Phase 1 2024 - 2026

Minneapolis Food Action Plan





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Community Summary

Minneapolis has many local farmers, producers, vendors, businesses, and residents showcasing ingredients, flavors, and recipes that come from far and near. These stakeholders help to build and sustain a diverse and vibrant food system in the city of Minneapolis. However, there are opportunities to strengthen our food system so that it supports everyone's right to a dignified life.

Food access, climate change, and many other challenges and inequities affect people's ability to grow, obtain, cook, and eat nutritious and culturally appropriate foods. Some demographics are more susceptible to these challenges. It's important that we acknowledge this and work to address these inequities by collaboratively developing a plan in partnership with our community.

The Minneapolis Food Action Plan is a companion document to the Minneapolis Food Vision, the City's 10-year plan to develop and support an equitable, sustainable, and local food system. The Minneapolis Food Action Plan outlines strategies and actions that can be taken over approximately three years to realize the goals of the Minneapolis Food Vision. This plan consists of workplans that aim to address different parts of the food system including:

- Growing food
- Distributing food
- Accessing food
- Preparing and cooking food
- Addressing food waste

These workplans also include smaller tasks, metrics to help measure progress, and potential partners in this work.

Our community brings a wealth of diverse experiences and knowledge that are fundamental for the development and implementation of this plan. As such, we aim to create opportunities for people to get involved, take part in actions, and contribute to further refinement of this plan. We want the Minneapolis Food Action Plan to reflect our community and ensure that it captures our needs and values.

We are grateful for the residents, our food council, community-based organizations, academic and government partners, our City staff, and the many other stakeholders that contributed to the creation of this document. We look forward to continuing this work with many community stakeholders from our city and beyond.

Please join us and your neighbors at the table to further build and support a more equitable, sustainable, and local food system in Minneapolis.

Introduction and Context

Homegrown Minneapolis and the Food Council

The City of Minneapolis is a national leader in urban food systems. Homegrown Minneapolis (Homegrown) is a food systems initiative housed in the Minneapolis Health Department. This citywide initiative helps our community grow, process, distribute, eat and compost more healthy, sustainable, and locally grown foods.

Homegrown partners with and provides assistance to:

- Urban agriculture initiatives
- Farmers markets
- Food shelves and other food access projects
- Food waste initiatives
- Local food and farm enterprises

Food Council

The Homegrown Minneapolis Food Council (Food Council) is a 25-member City advisory board made up of government and community stakeholders that:

- Works with diverse stakeholders to build a healthy, resilient local food system
- Connects local government, businesses, organizations, and community members

Minneapolis Food Vision

The <u>Minneapolis Food Vision</u> (the Vision) is a 10-year plan meant to build and support a local food system that is resilient, just, and equitable. It was collaboratively developed by people who live, work, and eat in Minneapolis. The Vision builds on previous efforts and City plans and is a companion to the City's <u>2023 Climate Equity Plan</u>.

The Minneapolis Food Vision has six priorities:

- Local Food Supply: Protect and strengthen our local food supply.
- Urban Agriculture: Expand our capacity to grow food within city limits.
- Local Food Business: Nurture locally owned food and farm businesses.
- Healthy Food Skills and Healthy Food Access: Foster healthy food skills and improve access to healthy food.
- Wasted Food: Reduce food waste.
- Food Systems Research & Outreach: Support ongoing innovation, learning, and engagement.

Minneapolis Food Action Plan

Overview

The Minneapolis Food Action Plan (the action plan) describes the first phase of Minneapolis Food Vision implementation. It includes five workplans, with actions, tasks, potential partners, and metrics. It covers the following areas:

- Urban agriculture: land access and season extension
- Local food procurement
- Equitable food access
- Food skills
- Wasted food

For in-depth descriptions of the workplans, please see page 1111.

Creation

In early 2023, Food Council members prioritized strategies from the Vision to focus on for the first phase of implementation. These strategies became the basis of the five workplans which make up the action plan.

Community members and the Food Council shaped the content of each workplan through several meetings. City staff provided drafting and editing under direction and final vetting from the Food Council.

The action plan is a living document and may be updated over time in collaboration with the Food Council and community stakeholders.

Language matters

The words we use and how we use them provides context and frames conversations. We aim to use language that is accessible and helps people understand the complexities and history of our food system.

For example, we use the words "food apartheid" instead of "food desert".

- Food apartheid describes community areas with little to no access to grocery stores.
- Food desert implies that a lack of grocery stores is a naturally occurring concept.

Food desert also does not reflect the vibrant food scene that is happening in that community area. Despite a lack of traditional grocery stores, people are still growing, sharing, and selling food. Food apartheid calls attention to the policies, systemic racism, and other oppressive powers that have created and prevent certain areas from having accessible and affordable grocery stores.

We recognize language is constantly evolving and there might be better ways for us to talk about food systems. We welcome questions, suggestions, and further dialogue about how we can talk about this work with intention and accessibility in mind.

Implementation overview

Food Justice Principles

We recognize Minneapolis has a legacy, and in many cases a continued practice, of perpetuating unjust and inequitable processes and practices that affect the livelihood of many, namely BIPOC (Black, Indigenous, People of Color), LGBTQ+ (Lesbian, Gay, Bi, Transgender, Queer), disabled, working class, houseless, and many other marginalized residents. Similar to our commitment in the Vision, we seek to implement a community engagement strategy for the action plan that recognizes the past and current harms caused by the City, honor the lived experiences of our residents, and move us closer to a food system that sustains all of us and allows us and our planet to thrive.

The Vision outlines seven Food Justice Principles which were identified by people who live and work across Minneapolis. The Food Justice Principles will be used to guide the implementation of strategies contained in the plan and will help us evaluate progress and the impact of these strategies. More context and full descriptions of these principles can be found in the Vision.

- Social determinants of health
- Inclusion, leadership, and decision-making
- Recognition, reparations, and respect
- Interconnections between systems
- Food access
- Food production and processing
- Food skills

Community engagement

In addition to the previously mentioned Food Justice Principles, the City of Minneapolis has also adopted a set of community engagement principles that will help to guide our community engagement work:

- Right to be involved Public participation is based on the belief that those who are affected by a decision have a right to be involved in the decision-making process.
- Contribution will be thoughtfully considered Public participation includes the promise that the public's contribution will be thoughtfully considered.
- Recognize the needs of all Public participation promotes sustainable decisions by recognizing and communicating the needs and interests of all participants, including decision-makers.
- Seek out involvement Public participation seeks out and facilitates the involvement of those potentially affected by or interested in a decision.
- Participants design participation Public participation seeks input from participants in designing how they participate.
- Adequate information Public participation provides participants with the information they need to participate in a meaningful way.
- Known effect of participation Public participation communicates to participants how their input affected the decision.

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The Vision was created collaboratively with many community-based organizations, food systems advocates and leaders, and members of the Food Council. Comments and participation from over 1,000 community members influenced the final draft. We plan to sustain this collaborative energy during the planning and implementation of the action plan by using the following strategies and adopting others that we identify along the way:

- Partnering with community organizations and individuals that have a built trust and a proven track record in the communities that they work in.
 - For example, when developing the Vision, Homegrown partnered with local organizations like CLUES and Appetite for Change to host community meetings to gather thoughts on prioritization of strategies.
- Communicating opportunities to get involved with the action plan through a variety of digital, print, in-person channels, and in different languages.
 - This can look like sharing information on City communication channels and creating printed, translated documents to distribute through spaces like food shelves and other community organizations.
- Treating knowledge derived from community member lived experiences as we would that of an academic source.
 - We recognize that our community comes with a breadth of knowledge and experiences that traditionally aren't captured or considered in projects like this. We want to create a space that welcomes and values lived experiences.
- Maintaining open and welcoming meetings at different locations to try and make them as accessible as possible to everyone.
 - Food Council meetings happen in-person monthly at different locations around the city.
 Homegrown provides validated parking and transit tokens to assist with accessibility to these different locations.
- Creating opportunities for community members to co-lead action teams and influence how we execute our implementation plan.
 - We want this work to be community-led and hope to continue refining and further developing our implementation plan so that it meets our needs and takes us where we collectively want to go.

Get involved

Getting involved with the food systems work that is happening in your community is a great way to build relationships with your neighbors and helps to ensure we build a food system that is equitable and responsive to the needs and priorities of our diverse community. Here are some ways to get involved with implementing the action plan and stay up to date:

- Become more familiar with Homegrown by attending a Food Council meeting.
- Regularly participate in implementation by joining an action team. Contact Homegrown@minneapolismn.gov if you would like to get involved.
- Stay updated on what's going on by subscribing to the <u>Homegrown monthly newsletter</u>

Implementation of the Minneapolis Food Action Plan

Five action teams will guide implementation. Each will focus on a specific priority area:

- Urban agriculture: land access & season extension
- Local food procurement
- Equitable food access
- Food skills
- Wasted food

Action teams will assist in convening partners, community outreach, researching and deciding which approach(es) to take. They will also define project components, and identify resources during Food Council meetings and, if necessary, in between meetings.

Action team members will help us implement our workplans, measure progress, make modifications when needed, and hold Homegrown and the Food Council accountable. This work is guided by community for the benefit of community and will consist of the following members:

- Homegrown staff
- Food Council members
- People from the list of partners we identified in each workplan
- You! Everyone who eats, cooks, grows, works with, or just loves food is invited to join an action team.

Some actions in the workplans will require funding. We will provide funding for these actions through City funds allocated to Homegrown and we will also apply for funding from external sources.

Action team process

For the first six months of implementation, the five action teams will meet on an every-other-month basis following the proposed schedule below. (Please note that this may be subject to change.) Food Council members and community stakeholders who attend these meetings will have the option of choosing an action team that best meets their interests and/or areas of expertise.

Month	November	December	January 2024	February	March 2024	April 2023
	2023	2023		2024		
	- Equitable	- Urban	New member	- Urban	- Equitable	- Urban
	food access	agriculture	orientation, no action	agriculture	food access	agriculture
Action teams	- Wasted food	- Local food procurement	team meetings	- Local food procurement	- Wasted food	- Local food procurement
				- Food skills		- Food skills

Action teams will be led by a Homegrown staff member and a co-facilitator which may be a Food Council member and/or a community stakeholder with subject matter expertise. Action teams will do most of their work and will provide updates to the whole group during Food Council meetings.

In-person meetings typically happen every second Wednesday of the month from 5:30-7:30 p.m. Regular attendance at these meetings is encouraged to stay up to date and participate in the group work. Action teams may decide additional work needs to take place outside of regular Food Council meetings. If that is the case, the additional time commitment and delegation of duties will be communicated with each member of that action team.

Things that action teams may do include:

- Review and amend workplans.
- Conduct research that will support your workplan.
- Plan and take surveys.
- Talk to and learn from other community stakeholders.

Trial period

As more people get involved in implementation, we want to make room for new perspectives and ways that we can continue to carry out the action plan. The first six months of implementation were designed with our facilitator, Homegrown staff, and our Food Council. We will treat these first six months as a trial period. This will give us an opportunity to identify best practices and adapt so we can collectively create an implementation structure to best meet our needs and capacity.

Workplans

Introduction

Our first phase of implementation is outlined in five workplans. Three were initially selected by our Food Council: Urban Agriculture Land Access & Season Extension, Food Skills, and Local Food Procurement. The other two were added after further consultation and conversation with community stakeholders. These are Equitable Food Access and Wasted Food.

Each workplan was built around prioritized strategies from the Vision.

Workplan topics

Urban agriculture land access & season extension: Growing nutritious food in Minneapolis is a popular activity for community members, community-serving programs, and entrepreneurs. As the city continues to grow, securing stable land access for growing food is an increasingly urgent priority. As our climate changes, we also aim to extend the growing season in controlled environments like hoop houses and greenhouses.

Local food procurement: Minneapolis has a vibrant local food system made up of many small, emerging, and local farmers, producers, and food businesses. We can further support our local food system by prioritizing food purchases from our small, emerging, and local farmers, producers, and food businesses.

Equitable food access: Our community has been impacted by historical and ongoing events and systems that impact our ability to access affordable, culturally appropriate, and nutritious foods. We aim to address this by facilitating dialogue, advocating for action, and supporting community areas that are disproportionately affected by food apartheid and food insecurity.

Food skills: Knowing how to grow, prepare and preserve food are important skills. We believe that learning how to do these things early in life contributes to good health and the ability to grow and use local foods.

Wasted food: In the United States, nearly 40% of edible food is wasted every year. We can prevent wasted food through educational programming. We can then minimize the impact of wasted food by sending edible food to people and diverting food scraps by using it for animal feed or composting it.

Workplan components

Workplans consist of various items necessary to help us structure and execute our work. Below are short descriptions for the different terms in each workplan.

Strategies: What we want to accomplish in the long term to achieve our goals.

Actions: Milestones that will help us get closer to realizing and supporting our strategies.

Tasks: The steps that we can take to accomplish each action.

Metrics: How we will measure progress and success for each action.

Partners: People, organizations, or groups that have expertise or resources that we can tap into as we work on each action.



Urban Agriculture: Land Access & Season Extension

MFV Strategy 2.1: Increase, maintain, and improve land access within the city for growers and year-round growing

Action 1: Create a policy that allows and encourages the City to sell City-owned vacant land for a low price for urban agriculture, particularly land with existing, active gardens. Prioritize sales that benefit populations that have historically been excluded from land access (ex. Black, Indigenous, people of color and immigrant communities). Incorporate sustainability tactics to keep this land accessible for urban agriculture (e.g., funding for property tax and insurance).

- A. Consult with City Community Planning & Economic Development (CPED) staff and community about barriers and opportunities.
- B. Complete analysis of current lots by CPED and Homegrown team.
- C. Draft policy/strategy to address barriers.
- D. Determine process for selling lots.
- E. Go through City Council to pass policy (if needed).
- F. Conduct land sales.
- G. Identify partners to provide technical assistance for sustainability planning for newly permanent gardens.

Short-term metrics:	Medium-term metrics:	Long-term metrics:
 Number of meetings with CPED Number of barriers identified Number of meetings with communities 	 Number of City-owned lots identified that could be sold Number of City-owned lots sold for urban agriculture Demographics of those who bought and garden on lots sold Amount City-owned lots were sold for Amount of property tax and insurance costs paid by gardeners on sold lots Acres of land available for urban agriculture within city boundaries 	 Socioeconomic demographics of urban growers in city by zip code or census tract Number of lots sold that continue to be used for urban agriculture

Action 2: Remove regulatory barriers to growing food in boulevards.

Tasks

- A. Work with internal partners and community members to determine the specific barriers and challenges to growing food in boulevards.
- B. Design and present policy recommendation to internal partners.
- C. Go through City Council to pass policy.

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Sh	ort-term metrics:	Medium-term metrics:		ng-term metrics:				
•	Number of partners	Number of City Council Number and		Number and location of				
•	Number of barriers	members in support of the		boulevard gardens				
	identified	policy		collaborating with				
•	Feasibility of growing food			Minneapolis Edible				
	in boulevards			Boulevards				
			•	Number of edible boulevard				
				gardens per ward				

Action 3: Inventory existing and potential agricultural space in Minneapolis. Include City, Minneapolis Park and Recreation Board, County, State, and privately-owned land and other existing data sets. Work with partners to create an accessible map to publicize the results.

- A. Identify and convene key partners to clearly define:
 - The scope of the project
 - Need for a vendor
 - Proposed method of inventory
 - Proposed home of the map/inventory
 - Proposed budget
- B. Secure funding for vendor to complete inventory and create map (if needed).
- C. Identify (and contract with if needed) the organization to conduct the inventory.
- D. Vendor or partner organization conducts inventory and creates map.
- E. Develop and implement plan to promote map to public.

2. Bevelop and implement plan to promote map to paolic.							
Short-term metrics:	Medium-term metrics:	Long-term metrics:					
Number of partners	Frequency of map updates	Number of parcels in their					
engaged	Number of people accessing	first year of use for urban					
 Partner demographics 	the map	agriculture					
Type of land access for		Change in number of					
urban agriculture		parcels in use for urban					
Acres of land used for urban		agriculture					
agriculture within		Length of time a parcel has					
Minneapolis		been in use for urban					
Acres of land identified with		agriculture					
potential to be used for							
urban agriculture							

Action 4: Encourage other government agencies to expand use of their land for urban agriculture. For example, Minnesota Department of Transportation & Hennepin County tax-forfeited land.

Tasks

- A. Meet with government agencies to understand their land use and community garden policies.
- B. Work with government agencies to support the use of land for urban agriculture, including facilitating existing funding for this use.

Short-term metrics:	Medium-term metrics:	Long-term metrics:		
 Number of government agencies engaged Number of existing community garden policies 	Number of updated/new policies to allow for urban agriculture	 Number of agencies who expanded their land for urban agriculture Number of lots that were transitioned to urban agriculture 		
		 Number of acres of land being used to grow food 		

Action 5: Create an equity-focused resource hub that connects people to technical assistance for accessing land and other resources (e.g., liability insurance) for growing food in Minneapolis.

- A. Research existing models of urban agriculture resource hubs.
- B. Identify and convene key partners to determine approach, including operation and ownership, sustainability models.
- C. Identify potential resources and capacity of partner organizations.
- D. Identify funding.
- E. Build resource hub.
- F. Advertise resource hub.
- G. Launch resource hub.

G. Ladrich resource hab.							
Short-term metrics:	Medium-term metrics:	Long-term metrics:					
Number of resources	Types of TA provided	Number of land leases with					
identified	Number of TA requests	public entities in the city for					
Number of existing models	received	urban agriculture					
of urban agriculture	Number of TA requests	Length of leases with public					
resource hubs identified	fulfilled	entities in the city for urban					
	Demographics of those	agriculture					
	receiving TA	Number of those receiving					
	Demographics of those	TA through the resource					
	providing TA	hub that access public land					
	Number of partner	for urban agriculture					
	organizations						

Action 6: Explore interactions between state building and fire codes and City zoning codes to allow hoop houses to stay up year-round (i.e., eliminate the 180-day limit).

Tasks

- A. Work with internal partners to determine the specific barriers in state building and fire codes.
- B. Build buy-in and education about the role of hoop houses in urban agriculture.
- C. If necessary, work with State of Minnesota staff and legislators to pursue State level changes.
- D. Design and draft policy with Community Planning & Economic Development that allows year-round hoop houses.
- E. Go through City Council to pass policy.

Short-term metrics:	Medium-term metrics:	Long-term metrics:						
Number of partners	Amendments made to state	Number of permitted hoop						
 Number of barriers 	building code	houses up year-round						
identified	Number of City Council	Demographics of those						
Feasibility of year-round	members in support of the	using permitted hoop						
hoop houses	new policy	houses						

Action 7: Provide financial incentives such as grants to support the construction and use of energy efficient season extension/controlled environment growing structures for fruit and vegetable production.

- A. Design a program to fund energy efficient season extension/controlled environment growing structures, in collaboration with community-based organizations.
- B. Secure funding.
- C. Conduct RFP process to select partners.
- D. Complete contracting process.
- E. Build structures or otherwise fund structure improvements/maintenance.

Short-term metrics:	ort-term metrics: Medium-term metrics:		
Number of community- based organizations in collaboration	 Number of proposals received Dollar amount of financial incentives distributed Number of organizations receiving financial incentives Demographics of organizations receiving incentives described Demographics of people growing in the structures 	 Number of people using growing structures Number and type of structures built/maintained 	

Potential Partners: Urban Agriculture

Organization	UA 1	UA 2	UA 3	UA 4	UA 5	UA 6	UA 7
American Farmland Trust	Х			Х			
Appetite for Change (AFC)					Χ	Χ	
Center for Urban and Regional Affairs (CURA)			X				
City of Minneapolis Health Department- Sustainability, Healthy Homes, and Environment							X
City of Minneapolis, Public Works Department		X	X				
Community Planning & Economic Development Department (CPED)	X	X	X	X		X	
Compeer	X			Χ	Χ		
Dr. Anu Ramaswami & others in academia			X				
Farm Services Agency					Х		
Growers and organizations utilizing season extension & those who might be interested, especially indigenous organization							X
Hennepin County climate			Х				
Hennepin County, Environment and Energy					x		
Hmong American Farmers Association (HAFA)						X	
Land Stewardship Project					Χ	Χ	
Metro Food Justice Network			X				
Minneapolis Edible Boulevards							Χ
Minneapolis Park & Recreation Board	X	X	X	X	X		
Minneapolis Public Schools						Х	
Minnesota Department of Agriculture	X				X		

Organization	UA 1	UA 2	UA 3	UA 4	UA 5	UA 6	UA 7
Minnesota Department of Labor and Industry						X	
Minnesota Department of						^	
Transportation			Χ				
Minnesota Land Trust	Χ			X			
Minnesota State Horticultural							
Society			X				
Neighborhood organizations					Χ		
Other government agencies				Х			
Pillsbury United Communities					Χ	Х	
Plant-Grow-Share			Х		Х		
Property owners			X				
Public Health Law Center						X	
Ramsey County			Х				
Renewing the Countryside					Х		
Sustainable Farming							
Association					Χ		
Tamales Y Bicicletas						Χ	
Twin Cities Agricultural Land							
Trust	X			Х	X		
United States Department of	V			V	V		
Agriculture (USDA)	Χ			X	X		
University of Minnesota		X	X				
University of Minnesota Center for Sustainable Building							
Research							Х
University of Minnesota,							
Extension Evaluators					Χ		
Urban agriculture community							
organizations							Χ
Urban farmers, gardeners, &							
garden sponsor organizations	Χ		X	X		X	
USDA Natural Resources Conservation Service (NCRS)	Χ			X	X	X	X
Watershed management							
organizations				X			
Youth Farm						Х	

Local Food Procurement

MFV Strategy 4.1: Improve accessibility to and availability of nutritious, culturally relevant, locally, and sustainably grown foods at places such as schools and universities, hospitals, care facilities, childcare providers, correctional facilities, hunger relief programs, worksites and any places where food is sold.

MFV Strategy 1.2: Increase purchasing of locally and sustainably grown foods by institutions and businesses within the city.

Action 1: Support City Council adoption of a values-based food purchasing policy to set guidelines for food purchased by the City or through City-funded contracts that prioritizes local and/or "socially disadvantaged/emerging" food businesses, growers, and producers and sets standards for fair pricing and labor practices to protect suppliers.

- A. Research value-based food policies in other jurisdictions.
- B. Assess current city expenditures on food.
- C. Reconnect with the Twin Cities Good Food Purchasing Program (GFPP) Coalition and gauge interest and capacity of former partners.
- D. Understand barriers and feasibility of implementing a values-based purchasing policy for food.
- E. Convene community and government stakeholders to discuss and agree upon values that will make up a values-based purchasing policy for the city.
- F. Draft a values-based food purchasing policy that sets goals and guidelines for the City and City-funded contracts and encourages other institutions to abide by this policy.
- G. Build community support and have the Homegrown Minneapolis Food Council endorse the policy.
- H. Bring the policy to City Council.

Short-term metrics:	Medium-term metrics:	Long-term metrics:
 Number of food policies researched Number of barriers identified Number of partners interested 	 Number of council members in support of the policy Number of contracts that prioritize local and/or "socially disadvantaged/ emerging" food businesses, growers, and producers Number of food businesses using standards adopted/recommended by City Council Demographics of population served by institutions purchasing and serving locally grown and locally made foods 	 Amount of money the City and other businesses/ organizations spend on values-based food purchases Percent of institutional food purchases spent on locally grown and locally made foods

Action 2: Engage a coalition of business leaders from institutions, and businesses of all sizes, that sell and buy food in Minneapolis to better understand advantages and challenges in working with small and/or emerging food businesses, producers, and growers; with the goal of building support for and a culture around local, values-based procurement.

- A. Identify businesses leaders from institutions and businesses that buy and sell food in Minneapolis.
- B. Research past supply chain analyses.
- C. Gather information from business leaders, either through group conversations or surveying, to understand who is and who is not currently working with small and/or emerging food businesses, producers, and growers and what challenges and barriers are present.
- D. Gauge interest from business leaders in supporting a Good Food Purchasing Program (GFPP) policy.
- E. Synthesize information gathered to identify themes, common challenges, shared advantages, and then use that information to inform the creation of a values-based food purchasing policy which includes guidance on how to support and work with small and emerging food businesses.

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Short-term metrics:	Medium-term metrics:	Long-term metrics:			
 Number of business 	 Number of business 	 Number of institutions 			
leaders involved	leaders currently	and businesses			
 Number of challenges 	working with small and/	engaging in values-			
identified	or emerging food	based procurement			
	businesses				
	 Number of business 				
	leaders interested in				
	working with small and/				
	or emerging food				
	businesses				

Action 3: Facilitate connections between emerging/small food businesses, growers, and producers (vendors) and agencies, programs, and organizations that help with access to capital, business development, obtaining certifications, and abiding by regulations.

- A. Research needs and barriers of vendors either through existing data sources or new data collection.
- B. Identify existing programs/organizations that offer assistance to vendors.
- C. Identify opportunities to fill gaps in the current capacity of vendors to sell to institutional purchasers and other marketplaces.
- D. Build relationships with and collaborate with existing programs/organizations to create a "pipeline" that can offer ongoing assistance to vendors with the goal of better positioning them to be able to work with institutions and other marketplaces.

Short-term metrics:	Medium-term metrics:	Long-term metrics:
 Number of programs that offer assistance to vendors Vendors identified Number of barriers identified Number of gaps in current capacity identified 	 Number of existing programs collaborated with Number of vendors served/receiving assistance Number of meetings with vendors Number of institutions and other marketplaces working with vendors 	Number of vendors with access to capital, business development, obtaining certifications, and abiding by regulations

Potential Partners: Local Food Procurement

Organization	LFP 1	LFP 2	LFP 3
Center for Good Food Purchasing	X	X	
Cities with values-based food purchasing programs	X	X	X
City of Minneapolis - Finance & Property Services	X		
City of Minneapolis, City Council	X		
City of Minneapolis, CPED- Small Business Assistance			x
Convention Center	Χ	Χ	
Education & early care providers		X	
Food Distributors		X	
Grocery Retailers		Χ	
Healthcare institutions, including hospitals		X	
Minneapolis Public Schools	Χ		
Minnesota Department of Agriculture			X
Minnesota Farmers Market Association			X
Minnesota Institute for Sustainable Agriculture (MISA)			X
Neighborhood Development Center (NDC)			X
Northside Economic Opportunity Network (NEON)			X
Public Health Law Center	Χ		
Renewing the Countryside			Χ
Second Harvest Heartland		X	
The Food Group		X	
The Good Acre (TGA)			Χ
Twin Cities GFPP Coalition Members (past)	X		
University of Minnesota	X	X	X

Equitable Food Access

MFV Strategy 4.3: Improve accessibility and affordability of nutritious, locally grown, and culturally relevant foods.

Action 1: Disrupt the trend of grocery stores closing and support small business development by establishing a significant, ongoing operating subsidy for grocery stores in communities experiencing food apartheid, while prioritizing locally, community, or co-operatively owned enterprises.

- A. Define and identify communities experiencing food apartheid in Minneapolis (in conjunction with Action 2).
- B. Identify and research existing models of municipalities in the U.S. that offer subsidies or other financial supports to grocery stores.
- C. Engage with existing and prospective retailers to understand what support is needed to maintain new and existing grocery outlets.
- D. Engage with community members experiencing food apartheid to better understand their needs, including what they look for in a "grocery store" and build up public support for grocery store subsidies.
- E. Collaborate with relevant City and County departments to determine feasibility of providing operating subsidies or other financial supports to grocery stores.
- F. Send a recommendation, which includes criteria developed in consultation with community members, to the Mayor and City Council that encourages a policy and/ or further action to provide subsidies or other financial supports to grocery stores.

Short-term metrics:	Medium-term metrics:	Long-term metrics:
 Number of communities experiencing food apartheid in Minneapolis Number of retailers worked with to understand challenges Number of community members engaged in the process 	 Number of grocery stores opening and closing in communities experiencing food apartheid in Minneapolis 	 Number of food access points that are accessible both physically and economically Retention of grocery stores over time

Action 2: Conduct a Minneapolis-wide food access assessment to understand food access issues, gather data on demographics of those that are impacted by food insecurity, and map out existing food access points.

- A. Identify existing food studies that can be used as templates and talk to local municipalities to determine best practices.
- B. Invite partners to provide advice on research questions and other aspects of study design.
- C. Determine available data sets and those that should be collected through this assessment and mapping process. Consider qualitative data, mainly through community storytelling, and how that can contribute to this research.
- D. Determine who can conduct this assessment.
- E. Complete assessment and mapping process.
- F. Once complete, invite partners to analyze and interpret the assessment and mapping data, use results to inform further work, and determine how frequently this assessment should be conducted to maintain up-to-date data and identify trends.

Short-term metrics:	Medium-term metrics:	Long-term metrics:
 Number of partners engaged Number of food studies identified 	 Number of available data sets Number of variables to be collected Number of partners report is shared with 	 Number or percent of people experiencing food insecurity

Action 3: Advocate for and support local, state, and federal policies and regulations that can help address the root causes of food insecurity which can include, but is not limited to:

- Expanding eligibility, availability of, amount of aid received, and types of food that can be purchased (including hot/ prepared meals), through food assistance programs (SNAP, WIC, etc.)
- Increasing the minimum wage
- Access to and availability of affordable housing
- Accessible and affordable healthcare
- Quality and accessible education and childcare

And in the process, increase engagement with Homegrown by having more guests at meetings and building relationships with community stakeholders and community-based organizations (CBOs) so we can collectively learn and build support for any actions and policies that work to eradicate food insecurity.

- A. Invite speakers, identify resources, facilitate dialogue, and/ or host presentations during Food Council meetings to help community members learn about the following topics:
 - Links between poverty and food insecurity and how addressing the above issues can decrease rates of food insecurity
 - Understanding the Social Determinants of Health Framework, how it affects food insecurity, and how community stakeholders' work aligns with this concept
 - Political processes and community organizing so individuals and organizations are better equipped to advocate for and support policies, at the local, state, and federal level that address issues that contribute to food insecurity
 - Better understand current and pending legislation at the local, state, and federal level that addresses issues that contribute to food insecurity
- B. Build mutually beneficial relationships with Community Stakeholders and CBOs through outreach, inviting them attend Food Council meetings/ events, and supporting their work
- C. Write letters of support for any actions and/ or policies moving through City Council that address underlying issues that contribute to food insecurity.
- D. Identify additional actions that allow community stakeholders to show support and advocate for campaigns and proposed policies to address the root causes of food insecurity. This can include but is not limited to:
 - Petition circulation and signing
 - Making public comments
 - Participating in public comment periods

Short-term metrics:	Medium-term metrics:	Long-term metrics:
 Number of speakers invited Number of meetings for community members Number of community members attending meetings Participant knowledge increase 	 Number of letters of support written Number of actions and/or policies moving through City Council that address underlying issues that contribute to food insecurity Number of policies passed to support food security 	Number or percent of people experiencing food insecurity

Potential Partners: Equitable Food Access

Organization	EFA 1	EFA 2	EFA 3
City of Minneapolis Health			
Department, Epidemiology,			
Research, and Evaluation Team		X	
City of Minneapolis, City Council	X	X	X
	^	Λ	^
City of Minneapolis, Mayor's office	Х	X	Χ
Community based		^	^\
organizations	Х	X	Χ
Community Planning &			
Economic Development			
Department (CPED)	Χ		
Feeding America		X	Χ
Food recovery network			Χ
Food Retailers		X	
Food Shelves		X	
Food Works Group		X	
Foundation for Essential Needs			
(FFEN)		X	
Grocery Retailers	X		
Healthcare institutions,			
including hospitals			Χ
Hennepin County, Economic			
Development	X	X	
Hunger Solutions		X	X
Minnesota Department of			
Commerce	X		
Municipal Food Systems/ Security offices		v	
Public Health Law Center	X	X	X
		X	^
Ramsey County			
Second Harvest Heartland		X	
The Food Group		X	
University of Minnesota		X	
University of Minnesota,			
Extension Evaluators		X	
University of Minnesota,			
Urban Research and Outreach Engagement Center (UROC)		Χ	
Linguagement Center (UNOC)		^	

Food Skills

MFV Strategy 2.3: Strengthen food skills to grow, prepare, and preserve healthy, culturally relevant foods for all people, with a focus on underserved communities

Action 1: Conduct a food skills knowledge inventory across the city to understand types, focus, audiences and reach of food skills learning opportunities, including a gap analysis. Identify next steps to fill these gaps and amplify/enhance existing assets. Following this, promote and publicize a comprehensive list of food skills learning opportunities available across the city via numerous channels.

- A. Identify and convene key partners to clearly define:
 - "Under-served communities"
 - The scope of the food skills inventory and gap analysis, including food skills to be addressed/assessed
 - How people prefer to access information and skills building opportunities current use of existing food skills resources
- B. Conduct the assessment and gap analysis
- C. Develop and implement plan to promote existing resources
- D. Develop plan to address identified gaps, including prioritizing which food skills to focus on

Short-term metrics:	Medium-term metrics:	Long-term metrics:
 Number of partners engaged Number of existing resources Number of gaps identified in gap analysis 	 Number of opportunities available Number of people who accessed the list of food skills learning opportunities Number of city channels promoting opportunities 	 Number or percent of people reporting increased food skills Time spent on food preparation Money spent on food

Action 2: Recommend to the Mayor and City Council that they support a new state policy requiring food skills as a high school graduation requirement.

- A. Identify and consult with key stakeholders, including food skills organizations listed in Action 1.
- B. Research whether similar standards have been introduced and/or successfully implemented, as well as existing related standards and enrollment in existing related courses, in the Twin Cities Metro or other locations, with attention to unintended consequences and equity considerations.
- C. Identify and address barriers that would prevent this from being implemented, including:
 - Funding for school personnel and/or external organizations to provide instruction
 - Needed infrastructure (space, tools, supplies)
 - Curriculum that is culturally relevant and honors multiple ways of knowing
- D. Identify and summarize research that supports food skills graduation standards.
- E. Make the recommendation.

Short-term metrics:	Medium-term metrics:	Long-term metrics:
 Number of supports identified Number of barriers identified Number of similar standards researched Number of schools offering food skills learning opportunities 	Number of City Council members supporting policy	Number of high school graduates with food skills

Potential Partners: Food Skills

Organization	FS 1	FS 2	Organization	FS 1	FS 2
Appetite for Change (AFC)	Х		Minneapolis Edible Boulevards	X	
Charter schools & private schools		X	Minneapolis Federation of Teachers and Educational Support Professionals, Local 59		X
City of Minneapolis, Intergovernmental Relations Office		X	Minneapolis Park & Recreation Board	X	
Community based organizations	X		Minneapolis Public Schools - Curriculum & Instruction team - Equity & School Climate team - Family and Consumer Science (FACS) instructors and coordinator - High school students & families - School Gardens		X
Faculty and students from local higher ed, including culinary programs at Hennepin Tech and MCTC	X		Minnesota Farm to School Leadership Team		X
Food Corps		X	Minnesota Governor's Office		x
Food security organizations in Minneapolis	X		Minnesota State Horticultural Society	X	
Food Works Group	Χ		Minnesota State Horticulture Society	X	
Garden centers that offer classes	X		Plant-Grow-Share	X	
Healthcare institutions, including hospitals	X		Public Health Law Center		x
Hennepin County Libraries	Χ		The Good Acre (TGA)	Х	
Master Gardeners	X		University of Minnesota Extension, SNAP-Ed	Х	X
Metro Food Justice Network, Youth Team		x	Youth Farm	X	
Midwest Food Connection	Χ				
MinneAg		Χ			

Wasted Food

MFV Strategy 5.1: Establish policies including financial incentives to manage food at its highest and best use and prevent food loss (waste reduction, food to people, and food to animals before composting or anaerobic digestion).

MFV Strategy 5.2: Create and maintain food waste management systems that are widely accessible, sustainable, and contribute additional benefits to our food system (such as composting).

Action 1: Support, promote, and expand Hennepin County's residential and commercial programs for wasted food reduction, food preservation, and donation.

- A. Annually, educate the Food Council, partners, and staff on the technical, educational, and financial resources available to residents, businesses, and schools (e.g., presentation to Food Council, use Hennepin County materials when Homegrown does tabling).
- B. Help recruit businesses into the Business Recycling or Waste Prevention grant programs.
- C. Promote residential Stop Food Waste Challenge.
- D. Assist Hennepin County in identifying partners for food rescue and donation efforts.

Short-term metrics:	Medium-term metrics:	Long-term metrics:
 Number of presentations and number of people at presentations Number of events attended Participant's knowledge increased Change in awareness of programs 	 Number of businesses enrolled in the Business Recycling and Waste Prevention grant programs Number of people participating in the Stop Food Waste Challenge Number of partners for wasted food reduction, food preservation and food donation efforts 	 Changes in amount of rescued food per capita Types of food being rescued Changes in percentage of food waste

Action 2: Provide education, incentives, and ongoing support for food establishments to better enable them to first prevent wasted food, then donate surplus edible food, and finally send surplus food to animals.

- A. Convene key partners to identify:
 - Target audience(s)
 - Barriers and incentives for target audience(s)
 - Support needed for target audience(s)
 - Partners needed based on audience(s)
- B. Create materials/resources for food establishments to illuminate the issue of wasted food and highlight ways they can take action:
 - Printed materials & webpage (including translated)
 - Videos (including in non-English languages)
 - Trainings for Environmental Health Specialists (inspectors)
- C. Promote and share resources to partners
- D. Provide ongoing support to partners

Short-term metrics:	Medium-term metrics:	Long-term metrics:
 Number of materials created Number of website views/interactions Number of video views Number of trainings provided Knowledge increase after participation in training 	 Amount of unwasted or donated food Number of requests for support Number of incentives provided 	 Number of restaurants reporting less wasted food Number of restaurants staying engaged in wasted food prevention over time

Action 3: Clarify, streamline, and disseminate health department regulations that pertain to food donation to ensure food safety without imposing undue barriers to donation

- A. Meet with partners to understand current regulations and donation opportunities for different types of food establishments.
- B. Meet with Environmental Health to understand current regulations and explore opportunities to streamline them.
- C. Engage food businesses to understand real and perceived barriers to food donation.
- D. Work to streamline regulations, as needed.
- E. Compile donation resources and best practices from local and national examples.
- F. Create (if needed) and promote best practices for food donation for grocery stores, restaurants, food trucks, chains, and other food establishments.
- G. Document testimonials and examples for donors and recipients.

Short-term metrics:	Medium-term metrics:	Long-term metrics:			
 Number of barriers identified Number of supports identified Number of businesses and departments in support Number of businesses and departments not in support 	to submit plans	 Rate of compliance Amount of organics recycling by source (food businesses) 			

Action 4: Assess scope of under-tapped sources of surplus edible and desirable food that could potentially be donated and create plan to support food rescue efforts.

Tasks

- A. Identify and convene key partners to understand
 - Existing food rescue models and research
 - Gaps and opportunities in food donation system, including infrastructure and technology
 - Priorities for donors and recipients
- B. Partner with Hennepin County to use NRDC rescue calculator or full assessment methodology to estimate the scale of under-tapped sources of surplus food that could potentially be donated.
- C. Identify potential food donors based on gaps, needs/priorities from step A.
- D. Help recruit food donors and link them to existing organizations.
- E. Help recruit food rescue volunteers and link them to existing organizations.
- F. Create paid or incentivized positions to rescue food regularly.

Short-term metrics: Medium-term metrics: Long-term metrics:				
onore term metries.	Long-term metrics:			
 Number of partners engaged Number of barriers identified Number of supports identified Number of supports identified Number of businesses engaged Number of businesses by food establishments Amount of food do Types of food resculations Number of regulations Types of food resculations Types of food resculations Types of food resculations Types of food resculations Types of food do Types of food do Types of food do Types of food resculations Types of food do 				

Action 5: Explore feasibility of requiring food establishments to submit organics/recycling collection plans to the City.

- A. Research similar programs in Minnesota and other locations.
- B. Meet with businesses affected, CPED, and/ or other relevant City departments to discuss feasibility, potential incentives, and what mechanism might be best.
- C. Identify barriers and implementation steps.
- D. Garner support from affected departments and businesses.
- E. Secure funding to implement the change
- F. Change the relevant ordinance, if needed.
- G. Provide support to affected businesses to implement changes.

Short-term metrics:	Medium-term metrics:	Long-term metrics:			
 Amount of food that could be rescued Number of new potential donors 	 Number of new actual donors Amounts and types of food donated Number of volunteers Number of paid or incentivized positions created 	 Amount of food rescued Types of food rescued 			

Potential Partners: Wasted Food

Organization	WF 1	WF 2	WF 3	WF 4	WF 5	
Appetite for Change (AFC)	Х					
Business associations	Х					
City of Minneapolis Health Department, Environmental Health	X	X	x			
City of Minneapolis Public Works, Solid Waste and Recycling		X			X	
City of Minneapolis, City Council					X	
City of Minneapolis, Communications		X				
City of Minneapolis, CPED - Small Business Assistance					X	
City of Minneapolis, Information Technology (IT)					X	
Culinary instructors at Hennepin Tech, MCTC	Х					
Food Banks (e.g., Second Harvest Heartland, The Food Group)	X					
Food business advocacy groups					Χ	
Food Businesses affected by Ordinance 13					X	
Food donors from different sectors			X	X		
Food Shelves	X	X	X	X		
Food Truck Association			Χ			
Foundation for Essential Needs (FFEN)		X	X	X		
Grocery Retailers			Χ			
Hennepin County Waste Reduction & Recycling	Х					
Hennepin County, Environment and Energy		X	X		X	
Hospitality Minnesota	ļ		X		X	
Master Gardeners	Χ					
Midwest Food Connection	Χ					
Minnesota Department of Health			X			

Organization	WF 1	WF 2	WF 3	WF 4	WF 5
Neighborhood commercial districts (e.g., Special Service Districts)	X				
Public Health Law Center	^		Χ		
Second Harvest Heartland		X	X	X	
The Food Group			X	Х	
Too Good To Go				Χ	
Twin Cities Food Justice (TCFJ)	X	X	X	X	
University of Minnesota Extension, SNAP-Ed	X				
Volunteer orgs (e.g., Volunteer Match)				X	
Waste Management companies					Х
Waste Wise	Χ	Χ	Χ		
Youth Farm	Χ				

Evaluation

Homegrown staff worked with the Epidemiology, Research, and Evaluation (ERE) team within the Minneapolis Health Department (MHD) to develop an evaluation plan. This evaluation plan will allow us to track progress, measure impact, and ensure accountability during the implementation of the action plan.

Overview

Evaluation is a systematic method used to determine the effectiveness of a certain policy, program, or intervention and how well it's working to achieve its intended goal or outcome. Evaluation of the action plan will help us understand how we can better implement program activities (process improvements) and the impact of our efforts (community-level outcomes). It will also ensure the City is accountable to the Food Council and community.

We will use multiple kinds of evaluation, including:

- **Process evaluation** assesses how a body of work is planned, refined, and implemented. It considers the structure and operations of an initiative and determines if we did what we set out to do.
- Outcome evaluation assesses whether changes occurred and to what extent they can be attributed to the work that was done. This helps determine the effectiveness of the efforts. Outcome evaluation focuses on the short and intermediate-term changes.
- **Impact evaluation** assesses the impact of the efforts on long-term and widespread changes. This type of evaluation helps us determine how we are working towards our bigger goals.

Evaluation starts at the beginning of implementation, not the end. It is critical to have a plan and understand what information we want to collect during the implementation process.

Data collection and analysis

We will solicit and collect various types of information and data that to us better understand the current project phase, changes we may need to make, and further actions needed to meet our goals.

Data collection is how we ask for and gather data. Homegrown staff, the Food Council, and other partners will assist with collecting and providing data. This allows us to measure the metrics and indicators that were developed in collaboration with Homegrown staff, ERE staff, the Food Council, and community members.

The type of data and the methods we use to attain it will vary by action but will include a mix of qualitative and quantitative data.

- Qualitative data can be used to help us understand certain conditions or feelings towards something. Examples of this type of data can include the reasons why people don't have time to cook regularly, barriers to accessing land for urban agriculture, or the criteria the City should use to determine from whom it will purchase food. This type of data can be collected using methods like conducting interviews or making observations.
- Quantitative data can be counted or measured using numbers. Examples can include the
 percentage of people who cook regularly, the number of City-owned lots available for urban
 gardens, or how much the City spends on food annually. This type of data can be collected using
 methods like reviewing reports or conducting surveys.

Data analysis will help us understand what the data is saying and will be an important part of completing program evaluation for action plan implementation efforts. The evaluation plan includes suggested methods of data analysis based on the data source and data collection method for a specific metric. One example might be a qualitative analysis of emerging themes from surveys of urban growers.

City staff will primarily be leading and conducting data analysis efforts. However, we will work with external partners and organizations to assist in this process.

Sample evaluation plan

This is an example of what the evaluation plan looks like:

Process or Outcome	Indicator	Data source	Data collection method	Data collection timeframe	Data collection leader	Data collection partners	Data analysis method	Data analysis timeframe	Data analysis leader	Data analysis partners
Outcome: To what extent have other government agencies been encouraged to expand use of their land for urban agriculture?	Number of updated/new policies to allow for urban agriculture Number of agencies who expanded their land for urban agriculture	Review of other agency policies Lease agreements	Document/policy review	TBD	Homegrown Minneapolis	Other government agencies	Qualitative data analysis	TBD	Minneapolis Health Department Epidemiology, Research, and Evaluation team	Homegrown Minneapolis

The evaluation plan explained:

- Process: Process evaluation assesses how the work is developed and implemented and may
 investigate the structure and operations of the work. It allows us to understand if we did what
 we set out to do and the successes and barriers we experienced during implementation.
- Outcome: Outcome evaluation investigates changes that have occurred and the extent that impact can be attributed to the work we did.
- Metric: a qualitative or quantitative measurement that provides insight into the progress or state of something.
- Data source: The places we are getting data from such as an existing data set (secondary data) or data that we need to collect ourselves (primary data).
- Data collection method: The different ways we will collect the data.
- Data collection timeframe: When we will be collecting and soliciting data.
- Data collection leader: The person who will oversee the process and storage of the data that is collected.
- Data collection partners: Other individuals and organizations who will be involved in collecting data.
- Data analysis method: How we will interpret and explain the data that was collected.
- Data analysis timeframe: When we will be analyzing the data.
- Data analysis leader: The person who will oversee the process, storage, and reporting of the data that is collected.
- Data analysis partners: Other individuals and organizations who will be involved in analyzing data.

Transparency

The purpose of the action plan evaluation is to collect information and share it with the public in order to collectively work towards building a more equitable, sustainable, and local food system. Information collected may be shared with anyone who requests it. Some examples of what this information may be used for includes reports, press releases, or to inform further research and action.

Data collected throughout this process will be stored and shared in a manner that abides by all applicable policies, laws, and ethical standards. Personal identifiable information will be anonymized for any participants that request us to do so.

Reporting

Evaluation reporting is important for accountability and for planning future efforts. For the Minneapolis Food Action Plan, reports will vary depending on the specific action. The Food Council will work with staff to determine how and when to report on the evaluation of projects. Reporting will help us be accountable to the community and share lessons learned with the public and interested organizations.

Homegrown staff may provide updates on their work through its newsletter, the City's website, on City social media channels, through formal press releases, or through reports. Anyone can also request updates or ask questions about progress on the action plan at any time by attending a Homegrown Minneapolis Food Council meeting or by emailing homegrown@minneapolismn.gov

Next steps

Evaluation is a continuous process. Homegrown staff will continue to work with the ERE team to develop the evaluation plan, focused on both process improvements and community-level outcomes. We will work in collaboration with the Food Council and community members to implement the evaluation plan, share results, and adapt our work based on what we learn.





For reasonable accommodations or alternative formats please call 311 at 612-673-3000. People who are deaf or hard of hearing can use a relay service to call 311 at 612-673-3000. TTY users can call 612-263-6850.

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