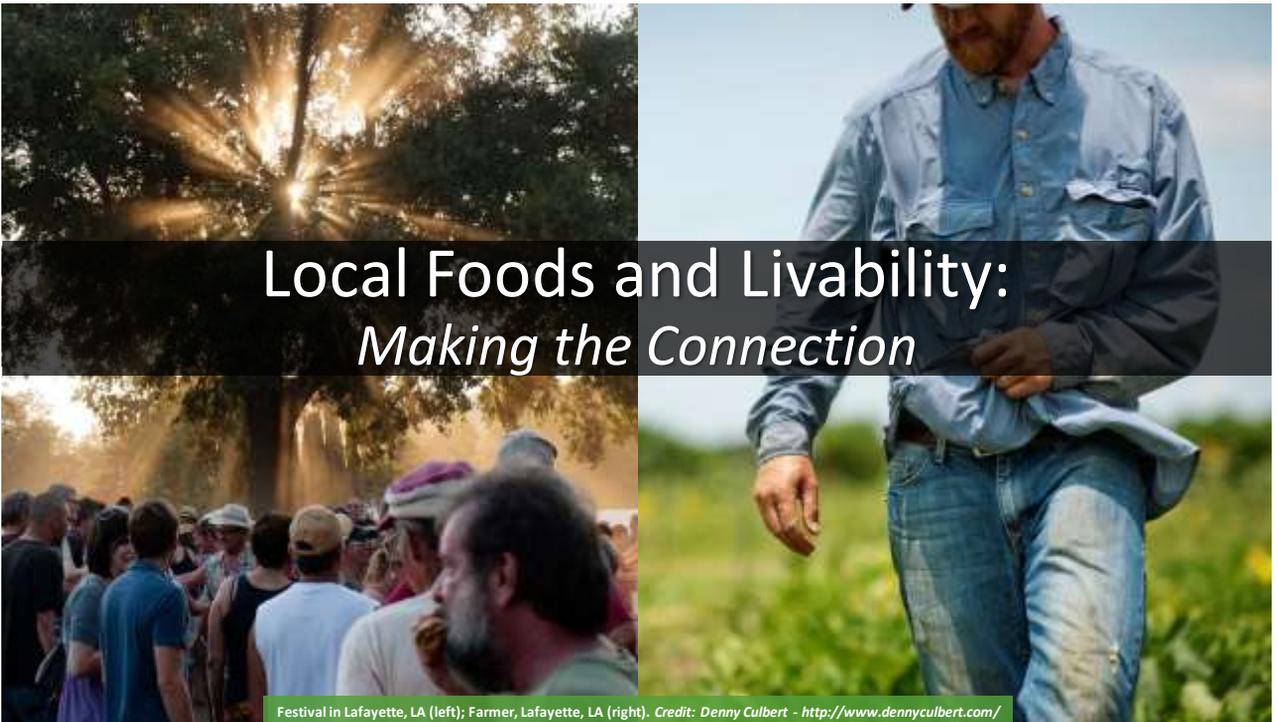
- Community Food Projects Grant Program
- Rural Business Enterprise Grants
- Value Added Producer Grants

Venues

- Farmers Markets and Local Food Promotion Program
- Community Facilities Grants

Eaters

- Food Insecurity Nutrition Incentive Program
- Senior Farmers Market Nutrition Program
- Farm to School Grants



Local Foods and Livability: *Making the Connection*

Festival in Lafayette, LA (left); Farmer, Lafayette, LA (right). Credit: Denny Culbert - <http://www.dennyculbert.com/>

Local Foods and Livability: *Making the Connection*

- Preserves Viable Working and Natural Lands
- Improves Public Health
- Supports Vibrant Town Centers
- Increases Economic Opportunities
- Supports Local Jobs and Keeps Dollars Local
- Contributes to Regional and Cultural Identity
- Increases Local and Regional Connections and Activity

Festival in Lafayette, LA (left); Farmer, Lafayette, LA (right). Credit: Denny Culbert - <http://www.dennyculbert.com/>

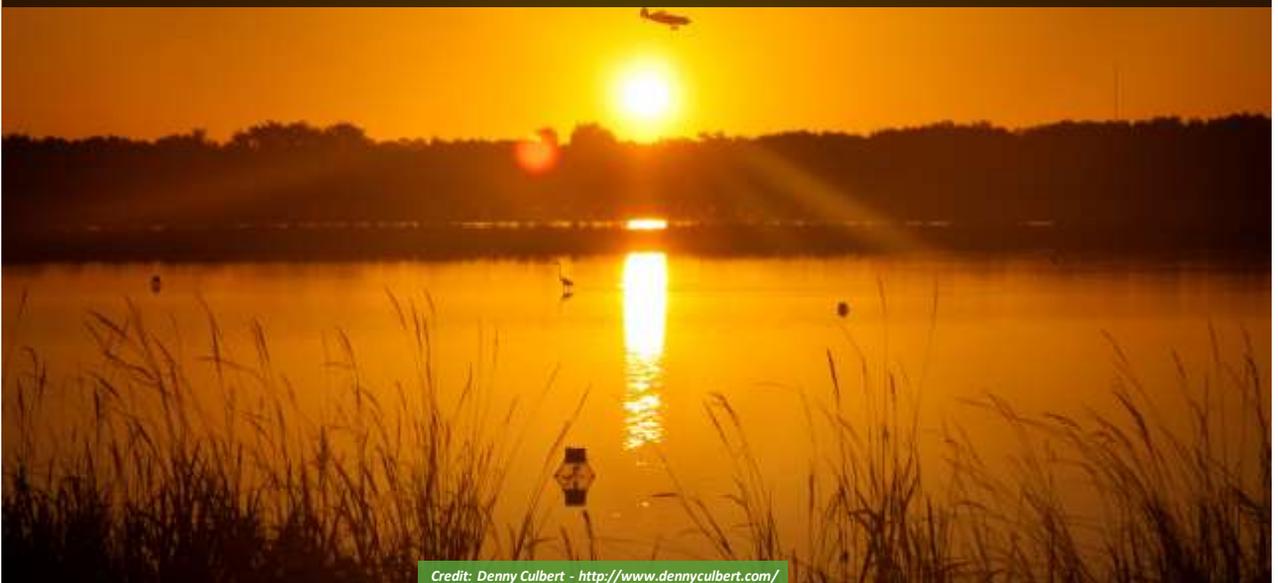


What We've Heard – Themes from Last Night

- Connect with History and Culture of the Region
- Enable a Healthier Community
- Reinforce Food Systems through Education and Engagement
- Align Resources and Activities
- Overcome Barriers to Opportunity

Credit: Denny Culbert - <http://www.dennyculbert.com/>

What We've Seen – Lafayette



Credit: Denny Culbert - <http://www.dennyculbert.com/>

What We've Seen – Lafayette



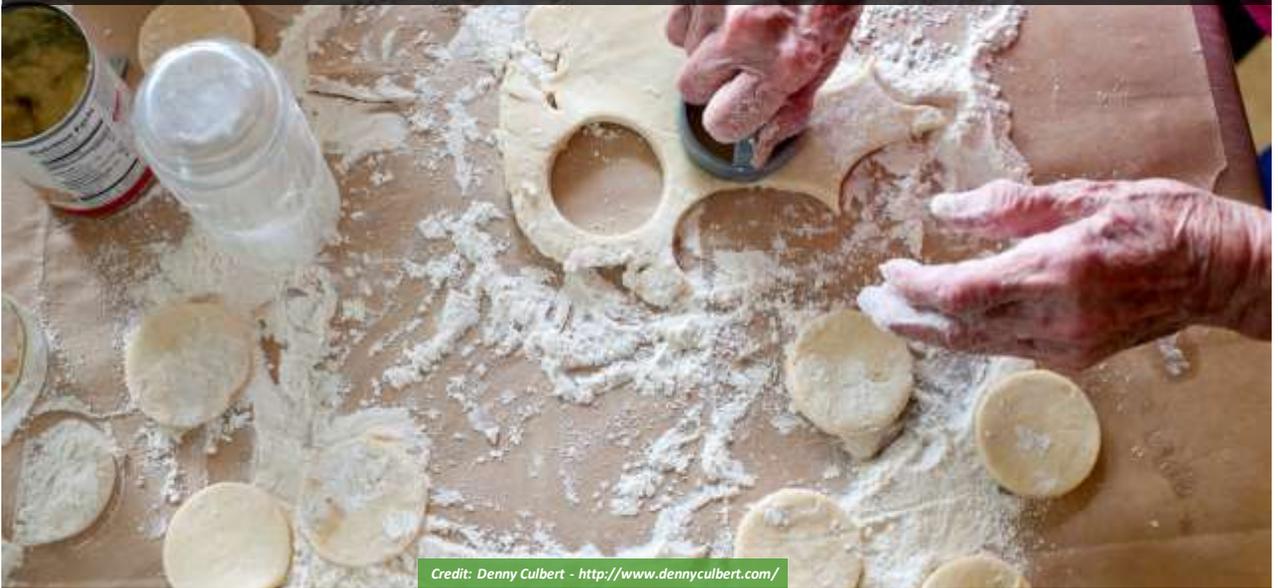
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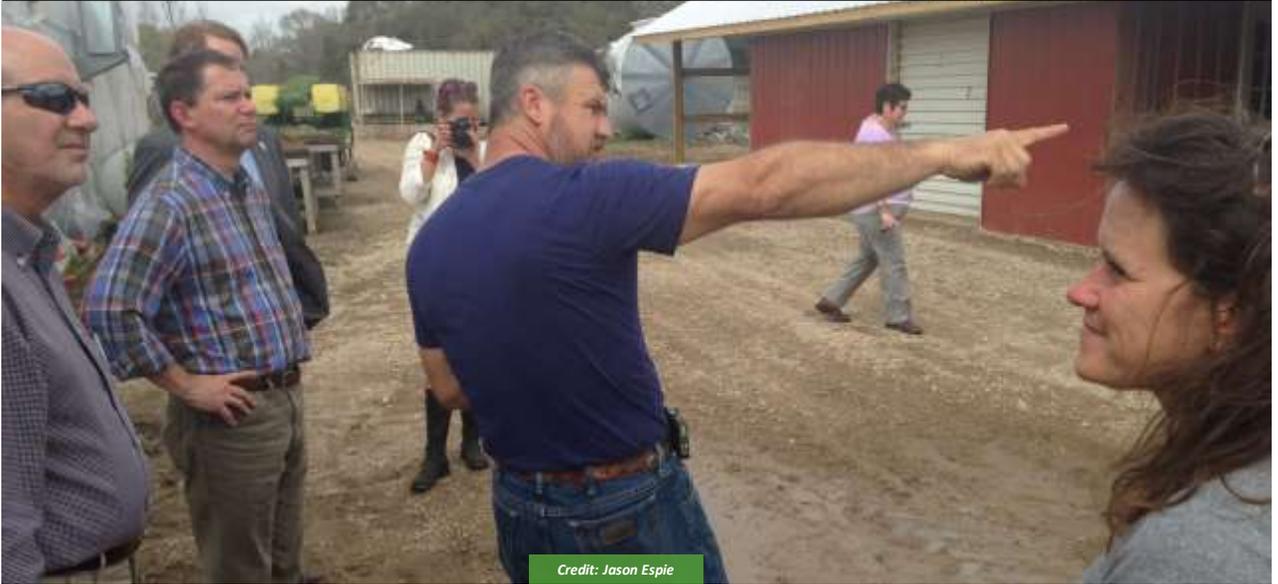
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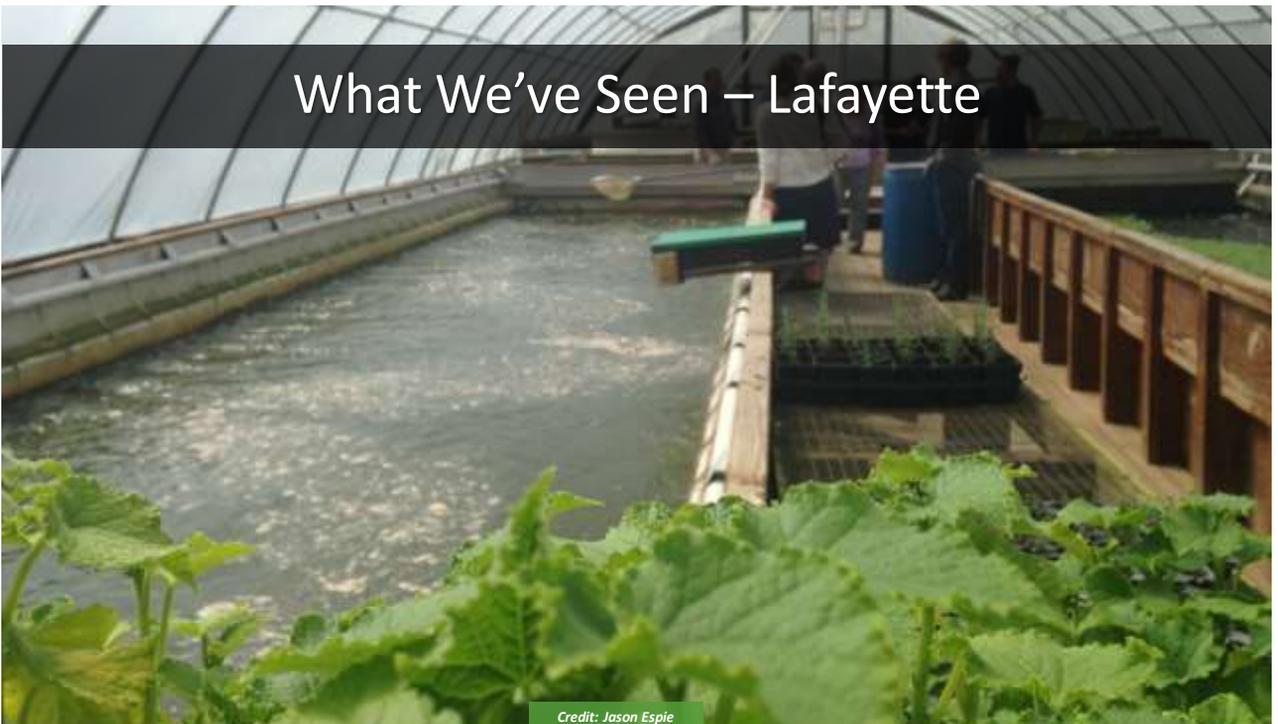
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What We've Seen – Lafayette



What We've Seen – Lafayette



Credit: Jason Espie

What We've Seen – Lafayette



Credit: Jason Espie

What We've Seen – Lafayette



What is a Local Food System?

- A food system is everything involved in taking food from the grower to the consumer.
- Local food systems allow for local growers and consumers to interact
- Matching demand with supply
- Within a particular geographic boundary that consumers associate with their own community.

Mapping Your Local Food System

Local Food System

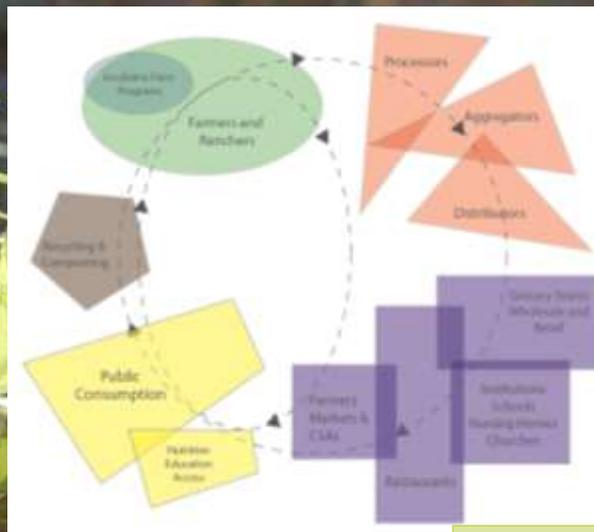


IMAGE CREDITS: POESIS DESIGN AND PLANNING

Exploring Our Food System Exercise

• Steps

- Identify a map drafter and a presenter. Write Names on Poster
- Brainstorm the key elements in your local food system.
- Put the new food store/hub/engine at the center
- Write down the elements by category.
- Connect elements with lines:
 - **Solid lines** indicate strong relationships
 - **Dashed lines** indicate relationships that need to be strengthened or are lacking.
- Use question marks to indicate areas of confusion or potential controversy.
- Each group reports out the highlights or key discoveries.

Exploring Our Food System

• Questions to Consider:

1. Who is growing what?
2. Who connects growers and customers?
3. Are there elements that add value to local foods
4. How strong are the relationships?
5. What are the strengths and weaknesses?

Diagram Examples



SMART Actions Matrix

GOAL:

S.M.A.R.T Actions <small>Always include one method for assessing if a goal met (ie SMART, Simple, Measurable, Achievable, Relevant, and Time & True Format)</small>	Measureable <small>How can we measure progress or success. How will we know we have achieved success?</small>	Achievable <small>Is this something we can control?</small>	Relevant <small>How does this support feasibility and evaluation</small>	Time-frame <small>Short, medium, long</small>	Lead Role <small>Who is the primary responsible party or person</small>	Supporting Cast <small>Who else can help</small>	Resources Costs <small>Personnel or Funding needed? (personnel, or hrs, cost, high cost)</small>	Resource Sources <small>Funding sources</small>	First 100 Days <small>What can we do before Christmas? What can we accomplish in the first 100 days?</small>
Specific Action:									
Specific Action:									
Specific Action:									

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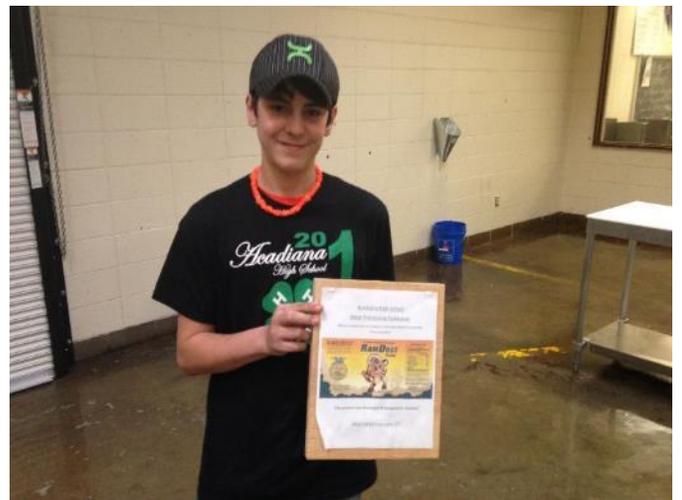
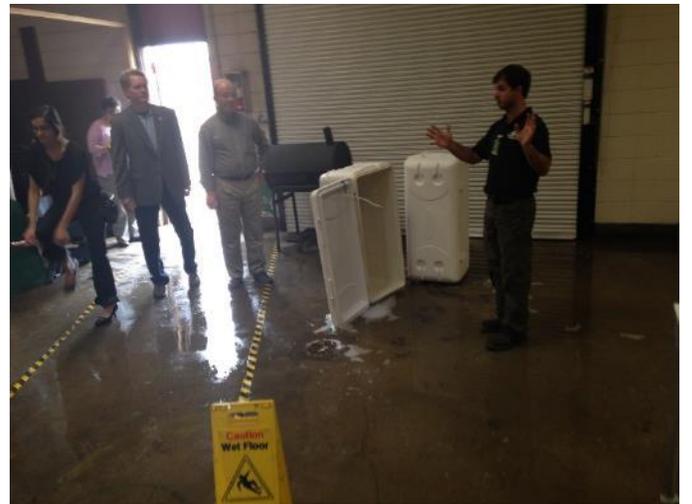
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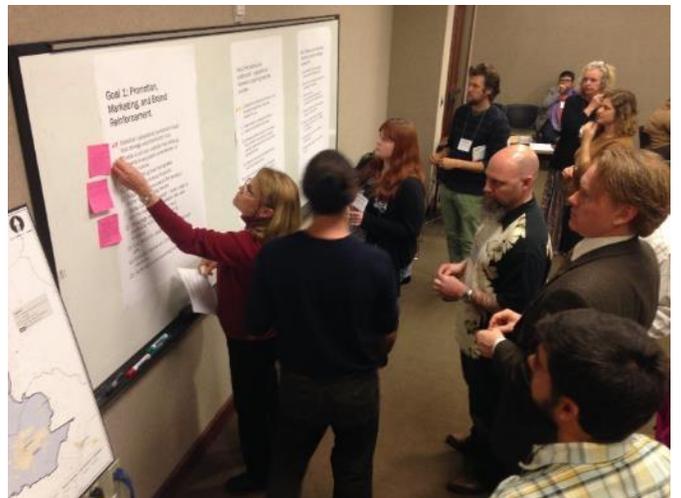
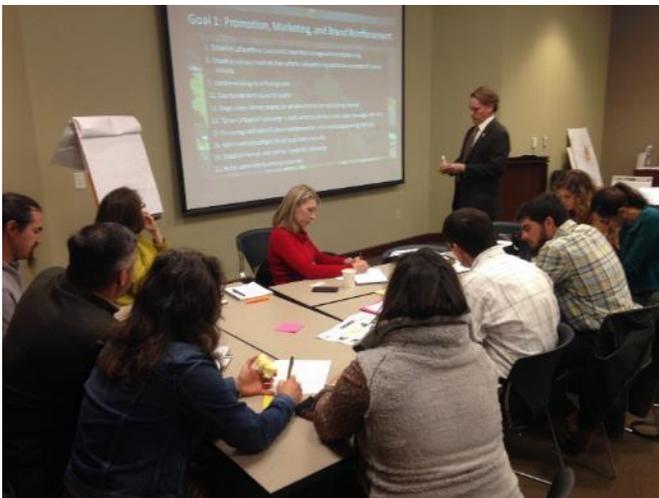
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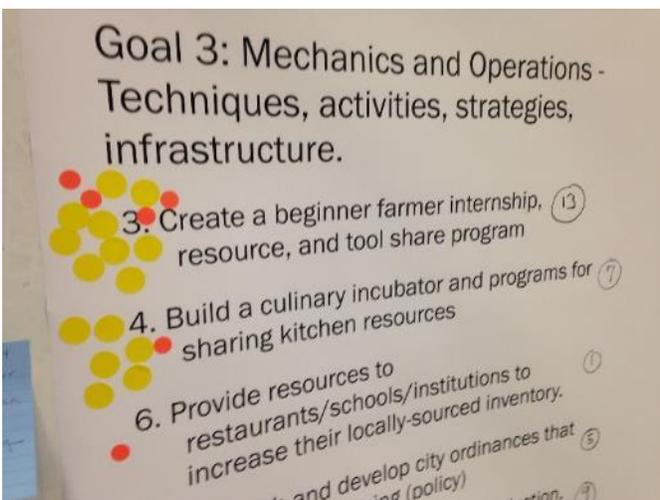
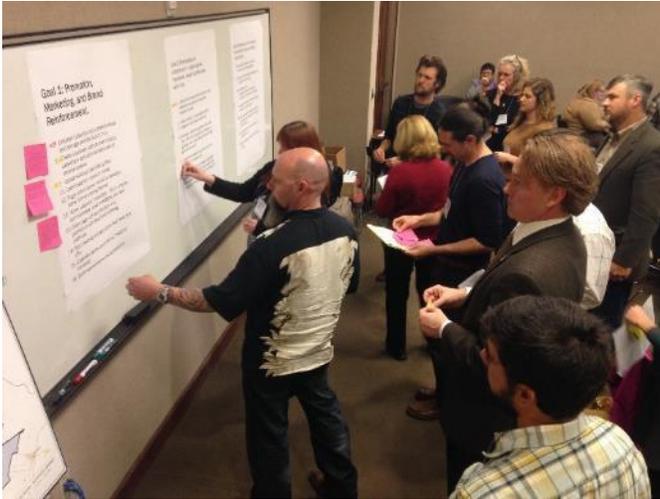
Appendix E:

Workshop Photo Album











Appendix F: Funding Resources

Local Food Systems Funding Programs – Federal/State

Cities and towns can strengthen their local food systems through a variety of federal projects and programs. The USDA and other federal agencies are committed to supporting local food systems – whether it's by working with producers, engaging with communities, financing local processing and distribution, or helping retailers develop local food connections. Below is a list of just some of the resources available. This information and more can be found on the **USDA's Know Your Farmer, Know Your Food** initiative website at www.usda.gov/knowyourfarmer.

USDA Agricultural Marketing Service

Farmers' Market and Local Food Promotion Program

This new program makes \$30 million available annually to farmers markets, other direct producer-to-consumer venues, and other businesses in the local food supply chain. Funding is evenly split between two components: Farmers Market Promotion Program (FMPP) for direct consumer-to-producer marketing opportunities, and Local Food Promotion Program (LFPP) for local and regional food business enterprises. Both FMPP and LFPP have a maximum grant of \$100,000, and the LFPP applicants must have 25% matching funds or in-kind donations. By supporting development and marketing activities for farmers markets, food hubs, roadside stands, agri-tourism activities and other producer to consumer markets, the program can help small and mid-sized farmers access markets. For more information, visit <http://www.ams.usda.gov/AMSV1.0/FMPP> (FMPP) or <http://www.ams.usda.gov/AMSV1.0/LFPP> (LFPP).

Specialty Crop Block Grant Program

The purpose of USDA's Specialty Crop Block Grant Program (SCBGP) is to enhance the competitiveness of specialty crops, including locally grown crops. These investments strengthen rural American communities by supporting local and regional markets and improving access to fresh, high quality fruits and vegetables for millions of Americans. These grants also help growers make food safety enhancements, solve research needs, and make better informed decisions to increase profitability and sustainability. Organizations or individuals interested in the SCBGP should contact their state departments of agriculture – which administer the grant program – for more information. The 2014 Farm Bill significantly increased funding for the program. More information is available here:

<http://www.ams.usda.gov/AMSV1.0/ams.fetchTemplateData.do?template=TemplateN&rightNav1=SpecialtyCropBlockGrant0Program&topNav=&leftNav=CommodityAreas&page=SCBGP&resultType>.

Organic Cost Share Programs

The 2014 Farm Bill also gave USDA new tools and resources to support the growing \$35 billion organic industry by more than doubling previous support through the organic cost-share programs, making certification more accessible than ever for even the smallest certified producers and handlers. Organic producers and handlers can now apply directly through their State contacts to get reimbursed for up to 75 percent of the costs of organic certification, up to an annual maximum of \$750 per certificate. More information is available at <http://www.ams.usda.gov/AMSV1.0/ams.fetchTemplateData.do?template=TemplateQ&leftNav=Na>

[tionalOrganicProgram&page=NOPCostSharing&description=Organic%20Cost%20Share%20Program&acct=nopgeninfo.](#)

Federal State Marketing Improvement Program (FSMIP)

This grant program provides matching funds to state departments of agriculture, state agricultural experiment stations, and other appropriate state agencies to assist in exploring new market opportunities for U.S. food and agricultural products, and to encourage research and innovation aimed at improving the efficiency and performance of the marketing system. FSMIP is designed to support research projects that improve the marketing, transportation, and distribution of U.S. agricultural products. FSMIP is a collaborative effort between Federal and State governments – matching funds go toward projects that bring new opportunities to farmers and ranchers. More information is available at www.ams.usda.gov/fsmip.

USDA Rural Development

Business and Industry Guarantee Loan Program

The purpose of USDA's Business and Industry (B&I) Guaranteed Loan Program is to improve, develop, or finance business, industry, and employment and improve the economic and environmental climate in rural communities. Through this program, USDA provides guarantees on loans made by private lenders to help new and existing businesses gain access to affordable capital by lowering the lender's risk and allowing for more favorable interest rates and terms. A recent change to the program allows projects that are physically located in urban areas if the project benefits underserved communities. The Business and Industry Loan Guarantee program is available on a rolling basis throughout the year. More information is available here: (http://www.rurdev.usda.gov/rbs/busp/b&i_gar.htm).

Value-Added Producer Grants (VAPG)

The primary objective of USDA's Value-Added Producer Grant Program (VAPG) is to help agricultural producers enter into value-added activities related to the processing and/or marketing of bio-based value-added products. VAPG grants are available to producers or producer groups in urban and rural areas. Eligible projects include business plans to market value-added products, evaluating the feasibility of new marketing opportunities, expanding capacity for locally and regionally-grown products, or expanding processing capacity. More information is available here: http://www.rurdev.usda.gov/BCP_VAPG.html.

Community Facility Grants

USDA's Community Facility grant program provides infrastructure support in rural communities under 20,000 people. Grants and loans have been used for commercial kitchens, farmers markets, food banks, cold storage facilities, food hubs and other local food infrastructure. Grants are available to public entities such as municipalities, counties, and special-purpose districts, as well as non-profits and tribal governments. Grant funds can be used to construct, enlarge, or improve community facilities and can include the purchase of equipment required for a facility's operation. More information is available here: http://www.rurdev.usda.gov/HCF_CF.html

Rural Business Enterprise Grant Program (RBEG)

The USDA's Rural Business Enterprise Grant Program (RBEG) funds projects that facilitate the development of small and emerging rural businesses, including acquisition or development of land, building construction, equipment, training and technical assistance, and project planning. Funding is available for local and state governments, tribes, and nonprofits in rural communities where the population does not exceed 50,000, or is next to a city or town with more than 50,000 people.

http://www.rurdev.usda.gov/BCP_rbeg.html .

Rural Business Opportunity Grant (RBOG)

USDA's Rural Business Opportunity Grant Program (RBOG) promotes economic growth in rural communities by supporting training and technical assistance for business development and to assist with regional economic development planning. A specific emphasis within RBOG is support for collaborative economic planning and development through regional food systems. RBOG grants can support regional economic planning, market development studies, business training and technical assistance, and establishing business incubators. Local governments, economic development organizations, non-profit organizations, Indian tribes, and cooperatives are eligible to apply. Funding available to rural communities where the population does not exceed 50,000, or is next to a city or town with more than 50,000 people. More information is available here:

http://www.rurdev.usda.gov/bcp_rbog.html.

USDA Natural Resource Conservation Service

Environmental Quality Incentives Program (EQIP)

EQIP provides cost-share and technical assistance to farmers and ranchers in planning and implementing conservation practices that improve the natural resources (e.g. soil, water, wildlife) on their agricultural land and forestland. A practice supported through EQIP is the installation of seasonal high tunnels (also known as hoop houses), which are unheated greenhouses that can extend a producer's growing season while conserving resources. In addition, EQIP can help producers transition to organic production or help those growers already certified maintain their certification.

More information is available here:

<http://www.nrcs.usda.gov/wps/portal/nrcs/main/national/programs/financial/eqip/>

USDA National Institute of Food and Agriculture

Community Food Projects

Community Food Projects are designed to increase food security in communities by bringing the whole food system together to assess strengths, establish linkages, and create systems that improve the self-reliance of community members over their food needs. Grants are intended to help eligible private nonprofit entities in need of a one-time infusion of federal assistance to establish and carryout multipurpose community food projects. More information is available here:

http://www.nifa.usda.gov/funding/cfp/cfp_synopsis.html.

Food Insecurity Nutrition Incentive (FINI) Grant Program

The 2014 Farm Bill created this program, which supports projects to increase the purchase of fruits and vegetables among people participating in the Supplemental Nutrition Assistance Program.

Applicants may propose small pilot projects (up to \$100,000 for 1 year), multi-year community-based projects (up to \$500,000 for up to 4 years), or larger-scale multi-year projects (more than \$500,000 for up to 4 years). USDA is looking to fund innovative projects that will test community based strategies for how to increase the purchase of fruits and vegetables by SNAP participants through incentives at the point of purchase. USDA will give priority to projects underserved communities and to projects that provide locally- or regionally-produced fruits and vegetables. Applications are due December 15, 2014. More information is available here: http://www.nifa.usda.gov/newsroom/news/2014news/09291_FINI.html.

Beginning Farmers and Ranchers Development Program

This program provides grants to organizations that train, educate, and provide outreach and technical assistance to new and beginning farmers on production, marketing, business management, legal strategies and other topics critical to running a successful operation. The Agriculture Act of 2014 provided an additional \$20 million per year for 2014 through 2018. The reasons for the renewed interest in beginning farmer and rancher programs are: the rising average age of U.S. farmers, the 8% projected decrease in the number of farmers and ranchers between 2008 and 2018, and the growing recognition that new programs are needed to address the needs of the next generation of beginning farmers and ranchers. More information is available here: <http://www.nifa.usda.gov/fo/beginningfarmersandranchers.cfm>.

Small Business Innovation Research (SBIR) program

SBIR grants help small businesses conduct high quality research related to important scientific problems and opportunities in agriculture. Research is intended to increase the commercialization of innovations and foster participation by women-owned and socially and economically disadvantaged small businesses in technological innovation. Grants can be applied towards many areas or research, including projects that manage the movement of products throughout a supply chain, develop processes that save energy, and capture and relay real-time market data. More information is available here: <http://www.nifa.usda.gov/fo/sbir.cfm>.

Sustainable Agriculture Research and Education (SARE)

The mission of the SARE program is to advance sustainable innovations in American agriculture. SARE is uniquely grassroots, administered by four regional offices guided by administrative councils of local experts. Non-profit organizations, researchers, and individuals producers are eligible to apply. More information is available here: <http://www.sare.org/>.

Agriculture and Food Research Initiative (AFRI)

AFRI is charged with funding research, education, and extension grants and integrated research, extension, and education grants that address key problems of National, regional, and multi-state importance in sustaining all components of agriculture, including farm efficiency and profitability, ranching, renewable energy, forestry (both urban and agroforestry), aquaculture, rural communities and entrepreneurship, human nutrition, food safety, biotechnology, and conventional breeding. Providing this support requires that AFRI advances fundamental sciences in support of agriculture and coordinates opportunities to build on these discoveries. This will necessitate efforts in education and extension that deliver science-based knowledge to people, allowing them to make informed practical decisions. More information is available here: <http://www.nifa.usda.gov/funding/afri/afri.html>.

USDA Farm Service Agency

Microloan Program

The Farm Service Agency's (FSA) microloan program is available to agricultural producers in rural and urban areas and provides loans of up to \$35,000 on a rolling basis. Streamlined paperwork and flexible eligibility requirements accommodate new farmers and small farm operations. Larger loans are also available through FSA. Contact your local FSA office at www.fsa.usda.gov for more information.

Farm Storage Facility Loans

These loans finance new construction or refurbishment of farm storage facilities. This includes cold storage and cooling, circulating, and monitoring equipment, which can be particularly important to those growing for local fresh markets. Interested producers should contact their local FSA office at www.fsa.usda.gov.

USDA Food and Nutrition Service

Farm to School Grants

Farm to School Grants are available to help schools source more food locally, and to provide complementary educational activities to students that emphasize food, farming, and nutrition. Schools, state and local agencies, tribal organizations, producers and producer groups, and non-profits are eligible to apply. Planning, implementation, and support service grants are available from \$20,000 to \$100, 000. More information and resources are available at www.fns.usda.gov/farmtoschool/farm-school.

Supplemental Nutrition Assistance Program (SNAP)

As of 2014, more than 2,500 farmers' markets nationwide are set up to accept SNAP's electronic benefit transfer (EBT) cards. Benefits can be used to purchase many of the foods sold at farmers' markets, including fruits and vegetables, dairy products, breads and cereals, and meat and poultry. They can also purchase seeds and plants which produce food for the household to eat. More information about SNAP benefits at farmers' markets is available from USDA here: <http://www.fns.usda.gov/ebt/learn-about-snap-benefits-farmers-markets>.

WIC Farmers' Market Nutrition Program (FMNP)

This program provides coupons for local food purchases to women, infants, and children that are eligible for WIC benefits. The coupons can be used to purchase eligible foods from farmers, farmers' markets, and roadside stands. Only farmers, farmers' markets, and roadside stands authorized by the State agency may accept and redeem FMNP coupons. Individuals who exclusively sell produce grown by someone else such as wholesale distributors, cannot be authorized to participate in the FMNP. For more information, visit: <http://www.fns.usda.gov/fmnp/overview>.

Senior Farmers' Market Nutrition Program

This program, similar to FMNP, awards grants to States, United States Territories, and federally-recognized Indian tribal governments to provide low-income seniors with coupons that can be exchanged for eligible foods (fruits, vegetables, honey, and fresh-cut herbs) at farmers' markets,

roadside stands, and community supported agriculture programs. For more information, visit: <http://www.fns.usda.gov/sfmnp/overview>.

Funding Programs in Support of Other Livable Community Projects

The programs listed below are popular resources that support a variety of livability projects. The publication “Federal Resources for Sustainable Rural Communities” is a useful guide from the HUD-DOT-EPA Partnerships for Sustainable Communities that describes several additional resources:

http://www.rurdev.usda.gov/SupportDocuments/RD_FedResourcesSustainableCommunities.pdf

National Endowment for the Arts Our Town Grants

The National Endowment for the Arts’ Our Town grant program is the agency's primary creative placemaking grants program. Projects may include arts engagement, cultural planning, and design activities. The grants range from \$25,000 to \$200,000. Our Town invests in creative and innovative projects in which communities, together with their arts and design organizations and artists, seek to:

- Improve their quality of life;
- Encourage greater creative activity;
- Foster stronger community identity and a sense of place; and
- Revitalize economic development.

More information: <http://arts.gov/grants-organizations/our-town/grant-program-description>.

EPA Brownfields Programs

- **Area-wide Planning Pilot Program:** Brownfields Area-Wide Planning is an EPA grant program which provides funding to recipients to conduct research, technical assistance and training that will result in an area-wide plan and implementation strategy for key brownfield sites, which will help inform the assessment, cleanup and reuse of brownfields properties and promote area-wide revitalization. Funding is directed to specific areas, such as a neighborhood, downtown district, local commercial corridor, or city block, affected by a single large or multiple brownfield sites. More information: http://www.epa.gov/brownfields/areawide_grants.htm.
- **Assessment Grants:** Assessment grants provide funding for a grant recipient to inventory, characterize, assess, and conduct planning and community involvement related to brownfields sites. Eligible entities may apply for \$200,000 and up to \$350,000 with a waiver. More information: http://www.epa.gov/brownfields/assessment_grants.htm.
- **Revolving Loan Fund Grants:** Revolving Loan Fund (RLF) grants provide funding for a grant recipient to capitalize a revolving loan fund and to provide subgrants to carry out cleanup activities at brownfield sites. More information is available here: <http://www.epa.gov/brownfields/rlflst.htm>.
- **Cleanup Grants:** Cleanup grants provide funding for a grant recipient to carry out cleanup activities at brownfield sites. An eligible entity may apply for up to \$200,000 per site. More information is available here: http://www.epa.gov/brownfields/cleanup_grants.htm.

Transportation Alternatives Program (TAP)

The Federal Highway Administration’s TAP provides funding for programs and projects defined as transportation alternatives, including on- and off-road pedestrian and bicycle facilities, infrastructure projects for improving non-driver access to public transportation and enhanced mobility, community improvement activities, and environmental mitigation; recreational trail program projects; safe routes to school projects; and projects for planning, designing, or constructing boulevards and other roadways largely in the right-of-way of former Interstate System routes or other divided highways. In rural areas, these funds are typically allocated by state departments of transportation. For more information, visit: <http://www.fhwa.dot.gov/map21/guidance/guidetap.cfm>. For more information on Safe Routes to School projects and programs (which are eligible for funding under TAP), visit: http://www.fhwa.dot.gov/environment/safe_routes_to_school/.

Appendix G:

Additional References and Resources

Local Food Systems Resources – National

USDA Know Your Farmer Know Your Food

The **Know Your Farmer, Know Your Food** initiative is a USDA-wide effort to carry out the Department’s commitment to strengthening local and regional food systems. The Know Your Farmer Know Your Food website provides a “one stop shop” for resources, from grants and loans to toolkits and guidebooks, from agencies and offices across the Department. The website also contains the Know Your Farmer Know Your Food Compass Map, which shows efforts supported by USDA and other federal partners as well as related information on local and regional food systems.

- <http://www.usda.gov/wps/portal/usda/knowyourfarmer?navid=KNOWYOURFARMER>

Farmers’ Markets General

USDA National Farmers Market Directory

Provides members of the public with convenient access to information about U.S. farmers’ market locations, directions, operating times, product offerings, and accepted forms of payment.

- <http://search.ams.usda.gov/farmersmarkets/>

USDA’s “National Farmers Market Manager Survey”

Nearly 1,300 farmers’ market managers responded to this national survey conducted in 2006.

- <http://www.ams.usda.gov/AMSv1.0/getfile?dDocName=STELPRDC5077203&acct=wdmgeninfo>

USDA’s “Supplemental Nutrition Assistance Program (SNAP) at Farmers Markets: A How-To Handbook”

This 2010 report from USDA describes how farmers’ markets can accept SNAP benefits. SNAP is the federal government’s nutritional assistance program. It was formerly known as food stamps.

- <http://www.ams.usda.gov/AMSv1.0/getfile?dDocName=STELPRDC5085298&acct=wdmgeninfo>

Appalachian Sustainable Agriculture Project’s “Sharing the Harvest: A Guide to Bridging the Divide between Farmers Markets and Low-Income Shoppers.”

This 2012 report from ASAP describes strategies for bridging the divide between farmers’ markets and low income shoppers.

- <http://asapconnections.org/downloads/asap-farmers-market-access-guide.pdf>

Connecting Local Farmers with USDA Farmers Market Nutrition Program Participants

This 2010 report from USDA describes how providing transportation can help low-income individuals overcome barriers to accessing farmers markets.

- <http://www.ams.usda.gov/AMSv1.0/getfile?dDocName=STELPRDC5083319&acct=wdmgeninfo>

Farmers' Markets Management

Oregon State University's "Understanding the Link Between Farmers' Market Size and Management Organization."

This report, supported by the USDA, explored internal management issues of farmers' markets and describes tools that can help make farmers' markets sustainable.

- <http://www.ams.usda.gov/AMSV1.0/getfile?dDocName=STELPRDC5071342>

Appalachian Sustainable Agriculture Project's "25 Best Practices for Farmers' Markets."

This report describes 25 best practices in the areas of management, regulations, risk management, food safety, improving vendor sales, and marketing/outreach/promotion/social media.

- <http://asapconnections.org/downloads/market-makeover-25-best-practices-for-farmers-markets.pdf>

Food Hubs

USDA's "Moving Food Along the Value Chain: Innovations in Regional Food Distribution"

This 2012 report from USDA examined eight case studies of food value chains and provides some practical lessons about the challenges they face and lessons learned.

- <http://www.ams.usda.gov/AMSV1.0/getfile?dDocName=stelprdc5097504&acct=wdmgeninfo>

USDA's "Regional Food Hub Resource Guide"

USDA released this primer on food hubs and the resources available to support them in 2012.

- <http://www.ams.usda.gov/AMSV1.0/getfile?dDocName=STELPRDC5097957>

Michigan State University's and Wallace Center's "State of the Food Hub – 2013 National Survey Results"

This survey of more than 100 food hubs across the United States quantifies the scope, scale, and impacts of local food hubs.

- <http://www.wallacecenter.org/resourcelibrary/state-of-the-food-hub-2013-national-survey-results>

Wholesome Wave's "Food Hub Business Assessment Toolkit"

The toolkit provides tools to assess a food hub businesses' readiness for investment.

- <http://www.wholesomewave.org/wp-content/uploads/2014/08/HFCI-Food-Hub-Business-Assessment-Toolkit.pdf>

Community Kitchens

Culinary Incubator's Community Kitchen Database

This site provides a description and interactive map of community kitchens across the United States.

- <http://www.culinaryincubator.com/maps.php>

Community Gardens

Centers for Disease Control and Prevention’s Community Gardens Website

- <http://www.cdc.gov/healthyplaces/healthtopics/healthyfood/community.htm>

Vermont Community Garden Network’s Garden Organizer Toolkit

- <http://vcgn.org/garden-organizer-toolkit/>

Farm to School

USDA’s Farm to School Website

USDA provides information on its website about Farm to School programs and how to get one started in your community.

- <http://www.fns.usda.gov/farmentoschool/implementing-farm-school-activities>
- <http://www.fns.usda.gov/farmentoschool/farm-school>

Land Use

American Planning Association’s (APA’s) “Zoning for Urban Agriculture”

The APA in 2010 prepared an article on urban agriculture zoning in its March 2010 *Zoning Practice*.

- <https://www.planning.org/zoningpractice/2010/pdf/mar.pdf>

American Planning Association’s (APA’s) “Zoning for Public Markets and Street Vendors”

The APA also prepared an article on zoning for public markets in its February 2009 *Zoning Practice*.

- <https://www.planning.org/zoningpractice/2010/pdf/mar.pdf>

Other

CDC Report: Recommended Community Strategies and Measurements to Prevent Obesity in the United States

Report documenting strategies to implement for obesity prevention.

- http://www.cdc.gov/obesity/downloads/community_strategies_guide.pdf

Food Value Chains: Creating Shared Value to Enhance Marketing Success

The report provides an overview of how food value chains are initiated, structured, how they function and the business advantages and challenges of this approach.

- <http://www.ams.usda.gov/AMSv1.0/getfile?dDocName=STELPRDC5107776>

Wholesale Markets and Facility Design

Provides technical assistance and support to customers regarding the construction of new structures or the remodeling of existing ones. These facilities include wholesale market, farmers markets, public markets, and food hubs.

- <http://www.ams.usda.gov/AMSV1.0/ams.fetchTemplateData.do?template=TemplateN&navID=WholesaleandFarmersMarkets&leftNav=WholesaleandFarmersMarkets&page=WFMWholesaleMarketsandFacilityDesign&description=Wholesale%20Markets%20and%20Facility%20Design&acct=facdsgrn>

Organic Agriculture

USDA is committed to helping organic agriculture grow and thrive. This is a one-stop shop with information about organic certification and USDA-wide support for organic agriculture.

- www.usda.gov/organic

Fruit and Vegetable Audits

Audits for Good Agricultural Practices and Good Handling Practices can help producers access commercial markets by verifying that fruits and vegetables are produced, packed, handled, and stored in the safest manner possible to minimize risks of microbial food safety hazards.

- <http://www.ams.usda.gov/AMSV1.0/ams.fetchTemplateData.do?template=TemplateN&page=GAPGHPAuditVerificationProgram>

USDA Certification for Small and Very Small Producers of Grass-fed Beef and Lamb

Allows small and very small-scale producers to certify that their animals meet the requirements of the grass-fed marketing claim standard, helping them differentiate themselves and communicate value to their customers.

- <http://www.ams.usda.gov/AMSV1.0/GrassFedSVS>

Local and Regional Market News

Provides reports on local and regional food outlets, providing producers and consumers with instant access to prices from farmers markets, farmers' auctions, food hubs, and direct-to-consumer sales, providing support to even the smallest farmers and producers.

- <http://www.ams.usda.gov/AMSV1.0/MarketNewsLocalRegional>

Food Co-op Resources

How to start a food co-op manual

- <http://www.cooperativegrocer.coop/library/start-a-food-coop>

Appendix H: Structure of the Acadiana Food Alliance

June 2, 2015

STRUCTURE OF THE ACADIANA FOOD ALLIANCE

"The Acadiana Food Alliance unites people, ideas and resources to grow the culture and economy of our regional food system"

1. STEERING COMMITTEE

The Steering Committee would act as a Board of Directors until the Acadiana Food Alliance incorporates as a nonprofit, at which time a formal BoD would take over (1-3 years).

Purpose

Assess program alignment with Mission
Oversee program direction, clarity and focus
Build strategic relationships
Raise Money

8-12 people

2. MEMBERSHIP

Initially

Signatories to a Letter of Alliance, orgs joining the effort and intent of the Acadiana Food Alliance

In the Future

Paying individuals, businesses, organizations or governments that support and participate in our activities and Mission

3. FISCAL MANAGEMENT

Acadiana Food Alliance will operate initially as an ad-hoc organization through the fiscal sponsorship of an established nonprofit. Budgets will be managed and administered by this sponsor, or other partnering organizations. Grants will be applied for on our behalf through our sponsor's nonprofit status, or in partnership with other qualified organizations.

Possible Fiscal Sponsors

Acadiana Planning Commission
Community Foundation of Acadiana
Lafayette Economic Development Authority (LEDA)
Southwest Louisiana Area Health Education Center (SWLAHEC)

Possible partners for writing federal grants

- Acadiana Planning Commission
- Community Foundation of Acadiana
- Lafayette Consolidated Government
- Lafayette Convention and Visitors Center
- Lafayette Parish School Board
- Lafayette Public Trust Finance Authority
- Lafayette Economic Development Agency
- South West Area Health Education Center

4. INITIAL BUDGET

We propose to pool funds donated from several partnering organizations, and possibly from grant funds, to cover the first three years of budget expenses.

Possible Donors

Not for profits, governmental organizations, grants and for profits

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Acadiana Food Alliance
Preliminary Three Year Budget

	2015-16	2016-17	2017-18	3 Year Total
Salary	\$50,000	\$52,500	\$55,000	\$157,500
Benefits @ 25%	\$12,500	\$13,125	\$13,750	\$39,375
Total Salary & Benefits	\$62,500	\$65,625	\$68,750	\$196,875
Travel/Expenses	\$5,000	\$5,000	\$5,000	\$15,000
Office space	In-kind	In-kind	In-kind	
Grow Acadiana Mkting Campaign	\$10,000	\$10,000	\$10,000	\$30,000
Food Immersion Program Support	\$10,000	\$10,000	\$10,000	\$30,000
Educational Programs	\$15,000	\$15,000	\$15,000	\$45,000
Support of Food Hub	\$15,000	\$15,000	\$15,000	\$45,000
Farmers Support Program	\$15,000	\$15,000	\$15,000	\$45,000
Local Foods Directory	\$10,000	\$10,000	\$10,000	\$30,000
	\$142,500	\$145,625	\$148,750	\$436,875