Navigating strategic food system change: A road map for community food and agriculture plans

Session Organizers and Presenters

Pam Roy, Executive Director, Farm to Table
Blake Angelo, Former Manager of Food Systems Dev, City and County of Denver
Dawn Thilmany, Professor, Colorado State University
Becca Jablonski, Assistant Professor, Colorado State University
Our Agenda

- 8:00 – 8:15: Introduction to facilitators, survey, goals, agenda, limitations (Dawn)
- 8:15 – 8:30: Toolkit - urban-rural divide, and results of connecting/integrated and Denver and State plans (Becca - lead, Dawn - support)
- 8:30 – 8:40: Presentation: Landscape of food plans (Blake)
- 8:40 – 9:00: Presentation: Denver Food Plan – process (Blake)
- 9:00 – 9:20: Presentation: CO Blueprint and engagement – process (Becca)
- 9:20 – 9:40: Defining the scope (Dawn)
- 9:55 – 10:10: Creating the timeline (Blake)
- 10:10 – 10:30: Small group share out (groups of 5)
- 10:30 – 10:40 Break
- 10:40 – 11:00: Presentation: sharing analog from New Mexico (Pam)
- 11:00 – 11:20: Developing an engagement plan
- 11:20 – 11:50: Food plan implementation: pot holes and detours (Dawn-MC, all -upfront)
- 11:50 – 11:55: Concluding thoughts and discussion: Incorporating lessons from the panel
Goals for Today’s Workshop

• Learn about innovative food system plans at various scales from cities to states
  • Resources available to guide your efforts

• Facilitated discussion and walk through the different stages of a food plan including defining the scope, creating a timeline, identifying strategic partnerships, and developing an engagement plan for your own community.

• Workbook with templates and examples which you can customize as your own roadmap.

• Brainstorm on how to shift gears from planning to implementation and provide guidance about the process, tools, funding, and resources that led to successful impact in their own communities.
What Will we **NOT** Cover Today?

• **Specific business plan, feasibility or market analysis**  
  • BUT, we will provide context and strategies that are appropriate for all planning efforts

• **Framing and writing funding requests**  
  • However, public entities that have a budget and resources to allocate will receive this type of planning exercise favorably as a means to show public support  
  • We have a bias toward plans that include government and industry partners as a way to assure that resources and programming are more likely to follow from community food system planning

• **Advocating for a one-size-fits-all approach**  
  • Offering advice that assumes you have either great or little experience....
Who is Here?
Q3 - What is the nature of your work related to the food system? (please check all that apply)
Q5 - Why are you attending this workshop (check all that apply)?

<table>
<thead>
<tr>
<th>Answer</th>
<th>%</th>
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<tbody>
<tr>
<td>Interested in learning about other examples of food system plans</td>
<td>21.59%</td>
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<tr>
<td>Want to learn more about defining the scope of a food system plan</td>
<td>18.18%</td>
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<tr>
<td>Interested in creating a project timeline and scope of work</td>
<td>15.91%</td>
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<tr>
<td>Want to get insight into identifying strategic partnerships for a plan</td>
<td>14.77%</td>
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<tr>
<td>Interested in developing an engagement plan in my own community</td>
<td>19.32%</td>
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<tr>
<td>Other</td>
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Q6 - At what stage is your current food system planning effort?

<table>
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<td>Preparing to plan</td>
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<tr>
<td>In planning phase</td>
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<td>Post planning, implementation phase</td>
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<td>Total</td>
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Q7 - At what scale(s) is your proposed/on-going planning effort? (check all that apply)

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<th>Answer</th>
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<td>Urban Neighborhood</td>
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<td>City-wide</td>
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Q8 - From what region in the country is your proposed/on-going planning effort?

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<th>Top 3 Locations</th>
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<tbody>
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What is the most important learning outcome you would like to get out of the March 28th workshop?

<table>
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<tr>
<th>Outcome</th>
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<tbody>
<tr>
<td>How to set realistic goals, timelines for growth.</td>
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<tr>
<td>Learning about Best practices, lessons learned, mistakes to avoid etc when developing plans so I could relay info back to community groups and municipalities interested in developing a plan.</td>
</tr>
<tr>
<td>Help thinking through exactly what steps I should be taking this year.</td>
</tr>
<tr>
<td>The most important outcome I would like to get out of this workshop is to gain as much information as possible to develop and implement a complete food system in my community.</td>
</tr>
<tr>
<td>Translating assessment findings/plans into action, getting high level decision makers and funders on board with the plan.</td>
</tr>
<tr>
<td>Comparing notes and reflecting on this work.</td>
</tr>
<tr>
<td>I am looking to see how to engage communities of farmers and consumers to create a food hub.</td>
</tr>
<tr>
<td>I want to learn how to create community food and agriculture plans; specifically what goes into the plan, how do you determine one focus over another, examples of successful plans.</td>
</tr>
<tr>
<td>What do strategic partnerships look like when thinking about a food oriented development enterprise?</td>
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<tr>
<td>A better understanding of a new framework and lens regarding food systems.</td>
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</table>
**What is the most important learning outcome you would like to get out of the March 28th workshop?**

<table>
<thead>
<tr>
<th>Outcome</th>
</tr>
</thead>
<tbody>
<tr>
<td>Defining scope, project partners and resources</td>
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<tr>
<td>We are moving our warehouse to be more centrally located to a population base. It will require a mini-capital campaign to make it happen. We want to engage the community on helping to make this happen but also to get people excited about our move and all the opportunity it will bring. Our tagline is, &quot;It takes a community to build a food system.&quot;</td>
</tr>
<tr>
<td>How to identify strategic partnerships, and to see what type of plans have been effective around improving access to healthy food.</td>
</tr>
<tr>
<td>Always looking for reassurance of my inner-thinking or new ideas and strategies to apply to my current work at Red Tomato and work that I am exploring in the urban and rural communities.</td>
</tr>
<tr>
<td>Understand the structure of, and thinking behind, food system plans -- meaning, do people typically understand and employ systems thinking? Do they consider more than just the financial bottom line? What is their attitude toward planning (a chore, an opp, an art project...?)</td>
</tr>
<tr>
<td>I return to my community with a practical understanding of how to develop our food system plan/ road map</td>
</tr>
<tr>
<td>Learning how to create a more knowledgeable and empowered community around local and sustainable food systems.</td>
</tr>
<tr>
<td>Sharing of process underway by others</td>
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Why Did USDA AMS Sponsor a Toolkit To Assess Economics of Local Food? How does it contribute to Today’s goals?

Benefits to communities:

- **Translates** the latest academic results and research into lay terms.
- **Provides points of entry** to stakeholders at all levels of expertise.
- **Proven methods and examples** that can help guide your community-based local foods assessment.
- **Guidance** on how to structure a local food study so that it best reflects your community’s priorities and needs.
- **Better grasp of the potential – and the limitations** – of input/output analysis for evaluating economic impact.
- **Equips stakeholders** to gain more broad-based support for local food projects by gathering robust evidence.
- **Empowers communities** to become more competitive in securing Federal grants by enabling them to more accurately estimate project benefits and tradeoffs.
Structure of the Toolkit

• Covers two stages of planning:
  (1) Assessment
  (2) Evaluation

• Modules 1-4:
  • Guide the preliminary stages of an economic impact assessment - framing the study, relevant economic activities, and collecting and analyzing relevant primary and secondary data.

• Modules 5-7:
  • Overview of technical set of practices, including using information collected for a more rigorous analysis using input/output (IMPLAN) software.
Structuring the Assessment Process to Enhance Success

• Assembling Project Team Members
• Establishing a Timeline and set of Roles
• Scoping the Study appropriately
  • Study Parameters
  • Priority Issues
Assembling Project Team Members

• What are the specific skills and experiences of each prospective team member?
  • Technical assistance partners may also be key players

• Does your project team include team members with expertise in examining local food system issues from a variety of perspectives?
  • Geography (rural vs. urban food issues), scale (small vs. large enterprises), market orientation (different segments of the supply chain)?

• Is there one person who can be assigned the task of serving as the overall project coordinator?
Constructing a Leadership Team and Recruiting Partners

• Do the collective abilities of the project leadership allow you to effectively frame, inform, and interpret a food system assessment?

• Does the leadership team incorporate a diversity of opinions and experiences to guide the planning, data collection, and analysis process?

• Are the members of the leadership team/advisory panel flexible enough?

• Is the planning/implementation process iterative enough to allow for interactive learning and refocusing as findings are uncovered and shared?
Case Study: Vermont Farm to Plate Network

• In 2009, legislature tasked the VT Sustainable Jobs Fund to increase economic development
  • Network embarked on an 18 month process that resulted in the development of a 25 goal, 10-year strategic plan to strengthen Vermont’s food system.

• This comprehensive process represents a coordinated approach to a food systems assessment.
Identifying the Study Parameters and Priority Issues

Setting the Stage

• What is the goal of the study?
  • Is it being conducted to generate interest in investment in local foods? Target an education, research or outreach program?
  • Change or revisit a key policy?
  • Are you conducting an integrated evaluation of distinct (or overlapping) activities or are you focused on a single activity?

• Who is the primary audience?
Who is at the Table?

• Which stakeholders are currently involved?
  • What food system sectors do they represent?

• What business models are represented?
  • What networks of relationships are represented?

• Who else should be at the table?
  • What sectors are not represented? If they are not responsive to requests/recruiting, how can their perspective be considered?

• Do you have the requisite expertise in your team or do you need to hire a facilitator and/or analyst?

• Do you have racial and cultural diversity to reflect your community?
Expected Outcomes

• How will you measure success?
  • The key to creating good measurements is a clear purpose and a clear set of goals

• Who cares about your results?

• One of the simplest ways to assess the degree of progress is to identify, define the parameters of, and measure movement in key system “levers”
  • Jobs, market channels available, business linkages
Study Scope

• What are the geographic boundaries for the study?
  • Political boundaries such as states and counties may make it easier to collect data
  • But they do not necessarily reflect commerce/commuting patterns in local and regional markets.

• Are there other agencies or organizations working on similar initiatives?
  • Will that influence your project’s scope of work? Are there opportunities to combine efforts?
Resources

• Does the scope of your study align with the resources available?
  • Your team may need to reduce the project’s scope if available resources are scarce.
  • Narrowing the scope of the project to ensure that what you do is done well is better than sacrificing quality.

• A preliminary assessment that does a good job on a smaller scale may yield the additional resources to complete a larger scope of work
  • Do you know what comparable costs are for studies of similar scope and geographic scale?
Goals of Your Community Food Systems Assessment

• Geographic Scope:
  • May be dictated by jurisdiction, organization, interest in participation, data availability, resources and relevancy.
  • For instance, the area between where food is produced and where that food is consumed in your community, often called a “foodshed,” that follows a watershed or other boundaries
    • You may find that is difficult to find data categorized in this way, whereas political boundaries are commonly used for data

• Level of Analysis:
  • What segment of the food supply chain will serve as the focus of their analysis. Will they examine retail-level sales or farm-level sales or both? How will they avoid double counting?
Module 1: Graphics and Framing

• Prompts systems thinking
Identifying the Study Parameters and Priorities

Setting the Stage:
• What is the goal of the study?
• How will you measure success? Multifaceted!
  • Small group exercise later
  • Different measurement modes
• Who cares about your results? How will they use the information?
  • What might MOTIVATE others? Example in Module 4 discussion
Integrating the Community’s Voice into your Assessment...

Engaging your community: interpreting and acting on data

Module 4
Module 4: Engaging your community and interpreting the data

• Communities are diverse.
  • Integrating Place and Perspective is key to success in meeting local needs

• Be clear about scale and scope.
  • Which elements of the supply chain will you embrace?
  • Which levers can community organizations move?

• Know your human and financial resources...what is realistic to do?
Comparative Analysis

• An Interesting Approach to Place Based Planning
• Look for ways in which your community is unique within a region, and over time:
  • Higher than average incomes and expenditures
  • Faster rates of rural to urban land conversion
  • Lower than average fruit and vegetable consumption
• This can help identify priority projects or issues
  • ....or local assets that can be better leveraged
Let the Data Speak

• Use graphs, charts, maps, and infographics to tell the story

• Be prepared for additional data requests.
  • Compose a “canned response” with a couple of key indicators.
The Toolkit Team: Dawn Thilmany, Coordinator

- David Conner, University of Vermont
- Steve Deller, University of Wisconsin
- David Hughes, University of Tennessee
- Ken Meter and Megan Phillips Goldenberg, Crossroads Resource Center
- Alfonso Morales, University of Wisconsin
- Todd Schmit, Cornell University
- David Swenson, Iowa State University
- Allie Bauman, Rebecca Hill, Becca Jablonski, Colorado State University
- Debra Tropp and Samantha Schaffstall, USDA Agricultural Marketing Service
Denver Food Plan: Vision + Action

Prepared by:
Blake Angelo, Former Manager of Food Systems Development, City and County of Denver
Vision Development

BASELINE REPORT
# Example Food Plans

## List of 27 Plans

<table>
<thead>
<tr>
<th>ID</th>
<th>City, Region, State</th>
<th>Plan Title</th>
<th>Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Baltimore, Maryland</td>
<td>Homegrown Baltimore: Grow Local, Baltimore City</td>
<td>2013</td>
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<td>2</td>
<td>Damascus, Oregon</td>
<td>Edible Community: The Healthy Damascus Food Plan</td>
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<td>Dane County, Wisconsin</td>
<td>Recipe for Success, Recommendations of the Dane County Local Food Policy Advisory Subcommittee</td>
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<td>4</td>
<td>Denver, Colorado</td>
<td>Denver Food Vision</td>
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<td>Fresh: Edmonton’s Food and Urban Agriculture Strategy</td>
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<td>Los Angeles, California</td>
<td>The Good Food For All Agenda, Creating a New Regional Food System for Los Angeles</td>
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<td>Mendocino County, California</td>
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<td>FoodWorks, A Vision to Improve NYC’s Food System</td>
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<td>Transforming the Oakland Food System: A Plan for Action</td>
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<td>Planning Santa Fe’s Food Future</td>
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<td>Toward a Healthy and Sustainable Food System for Toronto</td>
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<td>27</td>
<td>Waterloo, Ontario</td>
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### Example Food Plans

#### Common Primary Focus Areas

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<tr>
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<th>Local Agricultural Production</th>
<th>Healthy Eating</th>
<th>Economic Vitality</th>
<th>Social Equity, Thriving Communities</th>
<th>Natural Resources</th>
<th>Food Education</th>
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*Note: Limited sample of plans

**Other phrasing for focus areas:**
- Sustainable Farming & Fishing; Community Food Production; Local Food Production; Growing Food, Reducing Production Expenses; Diversify ag industry
- Healthy Food For All; Getting Food; Build a Market for Good Food; Healthy Food Retail
- Strengthen the Local Economy; Good Food Economy; Make Food a Centerpiece of Green Economy
- Eliminate Hunger; Anti-Poverty; Ensure Equal Access; Inspire and Mobilize Good Food Champions; Support Food Friendly Neighborhoods
- Resource Stewardship
- Learn about Food, Empower Residents with Food Skills and Information
- Divert Food From Landfills and Waterways; Produce Compost; Anaerobic Digester
## Example Food Plans

### Comparison of Sponsors, Funders, Details

<table>
<thead>
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Example Food Plans

Comparison of Community Engagement Approaches

Table 6. Community involvement processes

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<tr>
<th>ID</th>
<th>City, Region, State</th>
<th>Plan Title</th>
<th>Engagement Processes</th>
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<tbody>
<tr>
<td>1</td>
<td>Baltimore, Maryland</td>
<td>Homegrown Baltimore: Grow Local, Baltimore City</td>
<td>Only included organizations and business leaders, no individual community members. Public hearings, three Technical advisory group meetings in Phase 1 and six meetings in Phase 2, in addition to outreach and public involvement efforts associated with the Healthy Damascus Food Plan. CAC-TAG members also talked with their neighbors, friends and families to spread the word about the project.</td>
</tr>
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<td>2</td>
<td>Damascus, Oregon</td>
<td>Edible Community: The Healthy Damascus Food Plan</td>
<td>Public meetings, monthly policy council meetings and formation of an interagency working group.</td>
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<tr>
<td>3</td>
<td>Dane County, Wisconsin</td>
<td>Recipe for Success, Recommendations of the Dane County Local Food Pol</td>
<td>Local Food Summit Conference and 1 year of open Local Food Policy Advisory Subcommittee meetings.</td>
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<tr>
<td>4</td>
<td>Denver, Colorado</td>
<td>Denver Food Vision</td>
<td>Professionally facilitated community listening sessions (11), industry focus groups (11), monthly policy council meetings and formation of an interagency working group.</td>
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<td>5</td>
<td>Edmonton, Alberta</td>
<td>Fresh: Edmonton’s Food and Urban Agriculture Strategy</td>
<td>Citizen panels, Stakeholder workshops, Public opinion survey, Landowner survey, Food in the City Conference, Website, email list, blog and Twitter, Open houses, fresh feedback survey.</td>
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<td>6</td>
<td>Greater Philadelphia, Pennsylvania</td>
<td>Eating Here: Greater Philadelphia’s Food System Plan</td>
<td>None, engagement was via social media, three Los Angeles Urban-Rural Roundtable events, individual meetings, interviews, document reviews, and stakeholder engagement.</td>
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<td>7</td>
<td>Los Angeles, California</td>
<td>The Good Food For All Agenda, Creating a New Regional Food System for</td>
<td>Series of community stakeholder meetings and interviews.</td>
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<td>8</td>
<td>Mendocino County, California</td>
<td>Mendocino County Food Action Plan</td>
<td>A public comment period, community meetings, technical advisory committees.</td>
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<td>9</td>
<td>Minneapolis, Minnesota</td>
<td>Minneapolis Urban Agriculture Policy Plan</td>
<td>Hosted a food summit, community workshops, public comment period and survey.</td>
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<td>New England Food Summits, community interviews, written comments.</td>
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<td>None, no engagement was made.</td>
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<td>13</td>
<td>New York City, New York</td>
<td>FoodWorks, A Vision to Improve NYC’s Food System</td>
<td>Three listening sessions and outreach through a secondary organization: PUEBLO: People United for a Beter Life in Oakland.</td>
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<td>14</td>
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<td>Transforming the Oakland Food System: A Plan for Action</td>
<td>Focus groups and convenings and interviews, key informant interviews, and large convenings.</td>
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<td>16</td>
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<td>Sacramento Region Food System Action Plan</td>
<td>Interviews and food plan dialogue sessions.</td>
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<td>17</td>
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<td>Listening Sessions, meetings with individuals and organizations working on food system issues.</td>
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<td>Planning Santa Fe’s Food Future</td>
<td>Convened groups of community members.</td>
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<td>Public forums around the State, topic specific working groups, and interviews with experts and key stakeholders.</td>
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<td>Massachusetts Local Food Action Plan</td>
<td>Hosted events, offered online options, and provided leadership opportunities.</td>
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<td>State of Michigan, United States</td>
<td>Michigan Good Food Charter</td>
<td>Co-organized eight regional local food summits with facilitated small group conversations, Local groups enlisted to coordinate a series of focus groups across the state, Statewide Food Summit, Six in-depth daily sessions.</td>
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<td>23</td>
<td>State of Minnesota, United States</td>
<td>Minnesota Food Charter</td>
<td>Community facilitator lead discussion, digital storytelling, individual consultations, workshops, writing, video, images, Storytelling-themed public events, health and education fairs, and targeted outreach to ethnic-cultural communities. New media including twitter and a blog were also used, roundtable discussions, storytelling and dialogue events, toolkits and exercises, workshops and focus groups.</td>
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<td>State of Vermont, United States</td>
<td>Farm to Plate, Strengthening Vermont’s Food System</td>
<td>Forum, individual consultation, focus groups.</td>
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<td>Toronto, Ontario</td>
<td>Toward a Healthy and Sustainable Food System for Toronto</td>
<td>Community facilitator lead discussion, digital storytelling, individual consultations, workshops, writing, video, images, Storytelling-themed public events, health and education fairs, and targeted outreach to ethnic-cultural communities. New media including twitter and a blog were also used, roundtable discussions, storytelling and dialogue events, toolkits and exercises, workshops and focus groups.</td>
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<td>Vancouver, British Columbia</td>
<td>What Feeds Us: Vancouver Food Strategy</td>
<td>Community facilitator lead discussion, digital storytelling, individual consultations, workshops, writing, video, images, Storytelling-themed public events, health and education fairs, and targeted outreach to ethnic-cultural communities. New media including twitter and a blog were also used, roundtable discussions, storytelling and dialogue events, toolkits and exercises, workshops and focus groups.</td>
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<td>Waterloo, Ontario</td>
<td>A Healthy Community Food System Plan for Waterloo Region</td>
<td>Forum, individual consultation, focus groups.</td>
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Baseline Assessment

DENVER'S FOOD SYSTEM
A Baseline Report
2016

DENVER VISION + ACTION FOOD PLAN
THE MILE HIGH CITY
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<th>Community</th>
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<td>$7 Billion per year</td>
<td>More than 1 in 3 children in Denver are overweight or obese</td>
<td>49% of Denver low and moderate income neighborhoods lack convenient access to grocery stores</td>
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<td>Generating $312 Million in tax revenue</td>
<td>33.2% of Denver families eat less than one serving of fruits and vegetables per day</td>
<td>69.7% of the DPS student body qualifies for free or reduced priced lunches</td>
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<td>56,000+ workers in the</td>
<td>Obesity-related diseases cost Denver residents an additional $284 million per year</td>
<td>1 in 4 children/youth in Denver suffer from food insecurity or hunger</td>
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<td>Denver Food System</td>
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<td>10% of all Denver jobs</td>
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Vision Development

BASELINE REPORT

COMMUNITY LISTENING SESSIONS
+ INDUSTRY FOCUS GROUPS
Outreach & Engagement

11 Community Listening Sessions
made possible by 64 Community Partners
388 Residents

11 Industry Focus Groups
made possible by 70+ Community Partners
216 Businesses

New Community Participants
24% had not participated in civics before

Economically Diverse Attendance
13% Food Insecure
Compared to 17% Denver County

Wide Range of Ages

Transportation Access to Healthy Food
72% Drive

The Denver Vision + Action Food Plan
Outreach & Engagement

4,918 Community Driven Ideas & Comments!

Eating and Purchasing Behavior
- 75% of participants cook meals at home more than 5 times a week
- 51% of participants eat meals out once or twice a week
- 69% of participants grow some of their own food
- 58% of participants choose locally sourced food most of the time

Participant Feedback
- 97% of participants learned something new at the event
- 95% of participants felt the use of their time was extremely (63%) or somewhat (32%) valuable
- 90% of participants wanted to be engaged moving forward
- “…I thought these were some of the most successful public meetings I have ever seen. Congrats!”

Vision Development

- BASELINE REPORT
- COMMUNITY LISTENING SESSIONS + INDUSTRY FOCUS GROUPS
- ANALYSIS
Analysis: Key Words
Analysis: Key Themes

- “Food creates connections between generations, cultures, and neighbors”
- “Good food promotes longer, healthier, happier and more prosperous lives”
- “Keeping dollars local supports not only the local economy, but also local jobs and community”
- “Food is foundational, it’s basic need for people to thrive”

Graph showing comments by topic area:
- Community
- Health
- Economy
- Environment
- Other

Bar chart indicates the percentage distribution of comments.
## Analysis: Implementation

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<td>*Policy (18%)</td>
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<td>Residents/Consumers (16%)</td>
<td>Resources (11%)</td>
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<td>Household (8%)</td>
<td>Non-Profit (16%)</td>
<td>Other (8%)</td>
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<td>Undefined (3%)</td>
<td>Research (1%)</td>
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* = Gap
# Vision Overview

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<th>HEALTHY</th>
<th>VIBRANT</th>
<th>RESILIENT</th>
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<td>GUIDING PRINCIPLE</td>
<td>Inclusive cities require strong neighborhoods that reflect unique food cultures</td>
<td>Healthy, productive populations require food systems that promote healthy food for everyone</td>
<td>Vibrant economies require strong regional food systems</td>
<td>Resilient cities require diverse and environmentally responsible food systems</td>
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## Priorities

## Strategies

## Winnable Food Goals

## Supporting Indicators
Inclusive

PRIORITIES

Inclusive cities require strong neighborhoods that reflect unique food cultures

- Invest in community-driven complete neighborhood food environments
- Expand community food production and sharing

A **Complete Food Environment** is a community-defined set of food assets (that could include grocery stores, farmers markets, school gardens, etc.) that together provide for the food needs of all community members. Importantly Complete Food Environments also integrate the unique cultures and values of each community.

---

**2030 WINNABLE FOOD GOALS**

- 5 low-income or underserved neighborhoods reach self-defined goals for Complete Food Environment
- 7% increase in number of community and school gardens
- 15% increase in residential sales and food producing animals permits
Healthy PRIORITIES

Improve access to a wide variety of healthy food retail options

Ensure that healthy food is affordable for everyone

Promote healthy food environments and education for youth

Increase community demand for healthy foods

Healthy, productive populations require food systems that promote healthy food for everyone

2030 WINNABLE FOOD GOALS

- Reduce percentage of food insecure households by 45% (from 18% to 8%)
- Increase enrollment in SNAP for eligible populations by 52% (from 59% eligible enrolled to 80%)
- Increase adult and child fruit and vegetable consumption by 14% (from 2.8 servings per day to 3.2 per day)
- Reduce the number of children drinking sugary drinks daily by 35% (from 26% to 17%)

DENVER THE MILE HIGH CITY VISION + ACTION FOOD PLAN
Vibrant

PRIORITIES

Promote Denver as an epicenter for the regional food economy

Support the creation, expansion, and success of food businesses in Denver

Spur innovation and entrepreneurship across food and agriculture industries

Vibrant economies require strong regional food systems

2030 WINNABLE FOOD GOALS

- Increase size of the Denver food economy by $500M (from $6.9-7.4B per year)
- Attract $100M of new capital to Denver food businesses
- 25% of all food purchased by public institutions come from Colorado
Resilient PRIORITIES

Resilient cities require diverse and environmentally responsible food systems

- Preserve remaining regional food system assets and infrastructure
- Promote environmentally responsible and climate-smart food systems

2030 WINNABLE FOOD GOALS
- Preserve and maintain 100 acres of prime regional agricultural working lands in active production
- 34% reduction in residential food waste collected through municipal solid waste services (from 20,000 tons in 2008)
Implementation

1. Incremental action planning
2. Integration of food into city plans
3. Supportive policy and regulations
4. Enhanced investments
5. Ongoing communication and coordination
1. Overall, a more inclusive, healthy, vibrant, and resilient Denver is the right vision for Denver's food system.

2. The Vision sufficiently addresses the most important food-related priorities, strategies, and goals related to creating a more inclusive Denver by the year 2030.
Denver Food Plan

**Denver Food Vision: 2030**
- A 15-year strategic vision focused on key numerical impacts across the food system

**Denver Food Action Plan: 2020**
- A 5-year action plan to guide city efforts towards achieving the City Food Vision 2030
- Based on individual community action plans (from neighborhoods and industries).
- City will prepare template and provide limited technical assistance
- Action plans will be updated every ~5 years, i.e. Action Plan 2025 and 2030

**Annual Progress Reports**
Colorado Blueprint of Food and Agriculture
Sponsors and Partners
The Blueprint documents key assets, emerging issues, and shared priorities for future investments in food and agriculture around the state.
The CO Blueprint for Food and Agriculture: Why?

- Understand opportunities and challenges resulting from changing public attitudes
- Assess opportunities for CO food system policy to address challenges and needs
- Document, assess, and highlight key linkages in Colorado’s food supply chain and infrastructure
- Develop priorities for capacity building, investment, and innovation for stakeholders across CO agriculture and food
- Enhance CSU’s knowledge of Colorado-specific research and engagement needs, to support opportunities for all research and outreach units (both on and off campus).
The CO Blueprint for Food and Agriculture: How?

<table>
<thead>
<tr>
<th>Baseline Planning</th>
<th>Data for Analysis</th>
<th>Townhall Meetings</th>
<th>Blueprint Rollout</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>September-October 2016</strong></td>
<td><strong>October-November 2016</strong></td>
<td><strong>December 2016-March 2017</strong></td>
<td><strong>September-December 2017</strong></td>
</tr>
<tr>
<td>Convene Advisory Board</td>
<td>Community Commons (Public Health)</td>
<td>Regional Townhall Meetings with 9 Regions in CO</td>
<td>Regional Opportunity Reports</td>
</tr>
<tr>
<td>Engage Key Project Partners</td>
<td>Value Chain of Colorado Agriculture</td>
<td>Industry Focus Groups</td>
<td>Ag Innovation Summit</td>
</tr>
<tr>
<td>Convene Regional Advisory Teams</td>
<td>Public Attitudes Survey</td>
<td>Online and Public Comment</td>
<td>Blueprint Adoption and Next Steps</td>
</tr>
<tr>
<td></td>
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</tr>
</tbody>
</table>
The CO Blueprint for Food and Agriculture: What?

Part 1. The Value Chain of Colorado Agriculture
- Assessing the size, linkages, and opportunities for the food and ag sector
- Main report forthcoming in Winter 2018

Part 2. Public Attitudes about Agriculture in Colorado
- Exploring Coloradans’ attitudes about food, ag, and natural resource issues

Part 3. Regional and industry town hall meetings
- Engaging communities to explore their issues and priorities
- Regional opportunity reports published online at foodsystems.colostate.edu

Synthesis of opportunities
- Eight major cross-cutting issues
Regional and industry townhall meetings

Regional townhalls
- 13 attendees
- 343 registered
- Made possible by 158 community organizations

Industry townhalls
- 4 attendees
- Made possible by 47 organizations

Public presentations to CO groups ranging from 26-250 participants
- 10 attendees
- 2,107 pageviews

395 people want to stay connected
- 1,497 unique pageviews
Using Data to Catalyze the Conversation....
Importance of Agriculture to Quality of Life to all Coloradoans

Very important
- 1996: 80%
- 2001: 80%
- 2006: 74%
- 2011: 66%
- 2016: 60%

Moderately important
- 1996: 17%
- 2001: 15%
- 2006: 22%
- 2011: 23%
- 2016: 30%

Slightly important
- 1996: 6%
- 2001: 6%
- 2006: 6%
- 2011: 7%
- 2016: 7%

Not important
- 1996: 1%
- 2001: 1%
- 2006: 2%
- 2011: 2%
- 2016: 1%

Importance of Agriculture to Quality of Life to all Coloradoans

1996
2001
2006
2011
2016
Flow of Food Dollars

Food Outlets Visited, 2016

- Grocery: 94%
- Warehouse: 80%
- Health Store: 62%
- Farmers' market: 51%
- Home gardening: 34%
- Specialty market: 30%
- Convenience store: 26%

Share of Household Dollar Spent at Food Outlet, 2016

- Grocery: 55%
- Warehouse: 23%
- Health Store: 9%
- Farmers' market: 4%
- Home gardening: 2%
- Specialty market: 2%
- Convenience store: 1%
Farm and Ranch Revenues

2015 Crop Cash Receipts,
Share of $2.15 billion total

2015 Animal and Product
Cash Receipts,
Share of $5.24 billion total

Other Key Revenue Sources
$344 million Imputed Rental Value
$106 million in Custom work
$118 million in Federal Commodity Insurance
$475 million in Other Farm Income
A little more on process......
**Northwest Regional Opportunity Report**

Regional Advisory team:
- Barb Parnell, County Coordinator, LiveWell – COFI
- Karen Massey, County Director, Routt County Extension Team
- Todd Hagenbuch, Extension Agent – CSU Food Syst Extension Team
- Meighen Lovelace, Director, Mountain Harvest Co.
- Sandy Stenmark, Physician Director, Kaiser Perma Colorado’s Clinic to Community Integration, Pedia Cardiovascular Health and the Healthy Beginnings Collaborative – COFSAC

Resources:
- Colorado Blueprint of Food and Agriculture
- Federal Resources Handout
- Food Access Handout
- Value Added Handout

**Pre-Event Checklist** (Complete One-Week Before Event)

**EVENT INFO**
- Location name:
- Address:
- Telephone number:
- Date of meeting:
- Time of Meeting:
- Meeting point person (Name & Phone #)

**CHECKLIST**

<table>
<thead>
<tr>
<th>Question</th>
<th>Answer</th>
<th>Who will find answer if unknown</th>
</tr>
</thead>
<tbody>
<tr>
<td>Who is Emergency Building Contact (Name &amp; Phone #)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>What is the earliest we can set up?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>What is the latest we can clean up?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Is there a kitchen on site? If not where</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
O Blueprint for Food and Agriculture
Regional Townhall
Event Name: ____________

Day of Checklist (Complete 2-3 days before event)

<table>
<thead>
<tr>
<th>CHECKLIST</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Meeting Supplies</td>
<td>Signage and Maps</td>
</tr>
<tr>
<td>2 Clipboards with sign-in sheets</td>
<td>Sandwich Board Sign</td>
</tr>
<tr>
<td>Box of pens</td>
<td>Door signs/direction signs (x 1)</td>
</tr>
<tr>
<td>Blank Names Tags</td>
<td>Poster boards</td>
</tr>
<tr>
<td>Black sharpie markers</td>
<td>Map of location layout</td>
</tr>
<tr>
<td>5 Easels</td>
<td>Printed site maps with parking</td>
</tr>
<tr>
<td>5 Flip Charts</td>
<td>Printed Google maps</td>
</tr>
<tr>
<td>Pages Prepped on Flip Charts</td>
<td>Printed Handouts</td>
</tr>
<tr>
<td>Sticky Notes</td>
<td>Pre-Event Checklist</td>
</tr>
<tr>
<td>Star stickers</td>
<td>Final RSVP/Sign-in Sheet</td>
</tr>
<tr>
<td>Dot stickers</td>
<td>Printed Name Tags</td>
</tr>
<tr>
<td>Pushpins</td>
<td>Bucket two pages</td>
</tr>
<tr>
<td>Clear Packing Tape</td>
<td>District specific information</td>
</tr>
<tr>
<td></td>
<td>Meeting Agenda</td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Equipment</strong></td>
<td><strong>Food &amp; Beverage</strong></td>
</tr>
<tr>
<td>Chairs</td>
<td>Food</td>
</tr>
<tr>
<td>Tables</td>
<td>Drink Carafes and Supplies</td>
</tr>
<tr>
<td>Technology</td>
<td>Cups</td>
</tr>
</tbody>
</table>

Preferred Room Layout

Round tables:
**Discussion question:**
What opportunities exist to match CO value-added products with (scale-appropriate) CO farm and ranch production?

![Chart showing the relationship of willingness to buy CO products and importance of agriculture to quality of life](chart.png)

<table>
<thead>
<tr>
<th>Meat</th>
<th>Milk &amp; Eggs</th>
<th>Fruits &amp; Vegetables</th>
<th>Grains, beans &amp; legumes</th>
<th>Food processed in CO</th>
<th>CO beverages</th>
</tr>
</thead>
<tbody>
<tr>
<td>5</td>
<td>4.5</td>
<td>4</td>
<td>3.5</td>
<td>3</td>
<td>2.5</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Importance of ag to quality of life</th>
</tr>
</thead>
<tbody>
<tr>
<td>Very or moderately important</td>
</tr>
<tr>
<td>Slightly or not important</td>
</tr>
</tbody>
</table>

Letting the participants react to study data....
Cross cutting issues discussions:
CO Blueprint Food and Agriculture Townhall Table Facilitator Responsibilities and Guide
March 22, 2017 10-12pm
La Plata Fairgrounds

Table Facilitator Responsibilities:

1. Facilitator Huddle to Review Roles – 1.5 hours prior to start of townhall or at time specified by CSU team. Meet at site of townhall unless other locale has been identified
   • Review bucket handout
   • Go over this facilitator guide
2. Make and wear a nametag
3. Assist with any room arrangements, parking signs, etc. Make sure you have markers, large sticky notes with the questions, smaller sticky notes, two color star stickers, and dot stickers.
4. Welcome guests - as they arrive, help them get seated, and promote introductions.
5. Lead discussion after CSU team has given introduction/background presentation based on Table Facilitator Guide included below. Note that CSU will act as the time keepers.
   • Pass out bucket handout
   • Either select a note taker or be sure to take detailed notes as you facilitate the discussion
   • Write your bucket theme at the top of each large sticky note
   • Write ideas on large sticky notes with corresponding questions
   • Use the sub-questions to encourage flow
6. Prioritize - Discussion Sections with Stars where directed.
7. Responsibilities - Discussion Sections with Dots where directed.
8. Share-Out - your Table’s responses. Two types:
   • Priorities – top low-hanging fruit and top systemic impact also report out who is the lead
9. Tape the sticky notes to the white papers and roll-up your Table’s white papers in order with Question #1 at the top (DOUBLE CHECK THAT EVERYTHING IS READABLE AND LABELED) – to be collected by CSU.
10. Assist with any necessary clean-up,
11. Review summarized notes of bucket discussion sent to you from CSU and provide feedback.

CO Blueprint Food and Agriculture Townhall Table Notes Responsibilities
Eastern Region
March 1, 2017

How does food get to and move through communities and what are the implications for low-income households?

1. How do the data confirm or contradict your experiences?
   • Contradict
     ○ Depending on the zip code and availability of grocery stores the data for grocery stores would be flipped with data for convenience stores
     ○ We don’t have many specialty stores
   • Confirm
     ○ People with income under $20K are self-sufficient
     • Growing own food – to use food assistance on other items like meat
     • Highest users of fast food
     ○ We have huge grocery stores making business decisions based on their business models instead of what is good/healthy for consumers
     ○ Missing link between health and value
2. What’s going well or what should we keep? What needs to be strengthened or added?

   • Well
     ○ Food banks
     ○ Farmers markets are improving
     ○ Increases in year round production
Programs, Priorities, and Lead/Support Roles
Synthesis: eight major cross-cutting opportunities
Identify and inform 8 cross-cutting opportunities

1. **Create, retain and recruit** agricultural and food firms;
2. Develop **workforce and youth** to support ag and food sectors;
3. Promote the **Colorado brand**, ensuring it reflects the unique qualities of the agriculture and food sectors;
4. Support a business- and consumer-friendly **regulatory environment**;
5. Address how **scale** impacts market performance, access, and opportunities;
6. Innovate and support **new technology** for ag and food businesses;
7. Improve access to **resources and capital** for ag and food firms;
8. Integrate ag and food with healthy, vibrant **communities**.
Defining the Scope of your Food Plan

20 minutes
### Step 2: Identifying Strategic Partnerships

#### 2a. Brainstorming Partners - By Food System Sector

<table>
<thead>
<tr>
<th>Category</th>
<th>Possible Organizers/Co-Sponsors</th>
<th>Participants</th>
</tr>
</thead>
<tbody>
<tr>
<td>Input Providers (Seeds, land, water, farm equipment, etc.)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Farmers &amp; Ranchers</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Food Manufactures &amp; Processes</td>
<td></td>
<td></td>
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<tr>
<td>Food Wholesalers &amp; Distributors</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Restaurants &amp; Food Trucks</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Food Retailers (Farmers markets, corner stores, grocery stores)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Food Pantries and Hunger Relief Organizations</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Education – Cooking &amp; Nutrition</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Education – Gardening</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Institutional Food Buyers</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Developing a Timeline

15 minutes

### Step 3: Developing a timeline

<table>
<thead>
<tr>
<th>3a. Phases</th>
<th>Required (Y/N)</th>
<th>Estimated Time (Hours Required)</th>
<th>Target Start Date</th>
<th>Target End Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Baseline</td>
<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Engagement</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Strategic Plan</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Action Plan</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### 3b. Key Tasks per Time Block

<table>
<thead>
<tr>
<th>Time Block</th>
<th>Pre-Planning</th>
<th>Baseline</th>
<th>Engagement</th>
<th>Strategic Plan</th>
<th>Action Plan</th>
</tr>
</thead>
<tbody>
<tr>
<td>Q2 2018</td>
<td></td>
<td></td>
<td></td>
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</tr>
</tbody>
</table>
Small Group Share Out

20 minutes
New Mexico
Strengthening Local
Food Systems

National Good Food Network Conference 2018
Who We Are…

**Farm to Table:** NM non-profit focused on food and farm systems; community health; farm to school; and policy.

**NM Food and Agriculture Policy Council:** Democratically based organization composed of a variety of organizations, agencies and individuals representing food access, health, agriculture, education, nutrition, economic, and environment policy issues (open membership). 2003 - Recognized by State Legislature House Joint Memorial 34

**Santa Fe Food Policy Council:** City/County appointed 13 member public/private sectors representation focused on food access, agriculture, nutrition… policy.
NM Food & Agriculture Policy Council
Policy Snap Shot

- 2003: Started the NM Food & Ag Policy Council – through a legislative memorial
- 2005: State school nutrition rule changes
- 2006-9: Increase Access to Healthy Affordable Foods in Rural NM
- 2007-18: Increase state and federal investment for school meal programs – NM Grown Program Produce & Farm to School
- 2006-9: Increase Senior Food Stamps
- 2007-8: Federal WIC rule making to include fresh fruits & vegetables
- 2007-18: Senior Farmers’ Market Nutrition Program
- 2008 & 2018: Federal “geographic preference” rule
- change (for purchase of fresh fruits & vegetables for school meals)
- 2009-10: Federal “Child Nutrition Reauthorization”
- 2012 & 2018: Farm Bill Advocacy for creation of Food Insecurity Nutrition Incentive Program, Farmers Market & Local Food Promotion Programs, OASDFRV-2501 Program, Beginning Farmers, Food Safety Training Program, Conservation Programs, Farm to School Grants, Community Food Projects Grant Program
Healthy Kids, Healthy Economy

Impact on NM food and farming system:

- New $4 million market for farmers.
- Opportunity for new, locally owned enterprises.
- Increased capacity to provide fresh, healthy foods.
- Children develop lifelong healthy eating habits.

Production (growing food) → Packing → Storage → Distribution → Outlets: Grocery Store, Convenience Store, Farmers' Market, Institution, Buying Club, Restaurant → Eaters

Impact:
- Opportunity for new, locally owned enterprises.
- New $4 million market for farmers.
- Increased capacity to provide fresh, healthy foods.
- Children develop lifelong healthy eating habits.
Policy Initiatives:

“New Mexico Grown”

Fresh Fruits and Vegetables for School Meals & Education Program

- Introduce NM Farm to School to Legislature, 2001: HM 34
- Minimize Junk Food in the Schools, 2005: HB 61, Competitive Foods in Schools
- NM Grow Fresh Fruits and Vegetables for School Meals, 2007 - 2018, continued appropriation requests (current $510,000)
- NM Procurement Report 2014
- NM Grown Program Stakeholders Strategic Plan, 2016-19
- NM Grown Farm to School Nutrition & Education Program, 2018, becomes permanent program in NM Public Education Department
- NM Beef to Schools Pilot 2018
Creating Long-Term Relationships:

- **Community:**
  schools, farmers, families, students

- **Institutions:**
  schools, school boards, departments of agriculture, public education, health & human service

- **Organizations:**
  nutritionists, health providers, school nutrition organizations, teachers, farmer organizations, student organizations

- **Policy Makers:**
  state, local, federal, and tribal

- **Media, Foundations, National Partners**
  National Sustainable Agriculture Coalition, National Farm to School Network, Rural Coalition

85
Read the Landscape: to clarify your strategies

- Appropriations? Deficit or Surplus year?
- Popularity of your issue?
- Election year for champs? Swing votes?
- Local and Statewide approaches?
- Consult your “policy partners” for strategies
NM Food and Farms Day

- Brings diverse groups together to educate and inform each other and policy makers
- Participants learn how to work together
- Creates a unified positive voice
- Establishes year-round coordination
New Mexico Food and Farms Day at the legislature, 2018

From Left, Carson Miller, Krysten Aguilar, Shauna Woodworth, Nina Yozell-Epstein

Lyman Graham, Roswell District, School Food Service Director, 2018 School Food Service Director of the Year

Press Conference and Awards Event, NM Food and Farms Day, at the Legislature, 2018

NM School Nutrition Association, NM School Nutrition Day at the Legislature, 2014

New Mexico Food and Farms Day at the legislature, 2018
Farm Tours with School Food Service Directors and other Agencies
Engage Year Round:

• Engage City Council and County Commissions

• Create site visits for policymakers, agencies and stakeholders

• Plan for Interim Committee Hearings

• Be in it for the long haul!
Developing an Engagement Plan

20 minutes
Brainstorm on how to shift gears ....

From planning to implementation and provide guidance about the process, tools, funding, and resources that led to successful impact in their own communities.
Implementation....a Policy Example

• Data to motivate issue

• Define the barrier

• Partners and specific policy ask

A RESOLUTION IN SUPPORT OF THE ‘NEW MEXICO GROWN FRESH FRUITS AND FRESH VEGETABLES FOR SCHOOL MEALS PROGRAM’ STATE LEGISLATION

WHEREAS, more than twenty-eight percent (28.6%) of kindergardeners and thirty-four percent (34%) of third graders in New Mexico are considered overweight or obese; and,

WHEREAS, more than 340,000 students are enrolled in New Mexico schools and can participate in the school meal programs operated by the various school meals programs throughout New Mexico of which more than 241,400 (71 percent) are eligible to participate in the free or reduced-price school meal programs; and

WHEREAS, the National School Lunch Program provides a reimbursement of $3.31 for free lunches, $2.91 for reduced-priced lunches, and $0.39 for paid lunches;

WHEREAS, the National School Breakfast Program provides a reimbursement of $2.09 for free breakfast reimbursement. $1.79 reduced-price, and $0.30 for paid breakfasts; and,

NOW, THEREFORE, BE IT RESOLVED that the New Mexico legislature, in consultation with New Mexico Food and Agriculture Policy Council, New Mexico School Nutrition Association, New Mexico agencies, the Santa Fe City and County Advisory Council on Food Policy, and other organization in requesting that the New Mexico State Legislature appropriate $1.44 million to support the “New Mexico Grown Fresh Fruits and Fresh Vegetables for School Meals” program.
<table>
<thead>
<tr>
<th>Coordinate Infrastructure, Distribution, &amp; People to serve Farm to Institution connections locally &amp; statewide</th>
<th>Upgrade Procurement Processes to serve Farm to Institution connections locally &amp; statewide</th>
<th>Align Farmer Development Activities, Land &amp; Water Resources to Serve Local Public Food Needs</th>
</tr>
</thead>
<tbody>
<tr>
<td>- Establish and activate Joint Use policies to cooperatively use equipment and facilities (among agencies &amp; entities) that enable Farm to Institution storage, packing, minimal processing, and deliveries, locally, regionally, statewide. Address collective risks and liabilities with equitable measures per agency/entity.</td>
<td>- Adjust procurement protocols from the state level to local level to be in alignment with the seasonal realities of locally grown food, production planning commitments from buyers to farmers during winter months or one year in advance, and timely reimbursements from federal and state funding sources to Food Service Directors/Meal Providers and thereby to farmers to alleviate current cash flow barriers.</td>
<td>- Prioritize and invest in sustainable agriculture programs at public institutions of higher education that meet Farm to Institution’s produce needs: crop diversity, produce quality, quantity and frequency.</td>
</tr>
<tr>
<td>- Identify, coordinate, and fully utilize publicly funded facilities/equipment for food storage, minimal processing, preparation, and distribution locally, regionally, statewide to serve Farm to Institution.</td>
<td>- Simplify state level procurement process for locally grown produce that is purchased by public institutions and remove bureaucratic stipulations related to bidding that are not relevant to oversight and accountability of fresh produce purchases.</td>
<td>- Prioritize and invest in farmer professional development trainings (by private or public entities and mentors) that empower new/existing farmers to implement sustainable farming practices and meet product specifications, comply with food safety requirements, meet vendor requirements and successfully...</td>
</tr>
</tbody>
</table>
Pot holes and detours

• What would get the process off track?
  • Pre-plan for potholes ....or recognize only some share of plans will be successfully implemented?

• What are your contingency plans?
  • Might some redundancy in plans and process make sense given likely potholes?

• What have we discussed today that could be used to successfully map a detour that will not derail your project?
Concluding thoughts and discussion

• Like most democratic processes
  • ...community led engagement will be slow and take patience

• What can you do at various stages to increase the likelihood of impactful outcomes?
  • Framing
  • Players
  • Resource utilization

• How flexible is your process to issues and priorities emerging that were not initially recognized by project leaders?
Incorporating lessons from the panel

• For panel,
  • What is the most important lesson you have learned in your work with food system planning?

• For participants,
  • What one thing did you learn today that will be immediately helpful in the next step of your community’s work in this area?