

Food Action Charrette: Community Report

In 2009 Good Food for Lewiston/Auburn (GFLA, a program of the St. Mary's Nutrition Center), then Local Food for Lewiston, began a community food assessment (CFA). This comprehensive study of Lewiston's food landscape focused on building a deep understanding of where food resources are, how people access them, and what barriers exist to that access. It was spurred by the reality that, despite the many organizations doing important work to feed the city's hungry, the unmet need was great and a collaborative approach to the problems was needed. This approach, the group realized, must benefit consumers, producers, and retailers—the entire community, in “mutual gain” scenarios. Although CFA research was limited to Lewiston, GFLA recognized that food issues don't stop at the city limits and solutions must involve the larger L/A region.

The study and subsequent community discussions yielded seven broad goal areas (described in Appendix A), with varying numbers of goals falling under those goal areas, and varying numbers of objectives, in turn, falling under each of the goals (see Appendix B). While a large amount of mental effort was required to analyze and organize the wealth of community-derived information GFLA had amassed, it remained for the community to express its priorities in regards to the identified goals and objectives. This process was undertaken at a charrette, an intensive planning session, in May 2012.

On Thursday, May 3, approximately 70 people gathered at Callahan Hall in the Lewiston Public Library to participate in a Food Action Charrette hosted by GFLA. Representatives from municipal government, educational institutions, hospitals, local business, the Somali community, downtown residents, and many other groups, were on hand. The event opened at 2:00, and upon arriving and registering, guests leisurely reviewed several educational displays developed by Bates seniors and longtime GFLA collaborators Rebecca Dugan and Karen Ulman. These displays provided valuable context to participants, explaining the history of GFLA leading up to the charrette, giving a snapshot of the CFA process and findings, an explanation of the newly formed L/A Community Food Council (CFC), and highlighting success stories from the L/A and national food systems.

At 2:45 the group settled around tables and were welcomed by Kirtsten Walter, Director of the St Mary's Nutrition Center (which GFLA operates under). Professional facilitator Amy Burchstead, from Good Group Decisions, briefly recapped why the group was there and what they would be doing that afternoon: providing direction for the work of the CFC, a group created to advance the food-related priorities of the community. Kirsten gave a quick review of the highlights of the work done so far: the CFA, participatory community process, and recruitment for the CFC. She also discussed the work on the horizon—the CFC's first meetings across the summer, and it's potential to connect the dots between existing projects and strengthen those efforts. Annie Doran, also from the Nutrition Center (Lots To Gardens), explained the vision and goals of the L/A food system that emerged from

GFLA's work. Amy then oriented the attendees to how the info would be used that afternoon during two breakout sessions.

Attendees formed groups according to the goal area of their interest and, through discussions steered by volunteer facilitators, prioritized goals and objectives in the first breakout session. Presented with the list of goals and objectives in Appendix B, the groups were given the opportunity to add any goals they felt were conspicuously absent. They then prioritized the top three goals which they felt would have the most impact and align best with the GFLA vision. The groups then reviewed the objectives listed for each of the top three goals, and were again given the chance to add anything they felt was missing. Through voting the group then prioritized the top three objectives they felt would be most effective in reaching the selected goals. This top goal and objective for each goal area is captured in Appendix C.

After a brief break, the groups reviewed lists of ideas to reach the goals and objectives within each goal area generated through previous community discussions. This was done in preparation for generating action plans (strategies for success). It was emphasized that the ideas coming out of the charrette would need to be evaluated further by the council for suitability and feasibility, and that the job that day was to identify strategies that are felt to be important and further develop those ideas. The groups would not need to prioritize the strategies. Drawing from the pre-generated lists, and the brainstorming of the attendees, several action plans were generated for the top goals. These plans included ideas about who potential leads would be for different steps in the plans, as well as potential partners.

The complete output of the groups, including prioritized goals and objectives, and the action plans to meet them, is reflected in Appendix D. An evaluation of the ideas expressed during the charrette reveals several common threads:

- *Stronger connections are desired*
Whether between producers and consumers, producers and processors, retailers and consumers, neighbors, or in general, many expressed the desire for better relationships to be formed. Drawing people together to better understand each other's needs is a critical step in improving the food system. Some expressed the feeling that a wealth of data and good work is already out there, but that it isn't connected and offering full benefit to the people of L/A. These ideas tie directly to the systems perspective that the CFC will bring to their work—an ability to think about the “big picture” and connect the dots between different aspects of the food system.
- *More healthy, culturally appropriate food at more affordable prices is needed*
Several ideas about how this could be attained were offered, including bulk purchasing/buying clubs by local grocers, creating more opportunities to trade labor for food, online bulk purchase of staple food items, increased understanding of retailer barriers and helping retailers to overcome them, and increased participation in the L/A Time Bank and connecting it to food access initiatives

- *More public education must take place*
Increased awareness is needed on many fronts: healthy and local food options, cooking, preserving, gardening and more. There is a need to increase the number of educators and places for education to happen within schools, colleges, community spaces, etc.
- *Research*
We need a better understanding of how other communities and businesses have overcome obstacles to healthy, affordable food (e.g., how and where corner store initiatives to sell healthy food have succeeded)
- *Government involvement is necessary*
Municipal governments were listed in many action plans. Food councils across the country whose work has emphasized policy changes have found it important to have close government ties to be effective in their work.
- *St. Marys/Nutrition Center/Good Food for L/A have a continuing role to play*
One or more of the above agencies are listed in most action plans, and many felt that, given the extensive background in the food security issues that these groups represent, they can play important roles in the solutions to those issues.
- *Diverse partnerships have to be formed*
The action plans call for a great variety of partners to engage in coordinated effort. Clearly there will be need for a group to facilitate these relationships and push the action, and this may be one of the roles of the CFC.

APPENDIX A: GOAL AREA DESCRIPTIONS

GOAL AREA: ACCESSIBILITY

How do people access healthy food?

To create universal access, we will need to consider the systems, resources and policies that support food access, such as federal and state food assistance programs; delivery services; nearby markets and reliable transportation options.

GOAL AREA: AFFORDABILITY

How can we make good food affordable for all our residents?

Affordability is a substantial challenge that will require creative and collaborative solutions. We will need to consider ways to increase resources available to limited-income consumers and methods for connecting people to farmers, gardens, services and education.

GOAL AREA: AVAILABILITY of HEALTHY FOOD

How do we increase the availability of healthy and local food choices?

It is much easier to find unhealthy food options than healthy foods. We will need to consider ways to have healthy food available year-round from many sources including large supermarkets, community markets, farmers' markets, and cafeterias.

GOAL AREA: EDUCATION & HEALTHY FOOD EDUCATION

What kind of education is needed to support people in growing, preparing and choosing healthy foods and becoming healthy food advocates?

We will need to consider how to support multiple avenues for formal and informal education that can be accessed at places across the community.

GOAL AREA: FOOD ASSISTANCE

How do we ensure that those most vulnerable in our community have strong systems in place to support them in accessing healthy food?

We will need to consider how to integrate the many layers of food assistance programs into a careful network that is effective, accessible and appropriate, and part of the larger food system.

GOAL AREA: PRODUCTION

How do we develop the capacity to produce more food locally?

We will need to consider all of the components of food production: land preservation; expanding the number of farmers and producers; supporting food and agriculture business development; and developing distribution and storage systems.

GOAL AREA: SOCIAL CAPITAL

How do we fully utilize the depth of talent, resources and expertise within our community to address food issues from the ground up?

We will need to consider how to tap into existing informal networks and how to cultivate a culture of collective support and action.

APPENDIX B: GOALS AND OBJECTIVES FOR GOAL AREAS

GOAL AREA: ACCESSIBILITY

GOAL: Increase the availability and variety of transportation that allows people to procure food.

- **Obj.:** Improve current bus system to support easier routine food procurement at markets and other access points.
- **Obj.:** Address seasonal issues that impede routine food procurement.
- **Obj.:** Develop/pilot alternative transportation methods.
- **Obj.:** Develop support for local food access among elected officials.

GOAL: Develop and support policy and planning efforts that increase access to healthy food and strengthen local purchasing.

- **Obj.:** Promote incentive-based policies for local purchasing in public and private settings.
- **Obj.:** Participate in regional food distribution planning.
Example Strategy: Food travels by rail.
- **Obj.:** Ensure needs of the vulnerable populations identified in the Community Food Assessment are reflected in policy.
- **Obj.:** Engage community in supporting policy change at a local and state level.

GOAL: Increase people's ability to produce and preserve their own food.

- **Obj.:** Provide more gardens and other growing space and resources.
- **Obj.:** Ensure that community food production is part of city planning and that spaces are preserved.

GOAL: Increase services that create easy access to healthy food to residents

- **Obj.:** Support thriving farmers markets year-round.
- **Obj.:** Facilitate development of alternative healthy food delivery services.
Example Strategy: Pedal-powered bike delivery
- **Obj.:** Explore feasibility and pilot multiple access models.
Example Strategies: Food co-ops, buying clubs, street vendors.

GOAL: Increase the number of community markets that offer many healthy options within walking distance to all residents.

- **Obj.:** Increase demand for more local markets.
- **Obj.:** Increase demand of healthy food at local markets.
- **Obj.:** Increase the capacity (infrastructure, capital) of local markets to offer healthy foods.
Example Strategy: Pilot a "buyers co-op" to help small markets be more competitive in pricing.

GOAL AREA: AFFORDABILITY

GOAL: Improve and increase resources for healthy and local food procurement.

- **Obj.:** Continue to expand access at the farmers' markets for low-income consumers through innovative programs.
Example Strategy: Existing EBT (food stamp) access efforts
Example Strategy: Pilot programs such as "double dollar" and "veggie prescriptions."
- **Obj.:** Support state and national policy work that challenges current commodity crop subsidies and redirects resources to incentivize sustainable farming practices and support small farmers.

GOAL: Increase number of people who reduce their food costs through direct relationship with farmers or other services.

- **Obj.:** Establish a network of farmers and food purchasers who participate in work-share/volunteer programs
- **Obj.:** Increase awareness and utilization of CSA (Community-Supported Agriculture) share programs.
- **Obj.:** Trial online bulk-buying clubs to reduce cost of staple foods.

GOAL: Support people with limited income in growing their own food through land access, education and material resources.

- **Obj.:** Ensure that space for growing food is available in neighborhoods of limited income.
- **Obj.:** Provide support and educational resources to new gardeners.
Example Strategy: Provide free seeds and starter kits for backyard and community gardens.

GOAL AREA: AVAILABILITY of HEALTHY FOOD

There is significant overlap with accessibility and affordability. Goals related to developing alternative delivery services are included in accessibility.

GOAL: Advocate for supermarkets and community markets to offer more local and healthy food, so that residents have real choices and can make educated decisions.

- **Obj.:** Support a public campaign to increase demand for local options at supermarkets, grocery stores and community markets.
- **Obj.:** Create demand for clearly labeled foods in grocery stores (both nutrition labels as well as labels about the food source).

GOAL: Work deliberately to shift the current reality where unhealthy food is easier to find and is much less expensive.

- **Obj.:** Research other cities' efforts to limit exposure to unhealthy food options for children.
- **Obj.:** Explore urban planning efforts that limit the number of outlets that sell unhealthy food.

GOAL: Foster L/A as a hub for institutional purchasing practices in large institutions (such as hospitals, colleges) as a strategy for increasing availability of local foods.

- **Obj.:** Participate in emerging regional opportunities to explore feasibility of “Farm to Institution” efforts in L/A.
- **Obj.:** Engage colleges and hospitals as leaders in building distribution systems and demand that can eventually benefit smaller retail stores in offering healthy and local foods.

GOAL: Extend the season so that a variety of local foods can be available year-round.

- **Obj.:** Support producers in developing season extension strategies (greenhouses, storage facilities, etc).
- **Obj.:** Build consumer demand for seasonally available foods through education and marketing campaigns.

GOAL AREA: EDUCATION & HEALTHY FOOD EDUCATION

GOAL: Increase the number of L/A residents who build healthy food knowledge and skills through quality community education opportunities.

- **Obj.:** Increase the number and variety of community-based food education programs (such as cooking classes, support groups, etc.).
- **Obj.:** Strengthen existing education by focusing on methodology and relevancy around cooking skills, food storage, handling, purchasing, and gardening.

GOAL: Increase, diversify, and coordinate access points for food education.

- **Obj.:** Improve coordination *and awareness* of the many current access points: schools, grocery stores, doctors, restaurants, emergency food providers, nutrition programs such as WIC.
- **Obj.:** Develop multiple complementary avenues that capitalize on local “people resources.”
 - Example Strategy: Utilize train the trainer models to develop a broad base of educated citizens.
 - Example Strategy: Develop a program that recognizes/accredits peer experts to teach their neighbors.
 - Example Strategy: Develop a portable curriculum that can be taught easily by volunteer educators.
- **Obj.:** Integrate food as an important part of health care, especially primary care provider settings.

GOAL: Increase the number of students that receive food and garden education through school-based programs.

- **Obj.:** Increase school-based food and nutrition education programs.
- **Obj.:** Increase number of school gardens.
- **Obj.:** Increase Farm to School programs locally, and have L/A schools join the state Farm to School Network.

- **Obj.:** Support/utilize curriculum that integrates food and garden education into learning results in the classroom.

GOAL: Increase number of community members who are informed, savvy food consumers.

- **Obj.:** Develop local campaigns to increase awareness of marketing strategies.
Example Strategy: “Tricks” are for kids (honest marketing slogan).
Example Strategy: “Real food, real you” campaign.

GOAL: Develop/expand infrastructure and resources that are designed for multiple uses: education, enterprise, and food security.

- **Obj.:** Increase community and individual storage capacity.
Obj.: Increase community commercial kitchens.

GOAL AREA: FOOD ASSISTANCE

GOAL: Food assistance programs will ensure that everyone has access to nutritious and culturally appropriate food.

- **Obj.:** Increase *the availability* of culturally appropriate and nutritious foods at existing food stores.
- **Obj.:** Increase *number of access* points to buy culturally appropriate and nutritious foods

GOAL: Become a community where food assistance is needed only for emergencies, and isn’t relied upon for daily support.

- **Obj.:** Ensure that people who are eligible are participating in existing programs such as Senior FarmShare, Meals on Wheels, WIC Fruit & Vegetable vouchers.
- **Obj.:** Engage in policy efforts that protect food assistance and nutrition programs.
- **Obj.:** Explore innovative models such as community-owned restaurants that provide affordable food for daily meals.

GOAL: Improve existing food assistance programs ability to incentivize healthy choices.

- **Obj.:** Local offices of federal/state programs (such as SNAP/WIC) have the technology and staff capacity needed to be efficient and effective.
- **Obj.:** Explore public-private partnerships that support food assistance recipients in building healthy habits.

GOAL AREA: PRODUCTION

GOAL: Promote farmland protection and support the increase in the number of working farms in L/A region.

- **Obj.:** Build community awareness of the value of protecting working farmland and incorporate these values into community/urban planning.
- **Obj.:** Support existing efforts (Androscoggin Land Trust, Maine Farmland Trust) that increase the number of working farms.
- **Obj.:** Pursue and secure funding for farmland stewardship.

GOAL: Increase the production capacity of local farms through investments in infrastructure and technology that supports food and agricultural business development.

- **Obj.:** Connect technology resources to existing potential businesses.
- **Obj.:** Partner with local and regional academic institutions to direct research and innovation efforts to local food producers and businesses.

GOAL: Develop regional distribution systems as well as storage and processing facilities.

- **Obj.:** Create demand for local processing and slaughter facilities.
- **Obj.:** Connect to other efforts in the region and position L/A to take advantage of state, federal and private funding opportunities.

GOAL: Promote advocacy and education for local food production and processing.

- **Obj.:** Create public campaigns to increase education about local food production and its impact on the community, public health, environment and economy.

GOAL AREA: SOCIAL CAPITAL

GOAL: Increase awareness of and cultivate a stronger network of social “people” assets.

- **Obj.:** Support and increase participation in L/A Time Bank and connect to food access initiatives.
- **Obj.:** Support and increase bartering opportunities.
- **Obj.:** Support and increase programs that engage and educate groups of neighbors together in their own neighborhood.

GOAL: Develop social support networks for accessing, preparing and enjoying healthy foods.

- **Obj.:** Increase number of kitchens that can be accessed for community events that bring people together to break bread (like dinners and potlucks).
- **Obj.:** Create forums that highlight and honor older and younger generations’ contributions (share recipes, shopping tips, stories).

GOAL: Change the community’s views to value food as a basic right.

- **Obj.:** Educate the public about food insecurity/hunger, and its impact on health, success in school, and the economy.
- **Obj.:** Educate the community on equal rights and social change.

APPENDIX C: TOP PRIORITIZED GOALS & OBJECTIVES

Goal Area	Goal	Objective
Accessibility	Develop and support policy and planning efforts that increase access to healthy food and strengthen local purchasing	Participate in regional food distribution planning
Affordability	Increase number of people who reduce their food costs through direct relationships with farmers or other services	Written: Establish a network of small grocery stores to utilize CSAs and/or bulk buying clubs to purchase food at lower prices to be affordable to food purchasers
Availability	Advocate for supermarkets and community markets to offer more local and healthy food, so that residents have real choices and can make educated decisions.	Written: Work with local community markets to include more fresh local food—to help incentivize or subsidize
Education	Increase the number of L/A residents who build healthy food knowledge and skills through quality community education opportunities	Increase the number and variety of community-based food education programs (such as cooking classes, support groups, etc.)
Food Assistance	Food assistance programs will ensure that everyone has access to nutritious and culturally appropriate food.	Increase capacity to preserve, store, and distribute excess produce
Production	Develop regional distribution systems as well as storage and processing facilities	Create demand for local processing and slaughter facilities Augmented: Develop support for storage, local processing, and slaughter facilities Written: Information about the distribution of production and processing; Negotiating regulations; Advocate for policies that allow smaller facilities to convert to other efforts
Social Capital	Increase awareness of and cultivate a stronger network of social “people” assets	Written: Assess current people power and connect

APPENDIX D: PRIORITIZED GOALS AND OBJECTIVES, AND THEIR ASSOCIATED ACTION PLANS, RELATIVE TO EACH GOAL AREA

Goal Area: Accessibility

Primary Goals	V o t e s	Objectives for Each Goal	V o t e s	Action Plans	WHO will do WHAT	Who Would be Involved (Partners)	Notes
Develop and support policy and planning efforts that increase access to healthy food and strengthen local purchasing	8	Participate in regional food distribution planning		<p>Create centralized distribution point (warehouse?) open to public to buy bulk foods</p> <p>Engage with other groups doing distribution planning and research</p> <p>Create local processing capacity</p> <p>Engage non--traditional stakeholders who could provide resources, capacity, and information</p> <p>Look at big picture systems infrastructure in the area/state</p>	<p>GFLA to engage consumers and public</p> <p>Lots to Gardens</p> <p>CFC to help get farmers to create value added products once resource is there</p> <p>Pilot models from others like Double Dollars to make the case</p>	<p>Maine Technical Institute</p> <p>Land Trust</p> <p>Trucking companies</p> <p>Housing authority and advocates</p>	
Increase the number of community markets that offer many healthy options within walking distance to all residents	6	Ensure needs of the vulnerable populations identified in the CFA and reflected in policy Written: elderly, kids, immigrants, teens in transition		<p>Provide healthy food based on % of their income (like housing)</p> <p>Vulnerable populations need to be at the table, on the Food Council</p>	<p>GA (?) support for low income/% of income for food</p>	<p>Food Banks</p> <p>Food Stamps</p>	
Increase the availability and variety of transportation that allows people to procure food	5	Written: Link healthy food delivery systems to health care delivery systems, acknowledging that they are "inextricably" linked e.g. Veggie Rx		<p>Transportation/(delivery) systems developed considering food access for those without vehicles</p>			

Goal Area: Affordability

Primary Goals	V o t e s	Objectives for Each Goal	V o t e s	Action Plans	WHO will do WHAT	Who Would be Involved (Partners)	Notes
Increase number of people who reduce their food costs through direct relationships with farmers or other services	7	Written: Establish a network of small grocery stores to utilize CSAs and/or bulk buying clubs to purchase food at lower prices to be affordable to food purchasers	7	<p>Work on identifying/creating incentives for local stores/grocers to purchase more healthy/local food (accessing farmers, buying clubs, CSAs)</p> <p>Create an emblem/brand that store owners can use to show customers that they participate in local buying</p> <p>Build awareness/create network of local businesses and grocers interested in "buying in"</p>	<p>City government CEI</p> <p>Stakeholders in stores (Hannaford)</p> <p>Corporate Donors Distributors: Crown O' Maine Wholesome Wave</p> <p>Get Real Maine</p> <p>Volunteers Employees Food Council</p>	<p>Nutrition Center Good Shepherd Healthy Androscoggin Guthries Forage</p>	
Improve and increase resources for healthy and local food procurement	7	Establish a network of farmers and food purchasers who participate in work share/volunteer programs	7	<p>Create a list of farms willing to accept work shares/volunteers</p> <p>Have signup sheets at local farmers markets for purchasers interested in having work shares and volunteers</p> <p>Provide transportation to non--vehicle work share volunteers</p> <p>Match and/or allow farmers to interview potential work shares and volunteers</p>	<p>Public/private schools Local organizations Churches</p> <p>Market managers Nutrition Center</p>	<p>Hospitals Senior housing Civic group</p>	

Goal Area: Availability

There is significant overlap with accessibility and affordability. Goals related to developing alternative delivery services are included in accessibility.

Primary Goals	Objectives for Each Goal	Action Plans	WHO will do WHAT	Who Would be Involved (Partners)	Notes
Advocate for supermarkets and community markets to offer more local and healthy food, so that residents have real choices and can make educated decisions.	10 Written in: "Work with local community markets to include more fresh local food – to help incentivize or subsidize"	8 <ul style="list-style-type: none"> • Meet with local community markets one-on-one and work with collaborative • Collect data from local community markets re: identifying limiting factors to stocking and selling good food • Research other existing corner store initiatives <ul style="list-style-type: none"> ○ Successful storage, display, and marketing of food ○ Cooking demos and tastings 	Research: <ul style="list-style-type: none"> • Local universities • Nutrition Center • Cooperative development institutions <ul style="list-style-type: none"> • MASS • NCBA --> Assoc <ul style="list-style-type: none"> • Healthy Androscoggin Community: <ul style="list-style-type: none"> ○ Chamber ○ Buy Local Network ○ Visible community restaurants Business [Marketing?]: <ul style="list-style-type: none"> ○ Maine Farmland Trust ○ Welden Farm /Freeport (Lincoln) ○ Independent grocers ○ Local merchant? ○ Retailers? 	Maine Technical Institute Land Trust Trucking companies Housing authority and advocates	
	Written in: "Cooperative buying for smaller markets & corner stores"	8 <ol style="list-style-type: none"> 1. Research current, successful co-op models (what not to do) 2. Talk to producers and purchasers to gauge interest and share information 3. Connect purchasers and 	GA (?) support for low income/% of income for food	Food Banks Food Stamps	

			producers to facilitated action			
	Create demand for clearly labeled foods in grocery stores (both nutrition labels as well as labels about the food source).	3	Transportation/delivery systems developed considering food access for those without vehicles			
Extend the season so that a variety of local foods can be available year-- round.	9 Build consumer demand for seasonally available [local] foods through education and marketing campaigns.					
Foster L/A as a hub for institutional purchasing practices in large institutions (such as hospitals, colleges) as a strategy for increasing availability of local foods.	9 Support a public campaign to increase demand for local options at supermarkets, grocery stores and community markets.	3				
Work deliberately to shift the current reality where unhealthy food is easier to find and is much less expensive.	1 Written in: "Encourage consumers to ask for and buy local"					

Goal Area: Education

Primary Goals	V o t e s	Objectives for Each Goal	V o t e s	Action Plans	WHO will do WHAT	Who Would be Involved (Partners)	Notes
Increase the number of L/A residents who build healthy food knowledge and skills through quality community education opportunities	9	Increase the number and variety of community--based food education programs (such as cooking classes, support groups, etc.)	8	<p>Mobile education units</p> <p>Advocate for those in the medical field to have extensive nutritional education</p> <p>More community kitchens</p>	<p>Lots to Gardens: educational support volunteer</p> <p>Any hospital: provide grant funding</p> <p>Healthy Maine Partnership: education, support, \$</p> <p>City councilors: permit, legal, support, \$</p> <p>Gardening organizations: provide volunteers, design learning opportunities</p> <p>State of Maine [Cooperative] Extension: educational support, grant money</p> <p>Local educators: provide/audience, drive vans</p> <p>Local school boards: provide educational programs</p> <p>Farmers Market: expertise</p> <p>Schools/colleges through principals, deans, professors will inform students and teachers</p>	<p>Local organizations: Lots to Gardens St. Mary's</p> <p>People: Camille Parrish, L/A mayors or city council members, individuals who can influence policy making decisions</p>	
Increase, diversify, and coordinate access points for food	7	Written: Recruitment: Reach out to increase number of local folks interested in	8	Events at farmers' markets and other local events/schools (local high schools and	Restaurants: discounts, samples, family events		

education	doing healthy food education	colleges) e.g. discussions, speakers, movies/films & Q+A, skits - creative ways to bring awareness to this topic Flyers, door to door posters Social media, internet (blogs, email, links)			
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Goal Area: Food Assistance

Primary Goals	Objectives for Each Goal	Action Plans	WHO will do WHAT	Who Would be Involved (Partners)	Notes
Food assistance programs will ensure that everyone has access to nutritious and culturally appropriate food.	8 Participate in regional food distribution planning	<p>Create centralized distribution point (warehouse?) open to public to buy bulk foods</p> <p>Engage with other groups doing distribution planning and research</p> <p>Create local processing capacity</p> <p>Engage non--traditional stakeholders who could provide resources, capacity, and information</p> <p>Look at big picture systems infrastructure in the area/state</p>	<p>GFLA to engage consumers and public</p> <p>Lots to Gardens</p> <p>CFC to help get farmers to create value added products once resource is there</p> <p>Pilot models from others like Double Dollars to make the case</p>	<p>Maine Technical Institute</p> <p>Land Trust</p> <p>Trucking companies</p> <p>Housing authority and advocates</p>	
Increase the number of community markets that offer many healthy options within walking distance to all residents	6 Ensure needs of the vulnerable populations identified in the CFA and reflected in policy Written: elderly, kids, immigrants, teens in transition	<p>Provide healthy food based on % of their income (like housing)</p> <p>Vulnerable populations need to be at the table, on the Food Council</p>	<p>GA (?) support for low income/% of income for food</p>	<p>Food Banks</p> <p>Food Stamps</p>	
Increase the availability and variety of transportation that allows people to procure food	5 Written: Link healthy food delivery systems to health care delivery systems, acknowledging that they are "inextricably" linked e.g. Veggie Rx	<p>Transportation/(delivery) systems developed considering food access for those without vehicles</p>			

Goal Area: Production

Primary Goals	V o t e s	Objectives for Each Goal	V o t e s	Action Plans	WHO will do WHAT	Who Would be Involved (Partners)	Notes
Develop regional distribution systems as well as storage and processing facilities	7	<p>Create demand for local processing and slaughter facilities</p> <p>Augmented: Develop support for storage, local processing, and slaughter facilities</p> <p>Written: Information about the distribution of production and processing; Negotiating regulations; Advocate for policies that allow smaller facilities to convert to other efforts</p>	8	<p>Mapping products across the region and the producers capacity to satisfy volume and consistency needs i.e. survey the region: Do these farmers produce enough to provide for a processing facility? Where are the products grown? Would farmers want to grow to sell to a processing facility?</p>	<p>Bates Community Service Learning [Harward Center] Bates Senior Thesis Project</p> <p>GIS trained and working with Dept. of Ag</p> <p>AVCOG</p>		
		<p>Written: Connect to other efforts in the region with respect to information sharing , negotiating relationships, advocacy for policies that allow smaller facilities to connect to other efforts...All activities</p>	8	<p>Continue with GFLA efforts: Good Job!</p> <p>Create a network of other Maine Agriculture Sustainable Societies to network together</p>	<p>GFLA</p> <p>Muskie School – attach to their research</p> <p>Margaret Craven: Maine Senate</p>	<p>Every sustainable food organization should be supportive and helpful</p> <p>All organizations involved in the effort, including Muskie</p> <p>Maine Ag, Margaret Craven, Legislature</p>	
		<p>Written: Take</p>					

		advantage of state, federal, and private funding to support local processing and slaughter facilities				
Increase the production capacity of local farms through investments in infrastructure and technology that supports food and agricultural business development	7	Partner with local and regional academic institutions to direct research and innovation efforts to local food producers and businesses	0	Educate public about economic benefits of local food consumption and production	Food Council CEBR Local/regional development organizations Muskie School AVCOG	
		Connect technology resources to existing potential businesses				
Promote advocacy and education for local food production and processing	6	Create public campaigns to increase education about local food production and its impact on the community, public health, environment, and economy				

Goal Area: Social Capital

Primary Goals	V o t e s	Objectives for Each Goal	V o t e s	Action Plans	WHO will do WHAT	Who Would be Involved (Partners)	Notes
Increase awareness of and cultivate a stronger network of social “people” assets	9	Written: Assess current people power and connect	9	<p>Redefine People Power: consumers, PTA, Land Trust, tourism, policy makers</p> <p>Map the people resources</p> <p>Map organizations that care/work in food systems</p> <p>Create space and incentive for “connecting”</p>	<p>Harward Center</p> <p>KIDS (next generation)</p> <p>Policy makers, rotaries, tourism, industry</p> <p>Head Start Schools School gardens Food service</p> <p>Colleges, research groups</p> <p>Hillview (programs on site)</p> <p>Food Council (and work group)</p> <p>Community partners</p> <p>Engaged citizens</p> <p>Service Learning Students</p>		
		Support and increase programs that engage and educate groups of neighbors together in their own social clusters [neighborhoods]	8	<p>Inventory and gaps in programs</p> <p>Research programs and effective outcomes</p>			
		Support and increase participation in L/A	4				

	Time Bank and connect to food access initiatives					
	Support and increase bartering opportunities	1				
Change the community's views to value food (Originally: Change the community's views to value food as a basic human right.)						