



DENVER FOOD VISION

ADOPTED BY MAYOR MICHAEL B. HANCOCK
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DENVER
THE MILE HIGH CITY



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COMMUNITY SPONSORS

Special thanks to collaborators, sponsors and donors. Please see Appendix A for a full list of people and organizations.

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Patti Iwasaki – Taking Neighborhood Health to Heart
Reuben Gregory – MetroCaring
Turner Wyatt – Denver Food Rescue
Wayne Vaden – City Park Food

A LETTER FROM THE MAYOR

I am proud to introduce the Denver Food Vision, a comprehensive, collaborative and aspirational vision for Denver's food system in the year 2030.

With this new policy tool, Denver joins the ranks of only about a dozen communities nationwide that have issued strategies to advance their food systems. As Mayor, it is an honor to adopt this bold vision to make Denver more inclusive, healthy, vibrant and resilient for current and future generations.

When it comes to food, our city indeed has many strengths. Denver was recently named by Zagat as the 3rd best city for food, and Denver International Airport leads the nation on RewardExpert's 2017 Airport Dining Scorecard. On the small business front, many food business incubators and coop organizations are emerging and empowering residents through food production and entrepreneurial education. Community and school gardens are on the rise, and neighbors are teaching one another how to garden, how to cook at home and how to eat healthy on a budget.

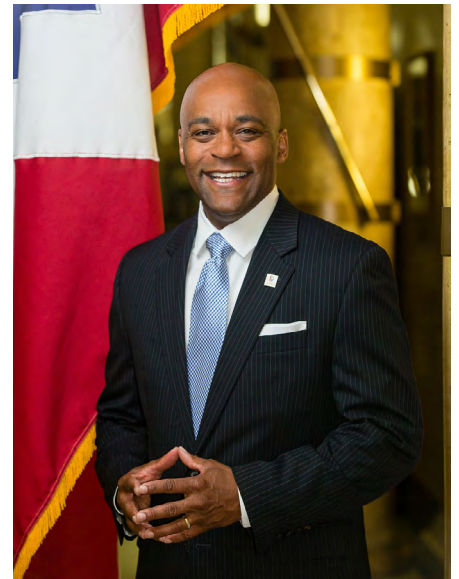
There is more work to be done. Nearly 1 in 5 children suffer from food insecurity and hunger, and an astounding one-third of families eat less than one serving of fruits and vegetables per day, contributing to poor health. Numerous low- to moderate-income neighborhoods lack convenient access to grocery stores. And as housing costs have escalated, the family food budget is often cut first and the most deeply.

Denver's first ever Food Vision is very much a community vision – developed in partnership with more than 1,000 businesses and individuals, and guided by the Denver Sustainable Food Policy Council, in conjunction with members of City Council. The interdisciplinary focus of our interagency work group – consisting of several city departments and agencies – will continue unabated, and I have directed departments to begin the development of specific action plans that fulfill the spirit of this vision.

I invite your careful review of the Denver Food Vision, and as a city, we welcome your time and efforts to move this important strategy forward. Together we can shape an economically robust food system that builds a stronger Denver for today and for the future.



Mayor Michael B. Hancock



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Food is often considered the “great connector.” Food connects us to our cultures, the stories of our ancestors, and the recipes of our grandparents. Food also connects us to the land where it is grown and to the people and businesses who grow, transport, prepare, sell, or share it. Food is what brings us together as family, friends, and strangers.

In Denver, the food system already has numerous strengths – tens of thousands of skilled food system employees, thousands of food businesses, and hundreds of the following: nonprofits who actively support the food systems; school and community gardens; food pantries and emergency food access locations; and unique cultural and community food events. Together this highly engaged network of institutions, businesses, nonprofits, and residents care deeply about food and creating a better Denver.

This abundance can, however, mask the fact that in Denver nearly 1 in 6 households (1 in 5 children) experience food insecurity or hunger; nearly 70% of the Denver Public Schools student body is eligible for free or reduced cost meal programs; 1 in 4 Denver children consume more than one sugary drink daily contributing to tooth decay, childhood obesity, and diabetes; and 33.2% of Denver families eat less than one serving of fruits and vegetables per day.

Until now, Denver did not have a unifying vision for how food could help address these challenges and create a better city. The Denver Food Vision, after an intensive community and industry stakeholder engagement process, sets forth an ambitious, comprehensive approach to further developing the Denver food system. Participants were asked to consider their needs for today, but also their dreams for the year 2030. The Denver Food Vision weaves together a nuanced set of priorities that collectively elevate the world class status of Denver’s food system while ensuring that all residents are served by an efficient, coordinated, and equitable food system both today and into the future.

The Denver Food Vision includes priorities, strategies, and winnable goals to provide direction and guide day-to-day decision-making related to land use, public investment, private development, and partnerships. The Vision is intended to be a strong guiding framework that is also flexible enough to allow for unforeseen opportunities that arise and new challenges that emerge over the coming decades.

Successfully achieving the Denver Food Vision will take a concerted and collaborative alignment of resources. The City and County of Denver, relevant state and federal government agencies, nonprofit stakeholders, residents, businesses, property owners, investors, and others must all be strong partners to advance the Vision.

VISION FRAMEWORK

The Denver Food Vision will align and inspire individual, community, business, and government efforts improving Denver’s food system. This document outlines a comprehensive vision broken down into four interrelated focus areas.

Vision: A food system that helps create and sustain a more **INCLUSIVE**, **HEALTHY**, **VIBRANT**, and **RESILIENT** Denver.



While separated for clarity and ease of understanding, the focus areas actually intersect significantly. A coordinated, balanced approach to optimizing results in each of the focus areas while balancing the needs of the others is the only way to efficiently and comprehensively support the multiple values, perspectives, and needs throughout the Denver Food System. The above graphic highlights that each priority helps advance the guiding principles of the other Vision pillars. While the priority of “Improving access to a wide variety of healthy food retail options,” for example, is in the Healthy vision pillar section, it actually significantly supports the other Vision pillars of an Inclusive, Vibrant, and Resilient Denver as well. Similarly, the other strategies also overlap with and advance the other vision pillars. As a framework for action, each of the four focus areas also includes:

PRIORITIES	Statements of priority focus areas, within the scope of influence of the city, that must be addressed to achieve the Vision
STRATEGIES	Specific actions or requirements necessary to achieve the priorities
WINNABLE GOALS	Tangible, measurable impacts that demonstrate the achievement of the priorities

For vision overview, see [page 13](#)

DENVER'S FOOD SYSTEM

WHAT IS A FOOD SYSTEM?

A “food system” is the process of how food gets from a farm or ranch to an individual and their family. The food system begins with the land, water, seeds, and tools that farmers and ranchers convert into food. The food system also encompasses the cleaning, moving, processing, repacking, packaging, distributing, selling, and cooking that happens between the farm and the plate.

FOOD CONSUMERS

Consumers drive the majority of the food system through their purchases, investments, and engagement in related public policy.

FOOD PRODUCERS

Producers grow our food. This includes farmers and ranchers; suppliers of critical inputs (land, water, seeds, technologies, capital); and community, school and home gardeners.

FOOD PROCESSORS

Processors modify foods through preparing, packaging, and freezing foods to create snacks, ready-to-eat foods, and beverages.

FOOD DISTRIBUTORS

Distributors, aggregators, wholesalers, and brokers store and deliver farm and grocery products to processors and retailers.

FOOD RETAILERS

Retailers sell or provide food to consumers. Retailers include supermarkets, convenience stores, specialty markets, institutional food service, farmers' markets, restaurants, schools, family nutrition programs, and hunger relief centers like food pantries.



Food System Components

BENEFITS OF A STRONG FOOD SYSTEM

The food system does much more than just feed people. The food system impacts (and is impacted by) everything from City policies and economic development to diet and well-being. The ripple effects of a strong food system are felt beyond grocery sales and local production; it means healthier students who are ready to learn, a higher quality of life for community residents, greater equity among residents, and stronger economic growth and resiliency for the City.

COMMUNITY IMPACTS

Denver residents want to live in communities that have convenient, affordable food retail with fresh food choices. They also want to feel proud of their neighborhood and feel connected to the people and businesses located within walking distance. However, not all communities experience these benefits equally, and large disparities exist between neighbors and neighborhoods. When community members, businesses, and government work together, the food system can play a significant role in creating more equitable, just, and inclusive neighborhoods.

2,221 **FOOD-RELATED BUSINESSES**

provide a critical economic opportunity

56,000 **FOOD-RELATED EMPLOYEES**

resulting in one in every ten workers in Denver being employed in the local food system --an increase of 34% over the past decade

\$312M **TAX REVENUE**

generated by Denver's food system annually

\$7B **ECONOMIC ACTIVITY**

generated by Denver's food system annually

HEALTH IMPACTS

Access to convenient, affordable, healthy foods are goals that, when adopted by a community, can decrease rates of chronic disease and premature death. In a city like Denver, where one in two adults are obese or overweight and one in three children are either overweight or obese, reducing such health complications is a top priority. Such challenges can begin to be addressed when the food system is considered holistically.

69.7% **DPS STUDENT BODY**

qualifies for free or reduced-priced lunches

1 in 5 **CHILDREN AND YOUTH**

suffers from food insecurity or hunger

1 in 6 **DENVER RESIDENTS**

suffers from food insecurity or hunger

221 **COMMUNITY, SCHOOL GARDENS AND FARMS**

with a growing number of farmers' markets, residential food sales, and households with food-producing animals.

ECONOMIC IMPACTS

As Denver grows, demand for grocery stores, restaurants, specialty markets, farmers' markets, and commercial kitchens grows as well. This demand creates jobs and helps build strong local businesses. For entrepreneurs, innovators, and small businesses across the city, the food industry is an engine for community wealth building and multigenerational economic opportunity.

1 in 2 **ADULTS**

in Denver are overweight or obese

1 in 3 **CHILDREN AND YOUTH**

in Denver are overweight or obese

33.2% **DENVER FAMILIES**

eat less than one serving of fruits and vegetables per day. A lack of healthy food is tied to increased rates of costly, diet-related chronic diseases which impact the wealth and well-being of individuals, families, and communities.

BASELINE REPORT

For more information, data sources, and a link to the full baseline report, go to: www.denvergov.org/foodplan

ENGAGEMENT PROCESS

The Denver Food Vision is based on an extensive public engagement process that included businesses, nonprofits, government agencies, and members of the general public. In total, 22 engagement events were held between November 2015 and July 2016. Eleven of those were community listening sessions, held in each of Denver's 11 city council districts and made possible by over 64 community co-sponsors. An additional 11 were industry focus groups with key food industry sector representatives, including farmers, food manufacturers, distributors, grocery stores and farmers' markets, restaurants, hunger relief organizations, institutional food service providers and educators. A draft of this document was shared with all participants online and through two additional events to gather final comments. In total, 1,052 residents and businesses were reached in this process, generating a total of 6,059 comments.

PURPOSE OF THE VISION

- Foster a common food agenda
- Develop shared goals and metrics
- Identify clear, specific actions
- Leverage existing strengths
- Address critical gaps
- Tell our story
- Encourage collaboration
- Guide city actions and investments
- Integrate with other city plans
- Stimulate innovation
- Highlight opportunities for action
- Attract new investments
- Set the stage for 3-5 year Food Action Plans

SUSTAINABLE FOOD POLICY COUNCIL

Planning kicked off in August 2015 with a series of monthly meetings with the Denver Sustainable Food Policy Council (SFPC), a Denver Mayoral Commission whose members represent key food system stakeholders, organizations, and interested residents. Those meetings helped guide the Vision by defining the purpose, guiding principles, and definitions of success for the process.

The SFPC also helped set the goal of meeting in each of the 11 city council districts and committed to being a lead co-sponsor for the entire community engagement process. The SFPC was also critical for the success of the plan's community outreach by engaging new community partners and spreading the word about the community events. A total of ten additional public planning and update meetings were held with the SFPC over the course of the planning process.

SCOPE FOR THE VISION

- Focus on Denver County
- Food-related topics only
- Broad definition of food
- Systems-level perspective
- Cultivate diverse community and industry perspectives
- Multiple opportunities for engagement
- Inclusive of many cultures, perspectives, and experiences
- Data-informed, but values and experience-driven
- Strengths-based approach to meet greatest need
- Openness to innovation and doing things a new way
- Final deliverables are easy to understand and share

INTERAGENCY WORKING GROUP

In August 2015, an Interagency Working Group was also convened to align the efforts of multiple city agencies with food-related programs. The primary role of the Interagency Working Group was to direct the planning process and ensure that each agency's relationships, perspectives, and related projects were integrated throughout. The Interagency Working Group included participants from the city's Office of Economic Development, Community Planning and Development, Department of Environmental Health, Denver Health's Public Health Office, Colorado State University Extension in Denver County, and the Office of Children's Affairs. The Working Group also sought to coordinate efforts with Denver Human Services, Public Works, Parks and Recreation, and the Office of Sustainability. The working group also coordinated public engagement events along with the co-sponsors; facilitated small group discussions at events; coded and analyzed community comments; and helped write and edit this document.

COMMUNITY LISTENING SESSIONS

The primary purpose of the Community Listening Sessions was to hear participants' vision for an ideal Denver food system in the year 2030. A secondary purpose was to determine how community priorities and key food-related challenges differed across the city and to explore necessary next steps for implementation. Community events were hosted, with the invaluable support of community organizations and many city council members, in each of Denver's 11 city council districts.

97% of participants learned something new at the community listening session

To further support this public engagement and in order to hear from members of the community who are typically "hard-to-reach" in planning processes, each 2.5-hour community event included simultaneous language interpretation (through the 11 community listening sessions, simultaneous translation was made available in: Spanish, Vietnamese, Somali, Amharic, Ethiopian, and Burmese), written materials in Spanish, child care, dinner, and door prizes from community-minded businesses and nonprofits.

INDUSTRY FOCUS GROUPS

11 two-hour focus groups were held with industry groups across the food system. Outreach was done through business groups, industry associations, and focus group sponsors. As the majority of attendees at community events were residents, these industry focus groups fostered a deeper understanding of specific needs of Denver's food system businesses and helped to ensure that the resulting vision encompasses their needs and industry-specific aspirations as well. Industry focus groups were convened with: producers; processors; distributors; small and mid-sized grocery and farmers' market retailers; restaurants, food trucks and caterers; institutional food buyers and food service; hunger relief providers; cooking and nutrition educators; and urban agriculture educators. Two regional focus groups were also held with state and regional experts in agriculture and community economic development, as well as public health and healthy food access.

DRAFT VISION: REVIEW AND COMMENT

A draft of this document was shared with participants in December 2016. Public comments were collected through email, an online survey, eight community presentations, and two in-person events for detailed review and comment. An additional 1,141 comments were collected, reviewed, and integrated into the final version. Survey and event responses highlighted that 93.5% agreed this is the right Vision for Denver. Nearly 3/4 of those strongly agreed with the Vision.



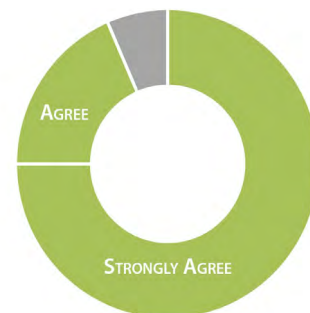
Community Listening Session



Community Listening Session



Community Listening Session



93.5% Agreed this was the right Vision for Denver

VISION OVERVIEW

FOCUS AREA

INCLUSIVE

See [page 14](#)

HEALTHY

See [page 18](#)

VIBRANT

See [page 22](#)

RESILIENT

See [page 26](#)

GUIDING PRINCIPLE

Inclusive cities require strong neighborhoods that reflect unique food cultures

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

Vibrant economies require strong regional food systems

Resilient cities require diverse and environmentally responsible food systems

PRIORITIES

Invest in building community driven complete neighborhood food environments

Expand community food production and sharing

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

Develop Denver as an epicenter for the regional food economy

Support the creation, expansion, and economic strength of Denver food businesses

Spur innovation and entrepreneurship across food and agricultural industries

Expand and preserve remaining regional food system assets and infrastructure

Promote environmentally regenerative and climate smart food systems

Reduce amount of food going to waste

WINNABLE FOOD GOALS

INCLUSIVE DENVER

INCLUSIVE CITIES REQUIRE STRONG NEIGHBORHOODS THAT REFLECT UNIQUE FOOD CULTURES

Food connects us to each other and to our neighborhoods. For some people that means growing food in community, school, or home gardens. For others it can mean raising chickens and sharing eggs with neighbors. And for others it's connecting with your neighbors at a cafe, restaurant, or in the aisles of the grocery store. Denver neighborhoods feature diverse and rich food traditions that connect generations and geographies. Connected, inclusive communities can better organize and advocate for food environments that best reflect their values and help address the needs of our most vulnerable populations and underserved neighborhoods. This section focuses on a set of priorities and key strategies that promote strong neighborhoods with dynamic food cultures. However, the food industry is integrated across all other focus areas as well.

Engage and support communities in building vibrant, beautiful, and complete neighborhood food environments.



Students reading in Denver Urban Garden (DUG) community garden

PRIORITIES

PRIORITY I1. Invest in building community driven complete neighborhood food environments

Every neighborhood in Denver deserves a full range of food amenities and infrastructure: a complete food environment. This may include neighborhood food retail centers, grocery stores, unique restaurants, community and school gardens, nonprofit educational urban farms, community kitchens, food pantries, and other features based on neighborhood cultures and desires. Some neighborhoods even feature food as a core part of art, culture, and music. What makes a food environment complete varies by each neighborhood's unique needs and desires. Defining and developing complete food environments starts with engaging neighborhood residents and businesses. It then requires coordinating public, private, and government resources to reach the community's self-defined outcome.

Strategies:

11.A. Engage diverse community organizations, institutions, neighborhoods, and residents to develop neighborhood food plans as part of qualifying city neighborhood and small area plans that outline the ideal features of an equitable complete food environment

11.B. Develop maps and other tools that highlight neighborhood assets, gaps, and opportunities for creating complete food environments in Denver's low and moderate income neighborhoods (prioritize neighborhoods that are currently food deserts)

11.C. Leverage public and private investments to fill community identified gaps and make neighborhood food environments more complete, including investments in neighborhood retail spaces, food, co-ops, gardens, food pantries, market locations, and/or nonprofit educational urban farms

11.D. Encourage neighborhood retail locations that feature food businesses in new developments and redevelopment projects

11.E. Maintain and enhance existing neighborhood retail locations through facade and streetscape improvements

11.F. Highlight unique neighborhood food cultures, food system innovations, and/or activation of natural or built environment features

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



Students planting in community garden

2030 WINNABLE FOOD GOALS

- 5 low-income or underserved neighborhoods reach self-defined goals for a Complete Food Environment
- 44% increase in number of community and school gardens
- 413% increase in permits for residential sales of fresh produce/ cottage foods and food-producing animals



DUG Farm Stand

PRIORITY 12. Expand community food production and sharing

Thousands of community, home, and school gardens are already flourishing across Denver. Some households have also added goats, chickens, bees, or ducks and increased the amount and diversity of food they produce. Others are manufacturing cottage foods and selling them along with fresh food from their gardens. Sharing knowledge, resources, and the bounty community food production creates is essential for developing community food security and a measure of self-sufficiency.

Strategies:

- 12.A. Work with neighborhood leaders to identify the best strategies for strengthening and promoting home, school, and community food production
- 12.B. Enhance multilingual professional and peer learning opportunities about community food production, food preservation, food storage, food safety, and food-producing animals
- 12.C. Promote opportunities to share food through residential sales of fresh produce, cottage foods, and donating excess food to local food pantries and hunger relief organizations
- 12.D. Encourage community-led efforts to share seeds, compost, tools, supplies, transplants, and other inputs
- 12.E. Promote opportunities for noncommercial local food production such as community gardens, nonprofit educational urban farms and edible landscapes on both public and private lands in low to moderate income and high-density neighborhoods



SUPPORTING INDICATORS

To track the progress in achieving the Vision, the following Supporting Indicators will be regularly reviewed in addition to the Winnable Goals. Supporting Indicators utilize either city data or regularly collected secondary data from other government sources. All Winnable Goals and Supporting Indicators should also be evaluated with an equity focus: overall, 75% of positive changes are intended to directly benefit underserved populations and/or low-income neighborhoods.

- Community participation in defining complete food environments
- Number and dollar value of investments in creating community-defined complete food environments
- Number and dollar value of food-related grants received
- Inclusion of food-based place-making elements in new developments, redevelopments, and community plans
- New or enhanced transit connections to healthy, local foods
- New or enhanced bike or pedestrian connections to healthy, local foods
- Other zoning or land-use changes that support complete food environments
- Number of community food kitchens
- Number and total acres of nonprofit, educational farms on public and private land

HEALTHY DENVER

HEALTHY, PRODUCTIVE POPULATIONS REQUIRE FOOD SYSTEMS THAT PROMOTE HEALTH FOR EVERYONE

Denver residents care deeply about their own health and the health of the broader community. Healthy food is an essential part of a healthy life. Food is an effective and low cost way to help address escalating healthcare costs through the prevention and treatment of diet-related diseases (including obesity, cancer, heart disease, and dental disease). Moreover, nutritious foods and a well-rounded diet featuring whole, fresh, and limited processed foods can improve overall wellness and quality of life for kids, seniors and eaters of all ages. Diet-related disease rates and access to health-supporting foods are not, however, equally distributed across the city. Multiple Denver neighborhoods and populations face distinct barriers to accessing healthy and affordable food which must be addressed. The following section focuses on a set of priorities and key strategies that advance food-related efforts to promote health equity for all.

Ensure equitable access to nutritious and affordable food as the foundation and catalyst for health improvement for all.



Sprout City Farms

PRIORITIES

PRIORITY H1. **Improve access to a wide variety of healthy food retail options**

Healthy eating starts with having access to healthy foods. Individuals, families, and communities deserve a wide variety of options and choices for purchasing healthy food. People's access to healthy food should not depend on their race, age, income, or neighborhood. All residents should have easy and equitable access to culturally appropriate, fresh, and healthy foods sufficient to meet their complete daily nutritional needs.

Strategies:

H1.A. Expand efforts to recruit and retain full-service retailers into neighborhoods with low-food access by offering targeted financial incentives and site selection support

H1.B. Foster viable, innovative, and affordable healthy food retail models, such as mobile, online, delivery, and co-op grocery models

H1.C. Continue efforts to increase affordable healthy food options at existing convenience stores

H1.D. Integrate retail access into transportation planning so pedestrian routes, bike routes, and transit stops include healthy food retail access points

H1.E. Promote existing options for residential food sales and expand options for farm stands at community gardens, school gardens, urban farms, affordable housing projects, and public facilities

H1.F. Streamline permitting process and support increased use of public spaces for non-permanent fresh food retail, including community supported agriculture, mobile vending, and farmers' markets

H1.G. Explore solutions to alleviate concentration of unhealthy food retailers in neighborhoods without reducing overall food access

PRIORITY H2. **Ensure that healthy food is affordable for everyone**

For many families, healthy food can seem unaffordable and out of reach. In the most extreme cases, families experience hunger or food insecurity. Missing meals creates an extraordinary risk to health, productivity, and the ability to learn. Denver children, seniors, and families should never go hungry or have to choose between food and other basic expenses. Ensuring affordable healthy food helps tackle hunger as a top priority issue and ensures that food costs are not weakening family economic stability.

Strategies:

H2.A. Continue efforts to enroll eligible participants and eligible retailers in existing federal food assistance programs, for example Supplemental Nutrition Assistance Program (SNAP)

H2.B. Advocate for incentive programs that reduce the cost of purchasing fresh and healthy foods through the Double Up Colorado SNAP program

H2.C. Strengthen collaboration with the hunger relief network and integrate with other senior and multigenerational anti-poverty efforts to more comprehensively prevent hunger and food insecurity

Food Insecurity is defined by the USDA as the state of being without reliable access to a sufficient quantity of affordable, nutritious food.



Students learning about nutrition

2030 WINNABLE FOOD GOALS

- 55% reduction in food insecure households
- 36% increase in SNAP enrollment for eligible populations
- 75% of youth and adults eat at least 1 serving of fruit and vegetables per day
- 57% reduction in the number of children drinking sugary drinks daily



Cooking Matters Grocery Store Tour



Denver Green School Students

H2.D. Invest in hunger relief efforts and infrastructure required to expand fresh and healthy foods at food pantries while reducing regulatory limits for hunger relief providers

PRIORITY H3. Promote healthy food environments and education for youth

Healthy eating behaviors start when we are still children. Youth interactions with healthy food can create lifelong patterns of healthy eating and an appreciation for wholesome, nutritious foods. Alternatively, a lack of healthy food can impede learning and create hard-to-change patterns of unhealthy eating. The food youth consume is directly influenced by school environments, curriculum, after school and summer programs, neighborhood food environments, and the meals served at home.

Strategies:

H3.A. Coordinate with Denver Public Schools (DPS) to increase farm to school and other healthy school meal efforts, including garden to cafeteria programs, by seeking opportunities to reduce regulatory barriers

H3.B. Reduce unhealthy food options and sugary drinks in city facilities frequented by youth (for example libraries, recreation centers, and parks) by adopting a healthier vending policy

H3.C. Continue and expand access to healthy after school and summer meals programs to reach more youth in more public facilities across the city

H3.D. Encourage school gardens and farms combined with in school and out of school home economics and food literacy education for youth, including growing, cooking, nutrition, budgeting, and shopping for healthy foods

PRIORITY H4. Increase community demand for healthy foods

Demand for healthy food increases when consumers have the knowledge, skills, ability, and desire to consistently select and prepare affordable, nutritious, and culturally appropriate meals. Demand can be increased through education and marketing of healthy foods, while simultaneously limiting the prevalence of less nutritious foods.

Strategies:

H4.A. Expand community-based, culturally relevant education on healthy eating, including how to shop for affordable healthy options and how to use those ingredients to cook nutritious meals

H4.B. Collaborate with food educators (e.g., health care providers, registered dietitians, chefs, and small business devoted to health and wellness) to encourage consumption of more fresh and whole foods, fewer processed foods, more cooking at home, and more in-season, local foods

H4.C. Develop and deploy culturally sensitive public messaging campaigns to promote standard information about nutrition and affordable healthy eating

H4.D. Develop multilingual maps, signs and marketing tools, including community signage, for healthy food retail options



SUPPORTING INDICATORS

To track the progress in achieving the Vision, the following Supporting Indicators will be regularly reviewed in addition to the Winnable Goals. Supporting Indicators utilize either city data or regularly collected secondary data from other government sources. All Winnable Goals and Supporting Indicators should also be evaluated with an equity focus: overall, 75% of positive changes are intended to directly benefit underserved populations and/or low-income neighborhoods.

- Number of grocery stores per capita, per statistical neighborhood
- Number of Healthy Corner Stores per capita, per statistical neighborhood
- Number of farmers' markets per capita, per statistical neighborhood
- Number of alternative markets (mobile, delivery, etc.) per capita, per statistical neighborhood
- Food access index of available healthy food versus unhealthy food retail outlets
- Number of stores accepting electronic benefit transfer (EBT) per statistical neighborhood
- Average time to nearest healthy food retail and preferred market
- Dollars redeemed; numbers enrolled; and percent of eligible, enrolled in federal food assistance programs by zip code for Women, Infants, and Children (WIC) and Senior Meal programs
- Percentage of eligible schools participating in school meal programs (including breakfast, lunch, snacks, weekend, and summer meals) and number served
- Number of public facilities providing youth meals and number served
- Number of neighborhoods and residents that live in food deserts
- Number of USDA "very food insecure households"
- Number of students using school/community-based gardens for experiential learning
- Number of meals prepared at home per week

VIBRANT DENVER

■ VIBRANT ECONOMIES REQUIRE STRONG REGIONAL FOOD SYSTEMS ■

Denver's food economy is robust and continues to gain recognition as a world-class food destination with an ever-increasing diversity of new restaurants, markets, and food products across all scales from industry leaders to community food entrepreneurs. Founded on the spirit of innovation and enterprise, these businesses are driving our economy forward and further positioning Denver's brand as a destination for healthy, locally-based food and an extraordinarily high quality of life. Building on Denver's vibrant food economy requires connecting to a strong regional food system. Regional economies provide opportunities for money and talent to stay within the region, resulting in community ownership, pride, and economic opportunity. Additionally, strong regional connections increase the opportunities for local food businesses to produce, manufacture, and sell local food at more affordable prices. The following section highlights priorities and key strategies to support Denver's vibrant food economy.

Leverage the strength of Denver's food businesses to accelerate economic opportunity across the city.



Denver Union Station Farmers Market

PRIORITIES

PRIORITY V1. **Develop Denver as an epicenter for the regional food economy**

The food economy is being reshaped by changing consumer values, scientific progress, and technological innovations. Denver is a hub where industry-leading business clusters connect with the abundance of the Colorado food supply chain and lead the transformation to a new food economy.

Strategies:

V1.A. Develop a nationally-recognized regional food industry through the recruitment and development of food-related businesses

V1.B. Continue efforts to strengthen connections between Colorado farms, local distributors and Denver based food businesses, and consumers

V1.C. Enhance food system infrastructure, such as aggregation and storage facilities, commercial kitchens, and public market spaces to enhance value added production

V1.D. Promote tourism leveraging Denver's reputation for high quality food and beverages

V1.E. Increase production and export of Denver food and beverage products, brands, and innovations

PRIORITY V2. **Support the creation, expansion, and economic strength of Denver food businesses**

Denver's food businesses are integral to the fabric of our neighborhoods and our economy. Denver recognizes the impact of the full range of food businesses and seeks to actively support their success at every level.

Strategies:

V2.A. Streamline city permitting process for food-related businesses across relevant agencies

V2.B. Provide multilingual business support and technical assistance to clarify and abbreviate the process to open/expand food businesses and to utilize incentives like the enterprise zone

V2.C. Support community food businesses that promote the economic opportunity and stability for Denver neighborhoods, for example, community food cooperatives and business incubators

V2.D. Foster community wealth building and economic mobility opportunities through food business ownership opportunities and the development of food businesses that support living wage jobs

V2.E. Advance city efforts and influence other institutions to preferentially purchase from local and/or healthy food and beverage businesses

V2.F. Encourage existing and new industry associations as business capacity builders, resources, and champions for business stakeholders

V2.G. Develop a high quality, versatile food workforce through food-specific workforce programs, higher education partnerships, leadership development, and custom trainings to fill job skill gaps

V2.H. Identify and support micro-businesses and nonprofits that provide culturally relevant healthy foods



Chef preparing dish at farm to table restaurant



Chefs at Comal food incubator

2030 WINNABLE FOOD GOALS

- 59% increase size of the Denver food economy
- \$100M of new capital to Denver food businesses
- 25% percent of food purchased by public institutions in Denver comes from Colorado



GroundWork Denver Greenhouse

PRIORITY V3. Spur innovation and entrepreneurship across food and agricultural industries

In a rapidly changing world, entrepreneurs, innovators, and innovative organizations are often best poised to identify and capture new market opportunities leading to patents, licensed technologies, and novel business models. Denver can support these efforts by developing small, local businesses and a well-rounded entrepreneurial ecosystem.

Strategies:

V3.A. Develop tailored multicultural entrepreneurship programs for innovators in the food and beverage industry, such as a business accelerator

V3.B. Conduct a study of the relevant policies and regulations to identify and address barriers to developing and growing innovative food-related businesses

V3.C. Support pilot projects and research on innovative urban agriculture production models including greenhouses, vertical growing, and rooftop agriculture

V3.D. Attract corporate research and development divisions that align with and complement the Denver Food Vision

V3.E. Leverage research from Colorado universities to encourage technology transfer and commercialization

V3.F. Coordinate existing and create new funding mechanisms to support start-up enterprises and pre-revenue innovations



SUPPORTING INDICATORS

To track the progress in achieving the Vision, the following Supporting Indicators will be regularly reviewed in addition to the Winnable Goals. Supporting Indicators utilize either city data or regularly collected secondary data from other government sources. All Winnable Goals and Supporting Indicators should also be evaluated with an equity focus: overall, 75% of positive changes are intended to directly benefit underserved populations and/or low-income neighborhoods.

- National ranking and recognition for food businesses and overall business environment
- Dollar value of tourist expenditures on food, beverage, or agricultural products
- Dollar value of exports sales from Denver food industry
- Dollar value of sales by food industry sector
- Number of food industry sector jobs
- Dollar value of food industry sector wages
- Number of food industry sector establishments and percentage new
- City investments in local food businesses through business loan and incentive funds
- Number of certifications for small and minority/women owned businesses in food sectors
- Purchasing goals set and achieved for use of certified firms
- Number of policy changes to remove barriers or provide targeted incentives to food businesses
- Number of food and agricultural-related patents filed from within Denver
- Growth of food business industry and trade groups
- Number of participants in food-related business incubator/accelerator programs
- Number of food-related co-working spaces
- Number of meals prepared at home per week
- Number of food businesses in Certifiably Green Denver program and their goals for local purchases

RESILIENT DENVER

RESILIENT CITIES REQUIRE DIVERSE AND ENVIRONMENTALLY RESPONSIBLE FOOD SYSTEMS

Food is a basic need for all people. Like other basic needs, food is foundational for all other activities and aspirations. Food is unique among basic needs in its reliance on natural inputs (such as soil, water, pollinators, biodiversity). It is essential that today's food systems help preserve natural assets for the food systems of tomorrow. Denver's geographic location away from other major urban centers and its climate in the high, arid plains nested against the Rocky Mountains means we must take resilience in light of an unknowable future seriously. Any system that is resilient must be diverse and adaptable. Supporting and actively maintaining historic food system knowledge, assets (such as land and water), and infrastructure (such as markets and processing infrastructure) are essential for remaining flexible and adaptable while meeting the needs of a growing population. The following section focuses on a set of priorities and key strategies that will ensure that Denver includes food as a key feature on its path to resiliency.

Promote environmentally regenerative and climate smart food systems while actively protecting regional food system assets.



Sprout City Farm

PRIORITIES

PRIORITY R1. **Expand and preserve regional food system assets and infrastructure**

In 1927 Denver had 307 farms, but has steadily lost farms each year (3 per year on average) as the city has urbanized over the past century. Today an estimated nine farms remain. As a result, expanding, preserving and actively maintaining the remaining regional food system knowledge, assets, and infrastructure is critical.

Strategies:

R1.A. Preserve and reactivate key historic agriculture infrastructure in Denver, such as the National Western Center

R1.B. Coordinate with surrounding counties to identify and preserve prime agricultural working lands and water that provide region with fresh fruits, vegetables and other healthy foods

R1.C. Expand opportunities for local food production on public and private lands including those used historically for agriculture

PRIORITY R2. **Promote environmentally regenerative and climate-smart food systems**

Efforts that steward natural resources and more comprehensively restore natural, agricultural, and social assets benefit both present and future generations. Environmentally responsible and climate-smart food production practices include best management practices for sustainable agriculture, integrated pest management, input reduction, reduced packaging, and reduced vehicle emissions.

Strategies:

R2.A. Encourage diverse scales and regenerative production methods for a wide variety of food products

R2.B. Support research on new crop varieties and production models, including season extension and water-saving techniques

R2.C. Promote education on residential and public efforts to protect pollinators and provide pollinator habitats



Delaney Urban Farm



Bees

2030 WINNABLE FOOD GOALS

- 99.2 acres (0.1% of Denver acres) preserved in active agricultural production
- 57% reduction in tons of residential food waste collected by city



Denver Food Rescue distribution



Denver Food Rescue volunteers transporting rescued food on bikes

PRIORITY R3. Reduce amount of food going to waste

An estimated 40% of the U.S. food supply goes uneaten each year. This takes an enormous environmental toll in terms of water, energy, agricultural chemicals, and labor that go to waste when food is discarded. At the same time, too many Denver residents are food insecure. Increased donation and re-purposing of food that would otherwise go to waste can play a vital role in meeting our community’s food insecurity challenge and increasing the efficiency of the entire food system.

R3.A. Support consumer education to reduce the amount of food that goes to waste in Denver homes

H3.B. Encourage businesses to prevent food waste and celebrate expanded food donation by restaurants, retailers, institutional food service, distributors, and food processors

R3.C. Help connect seconds and other food waste from Colorado farms to value-added food manufacturing and green energy businesses

R3.D. Invest in hunger relief efforts and infrastructure required to rescue fresh and healthy foods that would otherwise be wasted, recognizing that direct service organizations such as shelters and pantries are often the most under-resourced segment of the hunger relief system.

R3.E. Expand residential and commercial composting opportunities to reduce bulk and emissions at landfills

R3.F. Continue full implementation of solid waste master plan program and policy initiatives



SUPPORTING INDICATORS

To track the progress in achieving the Vision, the following Supporting Indicators will be regularly reviewed in addition to the Winnable Goals. Supporting indicators utilize either city data or regularly collected secondary data from other government sources. All Winnable Goals and Supporting Indicators should also be evaluated with an equity focus: overall, 75% of positive changes are intended to directly benefit underserved populations and/or low-income neighborhoods.

- Number of food system assets preserved, maintained, enhanced and/or created
- Number of public-private efforts to support historic food system assets
- Number of farmers, value of production, and diversity of products grown on preserved land
- Percentage of socially disadvantaged (such as beginning, women, veteran) farmers on preserved land
- Change in perceived value/ importance of agriculture in CO Department of Agriculture's Public Attitudes Survey
- Number of participants in National Resource Conservation Service's EQiP Program for water-saving and season-extension
- Improvement in National Resource Conservation Service's pollinator habitat score
- Number of participants completing composting education programs
- Number of households composting through city services
- Tons of commercial food waste composted or collected
- Pounds of food donated by restaurants, retailers, institutional food service, distributors and food processors



The Denver Food Vision outlines a framework for collective action—highlighting strategic priorities and metrics for collaboration. Implementation of priorities and strategies detailed in the Denver Food Vision will occur incrementally over many years through the collective efforts of residents, nonprofit organizations, business owners, industry leaders, financial partners, the city, and many others. Only together can we achieve the goals and meet the needs of residents and businesses reflected in the Denver Food Vision.

This section provides guidance on five imperative mechanisms for fully implementing the Denver Food Vision:

1. Incremental Action Planning
2. Integration of Food into City Plans
3. Supportive Policy and Regulation
4. Enhanced Investments
5. Ongoing Communication and Coordination

1 Incremental Action Planning

Many of the questions of “how we get there” are best answered through more detailed three- to five-year action plans. The first Denver Food Action Plan, targeting projects and impacts for the year 2020, will be released in 2017 and will guide strategic city actions through the year 2020. Action plans will help support existing on-the-ground efforts across the city, but will also help fill critical gaps in reaching the goals outlined in this Vision. Action Plans will feature larger, city-led transformational projects as well as a number of smaller, tactical projects. When implemented together, transformational and tactical projects will achieve Denver Food Vision priorities and help advance winnable goals. It is anticipated that Action Plans will be revisited and updated every 3-5 years to serve as a benchmark for measuring progress, but to also shift focus and resources to the strategies most likely to succeed given new information, partnerships, and experience. Prior to the development of each Action Plan, an analysis tracking progress on each of the Winnable Goals and Supporting Indicators will be conducted. Special care will be given to tracking the equity, or lack thereof, within the movement of each metric. For example, if the size of the Denver food economy increased by \$200M, the analysis should detail what percentage of that increase went to supporting small, minority, women, and locally-owned businesses and what percentage of that increase is in low-income or underserved neighborhoods. The consistency of these future planning efforts will largely depend on public demand, leadership interest, neighborhood support, and the availability of city resources.

Action Plan focus areas will be determined based on the following factors:

Impactful: How strongly will the effort impact the winnable goals and priorities?

Reach: How many people will the effort impact?

Aligned: Does this align with the Vision, address key priorities, and help further the Winnable Goals? Does this effort support or detract from progress on other vision pillars?

Scalable: Can this be piloted on a small scale with limited risk and implemented on a broad scale if the pilot is successful?

Tested: Has this been implemented successfully elsewhere or is there strong evidence it will succeed here?

Realistic: Is the effort possible with the current resources and partnerships? Is there an identified partner with the expertise and capacity to implement?

Financially Feasible: Is there an identified source of funding that covers the full cost of implementation?

Equitable: How well does effort address community-defined needs in underserved and/or low-income neighborhoods?

2 Integration of Food into City Plans

The Denver Food Vision encompasses land use, urban design, transportation and economic development strategies related to food in the City and County of Denver. However, a wide array of plans in development and existing plans also include and/or impact Denver's food system. Several major city-wide planning initiatives are currently underway including an update of Blueprint Denver, Denver Moves: Transit, Denver Moves: Pedestrians and Trails, and Game Plan Denver (Parks and Recreation). Implementation of the Denver Food Vision will be greatly enhanced when other citywide planning efforts integrate and further refine relevant, food-related priorities and actions. The inclusion of place-based recommendations is particularly important as the city embarks upon its ambitious Neighborhood Planning Initiative and seeks to ensure all neighborhoods have at least an updated regional or small area plan. The community stakeholder networks that engaged in the Denver Food Vision effort and the results of those community conversations are important resources to support new planning efforts as well. For the greatest impact and efficiency, city staff engaged in the Vision should continue to reach out to planning managers and highlight connections between efforts.

In addition, this plan incorporates or refines recommendations from previous plans and studies that include or impact food in Denver. Any updates to the following plans or studies should therefore also incorporate and refine food-related recommendations based on this Vision:

- Pedestrian Master Plan (2004)
- Strategic Transportation Plan (2008)
- Grocery Store Market Analysis (2008)
- Solid Waste Master Plan (2010)
- Denver Moves (2011)

- Northeast Downtown Neighborhood Plan (2011)
- Central Park Blvd Station Area Plan (2012)
- Decatur-Federal Station Area Plan (2013)
- Imagine 2020- Denver’s Cultural Plan (2014)
- Climate Adaptation Plan (2014)
- Globeville Neighborhood Plan (2014)
- Denver Community Health Improvement Plan (2014)
- Elyria-Swansea Neighborhood Plan (2015)
- National Western Center Master Plan (2015)
- Westwood Neighborhood Plan (2016)

3 Supporting Policy and Regulation

The full implementation of the Denver Food Vision will also include regulatory and policy changes impacting city codes, regulations, processes and/or design guidelines. Policy and regulatory changes may include but are not limited to Denver Zoning Code amendments, Public Works requirements for infrastructure improvements associated with development projects, and Parks and Recreation requirements regarding open space and landscaping.

The city should work with the Denver Sustainable Food Policy Council (SFPC) to evaluate and revise policies, rules, and regulations to best support the Vision. Specific policy and regulatory recommendations should be prioritized based on the following, or very similar, criteria:

Impactful: How strongly will the effort impact the winnable goals and priorities?

Reach: How many people will the effort impact?

Aligned: Does this align with the Vision, address key priorities, and help further the Winnable Goals? Does this effort support or detract from progress on other vision pillars?

Scalable: Can this be piloted on a small scale with limited risk and implemented on a broad scale if the pilot is successful?

Tested: Has this been implemented successfully elsewhere or is there strong evidence it will succeed here?

Realistic: Is the effort possible with the current resources and partnerships? Is there an identified partner with the expertise and capacity to implement?

Financially Feasible: Is there an identified source of funding that covers the full cost of implementation?

Equitable: How well does effort address community-defined needs in underserved and/or low-income neighborhoods?

The SFPC should regularly provide the city with a proactive framework of recommendations and at least every 3 to 5 years, roughly coordinating with the release of the incremental Action Plans. The SFPC will then prepare detailed briefs and policy advisories on proposed policy or regulatory changes.

4 Enhanced Investments

Realizing the full scope of the Denver Food Vision will require considerable public and private investment. While much of the Vision is likely to be implemented through various public/private partnerships, the city should take early action on projects that will catalyze or significantly support a more efficient, coordinated, and equitable food system. Specifically, the city can immediately:

- Support ongoing city efforts
- Identify public investment opportunities
- Consider new public funding sources
- Cultivate private funding sources

Support Ongoing City Efforts

Many agencies across the City and County of Denver are already engaged in supporting food related programming and promoting priorities of one or more vision pillar. Success requires continued city support in the form of dedicated staffing and program resources. To further encourage focused roles in supporting system-wide coordination and collaboration, it is recommended that the city: formalize a "Food Systems Interagency Working Group" to coordinate budget and policy requests through appropriate agencies; evaluate options to expand number of dedicated staff members to focus on program coordination, development, and evaluation; and consider programming budget for the creation or expansion of specific programs and projects that support this Vision through the annual budget process.

Identify Public Investment Opportunities

Some of the strategies in this plan require or would be enhanced by the development of new city infrastructure. Infrastructure projects in which the city takes the lead in designing, constructing, and funding use a variety of existing public funding sources such as the annual Capital Improvements Program, bond funds, or state or federal grant programs. Examples of potential opportunities include public investments in street reconstruction or new transit services that connect people to healthy food retail. It could also include expanding community gardens in parks, purchasing open space lands, developing public markets or food hubs, or investing in community kitchen space at libraries, recreation centers or other public facilities.

Consider New Public Funding Sources

New public funding sources may also be needed to support on the ground community food system efforts. It is important to continue conversations that consider trade-offs between public funding streams and other funding sources. Types of public funding sources are continually evolving based on economic, political, legal, and neighborhood objectives, but the following opportunities should be explored in future conversations:

- Tax Base Support
- Annual Budget
- Tax Increment Finance
- New Markets Tax Credit programs
- Special Districts
- Social Impact Investments

Cultivate New Private Funding Sources

Cultivating and aligning private for-profit and nonprofit funding sources is an essential way to leverage public resources to the greatest possible impact.

The city and industry leaders can work together to identify and encourage new sources of equity, venture, and foreign direct investment for rapidly growing food companies including local investment groups.. The city can also work with philanthropic leaders to align and coordinate nonprofit investment with other direct investments from the city including infrastructure projects and funds through community block grant programs.

5 Ongoing Communication and Coordination

The Denver Food Vision is the product of extensive feedback and input from a variety of community and industry groups working to define this collective vision of Denver's future food system. The most successful implementation strategies will continue the partnerships formed during the planning process and develop new roles for accomplishing and implementing specific plan goals. In many cases, broadening these partnerships is the best way to implement specific actions, policy changes, or recommended projects. Broad partnerships typically include businesses, neighborhood organizations, property owners, residents, special districts, council members, and nonprofits.

Since several actions outlined in the Denver Food Vision are outside the sole control of the city, it is critical that industry groups, neighborhood stakeholders, nonprofit organizations, residents, and business owners work together to help implement those parts of the Vision. Priorities for implementation partnerships include:

- Denver Public Schools
- Denver Water
- Real estate developers
- Large regional employers
- Health care insurers and providers
- Universities and other higher education institutions



GET INVOLVED

Getting involved in the food system does not have to be a full-time job. At the public meetings, your neighbors shared many ideas about easy ways to jump in. Here are the most common suggestions:

- Grow some of your own food in a home, community or school garden
- Share seeds, plants, and recipes with your neighbors
- Donate some extra time, money or food to food pantries and neighbors in need
- Consider adding backyard food-producing animals (like chickens, ducks, goats, bees)
- Add a backyard composting bin to help reduce food-waste and make high quality soil
- Add to your income by making and selling cottage foods*
- Get to know your neighbors by selling some of the food you grow*
- Support food retailers that sell local/organic/healthier/fresh food
- Ask your local restaurant where the food in your meal comes from
- Eat a few more fruits and vegetables each week and see if you can taste the difference of foods that are in season
- Attend a class about healthy cooking, gardening or preserving food
- Join a neighborhood food-buying club or become a member of a community-owned food cooperative
- Cook one additional meal per week at home for your family
- Attend a community meeting about neighborhood food projects
- Attend a Denver Sustainable Food Policy Council meeting to help advise the city on food policy

* May require specific city permits or licenses



APPENDIX A SPONSOR LIST

HOSTS of community events and industry focus groups:

- Barnum Recreation Center
- Beast + Bottle
- Colorado State University
- Daniels Fund
- Denver Botanic Gardens
- Denver Parks and Recreation
- Denver Public Schools
- Denver Urban Gardens
- Goldrick Elementary School
- Harvard Gulch Recreation Center
- Johnson & Wales University
- Kunsmiller Creative Arts Academy
- MHCD Dahlia Campus for Health & Well-Being
- Montbello Recreation Center
- Montclair School of Academics and Enrichment
- North High School
- Posner Center for International Development
- Samuels Elementary School and Community Garden
- The Commons on Champa
- The Denver Foundation
- Tundra Restaurant Supply

DONORS of food, interpretation, transportation, child care, and/or door prizes:

- BBB Seed
- Chipotle Mexican Grill
- Civic Canopy
- Colorado Enterprise Fund
- Colorado Fresh Food Financing Fund
- Colorado State University Extension – Denver County
- Comedy Works
- Corvus Coffee
- Denver Community Planning and Development
- Denver Environmental Health
- Denver Food Rescue
- Denver Office of Economic Development
- Denver Zoo
- Eat Denver
- EarthLinks
- Groundwork Denver
- Grow Local Colorado
- Johnson & Wales University
- Keith's Coffee Bar
- La Fillette - Sugar Vision
- Little Man Ice Cream
- LiveWell Colorado
- Local Food Shift Magazine
- LoCo Food Distribution
- Nanna's Teas
- Occasions Catering
- Patzcuaro's
- Pizzeria Locale
- Progressive Urban Management Associates
- Re:Vision
- SHARE Northeast Denver
- Slow Food Denver
- Snooze: An AM Eatery
- Stapleton Foundation
- SubCulture
- Taking Neighborhood Health to Heart
- The Hornet
- The Truffle Cheese Shop
- Three Tomatoes Catering
- Thrive Market
- Tundra Restaurant Supply

SPONSORS

- Concerned Citizens for Barnum
- BeWell
- Bienvenidos Food Bank
- Capitol Hill United Neighborhoods
- Chef's Collaborative
- Colorado Enterprise Fund
- Colorado Fresh Food Financing Fund
- Colorado Housing and Finance Authority
- Colorado Restaurant Association
- Colorado State University
- Colorado State University Extension
- Cooking Matters/Share Our Strength
- Denver Botanic Gardens
- Denver City Council Members and their Offices
- Denver Environmental Health
- Denver Food Rescue
- Denver FRESH
- Denver Public Schools
- Denver Sustainable Food Policy Council
- Denver Urban Gardens
- EarthLinks
- Eat Denver
- Ekar Farm
- Food Bank of the Rockies
- Greater Park Hill Community
- Green Gate Urban Farm
- Groundwork Denver
- Grow Local Colorado
- Hope Center
- Hunger Free Colorado
- Johnson & Wales University
- Kavod Senior Life
- LiveWell Colorado
- Mayor Michael B. Hancock
- MetroCaring
- MHCD Dahlia Campus for Health & Well-Being
- Naturally Boulder
- Nourish Community Market
- Overland Park Neighborhood Association
- People Community Food Projects
- Produce for Pantries
- Progressive Urban Management Associates
- Re:Vision
- Regis University and Cultivate Health
- ReVision
- RiNo Art District
- Rocky Mountain Communities at Garden Court
- Rocky Mountain Farmers Union
- Rosedale Community Garden
- Rosedale Harvard Gulch Neighborhood Association
- Samuel's Elementary School Community Garden
- Slow Food Denver
- Sprout City Farms
- Stapleton Foundation
- Taking Neighborhood Health to Heart
- The Garden
- The GrowHaus
- University of Colorado
- University of Denver
- West Colfax Food Co-op
- West Colfax Business Improvement District
- Westwood Unidos



The table below highlights that each priority helps advance the goals of the other focus areas.

FOCUS AREA	PRIORITIES	STRATEGIES	GOALS
INCLUSIVE	<p>11. Invest in building community-driven complete neighborhood food environments</p>	<p>11.A Engage diverse community organizations, institutions, neighborhoods, and residents to develop neighborhood food plans as part of qualifying city neighborhood and small area plans that outline the ideal features of an equitable complete food environment</p> <p>11.B Develop maps and other tools that highlight neighborhood assets, gaps, and opportunities for creating complete food environments in Denver’s low and moderate income neighborhoods (prioritize neighborhoods that are currently food deserts)</p> <p>11.C Leverage public and private investments to fill community identified gaps and make neighborhood food environments more complete, including investments in neighborhood retail spaces, food- co-ops, gardens, food pantries, market locations, and/or nonprofit educational urban farms</p> <p>11.D Encourage neighborhood retail locations that feature food businesses in new developments and redevelopment projects</p> <p>11.E Maintain and enhance existing neighborhood retail locations through facade and streetscape improvements</p> <p>11.F Highlight unique neighborhood food cultures, food system innovations, and/or activation of natural or built environment features</p>	<p>5 low-income or underserved neighborhoods reach self-defined goals for a Complete Food Environment</p>
	<p>12. Encourage community food production and sharing</p>	<p>12.A Work with neighborhood leaders to identify the best strategies for strengthening and promoting home, school, and community food production</p> <p>12.B Enhance multilingual professional and peer learning opportunities about community food production, food preservation, food storage, food safety, and food-producing animals</p> <p>12.C Promote opportunities to share food through residential sales of fresh produce, cottage foods, and donating excess food to local food pantries and hunger relief organizations</p>	<p>44% increase number of community and school gardens</p> <p>413% increase number of permits for residential sales of fresh produce/cottage foods and food-producing animals</p>

FOCUS AREA	PRIORITIES	STRATEGIES	GOALS
HEALTHY	H1. Improve access to a wide variety of healthy food retail options	<p>H1.A Expand efforts to recruit and retain full-service retailers into neighborhoods with low-food access by offering targeted financial incentives and site selection support</p> <p>H1.B Foster viable, innovative, and affordable healthy food retail models, such as mobile, online, delivery, and co-op grocery models</p> <p>H1.C Continue efforts to increase affordable healthy food options at existing convenience stores</p> <p>H1.D Integrate retail access into transportation planning so pedestrian routes, bike routes, and transit stops include healthy food retail access points</p> <p>H1.E Promote existing options for residential food sales and expand options for farm stands at community gardens, school gardens, urban farms, affordable housing projects, and public facilities</p> <p>H1.F Streamline permitting process and support increased use of public spaces for non-permanent fresh food retail, including community supported agriculture, mobile vending, and farmers' markets</p> <p>H1.G Explore solutions to alleviate concentration of unhealthy food retailers in neighborhoods without reducing overall food access</p>	55% reduction in food insecure households
	H2. Ensure that healthy food is affordable for everyone	<p>H2.A Continue efforts to enroll eligible participants and eligible retailers in existing federal food assistance programs, for example Supplemental Nutrition Assistance Program (SNAP)</p> <p>H2.B Advocate for incentive programs that reduce the cost of purchasing fresh and healthy foods through the Double Up Colorado SNAP program</p> <p>H2.C Strengthen collaboration with the hunger relief network and integrate with other senior and multigenerational anti-poverty efforts to more comprehensively prevent hunger and food insecurity</p> <p>H2.D Invest in hunger relief efforts and infrastructure required to expand fresh and healthy foods at food pantries while reducing regulatory limits for hunger relief providers</p>	36% increase in SNAP enrollment for eligible populations

FOCUS AREA	PRIORITIES	STRATEGIES	GOALS
HEALTHY	H3. Promote healthy food environments and education for youth	<p>H3.A Coordinate with Denver Public Schools (DPS) to increase farm to school and other healthy school meal efforts, including garden to cafeteria programs by seeking opportunities to reduce regulatory barriers</p> <p>H3.B Reduce unhealthy food options, sugary drinks, in city facilities frequented by youth (for example libraries, recreation centers, and parks) by adopting a healthier vending policy</p> <p>H3.C Continue and expand access to healthy after school and summer meals programs to reach more youth in more public facilities across the city</p> <p>H3.D Encourage school gardens and farms combined with in school and out of school home economics and food literacy education for youth, including growing, cooking, nutrition, budgeting, and shopping for healthy foods</p>	75% of youth and adults eat at least 1 serving of fruit and vegetables per day
	H4. Increase community demand for healthy foods	<p>H4.A Expand community-based, culturally relevant education on healthy eating, including how to shop for affordable healthy options and how to use those ingredients to cook nutritious meals</p> <p>H4.B Collaborate with food educators (e.g. health care providers, registered dietitians, chefs, and small business devoted to health and wellness) to encourage consumption of more fresh and whole foods, fewer processed foods, more cooking at home, and more in-season, local foods</p> <p>H4.C Develop and deploy culturally sensitive public messaging campaigns to promote standard information about nutrition and affordable healthy eating</p> <p>H4.D Develop multilingual maps, signs and marketing tools, including community signage, for healthy food retail options</p>	57% reduction in the number of children drinking sugary drinks daily

FOCUS AREA	PRIORITIES	STRATEGIES	GOALS
VIBRANT PRIORITIES	V1. Develop Denver as an epicenter for the regional food economy	<p>V1.A Develop a nationally-recognized regional food industry through the recruitment and development of food-related businesses</p> <p>V1.B Continue efforts to strengthen connections between Colorado farms, local distributors and Denver based food businesses, and eaters</p> <p>V1.C Enhance food system infrastructure, such as aggregation and storage facilities, commercial kitchens, and public market spaces to enhance value added production</p> <p>V1.D Promote tourism leveraging Denver's reputation for high quality food and beverages</p> <p>V1.E Increase production and export of Denver food and beverage products, brands, and innovations</p>	59% increase size of the Denver food economy
	V2. Support the creation, expansion, and economic strength of Denver food businesses	<p>V2.A Streamline city permitting process for food-related businesses across all agencies</p> <p>V2.B Provide multilingual business support and technical assistance to clarify and abbreviate the process to open/expand food businesses and to utilize incentives like the enterprise zone</p> <p>V2.C Support community food businesses that promote the economic opportunity and stability for Denver neighborhoods, for example, community food cooperatives and business incubators</p> <p>V2.D Foster community wealth building and economic mobility opportunities through food business ownership opportunities and the development of the food businesses that support living wage jobs</p> <p>V2.E Advance city efforts and persuade other institutions to preferentially purchase from local and/or healthy food and beverage businesses</p> <p>V2.F Encourage existing and new industry associations as business capacity builders, resources, and champions for business stakeholders</p> <p>V2.G Develop a high quality, versatile food workforce through food-specific workforce programs, higher education partnerships, leadership development, and custom trainings to fill job skill gaps</p> <p>V2.H Identify and support micro-businesses and nonprofits that provide culturally relevant healthy foods</p>	\$100M of new capital to Denver food businesses
	V3. Spur innovation and entrepreneurship across food and agriculture industries	<p>V3.A Develop tailored multicultural entrepreneurship programs for innovators in the food and beverage industry, such as a business accelerator</p> <p>V3.B Conduct a study of the relevant policies and regulations to identify and address barriers to developing and growing innovative food-related businesses</p> <p>V3.C Support pilot projects and research on innovative urban agriculture production models including greenhouses, vertical growing, and rooftop agriculture</p> <p>V3.D Attract corporate research and development divisions that align with and complement the Denver Food Vision</p> <p>V3.E Leverage research from Colorado universities to encourage technology transfer and commercialization</p> <p>V3.F Coordinate existing and create new funding mechanisms to support start-up enterprises and pre-revenue innovations</p>	25% percent of food purchased by public institutions comes from Colorado

FOCUS AREA	PRIORITIES	STRATEGIES	GOALS
RESILIENT PRIORITIES	R1. Expand and preserve regional food system assets and infrastructure	<p>R1.A Preserve and reactivate key historic agriculture infrastructure in Denver, such as the National Western Center</p> <p>R1.B Coordinate with surrounding counties to identify and preserve prime agricultural working lands and water that provide region with fresh fruits and vegetables and other healthy foods</p> <p>R1.C Expand opportunities for local food production on public and private lands including those used historically for agriculture</p>	99.2 acres (0.1% of Denver acres) preserved in active agricultural production
	R2. Promote environmentally regenerative and climate smart food systems	<p>R2.A Encourage diverse scales and regenerative production methods for a wide variety of food products</p> <p>R2.B Support research on new crop varieties and production models, including season extension and water-saving techniques</p> <p>R2.C Promote education on residential and public efforts to protect pollinators and provide pollinator habitats</p>	
	R3. Reduce amount of food going to waste	<p>R3.A Support consumer education to reduce the amount of food that goes to waste in Denver homes</p> <p>R3.B Encourage businesses to prevent food waste and celebrate expanded food donation by restaurants, retailers, institutional food service, distributors, and food processors</p> <p>R3.C Help connect seconds and other food waste from Colorado farms to value-added food manufacturing and green energy businesses</p> <p>R3.D Invest in hunger relief efforts and infrastructure required to rescue fresh and healthy foods that would otherwise be wasted, recognizing that direct service organizations such as shelters and pantries are often the most under-resourced segment of the hunger relief system.</p> <p>R3.E Expand residential and commercial composting opportunities to reduce bulk and emissions at landfills</p> <p>R3.F Continue full implementation of solid waste master plan program and policy initiatives</p>	57% reduction in tons of residential food waste collected by city

APPENDIX C

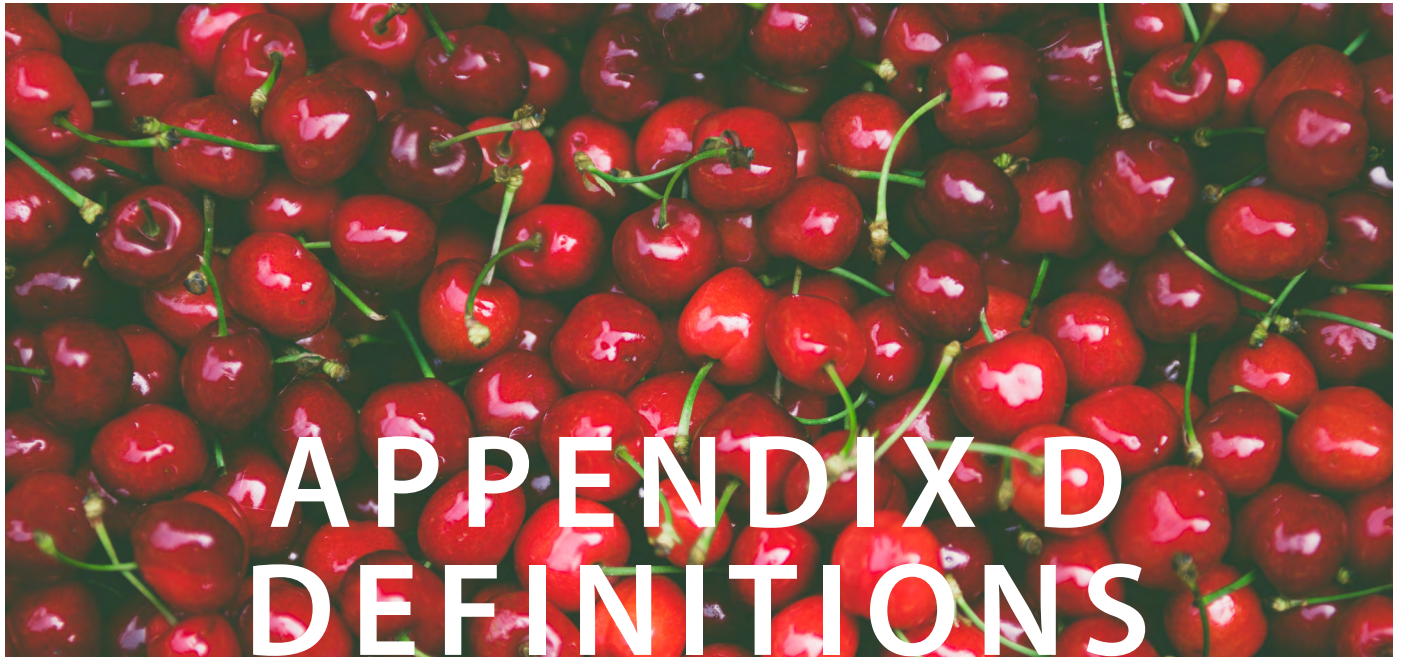
WINNABLE GOALS

The table below provides additional detail on each of the winnable goals.

FOCUS AREA	GOALS	ALIGNMENT WITH OTHER PLANS	DATA SOURCE	BASELINE	TARGET	2030 TARGET RATIONALE
INCLUSIVE	5 low-income or underserved neighborhoods reach self-defined goals for a Complete Food Environment	New Goal	Will be collected by city	0 in 2015 (new indicator)	50 in 2030	Trend: Insufficient historic data Forecast: New program
	44% increase number of community and school gardens	New Goal	Denver Urban Gardens	110 community gardens in 2015	156 in 2030	Trend: Insufficient historic data Forecast: Denver has 78 statistical neighborhoods, so 150 gardens would average 2 per neighborhood
			Denver Public Schools	102 school gardens in 2015	150 in 2030	Trend: Insufficient historic data Forecast: Denver Public Schools has 199 schools (If 75% of schools had gardens -> 150)
	413% increase number of permits for residential sales of fresh produce/ cottage foods and food-producing animals	New Goal	Community Planning and Development	22 residential sales permits in 2015	175 in 2030	Trend: 22 new since 2013. A rate of ~10 per year. Forecast: 172 in 2030 (= 15 years * 10 + 22)
			Community Planning and Development	124 food-producing animal permits in 2015	575 in 2030	Trend: 124 new since 2011. A rate of ~30 per year. Forecast: 574 in 2030 (= 15 years * 30 + 124)

FOCUS AREA	GOALS	ALIGNMENT WITH OTHER PLANS	DATA SOURCE	BASELINE	TARGET	2030 TARGET RATIONALE
HEALTHY	55% reduction in food insecure households	New Goal	Feeding America Map the Meal Gap	18.2% in 2011	8% in 2030	Trend: Decreased from 18.2% in 2011 to 14.8% in 2014. A rate of ~0.85% decrease per year Forecast: ~2.05% in 2030 (= 19 years * -0.85% + 18.2%)
	36% increase in SNAP enrollment for eligible populations	New Goal	Hunger Free Colorado	59% in 2013	80% in 2030 (rate of 1.2% per year improvement)	Trend: Increased from 46% in 2008. A rate of ~2.6% per year. Forecast: ~100% in 2030; however, national rate 74% (= 17 years * 2.6% + 59%)
	75% of youth and adults eat at least 1 serving of fruit and vegetables per day	New Goal	BRFSS via CDC State Indicator Report on Fruits and Vegetables	In 2015, 64.6% of adults ate more than 1 serving of fruit per day.	75%	Trend: Slight decrease from 2013 when 64.8% of adults ate more than 1 serving of fruit per day. A rate of ~0.1% decrease per year. Forecast: ~63.1% in 2030 (= 15 years * -0.1% + 64.6%)
				In 2015, 83.0% of adults ate more than 1 serving of vegetables per day.	95%	Trend: Increase from 2013, 80.7% of adults ate more than 1 serving of vegetables per day. A rate of ~1.2% increase per year. Forecast: ~100% in 2030 (= 15 years * 1.2% + 83.0%)
				In 2015, 40.8% of children ate more than 1 serving of fruit per day.	75%	Trend: Increase from 2013 when 38.8% of children ate more than 1 serving of fruit per day. A rate of ~1.0% increase per year. Forecast: ~55.8% in 2030 (= 15 years * 1.0% + 40.8%)
				In 2015, 39.0% of children ate more than 1 serving of vegetables per day.	75%	Trend: Decrease from 2013, when 42.5% of children ate more than 1 serving of vegetables per day. A rate of ~1.8% decrease per year. Forecast: ~12% in 2030 (= 15 years * -1.8% + 39.0%)
	57% reduction in the number of children drinking sugary drinks daily	New Goal	Healthy Kids Colorado Survey	13.0% in 2015	5.5% in 2030	Trend: Decrease from 16.1% in 2013. A rate of ~1.6% per year. Forecast: ~0% in 2030; however, New York reduced by 35% in 6 years. Replicating in Denver could lead to 5.5% by 2030.(= 15 years * -1.6% + 13.0%)

FOCUS AREA	GOALS	ALIGNMENT WITH OTHER PLANS	DATA SOURCE	BASELINE	TARGET	2030 TARGET RATIONALE
VIBRANT	59% increase size of the Denver food economy	New Goal (alignment with National Western Center)	EMSI for food system NAICS codes	\$6,960,765,373 in 2013	\$11B in 2030	Trend: \$660,422,490 new since 2013. A rate of ~ \$220M per year. Forecast: \$10.7B in 2030 (= 17 years * \$220M + \$6.9B)
	\$100M of new capital to Denver food businesses	New Goal (alignment with Office of Economic Development, JumpStart)	SEC Private company Form D filings with US Securities and Exchange Commission	\$0 (only tracking new capital)	\$100M by 2030	Trend: \$32.85 million in private capital raised for Denver based businesses between 2011 and 2015. A rate of ~\$6.57 million per year. Forecast: \$98.55 by 2030 (= 15 years * \$6.57M + \$0)
	25% percent of food purchased by public institutions comes from Colorado	Expansion of Office of Stainability's 2020 Goal for Food in Government Operations	CCD, Public Institutions	Unknown (City and County of Denver alone)	25% of institutional food purchases in 2030	Trend: Insufficient historic data Forecast: Insufficient historic data
RESILIENT	99.2 acres (0.1% of Denver acres) preserved in active agricultural production	New Goal, but similar to SFPC City Food, City Land Resolution	US Census of Agriculture	143 acres in 2012	99.2 acres by 2030	Trend: Decrease of 466 acres in Denver between 2007 and 2012. A rate of ~ 93 acres lost per year. Forecast: 0 acres in 2030 (= 18 years * -93 acres + 143 acres)
	57% reduction in tons of residential food waste collected by city	Same as Public Works' Solid Waste Master Plan	Public Works Solid Waste Assessment	20,000 tons in 2008	13,200 tons in 2030	Trend: Insufficient historic data Forecast: Insufficient historic data



Culturally Appropriate

Community interventions need to take into consideration the specific characteristics of the group being targeted. Culturally appropriate community interventions are defined, therefore, as meeting each of the following characteristics: (a) The intervention is based on the cultural values of the group, (b) the strategies that make up the intervention reflect the subjective culture (attitudes, expectancies, norms) of the group, and (c) the components that make up the strategies reflect the behavioral preferences and expectations of the group's members.

Community Driven

The World Bank defines "Community-driven development (CDD) is an approach that gives control over planning decisions and investment resources for local development projects to community groups." Like community-led this means the community of residents and businesses is driving the process, often organizing meetings, developing priorities, timelines, budgets, and project management details. This is distinct from community informed where stakeholders are gathered and provide input and direction, but are not responsible for implementation.

Community Food Business

A Community Food Business is a Local Food Business that primarily serves the needs of neighborhood residents instead of national or global markets.

Complete Food Environment

A Complete Food Environment is a community-defined set of food amenities and infrastructure (that could include grocery stores, food pantries, farmers' markets, school gardens, etc) that together provide for the food needs of all community members. Importantly, Complete Food Environments are designed by the community at the neighborhood-level, most often as part of a neighborhood or small area plan. Neighborhoods' Complete Food Environments enable equitable access to affordable, healthy, fresh, and often local food for all. They integrate the unique cultures and values of each neighborhood and make it easy to shop for and buy nutritious and healthy foods regardless of age, ability, income, or other personal factors.

Disparity

This word comes from the field of public health. "Although the term disparities is often interpreted to mean racial or ethnic disparities, many dimensions of disparity exist in the United States, particularly in health. If a health outcome is seen to a greater or lesser extent between populations, there is disparity. Race or ethnicity, sex, sexual identity, age, disability, socioeconomic status, and geographic location all contribute to an individual's ability to achieve good health. It is important to recognize the impact that social determinants have on health outcomes of specific populations. Healthy People strives to improve the health of all groups" (Healthy People 2020).

Economic Mobility

Economic mobility is defined by the Pew Charitable Trust and Federal Reserve Bank of San Francisco as the ability to move up or down the economic ladder within a lifetime or from one generation to the next. As policy makers seek to foster equality of opportunity, it is critical that their decisions be based on robust and nonpartisan research and analysis. Pew's research answers questions about the extent to which mobility is affected by race, gender, education, personal savings, and geography.

Emergency Preparedness

The ability to prepare for, mitigate, respond to, and recover from natural or man-made disaster and emergencies.

Equity

Equity is defined by the World Health Organization as the absence of avoidable or remediable differences among groups of people, whether those groups are defined socially, economically, demographically, or geographically. Health inequities therefore involve more than inequality with respect to health determinants, access to the resources needed to improve and maintain health or health outcomes. They also entail a failure to avoid or overcome inequalities that infringe on fairness and human rights norms.

Food Business

A Food business is any business operating in one or more of the food system sectors.

Food Culture

Food culture refers to the ways in which people grow, shop for, prepare, and consume food that is culturally meaningful.

Food Insecurity

Food insecurity is defined by the USDA as the state of being without reliable access to a sufficient quantity of affordable, nutritious food.

Food System

A food system is the process of how food gets from a farm or ranch to an individual and their family. The food system begins with the land, water, seeds, and tools that farmers and ranchers convert into food. The food system also encompasses the cleaning, moving, processing, repacking, packaging, distributing, selling, and cooking that happens between the farm and the plate.

Healthy

Generally, "healthy" refers to "having or conducive to good health" or "promoting good health". The World Health Organization (WHO) definition is "a state of complete physical, mental, and social well-being and not merely the absence of disease or infirmity."

Healthy Food

Healthy food – in simple terms it refers to foods that contribute to personal or public health. Generally healthy foods emphasize fruits, vegetables, whole grains, fat free or low fat dairy, lean meats and proteins (eggs, nuts), low saturated fats, low sodium, and less added sugar, staying within daily caloric needs. The Healthy Beverage Partnership acknowledges that when fresh foods are not available, there are "healthier" options when it comes to snack foods and beverages."

Inclusive

"inclusive of many cultures, perspectives, and experiences"...Broad in scope or orientation. Welcoming to all people. Covering or intended to cover all people, services, items, etc.

Local Food Business

A local food businesses is a food business located in Denver and owned by a Colorado resident.

Prime Farmland

Prime farmland, as defined by the U.S. Department of Agriculture, is land that has the best combination of physical and chemical characteristics for producing food, feed, forage, fiber, and oilseed crops and is available for these uses. It could be cultivated land, pasture land, forestland, or other land, but it is not urban or built-up land or water areas. The soil quality, growing season, and moisture supply are those needed for the soil to economically produce sustained high yields of crops when proper management, including water management, and acceptable farming methods are applied. In general, prime farmland has an adequate and dependable supply of moisture from precipitation or irrigation, a favorable temperature and growing season, acceptable acidity or alkalinity, an acceptable salt and sodium content, and few or no rocks. The water supply is dependable and of adequate quality. Prime farmland is permeable to water and air. It is not excessively erodible or saturated with water for long periods, and it either is not frequently flooded during the growing season or is protected from flooding. Slope ranges mainly from 0 to 6 percent. More detailed information about the criteria for prime farmland is available at the local office of the Natural Resources Conservation Service.

Region

In the context of this report, Region means the Front Range of Colorado. For some agricultural products, however, Region may need to be interpreted as the entire state of Colorado.

Resilience

Resilience is about responding to disruption (shocks and stresses).

Regenerative

Restore to a better, higher, stronger, healthier state.

Sustainability

Sustainability is about managing resources and impacts. In 1987, the UN Brundtland Commission defined sustainable development in the "Our Common Future report as "meeting the needs of the present without compromising the ability of future generations to meet their own needs." (Report of the World Commission on Environment and Development)



The table below highlights that each priority helps advance the guiding principles of the other Vision pillars.

PRIORITIES		INCLUSIVE	HEALTHY	VIBRANT	RESILIENT
INCLUSIVE PRIORITIES	I1. Invest in building community-driven complete neighborhood food environments	X	X	X	X
	I2. Expand community food production and sharing	X	X		X
HEALTHY PRIORITIES	H1. Improve access to a wide variety of healthy food retail options	X	X	X	X
	H2. Ensure that healthy food is affordable for everyone		X	X	
	H3. Promote healthy food environments and education for youth	X	X		
	H4. Increase community demand for healthy foods	X	X		
VIBRANT PRIORITIES	V1. Develop Denver as an epicenter for the regional food economy			X	X
	V2. Support the creation, expansion, and economic strength of Denver food businesses	X		X	
	V3. Spur innovation and entrepreneurship across food and agricultural industries			X	
RESILIENT PRIORITIES	R1. Expand and preserve regional food system assets and infrastructure	X		X	X
	R2. Promote environmentally regenerative and climate smart food systems		X		X
	R3. Reduce amount of food going to waste			X	X

