Photo of lettuce at Inglewood Farm by Ken Meter, 2013.

CLEDA:
Demand Survey for Community Foods With Strategies for Low-Income Access

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Project Overview

Purpose:
To identify pragmatic opportunities for strengthening community-based food systems in Central Louisiana.

Geographic Scope:
Allen, Avoyelles, Catahoula, Concordia, Grant, LaSalle, Rapides, Natchitoches, Vernon, & Winn Parishes.

Goal:
Central Louisiana Economic Development Alliance (CLEDA) seeks to survey the current state of consumer demand for local food in its region. This survey will include individuals and households that regularly shop for food in the ten-parish CLEDA region.

Activities:
In Crossroads Resource Center's proposal to CLEDA, we agreed to pursue the following activities:

1. Work with CLEDA to set up tracking system documenting community food sales.

2. Work with CLEDA staff to search for "points of connection" and devise community-building strategies that will engage Central Louisiana residents in accessing higher quality food items from local farms and processors. We envisioned that key points of connection would be medical offices, community meals, food pantries, community meals, and churches.

3. Survey or convene focus groups in at least one church in each of the 10 parishes.

4. Explore the financial feasibility of scaling up at least two of the strategies identified through the survey and focus groups and prepare cost estimates/business plans covering each of the two.

5. Write case studies of affordable restaurant formats.

6. Write a strategic plan for CLEDA based on these findings.

A summary of accomplishments made under each of these activities follows in sections starting on pages 11, 12, and 33.

Stakeholder Engagement:

Persons Interviewed in Depth

First Name	Last Name	Position	Organization	Town
Madge	Bailey	Town Council	Town of Olla	Olla
Brenda	Brechtel	Co-Chair	Central Louisiana Healthy Communities Coalition	Alexandria
James	Clinton	President & CEO	CLEDA	Alexandria
Cynthia	Cockerham	Extension Educator	LSU Extension, La Salle Parish	Jena
John	Dean	Director, Rural Prosperity Initiative	CLEDA	Alexandria
Wayne	Denley	VP Knowledge Platforms	CLEDA	Alexandria
Jennifer	Gilchrist	Regional Manager	Tobacco Free Living	Alexandria
Ruby	Moody	Director	Olla Town Square Market	Olla
Bahia	Nightengale	Director, Central Louisiana Local Foods Initiative	CLEDA	Alexandria
Gary	Perkins	Executive Director, Business Assistance	CLEDA	Alexandria
Sondra	Redmon	Director, Workforce Development	CLEDA	Harrisonburg
Larkin	Simpson	VP Major Employers	CLEDA	Alexandria
Allison	Tohme	Farmers Market Program Developer	CLEDA	Alexandria
Stacey	West	Special Assistant to President & CEO	CLEDA	Alexandria

Consultants also met with a group of 23 residents and professionals living and working in Catahoula Parish at a July 12, 2018 listening session. Sondra Redmon convened this meeting held at the Parish government center in Harrisonburg. Attendees included 1 mayor, 3 police jurists, and 3 ministers. Ten of those attending were men; 13 were African-Americans.

The Challenge

Crossroads Resource Center and our partner New Growth Associates have performed consumer demand studies in several settings. Nearly every such study we've performed has found the following:

Consumers basically want to buy more local foods at the locations where they already shop at the same price points they already pay. That is to say, no amount of marketing, education, or promotion is likely to make a consumer switch retailers, unless the retailer disappoints them deeply, or the family experiences a crisis.

What consumers typically don't say, but we generally know to be true from sales records and interviews with processors, is that they want "local foods" to arrive in the same convenient packaging as everything else — triple-washed ready to eat salad mixes; baby carrots; chopped/cut, blanched, and frozen spinach, etc. If retailers were more transparent about sourcing from local farms, offering special displays with photos of the farms and/or big signs, they could encourage purchases from local farms.

Some consumers prioritize certified organic over buying from local farms, while some will say the opposite.

Price influences every consumer's decisions. Several demand studies have found that consumers say they are willing to pay 15% more to purchase local or organic foods, but often do not actually follow through on this supposed preference when they shop.

Across the board, consumers will say with surprisingly high emphasis and consistency that nutrition and quality are the most important characteristics of the food they want to buy. Making sure local products are fresh, colorful, and presented well are all-important.

Barriers to eating healthy foods/meals are many: people lack time because of demanding work and school activity schedules, consumers lack knowledge of which foods are healthiest, or how to best prepare a healthy meal, or follow family and cultural preferences that do not consider healthy eating. Of these, time and family preferences and the largest obstacles.

Perhaps the biggest motivations for change come from two sources: (1) Consumers increasingly feel isolated, and may gravitate to more healthy food behaviors if they gain a sense of social connection and personal support by so doing; (2) Consumers often switch to a better diet due to a health crisis such as cancer or diabetes. These are often related; switching food priorities over the long haul requires solid support from a group of cogent and trusted allies, as well as physical access to healthier food options.

Consumer studies have been most important when there is a lack of retailers who are offering healthier food options. At such a time, surveys or interviews may show why consumers feel that local retailers are inadequate, and may help guide strategies for improving retailer interest.

Sometimes pricing studies (documenting the varied prices and availability at different grocers for the same food items) can bring really interesting findings, to highlight why consumers prefer one store to another. These are also relatively inexpensive since no direct contact with consumers is required and staff time is minimal. Community volunteers can also be engaged in collecting price data, which often leads them to care more about the findings and to get engaged in efforts to rectify price differentials and increase availability.

Moreover, in the Central Louisiana region in which more than one third of the residents live below 185% of the federal poverty line, expressions of consumer interest are tempered greatly by uncertainty of income.

Price-sensitive consumers may be very selective, opting for a few key products they believe to be especially important. As only one example, studies have shown that low-income mothers often purchase organic milk as a way of offering their children the best possible nutrition for this one item — and may cut back spending in other areas to make sure they can cover this extra cost.

Yet farmers across the country report to us that consumers seldom insist that stores and restaurants actually carry locally raised food items. One Midwestern chef, a pioneer in local sourcing in a region that is considered a food destination, reduced his local purchases over time because his customer base was not consistently asking for foods from local farms and businesses. Farmers in the Twin Cities market asked us to perform a study to determine why local chefs who featured their farms on their menus did not reliably purchase their products. The answer boiled down to: this takes additional care and time, and consumers were not demanding local sourcing.

Moreover, customers are often content with advertising that promises the appearance of local food trade, even if the reality is somewhat different. Many supermarket chains simply expand their definition of "local food" to the geography from which they already source products. We know of one store that considers any food grown within 850 miles to be "local." One chain adopted a standard stating that any food that could be trucked in within 24 hours time was "local," which meant that Mexican produce was "local" to the Midwest.

Moreover, consumer surveys may not always appeal to low-income residents. Unless low-income residents feel some close connection to the people who offer them survey forms, they are unlikely to feel this is a priority for their time. Many have difficulty accessing computers or cell phones where they could participate electronically. Any survey with more than a short list of questions might tax the patience of a lower income resident, especially if the survey team is paid professional rates to work with residents who volunteer their time. Many feel they have offered their insights for years and have seen little improvement in their lives. Often, the resident is looking for a sense of connection and hope for improvement while the researcher is looking for data that can be reported to an outside party.

Framework for Future Steps

All of this leads us to suggest that CLEDA's emphasis should be to build new connections among community members, linking farmers directly with Central Louisiana consumers to produce community-based food trade — food trade that builds new social and commercial networks.

Indeed, the competitive advantage that community-based farm and food businesses enjoy over the prevailing system is their ability to forge community connections with their customer base, and with each other. Such community networks are also the core foundation of local economic multipliers.

Growers can effectively formed strong bonds with consumers. One Wisconsin farm with a Community Supported Agriculture (CSA) program reported that their member renewal rate of 92% is far higher than for neighboring farms (50-60%), because they have successfully cultivated consumer loyalty. Another Wisconsin CSA keeps renewal rates above 90% by insisting that members work on the farm, thereby bringing them into more intimate knowledge of the farm.

In the future, CLEDA may well wish to work closely with farmers in its region to build close connections of loyalty with their individual customer bases, to ensure farmers grow the products consumers desire, and that consumers support these farmers.

We suggest that CLEDA establish community-based methods for firming up community loyalties through a series of market activities such as hosting food-centered events, and outreach campaigns that engage Central Louisiana residents in learning about and caring for local foods and farmers.

This is especially true for the low-income constituency CLEDA wishes to engage in its economic development efforts. Any such engagement will begin with making genuine personal connections to low-income residents, welcoming them into a social fabric that is inviting, personally nourishing, and empowering.

One of the harshest realities low-income and marginalized people face is isolation. Most also confront multiple issues at once: Many work two or three jobs and have no free time to track down services they might be eligible to obtain. Many have a family member who is ill, disabled, or facing legal challenges. Connections with each person must be strong enough to tackle the breadth of these concerns in manageable iterations. Only if marginalized residents are able to join a supportive network where they feel warmly engaged and can help build a welcoming culture that supports healthy lifestyles will they have an opportunity to thrive — and even then immense obstacles work against each person.

With regard to food, this also means that each resident must build their own capacity to manage their own life, with direct knowledge of how food is grown, close connections with specific farmers, adequate skills to plan and prepare nutritious meals, and maintain a healthy lifestyle.

Urban Food and Health Network (Shreveport)

One sister initiative in Louisiana is attempting to build strong networks in Shreveport. This urban network (Meter, 2016) involves economic development officials in the City of Shreveport, LSU Extension, and the medical schools of both Tulane and LSU. Working in partnership in a multi-racial manner, and focused on one low-income neighborhood of central Shreveport, this effort has launched an innovative plan to build supportive networks in urban neighborhoods. These focus on delivering more comprehensive gardening, cooking, healthy eating, pharmacy, and health services to low-income residents in a way that builds connections among the residents.

One strong example of how strategically this intervention has been planned is that Dennis Wissing, the Associate Dean of LSU Health Shreveport, engages with the community personally by managing a free pharmacy clinic run by the MLK Health Center. While patients wait for prescriptions to be filled, they are encouraged to select free, fresh food to take home. This food is delivered to the pharmacy by Shreveport Green, a nonprofit distributor with close connections to local farms. As of 2016, the clinic had donated $43,000 of free pharmaceuticals. Wissing said his key indicator of the strong interest the community holds in the clinic is that 96% of its customers have returned for further care. He added that this has created the largest return on investment of any project he has undertaken in Shreveport.

Community Kitchen (Bennington, Vermont)

CLEDA might also wish to learn from mature initiatives such as Community Kitchen in Bennington, Vermont. This is an excellent example of a program that has worked in a disciplined manner to treat its low-income customers with great respect by offering a comprehensive approach to their concerns, based on building strong personal relationships with those who participate. This is not a project that could be precisely duplicated in Central Louisiana, but its experience does hold lessons that could be applied in the region.[1]

Susan Andrews runs the Community Kitchen through Bennington Interfaith Community Services. The initiative was launched during the oil crisis of 1973, when a sudden spike in oil prices forced many area families to choose between paying for utilities and eating. Over time, responding to emerging needs of their clients, the organization offered a free clinic, women's health, and cardiovascular health services.

Today their feeding program (which Andrews emphasizes is *not* a "food pantry") serves one of every four families in Bennington. One of every four of those customers, she added, does not have access to a kitchen. Many of those with a kitchen do not have cooking implements. Many are disabled residents, who make up 17% of the town's population. Andrews notices that many of her customers were born poor, and pass on a low-income lifestyle to their children. "Sixty percent cannot read well," she added. Some have succumbed to substance abuse. Many need better housing, and there are only 215 subsidized units available. Heating costs continue to be expensive. "This is a very, very disenfranchised population for a variety of reasons."

For those with the capacity to participate, the Community Kitchen offers a "Food Fit" program that runs in 12-week segments. Each cohort of 10-12 participants gathers for three hours each week at the Middle School, working together to prepare food, learn food preserving skills, attend cooking demonstrations, and the like. People eat together so it becomes a social experience.

Participants engage in many other levels, as well. Each person receives a CSA share so they have better access to fresh produce, making it easier to incorporate fruit and vegetables into their diets. As they learn better eating techniques, each is encouraged to exercise, and to keep a journal in which they enter the steps they are taking to improve their health. Andrews recalled that it has been a struggle for some. When people first received their CSA share, some balked, saying "What the hell is this?" Since many participants do not own cooking utensils, Andrews has raised funds to donate simple cooking equipment to those who attend.

Lisa MacDougall of Mighty Food Farm in Shaftsbury serves on the board of BICS, and donates 1-2 tons of produce each year to fill CSA shares, as well as donating money. Andrews welcomes these donations, yet also pointed out that it has an unintended consequence: it is difficult for gardeners in the community to stay with their gardening when they can get produce for free from a nearby farm. "We are really challenged in getting people to show up" to the organization's community garden, she added.

Andrews tries to limit her work to half-time, relying upon 160 volunteers to carry much of the daily responsibility.

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[1] This initiative was interviewed by Meter in May, 2017 for Northshire Grows in Bennington, Vermont. Conditions may have changed since that time.

The program also fosters leadership skills among the participants. Several graduates in each cohort repeat the class, with the aim of becoming trainers who pass along their skills to others, ensuring the program will have lasting impact.

Andrews says the number one output of the program is that people who once felt isolated are able to engage in a social situation and bond with each other. These connections help them continue the healthy practices they learn in the program. “It comes down to one-on-one relationships,” she concluded. “Ours are different. They are very intentional. People learn how to structure a conversation, to engage in discourse with each other. They learn how to ask where others are coming from, to identify what is lacking,” and to take steps forward.

Andrews’ vision is to foster skills in her constituents that will lead them to advocate more effectively for themselves, supported by others. They may not succeed fully until broad changes are made, she added. “We need to change the economy.”

Thus, she poses a challenge to economic developers to embrace new perspectives.

See also:

Lynch, J., K. Meter, G. Robles-Schrader, M.P. Goldenberg, E. Bassler, S. Chusid, and C. Jansen Austin (2015). *Exploring Economic and Health Impacts of Local Food Procurement.* Illinois Public Health Institute: Chicago, IL.

Moschetti, W.P. and M. Phillips (2013). Understanding the Food Environment, Policies, and Programs that Affect Healthy Food Access. Northwest Colorado Community Food Assessment. WPM Consulting, LLC: Boulder, CO.

Moschetti, W.P. and M. Phillips (2012). Understanding Access to Healthy Foods for Food Insecure Populations in Chaffee County. Chaffee County Food Assessment. WPM Consulting, LLC: Boulder, CO.

Sullins, M., M. Sloan, M. Phillips, and D. Thilmany (2010). Food Security and Access in Northern Colorado. Northern Colorado Food Assessment. Colorado State University: Fort Collins, CO.

Prior Work by CLEDA

SEED Calculations

Market Umbrella, using a platform called Sticky Economy Evaluation Device (SEED) has calculated the economic impact of the Alexandria Farmers Market. While the assumptions behind data are not well documented, two SEED analyses in 2017 and 2018 concluded that the market generated $219,000 in annual sales in 2017, and $293,000 in 2018.

These studies further stated that market shoppers continued to shop at nearby businesses, for a total of $65,000 in 2017, and rising to $703,000 in 2018.

Catahoula Parish Survey

CLEDA joined partners in Catahoula Parish in the early summer of 2018 to survey residents, in an effort to learn more about their main goals for development. A total of 175 residents responded, with 58% of these from Jonesville, and 33% from Sicilly Island.

- Most of the respondents had considerable roots in the Parish, with 72% stating they have lived in Catahoula Parish for more than 20 years.
- Two-thirds of the respondents were female.
- Most respondents were working people, with 91 employed, and 34 retired.
- While respondents represented a good cross-section of income groups, the largest number, 49 (28%) reported they earn less than $20,000 per year.
- Another 38 (22%) earned between $20,000 and $40,000;
- 34 (19%) reported earning between $40,000 and $60,000[2]
- 38 (22%) earned more than $60,000.

When asked to identify the Parish's key assets, the most prevalent responses involved natural features. Over half of the respondents named Four Rivers. Opportunities for fishing and hunting, and the land itself, also were highly esteemed as assets. Asked to list the major challenges, respondents named attracting businesses, lack of job opportunities, and limited community involvement as the three most significant. with each of these three responses given by more than half of those surveyed.

Nearly 70 percent named education as the arena that required the greatest focus of public action.

Respondents also identified shopping locally as a crucial strategy, with 122 (71%) stating that this was important or very important. Yet only 57 respondents (33%) said they currently do more than half of their shopping in Catahoula Parish. The most significant reason people shopped outside of the Parish

[2] The federal 185-percent-of-poverty level for 2018 was about $46,000 of income for a family of four. At this level, students in public schools qualify for free and reduced lunch.

was that costs were lower (52%). The inability to access desired goods at local stores ranked second (36%)

Accomplishments for Activities 1-2

A detailed account on the accomplishments under each of these work items, listed on page 3, follows.

Activity 1. Work with CLEDA to set up tracking system.

Accomplishments:

- The Alexandria Farmers Market (AFM), through CLEDA, has participated in Market Umbrella's Sticky Economy Evaluation Device (SEED) program, providing data for both 2017 and 2018 market seasons, as a way of estimating both sales at the AFM, and gauging the economic impact of the market including sales by market customers who shop elsewhere in Alexandria after attending market. Crossroads Resource Center reviewed this estimates, and requested further information from the AFM market manager to learn more about how the number of shoppers per market and average sales were calculated. At this time, we do not trust the multiplier calculations put forward in the SEED protocol, but this could change as we review the data that was entered into the system. See summary above.
- CLEDA staff determined that the Olla Town Square Market in Olla does not collect sales data from its vendors. This was confirmed in our July 11, 2018 meeting with market leaders. Coordinators expressed a strong unwillingness to asking for sales data from vendors. This appeared to be based on their sense that vendors would mistrust market leaders if they asked for such data.
- One large grower was contacted to determine whether they would share overall sales data from their farm. This farm did not respond.

Conclusions:

- Since a CLEDA staff member manages the Alexandria Farmers Market, and sales data are compiled, CLEDA will be able to compile 2018 data by the end of the market season.
- No other farmers' markets or farmers in the region appear to be in a position to provide data at this time.

Next Steps:

- Sales data will be compiled from vendors at the Alexandria Farmers Market in 2018, and these data will be recorded in a spreadsheet that can be updated each year in the future.
- CLEDA should set up specific incentives for farmers who share their community food sales data annually. This might be compiled on a Survey Monkey or similar platform at the CLEDA, CRC, or NGA web site.
- Once this tracking system is in place, it can be extended to other markets in the region that wish to opt in.

- Since effective engagement is also network-building, CLEDA may wish to explore tracking the social and commercial networks it builds through community foods activity. See Meter and Goldenberg (2018) for a solid example of how this was done in Phoenix.

Activity 2. Work with CLEDA staff to search for "points of connection" and devise community-building strategies.

Accomplishments:

CLEDA did extensive outreach to local partners, and found no such connection points that were able to engage during the week of our visit. However, some hospitals have contacted CLEDA offering to play a role in local foods work, and one will be engaged in Avoyelles Parish (See Strategic Plan). The most fruitful discussion was centered upon Catahoula Parish, as a result of a strong turnout at the 2018 Foodapalooza. The July 12, 2018 discussion in Harrisonburg highlighted the potential for engaging youth as peer-to-peer educators who would work with their peers to promote growing food, preparing meals, following healthy diets, and reducing food-related illness.

Conclusions:

The primary reason this was difficult was that many residents, staff, and leaders are on vacation during July. Few community groups hold meetings in July for this same reason. Some would have been available during other weeks of the summer, but Consultants determined that this was the optimal week for our visit if we were to meet the deadline for filing this report.

Next Steps:

- Bahia Nightengale and Allison Tohme will continue to do sustained outreach to potential local partners, seeking connection points in the future.
- As each is identified, specific implementation plans suited to interests expressed by residents of each parish will be developed and pursued.
- CLEDA staff will continue to advance implementation plans in Avoyelles and Rapides parishes as outlined below.

Accomplishments for Activity 3: CLEDA Consumer Survey

Activity 3. Survey or convene focus groups.

The prime purpose of this study was to survey residents to learn more about consumer demand for local food, especially among low-income residents. Thus, this Activity merits a separate section. Activities 4-6 will be covered below.

Accomplishments:

Survey Methodology

The survey instrument was drafted by Megan Phillips Goldenberg of New Growth Associates, submitted for review by Bahia Nightengale, Allison Tohme, and John Dean, revised by Goldenberg and Meter, and posted for public participation. On July 9, 2018, Ugly Mug marketing sent an announcement of the survey's availability using Facebook. The survey was closed on September 4, 2018.

Our survey included three categories of questions:

1. Basic Questions (Information Covering the Person Who Filled Out the Survey)
2. Food Purchasing Preferences
3. Demographic Questions

The full survey can be viewed at this address:
https://goo.gl/forms/bMXlTPROqNseJrSe2

Through discussions with church groups, CLEDA discovered that summertime would be a nearly impossible period to solicit participation. Responses were thus solicited via social marketing, e-mail, and through local libraries. The Alexandria public library offered their computers for respondents' use.

After consultation with local partners, it was decided that individual responses would be incentivized by offering a $10 gift card valid for the LSU Bookstore web site to the first 150 respondents.

Cover letter for Survey

Following is the text of the cover letter that was sent to request that residents of the 10 parishes complete the survey:

Dear Community Member:

In collaboration with CLEDA and its local partners, Crossroads Resource Center is conducting a survey of community members to better understand their food consumption needs and interests, to better support area growers, and to increase the sales of local foods to local residents. The results of this survey will be incorporated into a long-term strategic vision and plan for a healthy and local food system for the region.

As an integral member of the community, would you please take this survey?

Please contact us if you have any questions - call or email anytime!

Thank you! We appreciate your time and are so glad to have your input.

Bahia Nightengale
CLEDA

The survey will take you approximately 15 minutes and your responses are ANONYMOUS. It is being conducted by Ken Meter and Megan Phillips Goldenberg of Crossroads Resource Center, a third-party consulting firm specializing in increasing community wealth and well-being through food systems and agriculture development. More information about Crossroads Resource Center is available here: www.crcworks.org

Outreach

Preliminary data from Hanna Broom at Ugly Mug show that two releases were made:

- Facebook postings appear to have had the potential to reach about 27,000 recipients, and garnered a total of 221 unique clicks on the survey link.
- Releases to the CLEDA e-mail list, with 638 recipients, appears to have resulted in a total of 344 opens, and 73 clicks on the survey link. Apparently 63 (18%) of these opens were from CLEDA staff itself.
- 161 responses to the survey were received between July 9, 2018 and September 4, 2018.

Survey responses were reviewed for duplication and other anomalies and then analyzed by New Growth Associates in Microsoft Excel. Descriptive statistics, tables, and charts are provided below.

It is important to note that this was not a randomized sample, nor did we penetrate all ten parishes equally. Responses are bound to be higher in those locations where CLEDA has made the strongest connections.

Survey Findings

Survey Respondents

The average survey respondent performed the majority of the household's grocery shopping, was a 53-year-old white female with a Bachelor's degree, an average household income of $50,000-75,000, and no one under the age of 19 in the household.

- Nearly half of the respondents, 76, (47%) live in Alexandria or Pineville.

- The average household that responded to the survey spends $119 per week on food to eat at home. See question 12.

- Of this, $28 per week (23%) was spent on locally produced items. Overall, respondents reported that 16% of their food purchases are local (including purchases when eating out). See questions 12-14.

- The majority of households (54%) are presumed to be food secure, while 46% of respondents could be considered "at-risk."[3] See questions 16-17.

- When asked about healthfulness and food security, 42% of households indicated they had no need to compromise due to budget concerns. See questions 17-24.

Grocery Shopping Habits

Most respondents do the majority of their grocery shopping once a week (44%) or less frequently (34%).

- Respondents use national grocery chains as their primary sources of groceries (Walmart, 29%; Kroger 24%; Super 1, 16%);

[3] The one question used to gauge household food security is very basic. These data points should be taken with a huge grain of salt. The objective of this survey was not to determine household food security.

- However, overall, respondents rely a considerable amount on farmers markets as well. See question 4 below.
- The vast majority of respondents, 93%, rely on their personal car as transportation for grocery shopping trips (question 6);
- Not surprisingly then, few people listed transportation and distance to store as barriers to getting food.
- Instead, most people identified "price" as their primary barrier for getting groceries.

Consumers' Interest in Local Food

Vegetables, fruit, and eggs are the top purchased items locally produced, followed by honey and specialty products such as jams, pickles, and salsas.

- However, when asked what people would like to purchase more of for home consumption, the top three items are still vegetables, fruit, and eggs, but there is also considerable interest in buying more fish and seafood, beef, and chicken.
- This could certainly be considered a market gap; there is unmet demand for local meat products. See questions 8 and 9.
- Not surprisingly, respondents would like to purchase locally produced items at places where they already shop, at farmers markets, and at farm stands (question 10).
- Lower prices and more farmers market locations or hours were listed as the top ways to make buying locally produced items easier.
- Relatively little interest was shown for subscription services, boxes, or delivery programs (question 11).

Despite lower prices being the number one strategy identified for making local food purchases easier, only 17% of survey respondents said they would not pay more for locally produced items. Nearly a third of respondents (32%) said they would pay 1-4% more, while 50% said they'd pay 5% or more. See question 15.

Responses to Specific Survey Questions

1. Please provide the zip code of your permanent residence:

Zip Code	City	Count
70501	Lafayette	1
70507	Lafayette	1
70535	Eunice	2
70655	Oberlin	2
70656	Pitkin	2

71269	Rayville	1
71301	Alexandria	18
71302	Alexandria	7
71303	Alexandria	18
71322	Bunkie	4
71325	Cheneyville	1
71327	Cottonport	1
71328	Deville	3
71340	Harrisonburg	1
71342	Jena	2
71343	Jonesville	5
71346	Lecompte	3
71350	Mansura	2
71351	Marksville	1
71355	Moreauville	1
71360	Pineville	33
71369	Simmesport	2
71403	Anacoco	1
71404	Atlanta	1
71405	Ball	1
71407	Bentley	1
71409	Boyce	6
71417	Colfax	3
71423	Dry Prong	4
71430	Forest Hill	1
71433	Glenmora	1
71439	Hornbeck	2
71446	Leesville	6
71447	Lena	2
71449	Many	2
71454	Montgomery	1
71459	Fort Polk	1
71465	Olla	1
71466	Otis	1
71467	Pollock	4
71485	Rapides	2
(blank)		9
Total		**161**

Grocery Shopping Habits

2. On average, how often does someone do major food shopping for this household?

Answer	Count
More than once a week	32
Once a week	71
Once every two weeks	41
Once a month	11
Less than once a month	2
(blank)	4
Total	**161**

3. Are you the person who does most of the food shopping for your household?

Answer	Count
No	16
Yes	141
(blank)	4
Total	**161**

4. What is your primary source for groceries?

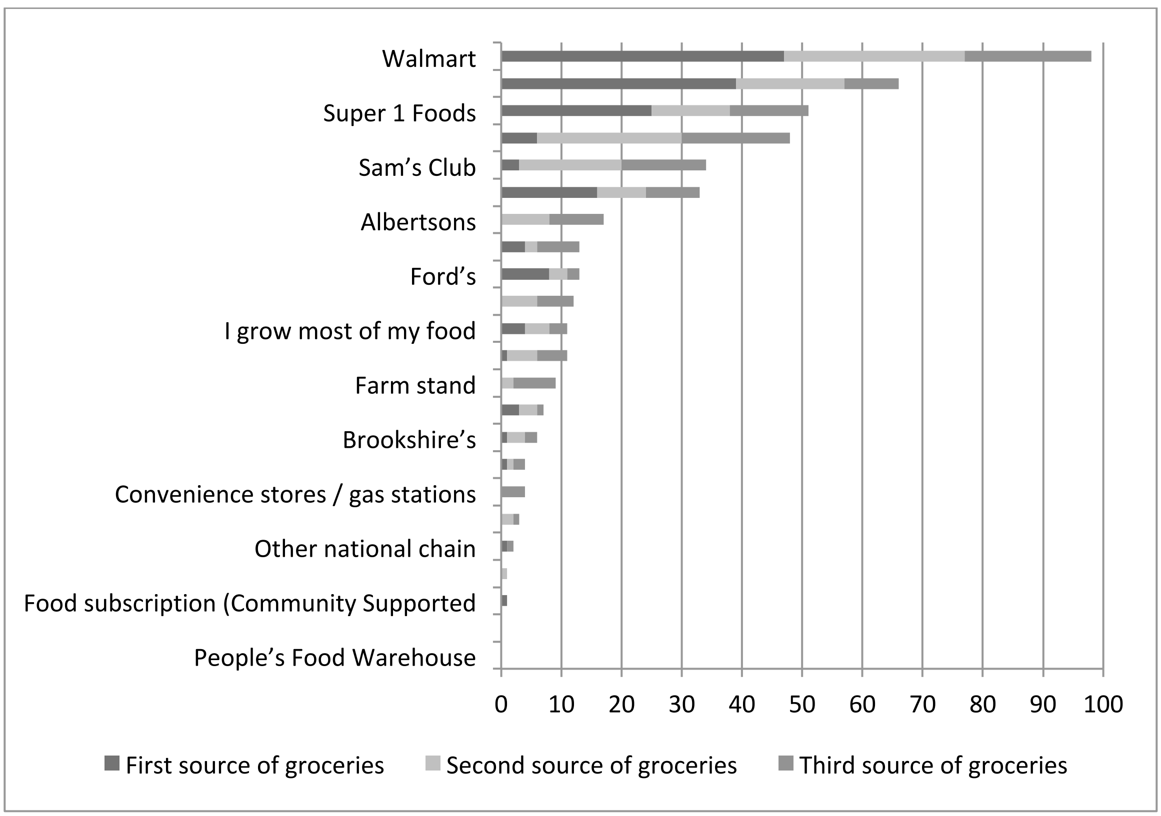
Raw Results	**First source of groceries**	**Second source of groceries**	**Third source of groceries**	**Total Count**
Farmers' market	6	24	18	48
Food subscription (Community Supported Agriculture / CSA)	1	0	0	1
Farm stand	0	2	7	9
Mac's Fresh Market	16	8	9	33
Ford's	8	3	2	13
People's Food Warehouse	0	0	0	0
Ethnic markets or fruterias	0	0	0	0
Natural Foods Store	0	1	0	1
Other local grocery chain	1	5	5	11
Kroger	39	18	9	66
Albertsons	0	8	9	17
Brookshire's	1	3	2	6
Walmart	47	30	21	98
Sam's Club	3	17	14	34
Other national chain	1	0	1	2
Save-a-Lot	0	2	1	3
Super 1 Foods	25	13	13	51
Family Dollar	0	6	6	12
Market Basket	3	3	1	7
Convenience stores / gas stations	0	0	4	4
Food assistance (food bank, pantry, churches, donations from other sources, e.g.,)	1	1	2	4
I grow most of my food	4	4	3	11
Other	4	2	7	13
Total	160	150	134	444

Note: "Weighted Results" in tables below are calculated by multiplying each response by a factor (in this table, 1, 2, or 3) to add greater value to primary responses.

Weighted Results	**First source of groceries (3)**	**Second source of groceries (2)**	**Third source of groceries (1)**	**Total Weighted**
Farmers' market	18	48	18	84
Food subscription (Community Supported Agriculture / CSA)	3	0	0	3
Farm stand	0	4	7	11
Mac's Fresh Market	48	16	9	73
Ford's	24	6	2	32
People's Food Warehouse	0	0	0	0

Ethnic markets or fruterias	0	0	0	0
Natural Foods Store	0	2	0	2
Other local grocery chain	3	10	5	18
Kroger	117	36	9	162
Albertsons	0	16	9	25
Brookshire's	3	6	2	11
Walmart	141	60	21	222
Sam's Club	9	34	14	57
Other national chain	3	0	1	4
Save-a-Lot	0	4	1	5
Super 1 Foods	75	26	13	114
Family Dollar	0	12	6	18
Market Basket	9	6	1	16
Convenience stores / gas stations	0	0	4	4
Food assistance (food bank, pantry, churches, donations from other sources, e.g.,)	3	2	2	7
I grow most of my food	12	8	3	23
Other	12	4	7	23

Note: The chart below shows Unweighted Responses

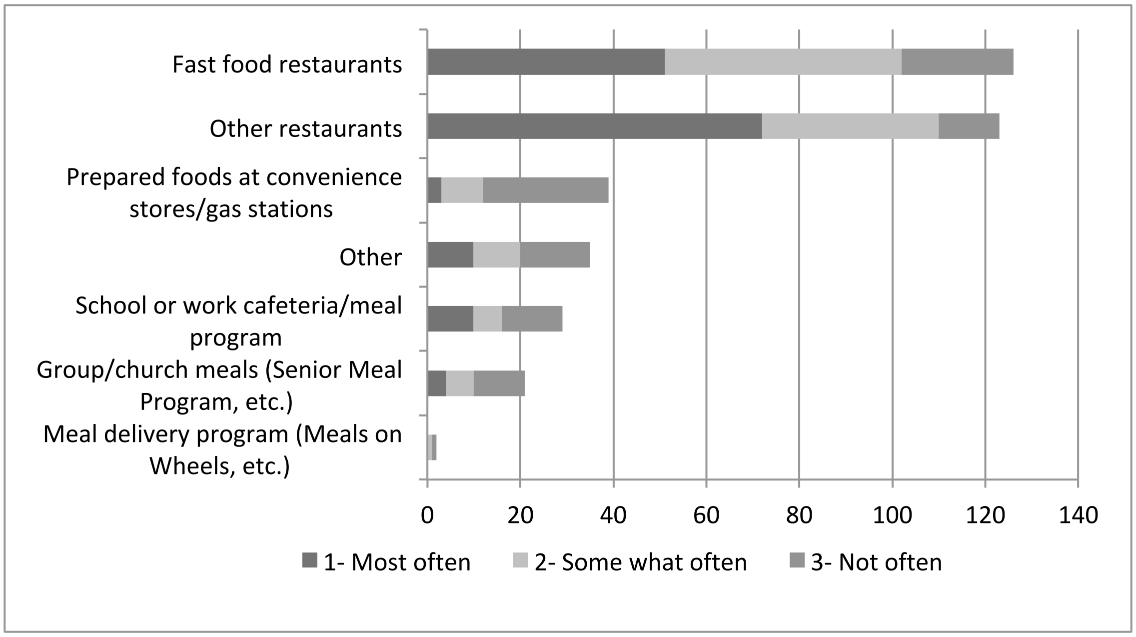


Food Away From Home

5. Where do members of your household eat away from home most often? This does not include packed meals prepared at home and consumed elsewhere.

Raw Results	**Most often**	**Some-what often**	**Not often**	**Total**
Fast food restaurants	51	51	24	126
Other restaurants	72	38	13	123
Prepared foods at convenience stores/gas stations	3	9	27	39
Group/church meals (Senior Meal Program, etc.)	4	6	11	21
School or work cafeteria/meal program	10	6	13	29
Meal delivery program (Meals on Wheels, etc.)	0	1	1	2
Other	10	10	15	35
Total	**150**	**121**	**104**	

Weighted Results	**Most often (3)**	**Some what often (2)**	**Not often (1)**	**Total**
Fast food restaurants	153	102	24	279
Other restaurants	216	76	13	305
Prepared foods at convenience stores/gas stations	9	18	27	54
Group/church meals (Senior Meal Program, etc.)	12	12	11	35
School or work cafeteria/meal program	30	12	13	55
Meal delivery program (Meals on Wheels, etc.)	0	2	1	3
Other	**30**	**20**	**15**	**65**



Transportation

6. How do you travel to get most of your groceries? (check one)

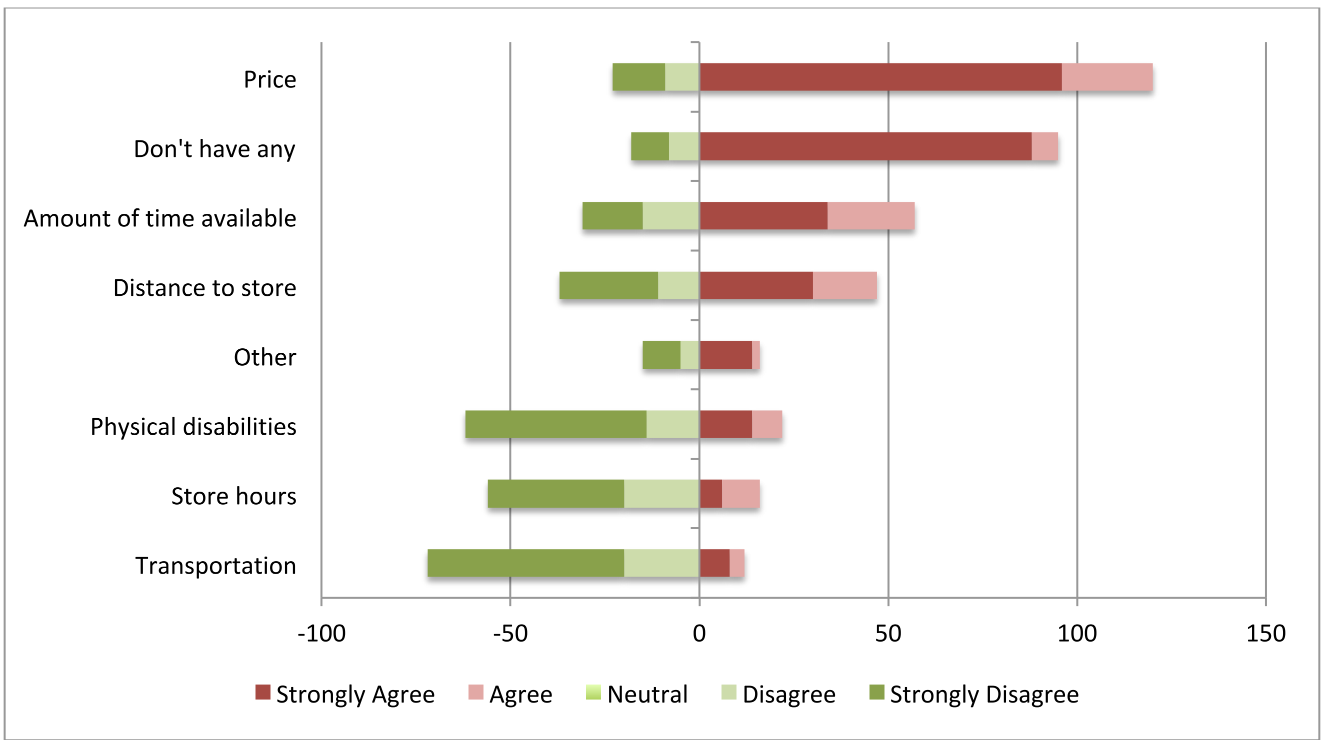
Responses	Count
Personal car	150
In someone else's car	4
Bike	0
Walk	4
Local bus	1
Shuttle/taxi	0
It is delivered to me	1
I grow most of my food	1
Other	0
Total	**161**

7. Which of the following, if any, make it challenging for you to get most of your groceries?

Raw Results	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total
Distance to store	15	17	19	11	13	**75**
Transportation	4	4	15	20	26	**69**
Store hours	3	10	19	20	18	**70**
Price	48	24	14	9	7	**102**
Physical disabilities	7	8	18	14	24	**71**
Amount of time available	17	23	19	15	8	**82**
Don't have any	44	7	20	8	5	**84**

Other	**7**	**2**	**22**	**5**	**5**	**41**
Total	**145**	**95**	**146**	**102**	**106**	

Weighted Results	**Strongly Agree (+2)**	**Agree (+1)**	**Neutral (0)**	**Disagree (-1)**	**Strongly Disagree (-2)**	**Total**
Distance to store	30	17	0	-11	-26	**10**
Transportation	8	4	0	-20	-52	**-59**
Store hours	6	10	0	-20	-36	**-38**
Price	96	24	0	-9	-14	**100**
Physical disabilities	14	8	0	-14	-48	**-36**
Amount of time available	34	23	0	-15	-16	**31**
Don't have any	88	7	0	-8	-10	**83**
Other	14	2	0	-5	-10	**8**
Total	**290**	**95**	**0**	**-102**	**-212**	



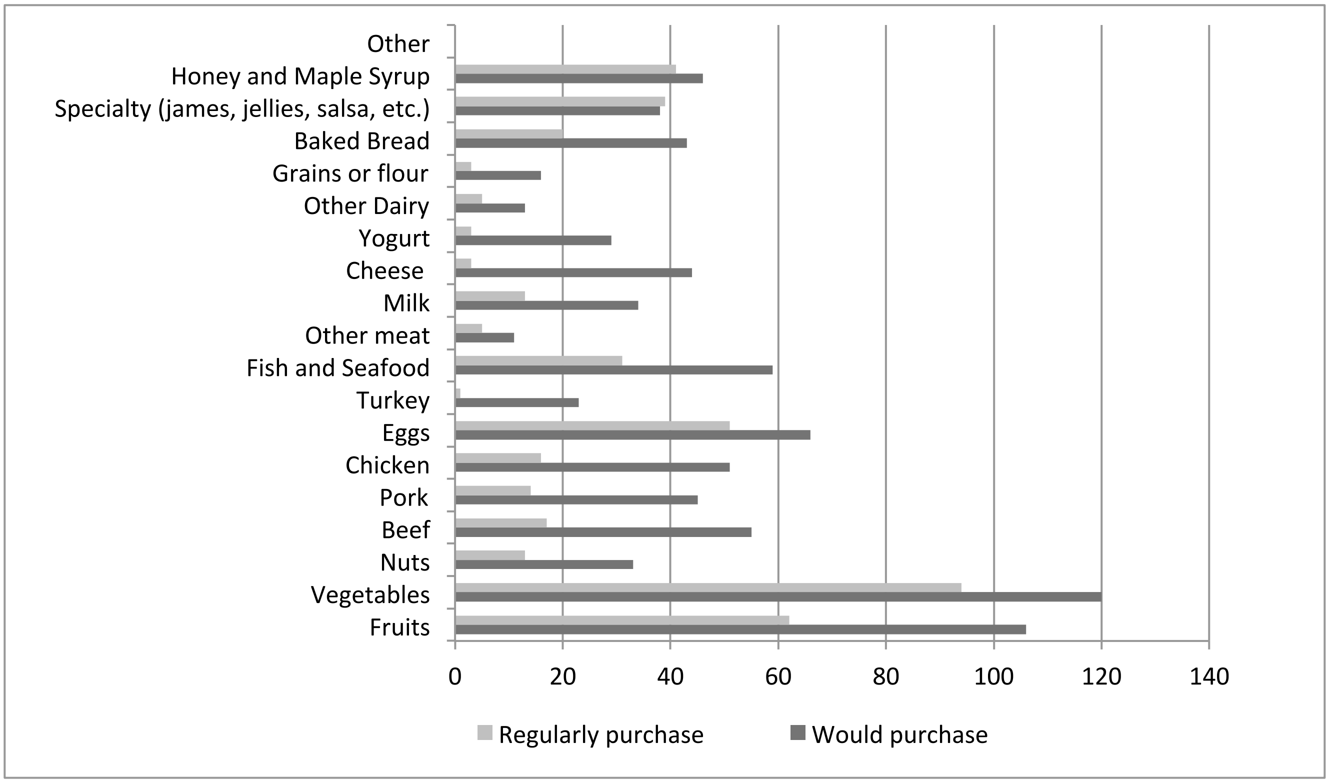
Interest in Local Foods

8. Which food items produced by farms or fisheries near you do you regularly purchase directly from those farms or fisheries — for eating in your home? (check all that apply)

9. Which food items produced by farms or fisheries near you would you most like to purchase more of for eating in your home? (check all that apply)

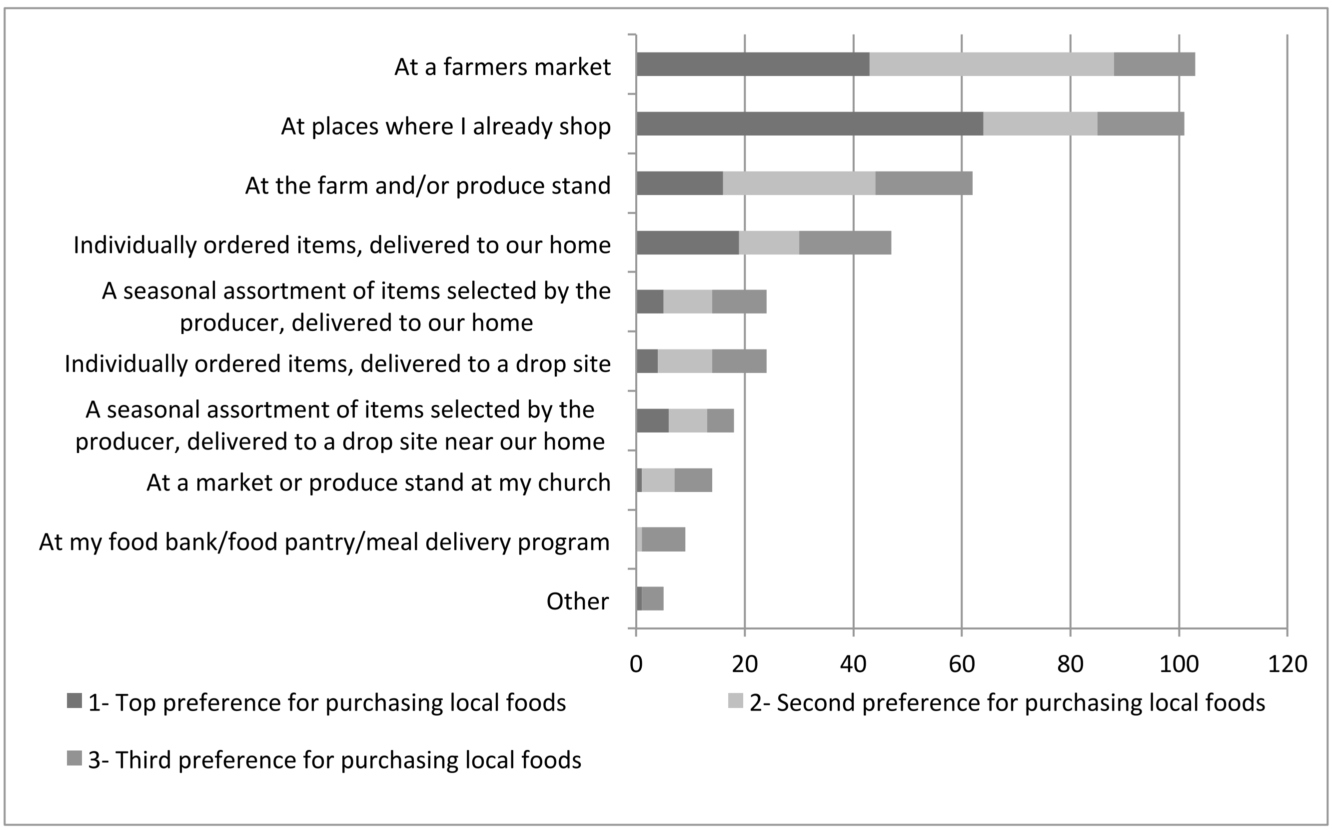
Answers	Question 8	Question 9
Fruits	62	106
Vegetables	94	120
Nuts	13	33
Beef	17	55
Pork	14	45
Chicken	16	51
Eggs	51	66
Turkey	1	23
Fish and Seafood	31	59
Other meat	5	11
Milk	13	34
Cheese	3	44
Yogurt	3	29
Other Dairy	5	13
Grains or flour	3	16
Baked Bread	20	43
Specialty (jams, jellies, salsa, etc.)	39	38
Honey and Maple Syrup	41	46
Other	0	0
Total Responses	**134**	**156**

10. How would you prefer to purchase these local food items?



Raw Results	**1- Top preference**	**2- Second preference**	**3- Third preference**	**Total**
Individually ordered items, delivered to our home	19	11	17	**47**
Individually ordered items, delivered to a drop site	4	10	10	**24**
A seasonal assortment of items selected by the producer, delivered to our home	5	9	10	**24**
A seasonal assortment of items selected by the producer, delivered to a drop site near our home	6	7	5	**18**
At places where I already shop	64	21	16	**101**
At a farmers market	43	45	15	**103**
At the farm and/or produce stand	16	28	18	**62**
At a market or produce stand at my church	1	6	7	**14**
At my food bank/food pantry/meal delivery program	0	1	8	**9**
Other	1	0	4	**5**
Total	**159**	**138**	**110**	

Weighted Results	**1- Top preference (3)**	**2- Second preference (2)**	**3- Third preference (1)**	**Total**
Individually ordered items, delivered to our home	57	22	17	**96**
Individually ordered items, delivered to a drop site	12	20	10	**42**
A seasonal assortment of items selected by the producer, delivered to our home	15	18	10	**43**
A seasonal assortment of items selected by the producer, delivered to a drop site near our home	18	14	5	**37**
At places where I already shop	192	42	16	**250**
At a farmers market	129	90	15	**234**
At the farm and/or produce stand	48	56	18	**122**
At a market or produce stand at my church	3	12	7	**22**
At my food bank/food pantry/meal delivery program	0	2	8	**10**
Other	3	0	4	**7**



11. What might make it easier for you to include more locally grown foods in your diet?

Raw Results	**1-Top preference**	**2-Second preference**	**3-Third preference**	**Total**
Lower prices	61	10	10	81
Served at my worksite or school	3	4	4	11
More farmers' markets or farm stands (e.g., more locations or market days, year round markets)	45	35	7	87
More clearly labeled as locally grown	13	13	12	38
Greater variety of food grown and/or grown year-round	16	25	8	49
Knowing more about how to grow it myself	1	12	9	22
Knowing how/where to find it	5	12	19	36
Having space to grow it myself	1	3	7	11
Prepared or packaged meals that include locally grown/made foods	3	2	5	10
More restaurants that serve locally grown/made foods	6	16	19	41
Other	4	1	8	13
Not applicable	2	1	3	6
Total	**160**	**134**	**111**	

Weighted Results	**1- Top preference (3)**	**2- Second preference (2)**	**3- Third preference (1)**	**Total**
Lower prices	183	20	10	**213**
Served at my worksite or school	9	8	4	**21**
More farmers' markets or farm stands (e.g., more locations or market days, year round markets)	135	70	7	**212**
More clearly labeled as locally grown	39	26	12	**77**
Greater variety of food grown and/or grown yearround	48	50	8	**106**
Knowing more about how to grow it myself	3	24	9	**36**
Knowing how/where to find it	15	24	19	**58**
Having space to grow it myself	3	6	7	**16**
Prepared or packaged meals that include locally grown/made foods	9	4	5	**18**
More restaurants that serve locally grown/made foods	18	32	19	**69**
Other	12	2	8	**22**
Not applicable	6	2	3	**11**

Household Food Spending

12. On average, how much money does your household spend, per week, on food that is prepared and/or eaten at home while you are at home?
13. On average, how much money does your household spend, per week, on food prepared away from the home?
14. On average, how much money does your household spend, per week, to purchase locally produced food?

	Spending on Food for Home Consumption (Q12)	Spending on Food for Consumption Away from Home (Q13)	Spending on Locally Produced Foods (Q14)
Minimum Spent Per Household Per Week	$10	$-	$-
Maximum Spent Per Household Per Week	$500	$250	$400
Average Spent Per Household Per Week	$119	$54	$28
Total Spent Per Week	$18,035	$8,405	$4,293
Average Spent Per Household Per Year	$6,211	$2,820	$1,478
Total Spent Per Year	$937,820	$437,060	$223,236

	Total Food Spending (Q12 + Q13)	% of Food Spending on Local Food Q14/(Q12+Q13)
Minimum Spent Per Household Per Week	$10	0%
Maximum Spent Per Household Per Week	$750	53%
Average Spent Per Household Per Week	$174	16%
Total Spent Per Week	$26,440	16%
Average Spent Per Household Per Year	$9,030	16%
Total Spent Per Year	$1,374,880	16%

15. If it cost more to purchase local food items, how much more would you be willing to pay to obtain foods raised on local farms? (check only one)

Answers	Count
0%, I would pay no more than I would spend for nonlocal items	28
1-4%	51
5-9%	30
10-14%	37
15-19%	8
20% or more	6
Total	**160**

Household Food Security

16. In the past 12 months, how often were you unable to feed your household all that you wanted because of cost? (check only one)

17. How often do you have to compromise on healthy or balanced food items because of budget concerns? (check only one)

Answers	Q16	Q17
Never	87	68
Less than half of the time	23	28
Half of the time	17	24
More than half of the time	20	24
Always	14	17
Total	**161**	**161**

Demographics

18. How many people currently live in your household (yourself included)?

Answers	Count
1	32
2	67
3	19
4	26
5 or more	17
Total	**161**

19. How many members of your household are under the age of 19?

Answers	Count
0	109
1	17
2	23
3 or more	12
Total	**161**

20. What is your gender? (check only one)

Answers	Count
Female	124
Male	31
Choose not to respond	6
Total	**161**

21. What is your age?

Descriptive Statistics	
Min	14
Max	82
Mean	53
Mode	58
Responses	**153**

22. What is your ethnicity?

Answers	**Count**
Black, African American	23
Hispanic/Latino/Spanish Origin	2
American Indian or Native Alaskan	0
Asian Indian	0
Asian	1
Hawaiian Native or Pacific Islander	0
White	116
Choose not to respond	14
Other	5
Total	**161**

23. What is the highest level of education you have obtained? (check only one)

Answers	**Count**
Less than high school graduate	3
High school graduate/GED	20
Some college, no degree	40
Associate's degree	18
Bachelor's degree	42
Graduate or professional degree	32
Other	4
Total	**159**

24. What is your annual household income? (check only one)

Answers	Count
Less than $10,000	12
$10,000-$14,999	9
$15,000-$24,999	18
$25,000-$34,999	17
$35,000-$49,999	18
$50,000-$74,999	21
$75,000-$99,999	15
$100,000-$149,999	10
$150,000-$199,999	5
$200,000 or more	4
Choose not to respond	32
Total	**161**

Open-Ended Responses

25. Is there anything else you would like to share with us regarding food?

EASE OF ACCESS

- Just wish it was easier to come by.
- Sometimes. The heat makes it difficult to shop Farmers markets. If. You work, the hours they are open make it difficult.
- Really wish there was a farm market on the weekend here in Jena We need more food available grown local.
- Need more farmer's market days.
- Need more fresh market stores.
- The SNAP program should be easier for the people who need them.
- I live in a food desert.
- The primary challenge is availability in this area.
- If I had someone to help me I'd plant a garden in my backyard. I'm not able to get one started because I'm 100% disabled veteran. If you know of any programs that could help me I'd appreciate it.
- More local markets that accept SNAP benefits or market vouchers (similar to WIC) that can only be used at local markets.
- More small farmers needed I order most of my food online. I get great organic, pastured raised etc. choices delivered to my door.
- More locally grown options.
- My husband is a heart patient, and his diet requires a lot of fruit and vegetables. I would buy more from markets if they were available at different hours.

COST

- I grow most of my produce but find our farmers markets to be much higher than other parish markets. I think this is why we don't have more local participation.

- Local food is great, but I will spend my money on education first.
- I buy what I can at the Farmers Market here in town but I am not going to pay more than $2.00 for a single tomato
- Eating healthy foods, such as organic, non-GMO, locally grown, non-processed, etc., is much more expensive, whether shopping at grocery stores or eating at restaurants. When I eat out, I most often try to choose local restaurants that I know serve wholesome, healthy, locally grown foods (Your marketing efforts to help identify such restaurants has been very helpful!). I eat out much more than I would like to because of my health and preparation time at home. There is a local farmers market once a week near my home near the garden district, but when I have stopped by, I have found very little of the basic produce I prefer. In addition, the cost is usually too much. I used to also try to go to Inglewood Farm on Saturday mornings, but also found the cost for the produce and poultry prohibitive most times, so I rarely go anymore. I have never been able to afford their box program or the meal program at Good People Kitchen. In addition to the cost, Inglewood's boxes would be too much food for me to prepare anyway as a single adult, and Good People's program simply costs too much. Good People is one of my favorite restaurants, though I have not eaten there since they moved to their local new location. It is now quite a distance from my home and not on one of my regular routes. I probably could qualify for the food bank, since my income is so low, but I assume much of those foods are canned or packaged and I prefer, for health reasons, to try to eat fresh, non-packaged or processed foods as much as possible. I also could probably qualify for food stamps, but have dallied at overcoming my own shame at needing such assistance.
- Farmers markets are just too high priced.
- Local farmer stands and markets should be available for free to local growers and farmers and items sold should not have taxes tagged on by Louisiana. The same thing should go for local crafters.
- The price of fruit is high.
- Food today is so expensive...it's so expensive to try and eat healthy.

QUALITY

- Answers are based on the assumption that locally produced food is higher quality.
- Convenience and taste are the biggest factors in what we purchase.
- The produce available in Louisiana is really substandard, poor selection too.
- Olla Town Square Market has wonderful fresh produce, eggs, honey and jams/jellies.

HEALTH

- Prefer Organic everything.
- Cause I live alone and have dietary intolerances, I would enjoy having prepackaged meals that comply with my dietary needs (gluten free, soy free, minimal to no meat, organic and sustainably sourced).
- Stay healthy.
- Food is life.
- Food is everything.

MISCELLANEOUS

- My family farms and ranches here in Cenla. If you as a consumer ever had any doubt that U.S. farmers and ranchers provide the most abundant, cost effective and safest food supply in the world, please remember this. We feed our families as well as yours. We must maintain the land

and preserve its resources in order to continue to provide for an ever growing population and so that our families can follow in our footsteps one day. Please, if you ever have any questions, ask a farmer. Thanks!
- I need to know what to do with a lot of the fresh produce... and using it in a timely manner cos life doesn't always go along w my plans...
- Not having enough on hand to sell to last the length of time of the sale.
- There are so many homeless people in the world. How can we fight against it?
- Love going to Inglewood every other week.
- We're vegetarians. That is a challenge here.
- ALWAYS THANK GOD FOR EVERYTHING HE GIVES you.

Conclusions:

- It is difficult to reach any residents of the region to respond to surveys held in the Summer. Future surveys and interviews will be more rewarding if performed during the school year.
- When farmers are to be contacted, this should be done during the months their farm chores are less intense.
- Survey results were not representative of the entire region since the sample was not randomized, nor were members of all parishes contacted.
- This means the results cited above apply accurately to those who responded to the survey, but do not necessarily portray the region as a whole.
- Although about 46% of respondents could be considered "at risk" because they reported income levels of less than 185% of the Federal Poverty Limit (roughly $46,000 for a family of four), the sample also included a considerable number of more prosperous residents, so the results are not an accurate representation of the issues low-income residents face.
- Outreach methods for the survey did not effectively reach low-income residents of the 10 parishes.
- For such a survey to effectively reach low-income residents, it should be distributed as part of ongoing engagement about issues these residents choose to address.
- Regarding food preferences, it would be easiest to make contact with low-income residents through organizations and agencies that work directly with this constituency. We recommend contacting them while they are in the process of procuring food through stores, food banks and Head Start programs. Conversations may also be undertaken by collaborating with staff at WIC, human services agencies, health clinics, or through churches.
- It is likely that any survey given to lower-income residents should be limited to a small number of questions, and handed out in person, or filled out by interviewers who meet directly with each respondent.
- Individual interviews and focus groups may be more effective methods for compiling testimony from lower-income residents.
- Direct collaboration with low-income residents is probably even more effective. If CLEDA builds working relationships with low-income residents and organizations that serve them, it is likely to become familiar with their assets and concerns.

Next Steps:

- CLEDA should perform broader outreach efforts and establish more direct contact with lower-income residents of the Central Louisiana region.
- CLEDA can also expand its engagement with lower-income residents by partnering with community-based organizations that have built respectful relationships with low-income residents.
- CLEDA should partner with other economic development groups that work closely in low-income communities to share lessons from each other's experiences. This would include We Grow Together in Shreveport, and The Community Kitchen in Vermont, as outlined above.

Accomplishments for Activities 4-6

Now we return to the step-by-step narrative covering the remaining action steps in our project.

Activity 4. Explore the financial feasibility of scaling up at least two of the strategies identified.

Accomplishments: Discussions were held with all senior staff at CLEDA, focused on pragmatic opportunities that CLEDA might pursue at this time. These discussions demonstrated a high level of interest in pursuing innovative strategies, but no consensus on which specific opportunities might be practical to in the short term.

Conclusions: After the field visits in Central Louisiana described in this report, and following consultation with CLEDA staff, it is clear that CLEDA is still in a discovery phase with respect to framing practical strategies. No specific concept is close enough to fruition that writing a detailed business plan with cost estimates is warranted. We stand ready to assist in this effort in any way we can, including working with CLEDA to refine these concepts over the next few months, or writing more detailed business plans when conditions are ripe.

Next Steps: See our recommendations, page 42.

Activity 5. Write case studies of affordable restaurant formats.

Accomplishments:

Case studies follow immediately below. We have added a brief list of several community restaurant formats that have opened across the U.S. This is certainly not an exhaustive list, but offers excellent examples of nonprofit and for-profit restaurants or similar projects that aim to increase food access for low-income residents.

Conclusions:

Several examples exist of potential restaurant formats that might be appropriate for fostering more healthy eating in lower-income communities as well as among those with more means. Many of these have created important gathering places, and several have been combined with wrap-around services.

However, the economics of adding a new restaurant to the Alexandria market pose significant challenges, well known to CLEDA staff. Our recommendation is that an RFP be constructed after substantial dialogue among CLEDA professionals, community members, and their advisors.

Next Steps:

- See implementation steps outlined below, page 42.

Case Studies and Examples of Affordable Restaurant Formats

The Mug Drive-In (Greenfield and Irvington, Indiana)

http://www.themug.com/

The Mug Drive-In opened in 2014 in Greenfield, Indiana, about 30 minutes east of Indianapolis. Owners Chris and Amy Baggott also run Tyner Pond Farm near Greenfield, but are second-career farmers who purchased their farm after building substantial wealth selling a software company. They continue to bring these technical skills to their farming and marketing enterprises.

The genesis of The Mug was two-fold. First of all, the long-time owners of the drive-in, formerly called the Frosty Mug, were ready to retire and sought to sell the business. Second, the Baggotts sought markets for ground beef they raised that was filling their freezer. “Our problem was hamburger,” Chris Baggott told us in a June 22, 2018 interview.

After taking ownership of the property, the Baggotts made a substantial investment in renovating the building. They tore down the old walls, expanded the store’s footprint, opened up the kitchen to public view, and installed new ordering stations and asphalt apron. A few small tables and a window-facing counter were installed to provide minimal indoor eating space.

What made The Mug so distinctive was that it featured hamburgers and Duroc pork cutlets raised on the couple’s own farm. Garnishes — cabbages, sweet corn kernels, lettuce, and more — were sourced from Indiana farms. At the time, Chris Baggott also owned a frozen-vegetable manufacturer called Husk, so this corn was featured. That processing firm has now been sold. Initial price points were extremely low, at $2.95 for a burger, $3.95 for a grass-fed burger, and $6.95 for a pork cutlet sandwich. While The Mug still offers a basic burger for $2.75, it now features larger sandwiches in the $7.00 to $9.50 range.

Prices run slightly higher at The Mug’s Irvington (Indianapolis) location that opened in 2017. Located in a fairly prosperous suburban neighborhood, the new store, like the original location, draws upon customers from Indianapolis’ eastern suburbs with considerable disposable income. At this new location, the format has been changed to fast casual with tables. Here there are no outdoor ordering stations. The firm now sources food — including vegetables, butter, buttermilk, pork, and beef — from 10 nearby farms as well as its own. The new outlet is also paired with the Tyner Pond Market, where one can purchase meat and vegetables from the same farms, as well as a variety of staple foods and sundries.

Chris told us that, “I think it [The Mug format] would work in a low-income setting.” Indeed, we note that in Minneapolis, one of Minnesota’s most profitable fast-food operations was located in a low-income neighborhood where people had few other dining options. However, as we left he said he would consider helping to start such an outlet "as a social investment."

As it currently stands The Mug, in combination with a new food-delivery service, have risen to be the largest sources of revenue for the farm, which now tops $2 million in sales. The farm also delivers beef, pork, poultry, and lamb directly to households across Indiana, with no added delivery charge. The couple closed its on-farm retail outlet in June, 2018, opting to boost delivery sales.

Chris said The Mug's daily sales run from $675 to $4,200 per day, noting that it is a "very seasonal" business. Total annual sales are $900,000, which he said falls just below sales at an average McDonald's or Chipotle. The initial investment required (in the Indianapolis market) was "$75,000 to build a kitchen," and the rest depends on site-specific costs. Baggott told us that the Irvington location, complete with the market, cost $350,000. This new location is also close to two nearby restaurants, so it creates somewhat of a dining destination near a shopping center.

Key to the business model is that the Baggotts work closely with a single meat processor, located near their farm. They have found it challenging to find cooks who can prepare food well in this format, but have now hired a manager with experience in the McDonald's chain. "The manager is what matters," Chris said. Labor costs total about 12% of expenses.

The Baggotts also launched Grigsby Station, a fine-dining restaurant in Greenfield, as a way to feature prime cuts of their meats, and also as a community gathering space. Chris said that the combination of the two dining places has "really made a difference in Greenfield," setting a tone for the town's development, and attracting both a new brewery and special events.

At the time of our interview, however, Chris Baggott is focusing his attention on a new food-delivery business, ClusterTruck (clustertruck.com), which promises to deliver a wide variety of freshly-prepared meals within 6 minutes of their cooking. This new firm has a large central kitchen in downtown Indianapolis, and has expanded to Cleveland, Columbus, Denver, Kansas City, and Minneapolis. This business model draws heavily upon Baggott's software-writing skills, cutting margins by reducing waiting time for drivers and consumers alike. He said the format is especially popular for corporate meetings, since ClusterTruck offers Asian, American comfort food, Mexican, and other types of cuisine, so that each person can order their individual preference without attendees having to select a single preference. The limitation of this model, of course, is that it is only suited to dense metropolitan areas where thousands of consumers can be found within 6 minutes of a central kitchen.

Amy Baggott has now taken over management of The Mug, the Grigsby Station restaurant in Greenfield, and a new gastropub that the couple hopes to open in Indianapolis. Chris said that the Baggotts would be willing to entertain offers to license their format for use in other locations.

There appear to be two strong limitations to spreading this particular model, however. First of all, The Mug was launched by a farm couple, who had surplus meats to sell. The restaurant might not have been launched at all had it not been owned by a producing farm, which assured itself of a market and could essentially write off as business expenses to the restaurant purchases made from the farm. Perhaps more importantly, the Baggotts have considerable wealth, so they were able to move quickly, investing in facilities with great comfort. In the first few years they learned a great deal about how to prepare tasty food in a fast casual format. Without this margin of error, it might have been very difficult to establish the concept.

Nonetheless, CLEDA's Gary Perkins, owner of the Wildood pizza restaurant in Alexandria, who himself is launching satellite restaurants in nearby cities, deliberated on The Mug model and said if the owner were a farmer with meat products to sell, the margins might be high enough that a similar approach could be taken by a different entrepreneur.

Rudy's Tacos (Waterloo, Iowa)

http://ediblenetwork.com/iowarivervalley/category/magazine/fall-2006-issue/

The local Mexican restaurant chain Rudy's Tacos was founded in Davenport, Iowa, in 1973 by Rudy and Marilyn Quijas. It has now expanded to 11 locations in the Quad Cities, Edlridge, and Waterloo. It is a highly accessible format featuring standard Mexican fare at popular prices.

The owner of the Waterloo franchise, Barry Eastman, took an especially strong interest in sourcing food from Iowa farm in the 2000s, becoming one of the most visible champions in the region. The article linked above offers a solid overview of his approach to local sourcing.

One of the primary features of Eastman's approach was to publicize how much food he was purchasing from Iowa farms. He posted a table tent on each table annually, showing how much the restaurant was buying. By making these purchases so visible, they were highly visible to consumers. As the photo shows, he also featured several of the farms prominently in the restarurant. His 2007 purchases are shown below, drawn directly from the table tent:

Rudy's Tacos (Waterloo, Iowa)
Local Food Expenditures 2007

	Local $	**Total $**	**Local %**
Beef	$64,415	$64,415	100
Chicken	$27,798	$27,798	100
Pork	$989	$989	100
Cheese	$43,401	$43,401	100
Tomatoes	$13,894	$16,241	86
Onions	$571	$1,705	33
Flowers	$907	$907	100
Soy Oil	$9,360	$9,360	100
Red Bell Peppers	$168	$814	21
Cilantro	$45	$483	9
Sour Cream	$4,749	$4,749	100
Ice Cream	$1,493	$2,933	51
Other	$-	$63,800	0
Total	**$167,790**	**$237,595**	**71%**

Barry Eastman at Rudy's Tacos. Photo by Arion Thiboumery

Note: Barry no longer owns the restaurant. Staff who were contacted on July 20, 2018 said that the new owners no longer post table tents showing local food purchases.

Popular Restaurants (Belo Horizonte and other cities, Brazil)

The city of Belo Horizonte, Brazil, appears to have the best track record in the Americas for constructing a local food system. The capital of the state of Minas Gerais, with 2.5 million people, the city is the third largest in Brazil.

The comprehensiveness of the vision adopted by Belo Horizonte is staggering, especially in comparison with early efforts by U.S. cities. City leaders took a bold initiative, committing themselves to caring for the needs of the poor, and also connected these concerns with the needs of the region's farmers. Their vision has produced a cluster of interrelated efforts to bring growth and lend economic stability to their region over time. Already, the city has gained significant health improvements. The city was featured in *Yes!* magazine.[4]

This innovative work was launched around three "popular restaurants" where, for less than 50 cents, low-income residents are able to purchase healthy, cooked-from-scratch meals composed from local farm produce. Not only does this provide residents with solid nutrition for daily meals, it also creates a community gathering point, and of course supports local farmers. The restaurants—owned by the city—served 12,000 people daily as of 2010, and have become so beloved that many middle-class professionals also eat their lunches there. This makes the restaurants revered cross-cultural gathering spaces. They have been emulated in other cities, and by at least one private firm.

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[4] Lappé, Frances Moore (2009). "The City that Ended Hunger." *Yes!* Magazine, February 13. Viewed November 22, 2010 at:
http://www.yesmagazine.org/issues/food-for-everyone/the-city-that-ended-hunger

Yet this is only one manifestation of a strategy that emerges out of a 1993 city declaration that having access to healthy food is a right of citizenship. Furthering that vision, the city opened public farmers markets where farmers can capture more of the retail value of their products. The city also opened "ABC" grocery stores where prime sites are opened for food entrepreneurs to sell food to residents; in exchange, the grocers sell 20 staples at below-market prices, and can be required to offer fresh produce through mobile farmers' markets in low-income neighborhoods.

The city also contracts with a local university to track prices of 45 key food items sold in the city. These surveys are reported at bus stops and in the media, so consumers can travel to stores offering the best prices. This also creates a climate of transparency, making it more difficult for middlemen to manipulate pricing, once again insuring farmers get a fairer share.

Combined with commitments from schools to purchase school lunches, nutrition and cooking classes for low-income residents, community and school gardens, this emerges as a very comprehensive approach to addressing hunger. Simultaneously, it also builds the local economy, and reduces public welfare costs.

Impacts have been potent. Between 1993 and 2002, Belo Horizonte was the only locality in Brazil in which consumption of fruit and vegetables increased. *Yes* estimates that about 40% of the city's population has benefited from these food security efforts. Infant mortality fell 50% since initiation of program. One 1999 sample showed that infant malnutrition was cut in half.

This cluster of activity is overseen by a 20-member municipal food agency involving citizens, labor, businesses, and churches. Total cost of the initiative is about $10 million annually, less than two percent of the city budget.

Representatives from Belo Horizonte presented a workshop covering the city's food initiative at the Community Food Security Conference in New Orleans, October 17, 2010. This workshop was funded by the Small Planet Fund and convened by Crossroads Resource Center. Officials from Belo Horizonte noted that a private corporation, Coca Cola, attempted to open similar restaurants in other communities, but these failed, lacking strong community buy-in and lacking a holistic approach.

Apparently the Brazilian model has now filtered into American communities. In many locales, civic leaders who were accustomed to saying there is little local officials can do in the face of global markets have begun to explore similar models, attuning each to local conditions. One World Everybody Eats in Idaho Falls claims to be the originators of a US model.

It should also be noted that the Popular Restaurants are a product of a very special moment in Brazilian political life. In later years, the country has been plagued by corruption, and the recent election is likely to change national priorities.

Community Restaurants Across the US

FARM (Feed All Regardless of Means) Café (Boone, NC)

Pay what you can

- **Mission:** to build a healthy and inclusive community by providing high quality & delicious meals produced from local sources, served in a restaurant where everybody eats, regardless of means.
- **Vision:** To eliminate hunger in the High Country.
- **Activities:** Provides meals on a Pay what you can basis
- http://farmcafe.org/

One Bistro (Miamisburg, OH)

Pay what you can

- **Mission**: To provide a place where neighbors eat and come together as one community
- **Vision**: To provide a sense of community to our neighbors
    - Help to meet the needs of neighbors, both physically and spiritually
    - Serve privileged and under-privileged neighbors by giving a hand up, not a hand out
    - Provide healthy, affordable meals in a warm and welcoming environment
    - Eliminate hunger, build relationships, and celebrate community with our neighbors
- **Activities**: Embraces a “pay what you can afford” concept by offering a few payment options
    - Pay what you can afford. If unable to pay, give your time in service as payment
    - Pay the full amount of the suggested price
    - Pay the full amount of the suggested price, plus a little extra to “pay it forward”
    - Give your time in service to “pay it forward” for your neighbor to enjoy a meal
- http://onebistro.org/

One World Everybody Eats (Idaho Falls, ID)

Pay what you can

- **Mission:** To increase food security and build community through a pay-what-you-can nonprofit restaurant model
- **Vision**: Every community is empowered to ensure food security for all
- **Activities:** Provides startup assistance and best practices to the 60+ communities cafes that use their model
- https://www.oneworldeverybodyeats.org/

Rooster Soup Co (Philadelphia, PA)

Fundraising

- **Mission**: To serve as a restaurant that converts unused food into meals and services for people who need it most
- **Activities**: Donates all revenues to Broad Street Hospitality Collaborative initiative of the non-profit Broad Street Ministry
- http://www.roostersoupcompany.com/

The Oregon Pubic House (Portland, OR)
Fundraising

- **Mission:** EAT in community, DRINK to a new way of giving back, and GIVE to those changing the world
- **Activities:** Customers who purchase food and/or beverage choose how our donation should be given from a list of local charities. The project positions itself as the "fundraising department" for those charitable organizations
- http://oregonpublichouse.com/

The Kitchen Community (Boulder, CO)
Educational/Fundraising

- **Mission:** The Kitchen Community 501-c-3 nonprofit with the mission of building community through food by connecting students to "real" food
- **Vision:** To strengthen communities by accelerating the real food movement at scale
- The Kitchen Community builds Learning Gardens in schools across America. Each of The Kitchen restaurants donates a percentage of sales to support The Kitchen Community
- https://thekitchencommunity.org/

Carroll's Kitchen (Raleigh, NC)
Job Training

- **Mission**: To end homelessness for women in Raleigh
- **Vision**: *Fresh, Local Food:* Baked goods, sandwiches, soups, and salads made from simple ingredients
  Empowering Women: Providing opportunity and job training for women coming out of homelessness
  Good for Raleigh: Inspiring everyone in the community to get involved and make a positive change
- **Activities**: Creates opportunities for single women experiencing homelessness by empowering them through job training, life skills, and even housing. Women enter the program through a referral partner; spend a year with the project, and graduate ready to live like all things are possible! We envision these women joining the workforce, sticking around with us to train up the next group of women, or even opening their own businesses
- carrollskitchen.org

COLORS (New York, NY; Detroit, MI; & Oakland, CA)
Owned by Restaurant Opportunities Centers (ROC) United
Job Training/Consumer education

- **Mission:** To improve wages and working conditions for the nation's restaurant workforce
- **Activities:** Job training, livable wage advocacy, consumer education
- http://rocunited.org/
- http://www.colorsrestaurantnyc.com/

Troop Café (Milwaukee, WI)
Job Training

- **Mission:** To serve the community by offering affordable, high quality meals to the public, while providing food service and hospitality training to United States Veterans
- **Activities:** Non-profit social enterprise of the Center for Veterans Issues, Ltd. All profits from sales are funneled back into the job training program at Troop Café.
- http://www.troopcafemke.com/

FareStart (Seattle, WA)
Job Training

- **Mission**: To transforms lives by empowering homeless and disadvantaged men, women and families to achieve self-sufficiency through life skills, job training and employment in the foodservice industry.
- **Vision**: That food is central to our emotional, physical, and economic well being. That people have incredible capacity to transform their lives when they have the right tools and support. Solutions that provide real value to a community have the best hope of lasting
- **Activities**: Adult and Youth training programs, Community and School meals, Food-service social enterprise incubation
- 60 other organizations have replicated this model. http://www.catalystkitchens.org/
- https://www.farestart.org/

FOR PROFIT EXAMPLES

LocoL (Los Angeles & Berkeley, CA)
For-profit: Affordable healthy food

- **Mission**: To reimagine fast food
- **Vision**: Wholesomeness, deliciousness, and affordability don't have to be mutually exclusive concepts in fast food. We believe that fast food restaurants can truly empower the communities they currently underserve
- **Activities**: Creating affordable and healthier fast-food options
- http://www.welocol.com/

EveryTable, (Santa Monica & Los Angeles, CA)
For-profit: Affordable healthy food

- **Mission**: To make good food available to everyone. Prices meals according to the neighborhoods served.
- **Activities**: Variable pricing based on Medium Household income at neighborhood census tract level
- https://www.everytable.com/

The above list of community restaurants was compiled by Austin Wertheimer of New Growth Associates.

Activity 6. Write a strategic plan for CLEDA.

Accomplishments:
Strategic Plan is complete and included in the next section.

Conclusions:
While CLEDA will address poverty across the entire region, effective engagement involves very local work community by community. Our recommendations start with particular local opportunities in parishes where CLEDA has established community connections. By launching pilot activities in each parish, CLEDA will learn how to adapt each approach to other parishes, and will be able to expand the scope of its work to have regional impact.

Next Steps:
- See Strategic Plan, immediately below.

Strategic Recommendations for Increasing Food Access

Our strategic recommendations include both conceptual shifts and pragmatic activities.

CONCEPTUAL SHIFTS

Shift From "Local Food" to "Community Food Systems"
In practice, definitions of the term "local food" are inherently local in nature. This means there are multiple working definitions of "local food," varying widely by place and institutional purview. The USDA's official definition of 400 miles or within the state of production is useful for federal policymaking, but has been met with much resistance from community practitioners, given that for many regions this distance includes areas most people would not identify as their local foodshed. In some communities the term "local" might signify very close quarters, such as "within my valley," or "within my county." Many local food leaders in more densely settled areas consider "local" to be within a 30-minute drive, or within a 50-mile radius. Arizona's Gary Nabhan used a 220-mile radius in his book, *Coming Home to Eat*, to highlight that in a sparsely populated desert area, widely scattered local options might range from edible cactus, to rangeland livestock, to Mexican seafood (Nabhan, 2009).

National scans of food hubs reflect a variety of regional definitions, largely ranging from 50-mile to 500-mile radii for supply regions, and market regions being considerably smaller: 50-mile to 150-mile radii. This reflects common food distribution models where products are aggregated from outlying production areas and distributed to denser, more urban areas.

The consumer economics literature suggests that it is not so much a geographic location or distance that consumers are concerned with, but instead they are concerned with fresh, healthy, and safe food, and community well-being (Snyder, Smith, Meter, Goldenberg, Miller, & Amsterdam, 2014). However, the goals of farm-to-institution purchasing are often, but not always, economic development, increased healthy food access, community building, and environmental stewardship, none of which are intrinsically dependent on locale or region (Born & Purcell, 2006; Jackson & Perrett, 2014). Given this, it is nearly impossible to define "local food" in a way that accurately communicates to consumers the intrinsic and extrinsic value of a product. As a result new emphasis is being placed on "community-based" food systems that are evaluated based on connectivity and social capital, and that healthy food access and economic development are also eventual outcomes.

The driving force (and indeed the competitive advantage) in community-based food systems is relational trading, that is, commerce based on mutual loyalties (community supported agriculture models that reduce risk, slow money investments that reduce expectations of return, the strong desire among farmers and consumers to connect with each other, the possibility of building differentiation and branding based upon personal, regional, mode of production (e.g., fair trade, organic, or sustainable), cooperative ownership, or other loyalties). Such "sticky" transactions are not accounted for by conventional economic modeling, which assume consumers are isolated and determined to increase individual utility.

Economically speaking, the productive benefits of social capital are enormous. Research attributes reductions in transaction costs (Putnam, 2000; Rydin & Holman, 2004; Sabatini, 2009), career success, product innovation, reduced turnover rates, entrepreneurship, and learning (Adler & Kwon, 2002), and reduced high school dropout rates (Coleman, 1998) to social capital. An individual or firm's place within a network can predict rate of innovation (Powell, Koput, & Smith-Doerr, 1996), financial success (Shipilov & Li, 2008), better jobs and faster promotions (Burt, 1992), and overall power and influence (Brass, 1984).

At a community development level, civic engagement is strongly correlated with economic development. In fact, Putman argues, in his study of Italy, that civic engagement is not a function of wealth, but instead, economic development and effective government are consequences of social connectivity and capital (1993). One would expect that the stronger the sense of community connectedness, the greater the likelihood is that financial transactions will cycle money among community members (Meter, 2011b).

This suggests that local economic development is correlated with community development and social connectivity (social capital). It is therefore possible to make a case for using a social network analysis approach to estimating economic impacts, particularly in regards to local food systems development, where so much of the economic activity is predicated on social connections. Social network analysis (SNA) has frequently been used to assess the strength and extent of relationships in a network. One prime example of using social network analysis in a community foods context is the work in Maricopa County, Arizona (Meter and Goldenberg, 2018).

Shift CLEDA's Focus from "Value Chains" to "Value Networks"

Another shift in worldview we strongly recommend is to shift the language of "value chains" to that of "value networks." The basic case for doing so is spelled out in (Meter, 2011a). The primary reason for making this shift in worldview is that community food systems are networks, not chains. The prevailing language assumes that producers stand at one end of a chain, and ship food to consumers at the far end through various intermediaries. Yet the day-to-day reality is far more complicated (Meter, 2009, p. 48), so the "chain" is not an accurate model of how food systems actually function.

Several competing distributors may collaborate with each other to the extent that one smaller firm picks up local trade where their smaller trucks hold a competitive advantage. A larger firm may hire the small for local deliveries yet corner national distribution using semi trucks. Some distribution firms are owned by grocery companies, which at times might invest in new farm production, or hold an exclusive relationship with a specific distributor.

Morever, in community-based food systems, consumers play quite an active role. Often they invest in specific farms, if only by paying up front for a CSA share. Some will volunteer to assist with the farm labor. By the same token, farmers and consumers alike might invest in a food processing plant, to increase the amount of value-added that accrues to the local community. All might be investors in a food distribution center or a community kitchen. Local food actors are thus massively entangled in both social and commercial networks.

The image of a "value chain" is useful as a tool for both academics and practitioners to use in calculating the value added at each step of the food system. By using it, one can apportion the contributions of each sector according to the new value each creates.

This means there are further reasons to abandon the concept of the "chain." By using this term, food system practitioners end up limiting the food discussion to one in which consumers are assumed to be passive receptacles of whatever food options those upstream provide, rather than active agents in defining food options for themselves, or investors in the system. That is to say, one end of the "chain" holds the power, while the other end is "yanked" according to the needs of those in power. This means the term "value chain" also echoes conditions under slavery.

As a practical matter, food systems cannot be properly understood if analysis is limited to the linear, chain model. They must be analyzed as complex, rapidly changing, networks.

Our specific implementation recommendations suggest region-wide activity, but given the diverse nature of communities in the region, work in each parish will reflect the unique heritage of each place and the priorities of the residents involved. In certain cases, as noted below, it will be easiest to pilot a given initiative in one parish, and then adapt this approach to others.

SPECIFIC ACTION ITEMS

Establish a Regional Initiative Through a CLEDA "Road Show"

What: CLEDA staff should offer a "Road Show" to build stronger connections with communities in each of the 10 parishes in their region. This would be a prime tool in sharing CLEDA's expertise and its vision for incorporating low-income residents more fully into economic development activities.

Who: CLEDA staff, with selected staff attending as appropriate to issues to be covered.

When: At CLEDA's convenience. It may be desirable to hold an initial tour in 2018-2019 to vist each of the ten parishes.

Why: While CLEDA has created a solid reputation and trusted partnerships across the region, further penetration into community development discussions would benefit all concerned. In particular, residents of each parish could gain first-hand knowledge of CLEDA staff and what capacities and interests each holds. This tour would build a more solid foundation for future activities in rural areas, especially those focused on community foods access.

Scope: CLEDA staff could offer a very quirky, personal, and informal introduction to senior staff so that residents of each parish connect with them in a direct manner and can call upon them as development issues emerge in the future. This Road Show might include:

- Social media outreach to notify residents about the Road Show.
- Open meeting with story-telling, visual art, music, or poetry showcasing the creative endeavors of CLEDA staff.
- Overview of CLEDA as an organization.
- Brief stories highlighting how each CLEDA staff have advanced economic development in the 10-parish region.
- Listening Session where local residents can tell their own stories, offer their own artwork, and raise issues they care about.
- A follow-up meeting would focus on 2-3 key issues raised by residents in each place.
- Written materials and web links would be available to facilitate follow-up.

Background: Any resident who feels personally connected to economic development staff has a leg up on accessing workforce development opportunities, pursuing business development, suggesting community development projects, finding a job. If CLEDA establishes a caring, committed presence in these meetings, it should harvest immense good will and pave the way for future development endeavors that are closely attuned to community visions.

Cost to CLEDA:

- Planning: About 10 hours of staff time to plan content of road show.
- Logistical arrangements: About 3 hours per site, for 10 sites.
- Each Road Show event: About 5 hours of staff time per person attending, including travel time.
- Travel expenses, food, outreach material costs.

Implementation Steps:

- John Dean, Bahia Nightengale, and Allison Tohme carry concept to CLEDA staff. Discuss whether to launch Road Show, and if so, when, and with which local partners.
- Build initial draft outline of Road Show content.
- Contact potential sponsors in each parish, discuss how Road Show events would be organized.
- Bring idea to funders to obtain adequate funding for 5-10 Road Show events across the region, with the ideal being one in each parish.
- As resources and time allow, prepare cultural presentations and outreach materials.
- As resources and time allow, launch Road Show tour.
- When all events are complete, CLEDA staff and local partners reflect on what resulted from the Road Show.

Launch “Eat 5, Buy $5” Campaign

What: CLEDA and its local partners should launch a “Eat 5, Buy $5” Campaign urging residents to (a) eat five fruits and vegetables each day for health and (b) purchase at least $5 of food from farms in the region each week. It may be easiest to launch this effort in Rapides Parish, but a different parish could also take the lead if local leaders express interest. This is a campaign that could rapidly extend across the region in a short time.

Who: Bahia Nightengale and Allison Tohme of CLEDA, with Ugly Mug creating marketing materials, and other local partners (Wildwood Restaurant, Alexandria Farmers Market, Chamber of Commerce, and others) disseminating campaign materials. CLEDA Economic Development staff can help make the economic case for this work.

When: Long-term beginning Q4 of 2018.

Why: While CLEDA has identified the lack of farmers growing food for community markets as one of the most critical barriers to expanding community foods production, this in turn is limited by consumer interest and limited loyalty to local producers. This campaign is a simple, inexpensive way to foster stronger consumer awareness. Benefits could be immense. With a population of more than 375,000, the region's consumers could generate $100 million of farm income by purchasing $5 of food each week directly from local farms — assuming local farms actually had this much product to sell.

Scope: Bahia and Allison will work with local partners to line up support for this campaign, work with Ugly Mug to produce outreach materials, and animate local partners to implement.

Precedents: Originated by Montezuma County Colorado, taken up by Delores, La Plata, and San Juan Counties, all in 2013, as an "Eat 5, Buy 5" campaign combining healthy eating of fruits and vegetables with local purchasing. Recommended for State of South Carolina by Crossroads Resource Center in 2013; the Agriculture Commissioner's public relations team drew up a plan for the Commissioner to tour the region with a food truck featuring locally raised foods. Recommended for State of Alaska by Crossroads Resource Center in 2014. Alaska sponsored a "$5/Week Alaska Grown Challenge" campaign in 2017; partner grocery chains installed Alaska grown kiosks at their stores. The state won an award for this initiative.

Implementation Steps:

- Bahia Nightengale and Allison Tohme reach out to local partners to drum up interest in "Eat 5, Buy $5" Campaign.
- Once partners are lined up, contract with Ugly Mug or other graphic artists to produce campaign materials.
- Campaign materials might include: signage for participating stores, window decals, media packet, social media postings, signage for farmers markets, personal appearances by local farmers at events, etc.
- Once campaign materials are produced, disseminate through local partners.
- Announce at least 5 events to kick off campaign, Add others as appropriate, including on-farm meals.
- Work with partners to record sales of local food items under this program.

Additional Resource Materials:

Southwest Colorado: "Eat Five Buy Five" Poster
www.crcworks.org/eat5buy5LWM.pdf (large file)

New 'Five for Five' effort pushes Alaska Grown in front of shoppers

https://www.alaskapublic.org/.../new-five-for-five-effort-pushes-alaska-grown-in-front-of-shoppers/

Take the $5 a Week Alaska Grown Challenge - Alaska Farm Bureau
www.alaskafb.org/take-the-5-00week-alaska-grown-challenge-and-increase-alaskas-food-security/

The Alaskan Way to More Fruits and Veggies - Food Demonstration
dhss.alaska.gov/dpa/Documents/dpa/.../5_A_Day_FoodDemoTrainingManual.pdf

Cost to CLEDA: Initial Colorado campaign was launched with a $500 poster. Costs are likely to be higher in Alexandria, if only because more outreach sites can be identified more rapidly in a larger town. Significant staff time required to build collaborations with local partners, but this time is often already budgeted for existing projects. Local partners should be able to contribute most of the required out-of-pocket expenses.

Fresh Produce Prescription Program

What: Explore the creation of a Fresh Produce Prescription Program. Under this program, low-income residents with food-related health conditions would be offered "prescriptions" to purchase fresh fruits and vegetables, as a way of avoiding illness.

Who: One key Partner is already in place in Avoyelles Parish — Tobacco Free Living. A second potential partner, Well-Ahead, is likely to participate as well. Along with CLEDA, these entities will approach the Avoyelles Hospital to encourage such a program to be instituted. Their 51-bed hospital is located in Marksville. CLEDA Economic Development staff can help make the economic case, pointing out how much income could be earned by local farmers under such a program.

When: 2018-2019

Why:

- To foster healthier eating habits among low-income residents
- To combine food access with wrap-around services
- To engage hospitals in holistic economic development strategies

Scope: Pilot Program involving up to 20 CSA shares of fresh produce drawn from 3 nearby farms. If this is successful it may be extended to other communities and parishes in Central Louisiana.

Precedents: Eskenazi Health in Indianapolis, the main medical center serving low-income residents of the city, began to offer a "prescription" program for fruits and vegetables as early as 2010. At the time the medical center was named Wishart Hospital. It serves as the "safety-net" provider for the metro area, at considerable public expense.

The hospital staff view food as a critical public health concern, since many of those who seek treatment have some condition that is related to their diet. Also, many patients have little in the way of a support structure. They may live alone, or have few friends who foster healthful living habits.

For food-related health conditions, the doctor or medical coach can "prescribe" more healthful foods by offering low-income clients a food voucher for a several-week membership to an urban farm that supplies Community Supported Agriculture (CSA) shares of fresh produce weekly. The patient can drop by a neighborhood clinic on Friday afternoon to pick up their box of food, and receive information on healthful eating. The farmers visit the patients at the clinic, establishing a more personal connection. At the end of each session, the recipients share a potluck meal. Each participant may then sign up to extend the prescription, if they have completed the terms of the agreement. They also receive vouchers to the Indianapolis Winter Farmers Market.

Medical staff told Meter in 2012 that the largest impact of the program was the fact that health coaches follow-up the prescription by visiting patients in their homes. This not only is meant to reassure the patient that the doctor cares about their recovery, but also gives the medical staff direct exposure to the life of each patient. This may help the staff figure out how to help patients find resources in their community that help reinforce their healthy habits.

Cost to CLEDA: Minimal. Some CLEDA staff time to set up meetings, but hospital would take care of most costs if it institutes such a program.

Implementation Steps:

- Bahia Nightengale will contact Jennifer Gilchrist and Brenda Brechtel to firm up commitment to proceed and devise timeline.
- Bahia will develop internal budget for proposed initiative, including access to wrap-around services supporting the prescription.
- Three partners will approach Avoyelles Hospital to ascertain interest.
- If not approved, three partners will refine approach to reflect feedback from hospital.
- If approved, Bahia will contact growers to establish plan for allocating and distributing shares.
- There is an option for expanding the number of shares if the Hospital can commit to ordering from farmers in advance.
- Continue to work with Hospital officials to implement plan.

Additional Resource Materials:

See also Meter, Ken (2012). *Hoosier Farmer? Emerging Food Systems in Indiana*. Produced for the Indiana State Department of Health by Crossroads Resource Center. Available at www.crcworks.org/infood.pdf , p. 146. Material in this summary should be updated by contacting Dr. Lisa Harris at Eskenazi Health.

Further resources may be obtained by contacting Wholesome Wave, a national organization that has worked with hospitals to institute similar programs. See https://www.wholesomewave.org/how-we-work/produce-prescriptions

Explore Community Development Options

What: CLEDA should partner with partners in each specific region to explore community development options unique to each place. As one starting point, CLEDA can leverage its June 27, 2018 Foodapalooza, held in Catahoula Parish, by working with residents to create detailed strategic plans based on concepts raised by local partners.

Who: CLEDA Economic Development staff plus local partners who wish to become active in creating better options.

When: Long-term beginning Q4 of 2018.

Why:

- To pilot community foods approaches focused on lower-income communities that engage CLEDA's commercial development expertise.
- As a starting point, to build on prior successes in Catahoula Parish, including the local food ordinance adopted by Jonesville, the network of community gardens, and the enthusiasm generated at Foodapalooza.
- To engage more Catahoula Parish residents in community foods initiatives.
- To foster better access to healthy foods from local farms combined with healthier lifestyles.

Scope: Site visits, exploratory conversations, and strategic planning over the next 6-12 months.

Precedents:

The town of Jonesville adopted a local foods ordinance in 2015 that states that the town government will not interfere with gardeners or farmers who wish to sell foods they grow direct to household customers. No registration or licensing will be required.

Catahoula Parish hosted CLEDA's 2018 Foodapalooza on June 27. This attracted about 50 people. Several national speakers brought insight from other food initiatives. One of the major themes that grew out of this event was the need to devote resources to job training in the Parish.

A total of 23 people attended the follow-up listening session on July 12, 2018. Several newcomers attended who had not been able to attend the larger event. Key issues raised at this follow-up event were:

- One participant noted that there were several empty buildings in the Harrisonburg / Jonesville area. One was a building that had largely collapsed, but the walls still stand. One of these buildings should be fixed up so it could serve as a open market space, so that anyone who had a product to sell could set up a stall at minimal cost and make contact with potential customers. One key issue that would have to be addressed to develop such a market would be to make a clear definition of what constitutes a "craft" item. Would there be standards or artistic juries that limit which crafts would be allowed to be sold, so such a market is viewed as a quality market? Could separate sections be allocated to (a) farmers who sell their own produce; (b) artisanal craftspeople who sell craftwork they have made; and (c) other crafts that are created more for personal enjoyment rather than for commerce?
- It was also noted by several attendees that Harrisonburg lacked an outdoor structure for a farmers' market.
- Several of those attending suggested that a campaign be launched to encourage other communities in Catahoula Parish to adopt ordinances similar to the one now in force in Jonesville.

- One participant spoke eloquently about the "gap" that existed between the elders who were in the room and the youth of the Parish. It was further suggested that asking youth to assume specific responsibilities in helping create a community food system was likely to be an effective way to engage youth. One attendee also noted that it might be especially important to train youth who could in turn train their peers on issues such as eating healthy food, growing food locally, exercising frequently, and adopting healthy lifestyles.
- Another thread in this meeting was the lack of transportation for many Parish residents. Since there are few public transportation options, and many individuals do not have access to a vehicle, increasing access to transportation would be critical. One person said that increasing food access will be meaningless unless people also can find transportation to the food. Most churches have buses that could perhaps be used to help residents reach locations in the Parish. [It should be noted here that according to the Federal Census, there are 3,592 households in the Parish, with a total of 6,567 vehicles. Only 76 households were listed as having no vehicle of any kind, while 760 have one vehicle. The Census also states that 1,696 households have two vehicles available, while 1,060 households have three or more.]

Cost to CLEDA: TBD

Implementation Steps:

- Bahia Nightengale and Sondra Redmond will circle back to those who made specific suggestions at the two meetings (See above), visit sites where development might occur, and engage community leaders in implementation planning.
- Sondra Redmond will take the lead on devising workforce development training including "train-the-trainers" approaches to foster healthier eating, lifestyles, and wellness.
- Physical infrastructure priorities appear to be (a) building a farmers' market structure, and (b) considering rehabilitation of underutilized buildings.
- CLEDA Economic Development staff will generate cost estimates for any scenarios that gain sufficient support.
- These priorities will be refined through discussions with Parish residents.

Ensure That Consumers Know Which Farm Grew All Items Sold at Farmers' Markets

What: Policies should be adopted that uphold the integrity of farmers' market sales. A good starting point is to ensure that food stands list the farm where each food item was grown.

For markets that achieve this objective, regular reporting of sales at each market stand would help build the case for farmers' markets, allow greater access for funding, and potentially foster collaboration among markets in the region.

Who: Allison Tohme of CLEDA in collaboration with farmers' markets in the region. Request information on precedents from US Farmers Market Association.

When: Long-term beginning Q4 of 2018.

Why: Some markets already collect sales data from farmers selling at each stand, while others told us that farmers would reject the notion of sharing sales data. Expanding the number of farmers who report will help to build a case for supporting farmers' markets across the region. Further, collaboration across markets would also be facilitated. An easier step to take is to explore better labeling of farm produce, so each consumer knows the specific farm where each item they might buy was raised. This applies especially to resellers, but also applies to farmers who sell food items that were raised by neighboring farms.

Scope: Share pilot policies and promising practices for farmers' markets across the region to encourage each vendor to clearly label where each food item that is sold is grown, either by listing these farms on a sign at each stand, or with signage in close proximity to each product. For markets that accomplish this, establish a data tracking system for compiling sales from each farmer at each farmers' market.

Precedents: See PASA below, and precedents established at Farmers' Markets across the US.

Cost to CLEDA: 5-10 hours of staff time to collaborate with farmers' market leaders and assist them in writing policies, and following up to ensure implementation over time.

Implementation Steps:

- Allison Tohme makes contact with leaders of farmers' markets to explore implementation of food labeling policy.
- Allison requests examples of successful precedents from US Farmers Market Association.
- If requested, Allison works with farmers' market leaders to frame and write policies.
- Farmers' market leaders enact policies they have helped develop.

Additional Resource Materials:

PASA — Keeping Integrity in the Use of "Local Food"
This report for the Pennsylvania Association for Sustainable Agriculture (Snyder et al, 2014) outlines a method for grocers, chefs, and other buyers to report how much food they purchased from local farms. The preferred strategy would be for buyers to report how much was purchased from each farm, which is reflected in the research section but not so much in the implementation section. Available at www.crcworks.org/realddeal.pdf

Regular Entrepreneurs' Gatherings

What: CLEDA hosts regular monthly networking gatherings at which local businesspeople, entrepreneurs, and others can gain inspiration from each other, share insights, and discuss challenges they face. This would be to extend the Maker Morning events from a quarterly meeting to one that is monthly, and to be inclusive of a broader community. Its purpose would be to build stronger networks among entrepreneurs and community leaders, in addition to recognizing innovators.

Who: CLEDA staff (perhaps John Dean and Bahia Nightengale)

When: At CLEDA's convenience.

Why: An informal "community of practice" can help build regional identity, enhance social connections among businesspeople, expand local visions for community economic development in Rapides Parish, allow creative new businesses to form, and strengthen best business practices. This will also ensure that an ongoing dialogue helps surface new opportunities, and helps address shared challenges, for the purpose of strengthening the local business sector and connecting it more closely with community interests.

Scope: A typical meeting would be highly informal, and might include:

- Networking time with local food snacks.
- Presentation by one local entrepreneur or outside resource person.
- Discussion of each presentation with summary of actionable items.
- "Round-Robin" discussion where any participate might note a recent success or challenge they face.
- Special events may also be scheduled that drill down upon one specific issue or region in depth.

Precedents: Vernon County Economic Development Association in Viroqua, Wisconsin has used this format to help solid entrepreneurial ideas surface, and to build stronger collaboration among local firms. Contact: Sue Noble, snoble@veda-wi.org; 608-637-5396 (mention Ken).

Cost to CLEDA: Minimal. Once initiated, participants will carry the work forward. Perhaps regular costs for meeting space or snacks, but these could be donated.

Implementation Steps:

- John Dean and Bahia Nightengale develop initial plan for regular meetings. Determine (a) vision and themes to be addressed (b) proposed venue; (c) names of those who will be invited to participate; (d) plan for snacks and other logistics; (e) potential speakers.
- CLEDA staff consider this proposal: adopt, refine, or reject proposal.
- If resources need to be compiled, raise these funds.
- Announce schedule of first year's meetings in fall so participants can plan to attend.
- Host each meeting for the first year.
- At conclusion of first year, reflect on what was learned, ask whether and how to continue.

Issue RFP for Casual Format Restaurant

What: CLEDA structures a potential development concept including a fast casual restaurant in Alexandria at popular prices, and issue RFP to solicit entrepreneurs to develop the concept.

Who: All CLEDA staff, initiated by Bahia Nightengale

When: At CLEDA's convenience

Why: Alexandria residents are challenged to find healthy food options at local restaurants, with Wildwood Pizza, Good People Kitchen, The Levee, and Embers serving as notable exceptions. Since residents do not have either the expendable income that a city such as Lafayette enjoys, nor a dedicated core of consumers who seek local foods when they dine out, any effort to improve availability is likely to be a fast casual or deli format offering popular pricing.

CLEDA local foods director Bahia Nightengale expressed strong interest in advancing an RFP to solicit proposals from entrepreneurs who might be willing to step forward to increase the availability of locally grown foods in a fast casual restaurant. One of the strongest reasons to do so, she said, was to provide a vehicle that would allow the traditional development side of the organization to collaborate closely with the local food leaders in the organization. Even if no specific proposals were accepted, the process itself would help the team clarify a vision for food-oriented business development, and learn more about how the staff's respective talents could be coordinated in the future.

Scope: Develop concept for economic development initiative featuring at least one fast casual restaurant offering food from local farms at popular prices. This might also include a retail store, a shared-use commercial kitchen or training kitchen, food storage areas, or other infrastructure.

Precedents: See material covering accessible restaurants, page 39.

Cost to CLEDA: TBD

Implementation Steps:

- Bahia Nightengale holds initial conversations with fellow CLEDA staff to assess interest in the initiative, and sift through potential strategies
- Bahia Nightengale develops concept paper for potential project by adapting the implementation steps listed here based on input received from CLEDA staff
- CLEDA staff collaborate to refine concept paper
  - Option: This process might include community meetings with potential customers to ascertain their favored foods and locations, and to discuss what stores/services would most logically be combined with a potential restaurant, which cultural approaches would be most appropriate, etc.
  - Option: This process might involve detailed discussions with farms in the area to confirm that adequate supplies of specific products would be available
  - Option: The process might involve detailed meetings with potential investors to learn more about contingencies that would affect their investment decisions
  - Option: The process might include "pop-up" restaurant trials to confirm feasibility and consumer interest
  - Option: The process might engage local hospitals, nonprofits, or public agencies to determine which wrap-around services, if any, might be appropriate to include in an RFP
  - Option: the process might engage real estate professionals and restaurant owners to determine the best potential location for attracting both low-income residents and others who are more prosperous.
  - CLEDA will of course bring in any others who may be helpful in enhancing this concept
- If indications are favorable, CLEDA staff establish implementation process, set timelines, define roles and responsibilities of each staff member
- Based on the output of these deliberations, CLEDA may issue an RFP outlining its preferred concept for this development, setting out the terms for potential investors, and outlining the application and review process
- Once RFP is issued, CLEDA staff publicize its availability to entrepreneurs throughout the 10 parishes, and more broadly

- CLEDA staff (and other advisors it chooses to engage) review proposals and determine whether any will be accepted or revised
- Assuming outcomes are favorable, negotiate a working agreement with the successful vendor(s).

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Appendix: Larger Grocery Stores in Central Louisiana

Name	Address	Phone
Allen Parish		
Buddy's IGA Foods	197 US-165, Oakdale, LA 71463	(318) 335-2872
Wal-Mart	1900 Highway 165 S, Oakdale, LA 71463	(318) 335-2502
Landreneau Grocery	308 6th Ave, Oberlin, LA 70655	(337) 639-2485
Avoyelles Parish		
Fred's Store	109 Chevy Ln, Bunkie, LA 71322	(318) 346-4716
Piggly Wiggly	105 Chevy Ln, Bunkie, LA 71322	(318) 346-2033
T-Jim's Grocery & Market	928 Dr H J Kaufman Ave, Cottonport, LA 71327	(318) 876-2351
Durand Food Store	2059 L'Eglise St, Mansura, LA 71350	(318) 964-2773
Juneau's Cajun Meats LLC	6880 LA-1, Mansura, LA 71350	(318) 253-7729
Harvest Foods	241 Tunica Village Ln, Marksville, LA 71351	(318) 253-5030
Walmart	7162 LA-1, Marksville, LA 71350	(318) 253-4069
Midway Grocery & Deli	5527 LA-451, Moreauville, LA 71355	(318) 997-2329
Piggly Wiggly	16229 LA-1, Simmesport, LA 71369	(318) 941-2469
Catahoula Parish		
Ford's Food Center	612 4th St, Jonesville, LA 71343,	(318) 339-9841
Fred's Store	1106 4th St, Jonesville, LA 71343	(318) 339-9404
Concordia Parish		
Cypress Grove Produce	2992 Dunbarton Rd, Ferriday, LA 71334	(318) 757-6279
Ferriday Market	2214 EE Wallace Boulevard, Ferriday, LA 71334	(318) 757-1615
Vidalia Market	1645 Carter St, Vidalia, LA 71373	(318) 336-1335
Walmart	4283 Carter St, Vidalia, LA 71373	(318) 336-8996
Grant Parish		
Ford's Food Center	712 Main St, Colfax, LA 71417	(318) 627-5905
Spring Market	1506 Main St, Colfax, LA 71417	(318) 627-6272
Robertson Produce	290 LA-3130, Pollock, LA 71467	(318) 640-2216
La Salle Parish		
Mac's Big Star	2438 Oak St, Jena, LA 71342	(318) 992-2425
Walmart	3670 W Oak St, Jena, LA 71342	(318) 992-1351
Mac's fresh market	800-898 US-165, Olla, LA 71465	(318) 495-5004

Natchitoches Parish

People's Food Warehouse Inc	840 3rd St, Natchitoches, LA 71457	(318) 352-6672
Save-A-Lot	Broadmoor Shopping Center, 229 Keyser Ave, Natchitoches, LA 71457	(318) 354-7799
Super 1 Foods	318 Dixie Plaza, Natchitoches, LA 71457	(318) 352-4000
Super 1 Foods	5696 Hwy 1 Bypass, Natchitoches, LA 71457	(318) 214-0050
Walmart Supercenter	925 Keyser Ave, Natchitoches, LA 71457	(318) 352-5607

Rapides Parish

Albertsons	2265 S MacArthur Dr, Alexandria, LA 71301	(318) 487-9395
Kroger	1422 MacArthur Dr, Alexandria, LA 71301	(318) 442-1851
Mac's Fresh Market	4615 Jackson St, Alexandria, LA 71303	(318) 442-2797
Super 1 Foods	604 MacArthur Dr, Alexandria, LA 71303	(318) 445-4014
Walmart Neighborhood Market	812 Belleau Wood Blvd, Alexandria, LA 71303	(318) 625-3762
Walmart Supercenter	6225 Coliseum Blvd, Alexandria, LA 71303	(318) 448-8881
Walmart Supercenter	2050 N Mall Dr, Alexandria, LA 71301	(318) 445-2300
Ball Foods	5916 Monroe Hwy, Ball, LA 71405	(318) 640-4651
Mac's Fresh Market	4617 Shreveport Hwy, Pineville, LA 71360	(318) 640-4819
Mac's Fresh Market	3005 LA-28, Pineville, LA 71360	(318) 442-5911
Super 1 Foods	3123 LA-28, Pineville, LA 71360	(318) 442-6950
Super 1 Foods	2951 Cottingham Expy, Pineville, LA 71360	(318) 641-7131
Walmart Neighborhood Market	2750 LA-28, Pineville, LA 71360	(318) 229-4184
Walmart Supercenter	3636 Monroe Hwy, Pineville, LA 71360	(318) 640-6900

Vernon Parish

Vernon Market Basket	1404 N 6th St, Leesville, LA 71446	(337) 238-0346
Walmart Supercenter	2204 S 5th St, Leesville, LA 71446	(337) 238-9041

Winn Parish

Brookshire's	817 W Court St, Winnfield, LA 71483	(318) 628-2877

Walmart Supercenter	5940 Highway 167 N, Winnfield, LA 71483	(318) 628-2194

Nearby Parishes

Caldwell Parish

Brookshire's	7713 US-165, Columbia, LA 71418	(318) 649-2822
Mac's Fresh Market	7105 US-165, Columbia, LA 71418	(318) 649-5964

Franklin Parish

Boone's Grocery LLC	7730 Gilbert St, Gilbert, LA 71336	(318) 435-3750
Ford's Food Center	7255 Prairie Rd, Winnsboro, LA 71295	(318) 435-2061
Super 1 Foods	9 Fair Ave, Winnsboro, LA 71295	(318) 435-7811
Walmart	3360 Front St, Winnsboro, LA 71295	(318) 435-3438

Point Coupee Parish

Purpera's Supermarket	6814 LA-1, Lettsworth, LA 70753	(225) 492-2567

St. Landry Parish

Stelly's Supermarket	8611 US-71, Lebeau, LA 71345	(337) 623-3434

Tensas Parish

Mac's Fresh Market	320 Plank Rd, St Joseph, LA 71366	(318) 766-3702

Note: This list does not include convenience stores, corner stores, or other smaller retail outlets. A significant number of gas stations have full-service grocery stores attached to them, while many others are combined with convenience stores. In many rural communities these serve as the only grocery option. Many gas stations also serve hot food items like burgers, po'boys, and fried fish. List compiled by Austin Wertheimer of New Growth Associates.