



**SPACES OF  
OPPORTUNITY**

**Spaces of Opportunity  
Theory of Change**

Together, we work with our community to ensure South Phoenix residents are creating the environment where they want to live, work, and play by breaking down systemic barriers to holistic well-being that have existed for generations.





## **We increase knowledge, skills, and problem-solving capacity in people of all ages.**

- Solve real-world problems through peer-led and experiential learning opportunities.
- Leverage our land and expertise to teach across a diverse range of sciences, including food and nutrition science, physical fitness, culinary arts, agriculture, biology, and climate change.
- Provide workforce and leadership development through our outdoor learning spaces.
- Fuel the expertise of farmers and growers through mentorship, apprenticeships, and learning communities.
- Center indigenous traditions, practices, and healing spaces at the heart of how we do our work.
- Foster innovation and social emotional learning to support the well-being of each community member.

## **Success Indicators:**

1. Quantitative and qualitative effects of learning events and workshops (includes offerings & attendance)
2. Learning topics initiated and led by South Phoenix community members
3. Proportion of event/workshop attendees and topic leaders who are youth
4. Income-generating opportunities for marginalized people, include youth, formerly incarcerated, and immigrant community members
5. Publication of Spaces success stories



# MOBILIZATION

**We help community members lead, inform, and participate in movements that they identify as important to their health and well-being.**

- Build community member capacity to actively inform and participate in decision-making that affects their health and well-being.
- Engage South Phoenix residents and collaborators in developing the community where they live, work, and play.
- Use our lived and learned expertise to influence policies, practices, and programs for the benefit of historically oppressed communities.
- Develop a clear and united message that sparks change.

## **Success Indicators:**

1. Proportion of, and attendance at, learning events focused on mobilization topics (including farmers and growers as focus population)
2. Effectiveness of mobilization-focused partnerships/collaborations
3. Evidence of school district engagement in the Spaces agenda and vice-versa
4. Results of activism, advocacy, and involvement in agenda-setting at the municipal, state, and national levels
5. Media mentions and marketing visibility for the collaboration



# COLLABORATION

## **We link farmers and growers, residents, businesses, and social impact organizations in South Phoenix and beyond.**

- Maintain a healthy and sustainable coalition of collaborating organizations, with decision-making rooted in shared values.
- Develop and nurture mutually-beneficial partnerships that fuel one or more of Spaces' Action Areas.
- Create personal, professional, and physical spaces that bring South Phoenix residents and visitors together.
- Meet community members where they are physically, financially, and philosophically to provide affordable and accessible fresh produce.

## **Success Indicators:**

1. Partnership portfolio reflects sector diversity and includes specific agreements with the RSD and local businesses
2. Spaces has established an objective and compelling ROI story
3. Partner organizations are aligned with the Spaces' vision and values, and either employ or engage South Phoenix residents
4. Spaces has a model that centers equity, diversity, and inclusion and can be replicated elsewhere
5. #/rate of farmers/growers who advance from initial entry point to transformation
6. Efficiency and effectiveness of the need-resource connection
7. Infrastructure includes deliberate evaluation work and sharing/implementation of findings and results
8. # and rate of farmers/growers meeting incubator farm requirements





**We cultivate dynamic, supportive relationships with farmers and growers who tend our land and feed our community.**

- Grow, cultivate, and harvest organically-grown local produce for local consumption through restorative land and agricultural practices.
- Ensure year-round growing and harvesting reflect the expertise of indigenous people, elders, and community members who have tended land for generations.
- Link food produced to people who need food.
- Support farmers, growers, and community members in achieving their self-sustainability goals.

**Success Indicators:**

1. Existence of a sustainable land use plan addressing: water gallon use, land use mix, energy consumption, etc.
2. Water usage is optimized for land use
3. Grower and incubator farmer participation in the farmer's market, coop, and/or fresh connect
4. Acres of land under cultivation
5. Number of farmers and gardeners/growers
6. Proportion of farmers who reflect the diversity of South Phoenix
7. Farmer and grower earning levels
8. Proportion of local production that is kept local vs. moved outside of South Phoenix
9. Energy consumption levels from renewable vs. non-renewable energy sources
10. # of active practices from the "Drawdown Top 100" list
11. Culture among farmers and growers



# NUTRITION & FOOD SECURITY

## **We feed our community with nutritious, local food that fuels their health and well-being.**

- Meet community members where they are physically, financially, and philosophically to provide affordable and accessible fresh produce.
- Influence food choices through partnerships and education, specifically with local schools.
- Produce nutritious, native foods and connect them to people who need food.
- Build and sustain diverse food distribution networks that offer free and purchase options, including markets, cafes, and food assistance programs.

## **Success Indicators:**

1. Farmers market active vendor roll, market attendance, and hours in operation each week
2. Proportion of farmers market vendors who are incubator farmers
3. Food access points with affordable fresh produce within South Phoenix geographic boundaries
4. Proportion of affordable food access points carrying locally-farmed produce
5. Community utilization of affordable food access points
6. School meals that include locally-grown and distributed produce
7. Existence of a plan that guides school-based participation in nutrition and food security