

Community Food Equity Initiative

August 2014

Dane County and the City of Madison have each implemented important and exciting projects to help strengthen our local food system. The two food councils along with the Dane County Food Coalition are helping us identify solutions and strategies to address tough issues in our food system. Through a collective impact approach and strategic investments we can continue to build and support a healthy, equitable and prosperous local food system. By improving our food system, we can also address equity and workforce development issues in our community.

The Community Food Equity Initiative provides strategic alignment, clear goals, and collaborative actions to leverage results. To achieve a healthy, equitable, and prosperous local food system we need to accelerate collaboration, education, community empowerment, planning and policy prioritization, and investment in our food system – in other words, we need to cultivate a culture that values and is committed to sustainable and equitable food system outcomes.

There are roles for local government and other organizations and individuals in transforming our community food system. Using Kania and Kramer's (2011) notion of collective impact, we can address these complex issues. Collectively, we can accomplish more together than we ever could alone.

This document highlights both current and future projects of both Dane County and the City of Madison that will move us forward in creating an equitable local food system. These projects are at early stages in their development and this proposal outlines the support necessary to continue the strides we are making as a community. It is important to note that not all of these efforts can or should be solely supported by the public sector if we are to move the needle. We have community partners who are ready and willing to take this opportunity to join us in our efforts to improve food access and decrease other inequities across the food system.

In an effort to create systemic change, we must endeavor to ensure that all individuals have the tools and resources they need to make healthful food and lifestyle choices and have equitable opportunity to participate in our community food system.

Collective Impact

Kania and Kramer (2011) contend that five conditions must exist within a network in order to effect meaningful change. Those conditions include:

- Common agenda across organizations
- Shared measurement systems;
- Mutually reinforcing activities that create synergy rather than redundancy
- Continuous communication across and within organizations
- Backbone support organizations that can plan, manage, and support the initiative so it runs smoothly

Projects	Goals/Importance	Current Support	2015 Request	Future Support
Community Gardens	<ul style="list-style-type: none"> Increase food production Leadership development Neighborhood engagement Youth Development Gardening skills 	<p>County: UWEX horticulture staff, Master Gardeners, land</p> <p>City: Parks, Streets, Over \$55,000 in CDBG Funds; \$12,000 Strategic Planning</p> <p>Partners: Community GroundWorks and other volunteers donating time</p>	<p>\$75,000</p> <p>\$75,000</p>	<p>No increase in 2016</p> <p>No increase in 2016</p> <p>Grants and other revenue sources</p>
Gardens for Empowerment	<ul style="list-style-type: none"> Youth & adult employment Gardening skills Increase access to fresh food Leadership development Stronger neighborhoods Neighborhood beautification Empowered residents 	<p>County: UWEX staff time, AmeriCorps VISTAs, horticulture and youth development programming support.</p> <p>City: \$0</p> <p>Partners: Youth Services of So. Wis. provides youth, Edgewood College Sustainable Leadership, and others</p>	<p>\$170,000</p> <p>\$0</p>	<p>No increase in 2016</p> <p>Grants and other revenue sources</p>
SNAP program at Farmers' Markets (including incentive program)	<ul style="list-style-type: none"> Access to healthy food Increase purchasing power of EBT users Economic opportunity for local/regional farmers 	<p>County: \$10,000</p> <p>City: \$25,000</p> <p>Partners: CAC, \$15,000 private donations</p>	<p>\$25,000</p> <p>\$25,000</p>	<p>No increase in 2016</p> <p>No increase in 2016</p> <p>Additional USDA FINIP Support</p>
Dane County Demonstration Farm (includes Huber training program)	<ul style="list-style-type: none"> Develop farm to demonstrate intensive production and season extension techniques Train new farmers & farm workers Huber participants: Gain farm employment skills Reduce time in jail Reduce recidivism 	<p>County: land identified for demonstration farm, UWEX staff providing farm planning</p> <p>City: \$0</p> <p>Partners: Farley Center - \$7,000 for planning</p>	<p>\$186,500</p> <p>\$0</p>	<p>Other revenue sources; USDA programs</p>

SEED Grants	<ul style="list-style-type: none"> Increase access to healthy, affordable food for children, families. Greater coordination, collaboration amongst programs, projects. Greater innovation across community providers. 	County: \$0	25,000	Cap at 2015 levels
		City: \$50,000	75,000	Cap at 2015 levels
		Partners: \$0		
Madison Public Market District	<ul style="list-style-type: none"> Catalyze economic development around site. Increase demand for local/regional products. Incubate small locally-owned businesses. Fill certain local/regional food system infrastructure gaps. Provide affordable food access point for neighborhood. 	County: \$0	\$0	
		City: \$250,000	\$5,000,000	\$3,000,000
		Partners: Seeking private partners	\$3,000,000	

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Project Descriptions:

Community Gardens

A Community Gardens Partnership is being developed consisting of three core partners: Dane County UW Extension, the City of Madison (primarily the Parks Dept.) and Community GroundWorks. The initial goal of the partnership is to build the framework for a deep and participatory, well designed and healthy collaboration. A strategic planning process will be initiated in the Fall of 2014.

The Community Gardens Partnership will reach far beyond the core partners to include a vast array of organizations, municipalities and programs working on community food issues. As the partnership expands the participation and scope will also expand.

The core partners will be responsible for overseeing community gardens through education, technical assistance, and community development efforts, and for the "care and feeding" of the Community Gardens Partnership by sharing responsibility for the overall operations and administration.

Expected Outcomes:

- Access to healthy fresh fruits and vegetables
- Gardeners engage in physical activity and skill building
- Revive and beautify public parks, vacant lots and create new green spaces
- Decrease violence in some neighborhoods
- Improve social well-being through strengthening social connections

Gardens for Empowerment (G4E)

G4E is about transforming the physical environment of neighborhoods with the goals of youth leadership development, employment opportunities for youth and adults, increasing social capital, neighborhood beautification, building local food systems, community organizing and empowerment.

The G4E Project is a collaboration between neighbors, landlords, community organizers, local agencies, and Dane County UW-Extension, whose long-range goal is to improve the livability of neighborhoods and to create a model of community building that can be replicated in other Dane County communities. The project contributes to the goal of stabilizing challenged neighborhoods by engaging neighborhood residents, including at-risk youth, in flower and vegetable gardening, neighborhood clean-up, and other community-building projects. In the process of gardening and completing other place-making projects, intergenerational groups of residents gain gardening skills, improve their surroundings, build relationships of trust, and establish safe and stable neighborhoods.

In the near-term, G4E provides summer employment for youth and adults, reduces levels of youth delinquency, creates well-managed gardens, builds gardening skills, and produces vegetables for use by neighbors and local food pantries.

Expected Outcomes:

- Youth gain social, leadership and employment skills
- Neighbors take leadership roles in the program and care of gardens
- Youth and neighbors gain gardening skills and knowledge
- Neighbors have access to fresh fruits and vegetables through their own harvest or at the food pantries where harvest is donated
- Involvement of neighbors and youth in the gardens create a stronger, safer neighborhood
- Neighborhood beautification
- Residents are empowered

Supplemental Nutritional Assistance Program (SNAP) and Incentives at Farmers' Markets

SNAP access through Electronic Benefits Transfer (EBT) programs provide critical access points for participants in the national food assistance program to fresh, healthy food directly from local and regional producers. There are currently twenty-six farmers' markets in Dane County, many of which do not have EBT programs.

In 2014, the City of Madison and Dane County contracted with Community Action Coalition of South Central Wisconsin to provide EBT services at the Dane County Farmers' Market, Brittingham Farmers' Market, and Capitol View Farmers' Market; the latter two did not previously have EBT access. The contract also guarantees the administration of the MadMarket Double Dollars Program, an incentive program for SNAP participants that provides a dollar-for-dollar match for any SNAP spent at the participating markets.

The MadMarket Double Dollars Program, piloted in 2013, is funded by private donors to the program. In 2013, over \$18,000 was spent in SNAP and matching dollars at three participating farmers' markets over a 12-week program. This year, the matching dollars were raised from Meriter, UW Health, Group Health Cooperative, Dean/St. Mary's, Heartland Credit Union, CUNA Mutual Foundation, and L'etoile/Graze. Over \$14,000 is available in 2014 for matching dollars.

Increased funding for 2015 from Dane County and the City of Madison will result in a broader program that will provide EBT services at existing markets in the county that do not currently offer the service. The funding will also be eligible for federal matching dollars that will support the MadMarket Double Dollars program and result in an expansion of the program.

Expected Outcomes:

- Increase access to healthy food
- Increase purchasing power of SNAP participants

- Economic stimulus to local/regional producers

Dane County Demonstration Farm and Huber Program

The consumer demand for locally grown food continues to expand. Institutions such as University of Wisconsin-Madison, K-12 schools, and local hospitals are all interested in sourcing more local food to meet the demand of their consumers. Institutional food buyers in the Dane County region were surveyed and identified a demand for \$18-\$26 million worth of produce per year, and up to 800,000 pounds of produce per week. But currently there is an inadequate supply of local product due to the limited number of farmers in southern Wisconsin raising produce at a scale to meet this market.

At the same time, there are many new and experienced small scale growers who want to develop profitable farm enterprises. They have a need to learn and improve their production and business planning skills to operate a sustainable farming business that meets their economic needs and serves the urban consumer. There is also a need for skilled farm laborers on farms throughout our region.

Dane County owns a great deal of farmland and County leadership has a desire to diversify the agricultural production on county owned property to better reflect Wisconsin's diverse agricultural economy and meet the needs of the local and regional food system. The County will provide land to develop a farm to serve as a demonstration and learning center for new and existing growers. Dane County UW-Extension educators will utilize the Dane County Demonstration Farm to focus on developing and teaching organic production techniques and business management skills designed to help growers build sound farm businesses that can fill the gaps in the current supply of local food.

Expected Outcomes:

- Operate a financially viable demonstration farm to address the gaps in the current local food supply
 - Grow produce for the institutional food market (hospitals, schools, etc.) at a price point that both supports the farmer and is affordable for the institutions.
 - Demonstrate intensive urban and peri-urban food production that makes a significant contribution to the local food supply, and offers pathways for individuals without their own land and other resources to enter farming and make a living.
 - Develop and demonstrate season extension techniques for crops through hoop houses and other production techniques that are both financially and environmentally sustainable.
- Train new farmers and assist them in setting up successful farm businesses
- Train new farm workers in production knowledge and skills so they can earn a living and make meaningful contributions to established farms

- Demonstrate to the broader community the value and potential of local food production.

Huber Program - Develop an agriculture training program on the Demonstration Farm for Huber participants who will have an opportunity to volunteer on the farm to learn and practice work skills.

Expected Outcomes:

- Huber participants gain farming skills and knowledge
- Huber participants gain employment skills
- Huber participants spend less time in jail
- Recidivism is decreased for Huber participants
- Farmers have access to reliable, motivated and skilled farm labor
- Farmers produce high quality food for a reasonable price for the community

City of Madison SEED Grant Program

In 2014, the Madison Food Policy Council (MFPC) administered \$50,000 in micro-grants with the purpose of increasing access to healthy, affordable food for children. Following the *Healthy Food for All Children in Dane County 10-Year Plan*, the MFPC aimed to fill a gap in funding by providing start-up funds for small projects or one-year gap funding for programs whose focus was children and families. The City received 26 proposals for a total request of over \$181,000. Ten proposals were selected, a few examples:

- **Madison Public Library-Foundation, Inc., "Good Snack Club"**: up to \$7,200 to create a new pilot program for afterschool youth in the Meadowood neighborhood to provide nutritious snack options at the library and neighborhood center.
- **REAP Food Group, Inc., "Improving School Access to Fresh Produce via Salad Bars"**: up to \$7,200 to purchase and install refrigeration equipment at two elementary schools, Lincoln and Orchard Elementary, to implement daily salad bars as a part of the school lunch program.
- **Bayview Foundation, Inc., "Brittingham Farmers' Market"**: up to \$6,000 to establish a farmers' market at Brittingham Park through staffing for market coordination, promotion of the event, and basic supplies for the market.
- **Akira Toki Middle School, Madison Metropolitan School District, "Growing a Healthy Meadowood Community (Learning to Grow & Growing to Learn)"**: up to \$5,092 to expand the school garden, purchase supplies, support curriculum development, and support publicity of the programming.
- **Spring Rose Growers Cooperative, "Cooperative Harvest for Healthy Communities"**: up to \$7,300 to establish a pilot "vegetable voucher" program at two satellite public health clinics. The two sites, East Washington Avenue and South Park Street, WIC clients

will be able to pick up their benefit checks and additionally receive vouchers for purchase of seasonal vegetables at the sites through the weekly delivery from the Cooperative.

Expected Outcomes:

- Increase access to healthy, affordable food for children, families.
- Greater coordination, collaboration amongst programs, projects.
- Greater innovation across community providers.

Madison Public Market District (MPM)

The City of Madison is creating a Business Plan for the Madison Public Market District. MPM will be an indoor, year-round facility that builds on and supports the Madison area's abundant local food system and numerous innovative food businesses and organizations. The market is envisioned as the anchor of a dynamic food district with a mix of food aggregation, wholesale, retail uses, and convertible community space.

The City and the Madison Local Food Committee are currently working with a consulting team from Project for Public Spaces, inc. to develop a business plan that will help guide decisions on the location, features, vendors, size, and operating plan for the market. The process of creating this business plan will include numerous opportunities for Madison area residents and stakeholders to share their ideas and opinions on the project.

The City hopes to begin the build-out of the project in 2015, with completion in 2016.

Expected Outcomes:

- Incubate small locally-owned businesses.
- Fill certain local/regional food system infrastructure gaps.
- Provide affordable food access point for neighborhood.
- Catalyze economic development around site.

Funding Proposals for Food Policy Council Consideration Work Group on Increasing Food Access in Underserved Neighborhoods

August 4, 2014

We are proposing a \$100,000 request, to fund incentives to increase retail food access in underserved neighborhoods. A grant process would invite proposals up to \$30,000 from any of the following categories:

- **Pre-development funds**
Provide funds to support pre-development work for new and expanded facilities: selecting appropriate sites, paying architectural fees, obtaining construction permits, and engaging with the community. A completed feasibility study or business plan could be a requirement of receiving these funds.
- **Training for small and medium sized retailers**
Provide funds for consulting on merchandizing and marketing. Through the funding, we could leverage partnerships with existing entities (such as Wisconsin Women's Business Initiative (WWBIC) to offer consulting and training.
- **Funding for physical and equipment improvements to existing stores**
These improvements should enhance the ability of small and medium sized retailers to gain customers and/or offer high quality produce and other healthy foods

This additional area doesn't fit as well into the grant concept. It could be a separate request for funds:

Discounted land

Assistance from City to assemble developable parcels, making property available to healthy food retail at a discounted sale or lease price. This may involve land banking.

Examples of Local Programs & Policies that Support Healthy Food Retailing

New Orleans' Fresh Food Retailers Initiative - The Program will increase access to fresh foods in underserved neighborhoods, provide employment opportunities and serve as a catalyst for neighborhood revitalization by providing direct financial assistance to retail businesses by awarding forgivable and/or low-interest loans to supermarkets, grocery stores, and other fresh food retailers. The City has provided \$7,000,000, which will be matched 1:1 by a city partner.

Feed DC Act - The Policy (2010) aims enable more District residents to eat a healthy diet by (1) to improve access to healthy foods in low-income neighborhoods; (2) to encourage green technology in food stores; and (3) to create good jobs in areas with very high levels of unemployment.

New York City FRESH Program - FRESH provides zoning and financial incentives to promote the establishment and retention of neighborhood grocery stores in underserved communities throughout the five boroughs.

Baltimore Food Policy Initiative - An inter-governmental collaboration with the Department of Planning, Office of Sustainability, Baltimore Development Corporation, and the Baltimore City