

Market Public Space Improvements

Description

Improvements to public spaces near healthy food destinations, such as fresh food markets, to make them more welcoming, comfortable, and social. This could include seating, shade, play areas, lighting, landscaping, or spaces for eating and gathering. By creating attractive places for people to spend time, these interventions can encourage more visits, longer stays, and shared food experiences.

Foodscapes Challenges Addressed

1. **There is a lack of healthy options in public spaces where people spend time.** Fresh food markets and healthy food destinations often lack welcoming public spaces or amenities that encourage people to gather, stay, and spend time there.
2. **Many people eat quickly or alone, making healthy and social eating less common.** Market plazas can create opportunities for seating, gathering, and community programming that support slower, more social food experiences.

Resource Intensity



A market plaza project typically requires moderate investment and ongoing coordination across public agencies, market operators, and community partners to support design, permitting, programming, and long-term maintenance.

Reach



A centrally located public space can attract a broad cross-section of users, including teens and families with young children.

Impact



Can enhance foot traffic, dwell time, and social interaction at existing healthy food hubs¹, therefore increasing the likelihood of choosing healthier food options.



Case Study

La Plaza Viva, Cuenca, Ecuador

At Mercado 12 de Abril, vendors faced long workdays, limited opportunities for exercise, and few healthy prepared meal options despite selling fresh produce. Through the Cities for Better Health initiative, Gehl partnered with Casa de la Diabetes to study how the market's built environment shaped daily health behaviors. They developed *La Plaza Viva*, a pilot public space intervention featuring seating, shade, play areas, and a "Healthy Route" around the market. One month after implementation, vendors reported stronger community connection, increased physical activity, and improved sales².

Key Steps

Getting Started

- ❑ **Identify a market** that would benefit from public space activation and engage market management to explore the idea of an intervention.
 - ◆ Prioritize areas with limited access to high-quality public space.
 - ◆ Prioritize neighbourhoods with limited resources and access to healthy food.
 - ◆ Locate near a main entrance to an existing fresh food market with healthy ingredients and prepared meal offerings.
 - ◆ Choose a location with high pedestrian visibility and access from transit, schools, clinics, parks or other civic services.
 - ◆ Site the plaza where there is enough space for seating, circulation, and areas for large group gatherings.
- ❑ **Define project owner and develop partnerships** including permitting, design, construction, operations and programming.
 - ◆ **Market authority OR Business Improvement District (BID)**, as the lead operator, responsible for daily management of the plaza, programming, maintenance coordination and managing budget and funding streams associated with the plaza.
 - ◆ **Public sector partners** (e.g. transportation, sanitation, urban planning) and **market management** to support permitting and potentially co-fund.
 - ◆ **Market vendors** and/or **Vendor Associations** to provide the core food offer and activate the space with healthy food-related programming.
 - ◆ **Local Businesses** with healthy offerings near the market that benefit from the foot traffic generated from the Market Plaza to co-fund events and support programming.
- ❑ **Define intervention objectives** (e.g. draw more people to the market as a healthy destination).

Planning & Design

- ❑ **Define an evaluation plan and collect baseline data**, including existing foot traffic and use of outdoor public spaces at the market, as well as public perceptions of the market as a destination and healthy food hub.
- ❑ **Engage vendors and community users** to ensure local buy-in, participation, and cultural relevance of plaza programming and amenities.
- ❑ **Assign an organization as the manager** of the plaza responsible for day-to-day maintenance and programming of the space.
- ❑ **Secure funding** for maintenance, staffing, and seasonal programming.

Intervention Components

- ❑ **Provide basic comfort and food-supportive infrastructure** (seating for different group sizes, shade, potable water; improved lighting etc.).
- ❑ **Program the plaza** around shared food experiences (cooking demonstrations, fresh food tastings, cultural food events, etc.).

Sustainability & Scaling

- ❑ **Track key outcomes** to support future capital investment, including increased foot traffic, at the market, and higher participation in food and community programming within the market plaza space.
- ❑ **Develop a long-term sustainability and operations plan** for ongoing maintenance, programming, staffing, partnerships, and funding.
- ❑ **Scale impact** through initiatives in cooperation with municipal authorities
- ◆ **Streamline permitting processes** to more easily allow temporary street closures, vendor pilots, parklets, seating, shade, and food programming near other healthy food hubs citywide.
- ◆ **Create a citywide market plaza program** that uses a repeatable toolkit: site selection criteria, prototype package, vendor engagement process, design standards, health metrics, and maintenance model.

Healthy Food Transit Hubs

Description

Transforming transit and commuter hubs into healthy food access points by integrating convenient, visible, and appealing healthy food options into daily travel routines, while improving comfortable seating and other inexpensive amenities that make it easier for people to wait comfortably with groceries. This can include pop-ups or permanent kiosks that meet people where they already are.

Foodscapes Challenges Addressed

1. **There is a lack of healthy options in public spaces where people spend time.** Transit hubs often lack convenient, visible, and healthy food options despite being places where many people spend time during daily routines.
2. **Busy schedules and late work hours make healthy eating more difficult.** Integrating healthy food into transit environments can help reduce time-related barriers by making healthier choices more accessible within existing daily routines.

Resource Intensity ●●●●●

Temporary or pop-up models can reduce infrastructure costs by leveraging existing transit spaces, but still require ongoing coordination with transit agencies, permitting authorities, vendors, and operational partners to implement and maintain

Reach ●●●●●

Transit hubs serve a large and diverse population daily, with particularly strong reach among working adults and commuters, though less directly targeted toward youth.

Impact ●●●●●

Integrating healthy food options into high-frequency environments such as transit hubs can help reduce time-related barriers to healthy eating³ by making healthier choices more accessible within existing daily routines.



Case Study

MARTA Market, Atlanta GA

Fresh MARTA Market transformed an Atlanta subway station in the West End — where nearly 50% of residents live below the poverty line — into a healthy food access hub. The weekly market offers fresh produce, two-for-one SNAP purchases, cooking demonstrations, bike tours of nearby urban farms, and food assistance support. During its 2015 pilot season, the market engaged 3,500 visitors, sold more than 8,000 pounds of produce, and returned \$7,825 to local farmers. By 2016, four market locations collectively welcomed over 13,000 visitors and sold more than 15,000 pounds of produce.⁴

Key Steps

Getting Started

- ❑ **Identify and prioritize transit hubs** for intervention.
 - ◆ Site Fresh Stops at transit hubs (bus stops, terminals, train stations) with strong commuter flows.
 - ◆ Prioritize stops in areas with limited access to healthy food and used by target groups.
 - ◆ Choose sites with enough space for a kiosk, where people often wait a long time for transportation.
- ❑ **Define project owner and develop partnerships**, including permitting, design, construction, and food suppliers.
 - ◆ **Transit Agency, Nonprofit, OR Vendor Partner** as the lead operators, responsible for operating the fresh food kiosk and oversee vendor coordination, maintenance, and permitting.
 - ◆ **Public sector partners** (e.g. transit agency, transportation, sanitation, urban planning) to support permitting public space changes.
 - ◆ **Local vendors and nonprofit organizations** to supply the food offer at Fresh stops.
 - ◆ **Design and construction partners** for the implementation of permanent kiosks.
- ❑ **Define the objective** (e.g. make it easier for people to access fresh and healthy food in their daily routines).

Planning & Design

- ❑ **Define an evaluation plan and collect baseline data**, including the food purchasing and grocery shopping behaviours of people who frequent the transit hub.
- ❑ **Engage transit riders and nearby communities** to tailor food offerings and amenities to local preferences and commuter demographics.
- ❑ **Secure funding** through transit agency partnerships, sponsorships, vendor fees, public health funding, or concessions agreements.

Intervention Components

- ❑ **Develop transit hub improvements that support food use and comfortable waiting conditions**
 - ◆ Include grocery ledges, benches, shade structures, lighting, and weather protection.
 - ◆ Ensure interventions are adaptable for seasonality using durable materials, shelters, canopies, and wind protection.
- ❑ **Add mobile or permanent fresh food and healthy snack kiosks** at or near the transit stations.
- ❑ **Promote Fresh Stops with clear signage** on transit routes and produce maps illustrating routes that connect residents to Fresh Stops.

Sustainability & Scaling

- ❑ **Track key outcomes** to support city-wided scaling, including pounds of produce sold, and increased healthy food purchasing during commutes.
- ❑ **Develop a long-term sustainability and operations plan** for ongoing maintenance, programming, staffing, partnerships, and funding
- ❑ **Scale impact** through initiatives in cooperation with municipal authorities
 - ◆ Develop public-private partnerships with transit agencies, food vendors, and local producers to support expansion across multiple transit corridors.
 - ◆ Introduce fast-track or low-cost permits for produce vendors and healthy food sellers.
 - ◆ Provide financial incentives for fresh food retailers to locate near transit hubs.
 - ◆ Create policies that limit the concentration of fast food around transit hubs.
 - ◆ Incorporate healthy food access metrics and food kiosks into future transit station design standards and capital projects.

Mobile Market Truck

Description

A Mobile Market Truck delivers fresh, healthy food directly into underserved neighbourhoods, bringing local access to residents who face barriers to traditional food retail directly into their communities. Mobile grocers can target places with a predominance of unhealthy offers and to places where children and caregivers often spend a lot of time, like school yards, sports centers, parks etc.

Foodscapes Challenges Addressed

1. **Poor sidewalks, streets, and transportation make healthy food places harder to reach.** Mobile markets bring fresh food directly into underserved neighborhoods and community destinations where residents may have limited mobility or transportation access.
2. **There is a lack of healthy options in public spaces where people spend time.** Mobile grocery trucks can introduce fresh, affordable food into neighborhoods and everyday community spaces with few nearby healthy food retailers.
3. **Busy schedules and late work hours make healthy eating more difficult.** Bringing healthy food closer to daily destinations can reduce travel time and improve convenience for residents balancing competing priorities.

Resource Intensity ●●●●●

Resource needs vary by model. Mobile trucks require major investment, staffing, maintenance, and operating funds, while decentralized models depend more on community partnerships, coordination, and local infrastructure.

Reach ●●●●●

Effectively serves residents in underserved neighbourhoods, with particular benefits for adults and older adults with limited mobility; less directly targeted toward youth.

Impact ●●●●●

Mobile produce markets have been shown to improve access to fresh fruits and vegetables and support increased consumption, particularly in food deserts and historically under-resourced communities.⁵



Case Study

Mobile Good Food Market, Toronto, Canada

The Mobile Good Food Market Program has converted old, unused transit buses into mobile grocery stores that sell fresh and high-quality produce at affordable prices to underserved, low-income communities in Toronto. The program began its pilot phase in July 2012 after extensive consultation with community stakeholders and an analysis of food access gaps (needs assessment of Toronto neighborhoods). In 2012, within 20 weeks of Mobile Good Food Market service, approximately 35,900 pounds of fresh fruits and vegetables were sold to city residents and 14,200 Toronto residents were reached.⁶

Key Steps

Getting Started

- ❑ **Determine target neighbourhood(s)** using public health and lived experience data.
 - ◆ Use community input to identify convenient target locations.
 - ◆ Prioritize neighbourhoods with limited access to healthy food.
 - ◆ Prioritize populations with limited mobility.
 - ◆ Locate stops where people already gather (e.g. schools, childcare centres, public housing).
- ❑ **Define project owner and develop partnerships**, including permitting, operations and logistics and potential host partners.
 - ◆ **Nonprofit with dedicated staffing and logistics capacity** as the owner and operator of the mobile market. Could be associated with a local public market. The lead operator would handle staffing, vehicle purchase and maintenance, and food procurement.
 - ◆ **Community access partners**, (schools, health institutions, community centers, etc.) to host regular stops and promote the truck to their networks of residents.
 - ◆ **Public sector partners** (e.g., transportation, health) to approve permitting and licensing.
 - ◆ **Community-based organizations** to conduct outreach and engagement to co-design food-distribution network and support ongoing feedback and participation.
- ❑ **Define intervention objectives** (e.g. make it easier for people to access fresh and healthy food in neighborhoods with limited options).

Design & Planning

- ❑ **Define an evaluation plan and collect baseline data**, including food purchasing behaviours and travel patterns to access fresh and healthy food.
- ❑ **Co-design stop locations, timing, and food offerings** with community organizations, resident leaders, schools, and health clinics.

- ❑ **Coordinate permits and regulatory requirements**, including vending, parking, food handling, and health approvals.
- ❑ **Secure supply chain and food sourcing** from local farmers, wholesalers, or food hubs.
- ❑ **Develop a sustainable operational model**, including staffing, inventory management, restocking protocols, and selecting a centralized (truck) or decentralized (bike delivery) model.
- ❑ **Diversify funding streams** through produce sales, grants, sponsorships, subsidies, and healthcare partnerships.

Intervention Components

- ❑ **Launch and promote the mobile market** in priority locations where children, caregivers, and other residents regularly gather, such as schools, parks, and sports centers.

Sustainability & Scaling

- ❑ **Develop a long-term sustainability and operations plan:**
 - ◆ Maintain backup vehicles and maintenance plans.
 - ◆ Use flexible operating models that adapt routes, inventory, and schedules to seasonal demand and community feedback.
- ❑ **Track key outcomes** to support scaling, including residents served, repeat visits, healthy food sales, and coverage in underserved areas.
- ❑ **Scale impact** through initiatives in cooperation with municipal authorities
 - ◆ Integrate mobile markets into food access, public health, and aging-in-place strategies.
 - ◆ Create low-cost permitting pathways for mobile produce vendors citywide.
 - ◆ Incorporate mobile food access into emergency preparedness and climate resilience planning.

Healthy Corner Store Program

Description

A program that partners with food vendors, such as corner stores, markets, and small retailers, to increase the availability, visibility, and affordability of healthy food options. This can include design and merchandising guidelines, support for infrastructure necessary for fresh products (e.g., cold storage), incentives to promote and competitively price fresh and nutritious products, and development of an easily deployable kit of parts including furniture to increase product attractiveness and vendor comfort and health.

Foodscapes Challenges Addressed

1. **Unhealthy food and drinks are heavily advertised in public spaces.** Convenience stores often promote highly processed snacks and beverages more visibly than fresh and healthy food options.
2. **There is a lack of healthy options in public spaces where people spend time.** Corner store programs help increase the availability, visibility, and appeal of fresh and healthy foods in everyday retail environments.

Resource Intensity ●●●●●

Pilot implementation can be relatively low-cost when working with individual vendors, while broader and sustained impact requires ongoing incentives, technical assistance, staffing, and supportive policy infrastructure.

Reach ●●●●●

Reaches frequent users of small retail environments, including teens and youth gaining independence in food purchasing, though limited to participating vendors.

Impact ●●●●●

Healthy Vendor Programs target one of the most influential levers on diet: the everyday retail environment where food purchasing decisions are made. When healthy foods are made more visible, available, and promoted in-store, people are more likely to purchase them.⁷



Case Study

Healthy Bodegas Initiative, New York City, USA

The NYC Healthy Bodegas Initiative, launched in 2006 by the Department of Health and Mental Hygiene, improved access to nutritious food in underserved neighborhoods by helping corner stores stock and promote fresh produce, low-fat milk, and healthy snacks. Working directly with bodegas and corner stores, the program introduced healthier product placement, eye-level displays, in-store signage, labeling, and infrastructure support to increase visibility of nutritious options. The initiative increased the percentage of customers purchasing promoted healthier items from 5% to 16%.⁸

Key Steps

Getting Started

- ❑ **Determine target neighbourhood(s)** informed by public health and lived experience data about where need for healthy food options is highest.
 - ◆ Prioritize food deserts and neighbourhoods that lack reliable access to quality and healthy food retail.
 - ◆ Prioritize stores with high daily customer volume and strong street visibility and accessibility.
 - ◆ Prioritize stores near places where target users spend time (e.g. schools, transit stops, workplaces or commercial corridors, residential clusters, etc.).
- ❑ **Define project owner and develop partnerships**, including recruiting participating vendors, identifying technical assistance and public agency partners.
 - ◆ **Public Health City Agency** that manages a “Healthy Vendor” Certification program, granting status to vendors that adopt strategies outlined above.
 - ◆ **Retail Partners** as core implementation partners.
 - ◆ **Design / Technical Assistance Partners** to develop a Kit of Parts for vendors to implement.
- ❑ **Define intervention objectives** (e.g. promote healthy products at corner stores).

Design & Planning

- ❑ **Define an evaluation plan and collect baseline data**, including the current sale and visibility of healthy products at participating establishments.
- ❑ **Assess store conditions and barriers** including existing food offer, constraints (e.g., lack of refrigeration, limited space, low demand, supplier access, etc.).
- ❑ **Co-design strategies with each vendor.** Some example strategies are:
 - ◆ Design and merchandising guidelines
 - ◆ Infrastructure upgrades for fresh products (e.g., cold storage)

- ◆ Vendor incentives to promote and competitively price healthy products
 - ◆ Deployable kit-of-parts including displays, furniture, and comfort improvements for vendors
- ❑ **Develop a sustainable business and operational plan** to ensure healthy food strategies are financially viable for vendors.
 - ◆ Monitor spoilage, sales, pricing, and customer demand.
 - ◆ Identify funding or incentive opportunities where needed.

Intervention Components

- ❑ **Implement store upgrades, merchandising improvements, and healthy product placement strategies.**
- ❑ **Engage the community and build demand**, run promotions, tastings or awareness campaigns.
- ❑ **Provide recurring technical assistance and merchandising support** to vendors.

Sustainability & Scaling

- ❑ **Reinforce healthy retail practices through periodic check-ins** and program recognition to maintain participation and visibility.
- ❑ **Track key outcomes** to support future capital investment, including increased sales and visibility of healthy products, improved vendor participation and retention
- ❑ **Scale impact** through initiatives in cooperation with municipal authorities
 - ◆ Create citywide healthy vendor certification or recognition programs tied to public visibility and incentives.
 - ◆ Develop healthy merchandising guidelines and incentive programs for vendors that stock and promote healthy items citywide.
 - ◆ Integrate healthy retail standards into neighborhood revitalization and corridor improvement programs.
 - ◆ Regulate placement and advertising of unhealthy products near priority settings such as schools.

Community Farm

Description

A community farm and wellness space that integrates educational programming about growing and consuming healthy food, provides hands-on learning opportunities for community members, strengthens local food systems, provides access to green space and nature, and fosters community stewardship.

Foodscapes Challenges Addressed

1. **Communities lack strong local food networks and spaces for growing, preparing, and sharing fresh and healthy food.** Community farms create spaces for growing food, gathering, education, and stewardship within neighborhoods that may lack access to local food infrastructure.
2. **Many people have limited knowledge about healthy food and nutrition.** Community farms can provide hands-on learning opportunities about growing, preparing, and consuming healthy food across generations.
3. **Safety concerns make it harder for people to access healthy food places.** Well-programmed and maintained community farm spaces can help activate outdoor areas and support stronger community presence and stewardship.

Resource Intensity ●●●●●●

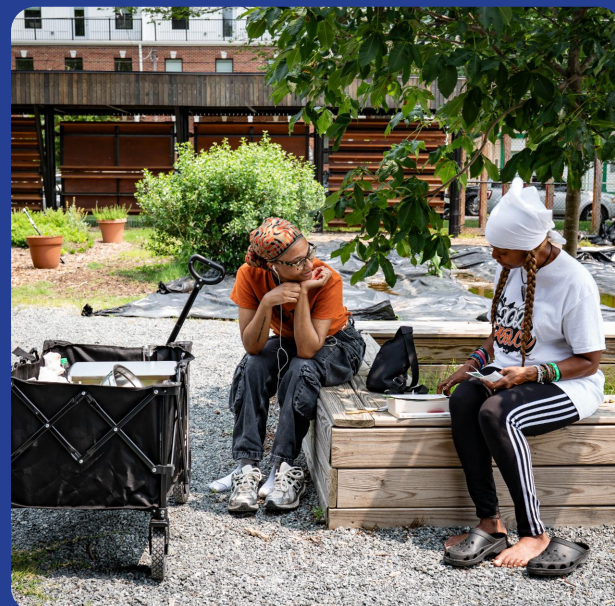
Community farms require long-term land access, ongoing funding, and dedicated staffing or partner organizations to support maintenance, programming, and long-term stewardship.

Reach ●●●●●●

An inherently localized space, but with strong potential for multigenerational programming and meaningful engagement with children and youth.

Impact ●●●●●●

Educational gardens can shift diets ⁹ by increasing familiarity with fresh foods, improving food literacy, and making healthy foods more socially and culturally meaningful. In underserved neighbourhoods grappling with community safety challenges and food scarcity, community gardens can play a role in improving food access as well as community wellness.



Case Study

The Well at Oxon Run, Washington D.C.

The Well at Oxon Run is a farm and wellness space in Ward 8, a majority-Black neighbourhood in Southeast D.C. While Oxon Run Park is the largest in the District's park inventory and a major public health asset, Ward 8 has some of the highest health disparities in the District — a product of decades of disinvestment, rooted in structural racism. This project engaged community organizations and residents to envision a new signature farm where residents could access local and healthy food. ¹⁰

Key Steps

Getting Started

- ❑ **Identify site** with long-term use agreements.
 - ◆ Locate in residential or mixed-use areas with limited fresh food access.
 - ◆ Ensure high visibility and easy access.
 - ◆ Co-locate with community assets such as schools, libraries, housing, or community kitchens.
 - ◆ Include space for food production, gathering, and education.
- ❑ **Define project owner and develop partnerships**, including establishing a lead operator and aligning with local partners.
 - ◆ **Community-based organization** with existing initiatives, resources, and programming related to food systems, wellness, and community engagement, who can be the official managers of the farm.
 - ◆ **Local residents and community leaders** as farm caretakers.
 - ◆ **Schools and youth programs** to support programming & engagement.
 - ◆ **Public health departments** to provide educational programming & funding support.
 - ◆ **Parks & recreation or planning departments** to facilitate land access and support necessary permitting and infrastructure.
 - ◆ **Local urban agriculture groups** as technical expertise.
- ❑ **Define the objective** (e.g. increase people's access and knowledge around fresh and local food).

Design & Planning

- ❑ **Define an evaluation plan and collect baseline data**, including public knowledge about healthy eating in neighborhoods surrounding the site.
- ❑ **Engage key stakeholders and the community** to ensure local buy-in, participation, and cultural relevance of crops and programming.

Intervention Components

- ❑ **Design the farm, wellness space, and supporting infrastructure.**
- ❑ **Develop hands-on educational programming** focused on growing, harvesting, preparing, and consuming healthy food.
 - ◆ **Prioritize youth** engagement while supporting multigenerational participation.
 - ◆ **Diversify programming** to encourage use by different community groups and support year-round activation of the space.
- ❑ **Launch farm operations and community programming.**

Sustainability & Scaling

- ❑ **Track key outcomes** including, participation in educational programming, and number of visitors and volunteers.
- ❑ **Develop a long-term operational and sustainability plan.**
 - ◆ Identify dedicated farm managers, staff or volunteers to maintain the space.
 - ◆ Secure funding for maintenance, staffing, and seasonal programming.
 - ◆ Build on local and professional knowledge about what can be grown across seasons.
 - ◆ Establish long-term stewardship responsibilities.
 - ◆ Diversify programming to motivate different groups of people to use the farm facilities.
- ❑ **Scale impact** through initiatives in cooperation with municipal authorities
 - ◆ Allow flexible zoning, permitting, and temporary land use agreements to support community farms on vacant or underutilized land.
 - ◆ Integrate community farms into parks, open space planning, and new development projects through incentives and urban agriculture policies.
 - ◆ Establish long-term land tenure models, such as land trusts or dedicated urban agriculture zoning.

Community Kitchen

Description

Shared, community-based cooking spaces where small groups regularly come together to plan, prepare, and share affordable, healthy meals. These spaces double as places for cultural exchange and collective food practices. These can be hosted in community centers, schools, housing estates, or faith-based facilities and often operate as recurring programs rather than one-time events.

Foodscapes Challenges Addressed

1. **Communities lack strong local food networks and spaces for growing, preparing, and sharing fresh and healthy food.** Community kitchens create shared spaces where residents can cook, eat, learn, and build stronger social and food connections together.
2. **Many people eat quickly or alone, making healthy and social eating less common.** Regular shared meals and group cooking activities can strengthen social connections and support healthier eating routines.
3. **Many people have limited knowledge about healthy food and nutrition.** Community kitchens provide hands-on opportunities to build cooking skills, food confidence, and familiarity with healthy meal preparation.

Resource Intensity ●●●●●●

Using existing facilities such as community centers, schools, and faith-based spaces can reduce capital costs, but community kitchens require ongoing staffing, food sourcing, programming, and participant engagement to sustain long-term operations.

Reach ●●●●●●

Community kitchens tend to serve smaller, recurring groups rather than large, passive audiences. They are particularly effective for targeted populations (e.g., older adults, caregivers, low-income households), but require intentional outreach to expand participation.

Impact ●●●●●●

Community kitchens can improve diet quality, cooking skills, and food security, while also reducing social isolation and strengthening community ties¹¹. Participants often extend benefits beyond themselves by preparing healthy meals for their households and building long-term food practices.



Case Study

Community Kitchen Tingbjerg, Denmark

A weekly community restaurant in Tingbjerg, Copenhagen, brings residents together to cook and share meals in a repurposed community hub. Participants prepare a three-course dinner alongside a professional chef, while other residents can purchase meals. The initiative builds cooking skills, social connections, and local capacity, with participants contributing to setup and cleanup. Led by a partnership between Copenhagen Hospitality College, the Social Development Plan, and Steno Diabetes Center, the restaurant is embedded in a multi-use hub with gardens, workshops, and gathering spaces, reinforcing community engagement beyond food.¹²

Key Steps

Getting Started

- ❑ **Identify and secure a suitable space** in an existing community space.
 - ◆ Locate the kitchen in an existing community space (e.g., community center, cultural organization, housing development) to reduce implementation costs.
 - ◆ Locate the kitchen close to the populations it intends to serve – easily reachable by walking, public transit, cycling or short travel distances.
 - ◆ Prioritize sites that can function both cooking and social gathering spaces, accommodating shared meals, workshops, and community events.
- ❑ **Define project owner and develop partnerships**, including governance, operations, staffing, food sourcing and programming support.
 - ◆ **Community based organization OR Community Centers / Neighbourhood Association** responsible for overall program coordination, facility management, staffing, participant engagement and long-term sustainability.
 - ◆ **Facility hosts** (schools, churches, community centers, libraries) that can offer access to existing kitchens and gathering spaces.
 - ◆ **Public Health Organizations** that provide health promotion programming.
 - ◆ **Food system partners** (local farms and producers, food cooperatives, food banks and pantries) that can help strengthen affordability and local food access.
- ❑ **Define the objective** (e.g. develop people's cooking skills, knowledge and confidence).

Design & Planning

- ❑ **Define an evaluation plan and collect baseline data**, including public knowledge about healthy eating in neighborhoods surrounding the site.

- ❑ **Conduct targeted outreach** through trusted community organizations and social service providers to engage priority populations and potential participants.
- ❑ **Develop a program model** including frequency of sessions, participant capacity, facilitation approach, and a meal-sharing format. Programs may focus on skill-building, culturally specific cooking, budget-friendly meals, intergenerational exchange, or food education.

Intervention Components

- ❑ **Launch Community Kitchen** and facilitate regular cooking and communal dining experiences.

Sustainability & Scaling

- ❑ **Track key outcomes**, including participant attendance and retention, and strengthened social connections.
- ❑ **Develop a long-term sustainability and operations plan.**
 - ◆ Build participant ownership through peer leadership, co-governance, and volunteer facilitation models.
 - ◆ Establish recurring partnerships with local producers, food banks, and institutions to support affordable ingredient sourcing.
 - ◆ Secure recurring funding through public health, community development, economic development, or social service programs.
- ❑ **Scale impact** through initiatives in cooperation with municipal authorities
 - ◆ Integrate community kitchens into local food action plans, health equity strategies, and anti-poverty programs.
 - ◆ Integrate community kitchens into public housing, libraries, schools, and community center programming.
 - ◆ Incorporate community kitchens into social prescribing and community wellbeing initiatives.

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Mobile Market Truck

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