



Local Food Action Plan for Lincoln Park

LOCAL FOODS, LOCAL PLACES TECHNICAL ASSISTANCE

Duluth, MN - December 2019



For more information about Local Foods, Local Places visit:

<https://www.epa.gov/smartgrowth/local-foods-local-places>

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Cover photos credit: Lincoln Park from Enger Tower by USDA's Ron Batcher; Lake Superior College greenhouse by EPR; community mural by Duluth LISC.

COMMUNITY STORY

The city of Duluth is a collection of neighborhoods with a population totaling over 85,000 people. Duluth sits at the southwest tip of Lake Superior where St. Louis River pools into Superior Bay. Locals like to talk about the cold, blustery weather and the wild, natural elements of their Minnesota hometown, which seems to reinforce a hardworking and industrious attitude that has fueled local industry. Residents of this Lake Superior town have a friendly disposition, welcoming visitors and caring for their neighbors. This resilient and hospitable character allowed the city of Duluth to sustain itself through economic downturn, floods and a slow decay, where familiar buildings and historic homes fell into disrepair and neglect. Duluth's full story is not one of loss, but rather one of resurgence. This spirit of resilience is evidenced by the hard work of one of the city's most challenged and underprivileged neighborhoods, Lincoln Park, to pull together its residents, businesses, and organizations to reinvest in its future through organizing around place, energy, food, health, education, and economic development.

In the late 1970s, many midwestern cities struggled to maintain their most basic services. Core industries closed their doors and boarded their windows, moving to overseas sites with lower costs. The city of Duluth was no exception. Today, many long-time residents still remember the billboard along U.S. 35, which read "Will the last one leaving Duluth please turn out the light."^[1] One of the areas hit hardest by the economic decline was the West End neighborhood, a blue-collar neighborhood consisting of mill houses, schools, small businesses, and Duluth's first park. After decades of disinvestment, West End was officially renamed Lincoln Park in 1996 in an effort to advance revitalization. Historic commercial district infrastructure remains with the markings of an old main street (Figure 1). Those in Lincoln Park define its boundaries as "rocks to docks, skyline to shoreline, port inclusive," with the latter feature referring to the port facilities along the St. Louis River (Figure 2).



Figure 1 – Ecolibrium3, the lead organization on the Local Foods, Local Places steering committee, relocated its offices to Superior Street to be in the heart of the Lincoln Park neighborhood. This commercial corridor serves as a main street for the neighborhood and is home to new reinvestment. Residents frequently talk about how much Lincoln Park has changed in recent years, naming new breweries, cideries and restaurants along Superior Street. This corridor is central to Lincoln Park and to the perception of its resurgence. Despite these positive changes, households that flank the corridor continue to struggle. Income, life-expectancy, and other social economic trends still lag, when compared with other Duluth neighborhoods.

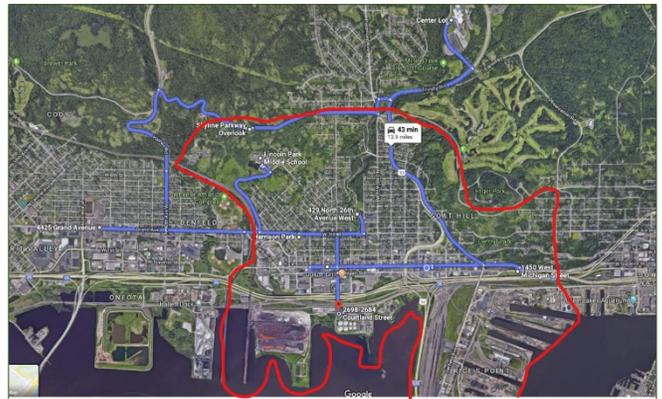


Figure 2 – Locals describe the geography of Lincoln Park as, "Rock to docks, skyline to shoreline, port inclusive." The Duluth hill, topped by Skyline Parkway, define one edge to the neighborhood. The St. Louis River, including the port facilities, mark the opposite boundary. This map illustrates the unofficial boundaries of the Lincoln Park neighborhood. Ecolibrium3 indicated the traditional boundaries and mapped the field visit tour, shown in blue lines. This map is rotated so that the top of the image represents northwest. Image Credit: Ecolibrium3.

Despite improvements, Lincoln Park still lags in many quality-of-life indicators compared to other city neighborhoods. Lincoln Park’s median household income is less than three-quarters of the citywide figure: \$32,861 compared to \$45,950. Ten percent of Lincoln Park residents lack health insurance compared to the citywide figure of five percent. Over 20 percent of households lack a personal vehicle, and 19 percent have a diagnosed disability. Contributing to these troubles, the neighborhood was damaged by a severe rain event in 2012 that overwhelmed the numerous creeks cascading off of Duluth’s 800-foot bluff causing flash floods that heavily damaged homes, businesses, parks and streets. In 2018, at least 45 Lincoln Park buildings are condemned or blighted, giving several blocks an abandoned appearance.¹ In terms of food access, the U. S. Department of Agriculture (USDA) identifies Lincoln Park as a food desert.² The nearest major grocery store is at least three miles from most neighborhood residents, and many lack access to a car.²

Due to a diverse group of organizations and businesses, Lincoln Park is currently experiencing a renaissance, especially along West Superior Street. Food is a central piece to this neighborhood reinvestment. Regional food work dates back to the early 2000s, when efforts to develop and sustain regional food networks in the Western Lake Superior Region began. Subsequent initiatives and studies helped to focus reinvestment and community development around food.

The Lake Superior Good Food Network grew out of a 2009 conference, with an intensive phase of development in the early 2010s, in connection with a national Good Food movement. The network produced the Lake Superior Good Food Charter in 2012. The Lake Superior Sustainable Farming Association was founded in the early 2010s, as a chapter of the Sustainable Farming Association of Minnesota, which dates from 1988. University of Minnesota researchers issued a Locally Adapted Food System Assessment in 2010. One year later, a University of Minnesota study galvanized attention to food-access problems in Lincoln Park.³ Focusing on the idea of the “food desert” and its consequences for public health, the study identified a number of

Local Foods, Local Places Steering Committee

- **Jodi Slick**, Ecolibrium3
- **Shannon Laing**, Ecolibrium3
- **Patricia Appelbaum**, Ecolibrium3
- **Vanni Hayden**, Resident Champion
- **David Abazs**, UMN Extension Northeast Regional Sustainable Development Partnerships
- **Sarah Nelson**, Generations Health Care Initiatives
- **Joe Drexler**, St. Luke's Hospital
- **Kelsie Meyer**, Duluth Community Gardens Program
- **Abigail Blonigen**, Zeitgeist
- **Rosie Alberio**, Seeds of Success
- **Evan Flom**, Seeds of Success
- **Eleanor Bacso**, City of Duluth
- **Tom Hanson**, Duluth Grill
- **Sara Bumgardner**, St. Louis County Public Health
- **Renee Willemsen**, Duluth Farm to School
- **Lars Kuehnow**, Duluth LISC
- **Randy Hanson**, Lake Superior College
- **Julie Allen**, Lake Superior Sustainable Farming Association

Figure 3 – Steering committee members.

¹ Slick, Jodi. Local Foods, Local Places steering committee application.

² United States Department of Agriculture. Economic Research Service. Food Access Research Atlas, 2019. <https://www.ers.usda.gov/data-products/food-access-research-atlas/go-to-the-atlas.aspx>

³ Bennett, John and Pine, Adam. Food Access in Duluth’s Lincoln Park/West End Neighborhood. University of Minnesota, 2011.

“complex and innovative” ways in which residents obtained food – buying clubs, food pantries, etc. Nonetheless, it found that the lack of a full-service grocery store was a significant barrier. The Fair Food Access Campaign of was a response to the 2011 study. In partnership with Community Action Duluth, CHUM, Zeitgeist Center for Arts and Community, Duluth Community Garden Program, and Duluth LISC. This collaboration led to a bus route connecting Lincoln Park to a neighboring grocery store, a weekly seasonal farmers market in the neighborhood that matches food stamp benefits, and expanded community gardens. The Superior Compact, which was concerned with local food purchasing, appeared in 2013. A statewide Minnesota Food Charter began in 2013 and the Minnesota Food Charter Network was formed in 2015.

New businesses, including breweries and restaurants, opened their doors and brought investment into Lincoln Park. Perceptions of the neighborhood are changing as reinvestment takes hold. Yet, many community issues remain, including: differences between the needs of small producers on the one hand, and large purchasers such as schools and hospitals on the other; the cost of a broker or aggregator who could help to align these needs; continued needs for consumer education about healthful eating, local products, and food preparation; the difference between repurposing urban land and producing the greatest amount of food; tension between a fair income for farmers and what low-income people can afford; questions about the economic sustainability of small retail outlets and nonprofit commercial kitchens; and, broader economic structures that favor large-scale producers with low-cost labor in warm climates, despite the cost of transport.

In 2018, Ecolibrium3 and a group of community stakeholders requested assistance through the Local Foods, Local Places program to develop an action plan for promoting the local food system and a healthy, walkable, economically vibrant community. The goals of the Local Foods, Local Places program are to create:

- More economic opportunities for local farmers and businesses.
- Better access to healthy, local food, especially among disadvantaged groups.
- Revitalized downtowns, main streets, and neighborhoods.

The Local Foods, Local Places program is supported by the U.S. Environmental Protection Agency (EPA), the USDA, and the Northern Border Regional Commission. Duluth, Minnesota was one of 15 communities across the United States selected to participate in the program in 2019.

A Local Foods, Local Places steering committee was formed in Duluth, Minnesota in preparation for this technical assistance award and is comprised of a variety of community partners (see Figure 3). They were

Local Foods, Local Places Technical Assistance Team

- **Melissa Kramer**, EPA
- **Rosita Clarke**, EPA Region 5
- **Katie Williams**, EPA Mid-Continent Ecology Division Lab
- **Ron Batcher**, USDA Agricultural Marketing Service
- **Twila Kennedy**, U.S. Small Business Administration
- **James Baltazar**, U.S. Department of Housing and Urban Development
- **Jason Espie**, EPR (consultant)
- **Will Cockrell**, EPR (consultant)

Figure 4 – Technical assistance team.

supported by a technical assistance team comprised of consultants and multiple federal partners (Figure 4). The steering committee expressed a desire to focus on repurposing land, improving food access, and increasing economic activity. This included a desire for new community gardens that would provide additional space for residents to grow their own food; a commercial kitchen that would foster the development of new small businesses within the neighborhood, providing space and equipment for creating value added foods or preserving food for personal use; and an indoor farmers market or grocery store that could provide a reliable, year-round source of local food.

The remainder of this report and appendices document the engagement process, the workshop activities, and most importantly, the outcome: a local food action plan to achieve the goals of Duluth, Minnesota’s Lincoln Park neighborhood.

ENGAGEMENT

The technical assistance engagement process for Local Foods, Local Places has three phases, illustrated in Figure 5 below. The plan phase consists of three preparation conference calls with the steering committee and technical assistance team to clarify goals and arrange workshop logistics. The convene phase includes the effort’s capstone event—a two-day workshop in the community. The act phase includes three follow up conference calls to finalize a local food action plan and strategize on how to maintain momentum generated during the workshop. The community workshop was held over a two-day period from October 21 to 22, 2019, and the activities those days are described below. Workshop exercise results are summarized in **Appendix A**, workshop sign-in sheets are provided in **Appendix B**, a workshop photo album is provided in **Appendix C**, a data profile in **Appendix D**, funding resources in **Appendix E**, and general references in **Appendix F**.

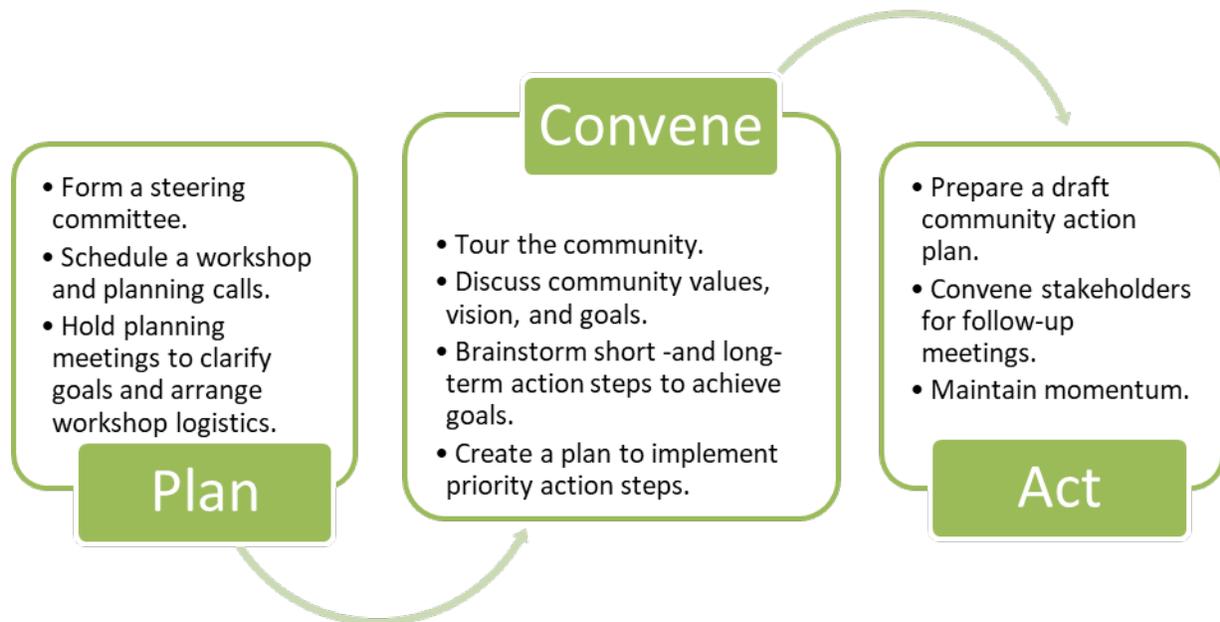


Figure 5 - Local Foods, Local Places technical assistance process diagram.

COMMUNITY TOUR

In advance of the first community session on the evening of October 21st, the Local Foods, Local Places steering committee designed and led a tour of the Lincoln Park neighborhood and nearby areas for members of the technical assistance team. The day started with lunch at Ecolibrium3's office, on the 2000 block of Superior Street. The steering committee reserved a shuttle from The Duluth Experience Tour Company, which donated the shuttle for the community tour. The shuttle's first stop was the Point of Rocks site—the future home to the Lincoln Park Solar Garden. Ecolibrium3 is planning a 40-kilowatt solar array, located between I-35 and West Michigan Street, at the northeastern gateway to Lincoln Park. The power from the array will benefit the Duluth Veterans' Place, a transitional housing project by the Minnesota Assistance Council for Veterans. The array will also provide long-term funding for an Emergency Energy Fund to help families that are struggling to pay utility bills. The site is seen also as a location for a future community garden. From the first stop, the shuttle traveled west to Lake Superior College. The College established a new Eco-Entrepreneurship Program, which has already enrolled about a dozen students in its first year. The technical assistance team visited their program's greenhouse, where Charlie Danielson, director of the program, described this unique opportunity for students to learn about how to be entrepreneurs in the world of sustainable food production. Back on the shuttle, the tour group rode south along the Skyline Parkway for a bird's eye view of the neighborhood. From Skyline Parkway, the technical assistance team could see this area and gain a better understanding of landmarks.

From Skyline Parkway, the shuttle descended into West Duluth, and adjacent neighborhood. The next stop was a winter greenhouse, located adjacent to Denfeld High School. This site was recently a parking lot, turned into the Denfeld Food Forest and a greenhouse constructed to withstand the region's harsh winters. Evan Flom, with



Figure 7 – The first major stop of the shuttle tour was Lake Superior College, which recently established the Eco-Entrepreneurship Program. This program provides practical knowledge on how to address environmental issues through food-system entrepreneurship. The tour group visited the program's greenhouse, which included aquaponics. In its first year, the program already has about a dozen students enrolled. Image credit: EPR



Figure 6 – Day one started with lunch at Ecolibrium3's office, on



Community Action Duluth’s Seeds of Success program, explained that the greenhouse is intended to help grow food throughout the year to supply an all-season farmers market in Lincoln Park. The shuttle then traveled north along Grand Avenue to visit the Lincoln Park Middle School where the tour group discussed food programs at the school. Vanni Hayden (steering committee member) pointed out that the closest bus stop to the school was on Grand Avenue, requiring a long, uphill walk for anyone wanting to access food programs that were hosted at the school. The steering committee also mentioned that 56 percent of middle school students are eligible for free or reduced-price meals.

Back on Grand Avenue, the shuttle passed Harrison Park, a community garden site with potential for expansion and enhanced food programs. The next stop was Lincoln Park, a central green space for the neighborhood and namesake for the area. Despite damage in the 2012 floods, this park remains an important recreational and social center for the community. The park will undergo reconstruction in 2020 and the potential of food-related programming was discussed.

On the way back to Ecolibrium3’s offices, the shuttle drove past several neighborhood assets, including the Boys and Girls Club and the Children’s Museum. The steering committee pointed out several sites that could be redeveloped, helping to revitalize the neighborhood. These sites included old industrial buildings, vacant lots, and an overbuilt post office.

Due to the inclement weather, the steering committee canceled the walking tour, opting for a virtual tour from Ecolibrium3’s conference room. Steering committee members unloaded their extensive knowledge of the community. Using Google Street View, the committee identified several additional properties for redevelopment or community gardens.



Figure 8 – Evan Flom, with Community Action Duluth’s Seeds of Success program, discussed the winter greenhouse with the technical assistance team. While not a true deep winter greenhouse, the structure provides added protection to plants during Minnesota’s winter months. Image credit: EPR



Figure 9 – Back at Ecolibrium3’s office, the tour group stays warm and dry, experiencing a virtual walking tour of the neighborhood. Steering committee members discussed the neighborhood in detail, highlighting different sites that could be revitalized or turned into community gardens or other food assets. Image credit: EPR

VISION AND VALUES

Almost forty community stakeholders attended the first public session of the workshop on the evening of October 21st. The steering committee hosted this event at Bent Paddle Brewing Company. Jodi Slick, CEO of Ecolibrium3, welcomed attendees and emphasized the importance of local food and its connection with efforts in Lincoln Park to redevelop and reinvest in the community. Melissa Kramer, the primary EPA contact, spoke about the Local Foods, Local Places program and how it can assist communities like Duluth's Lincoln Park neighborhood.

After these initial remarks, the technical assistance team introduced the Local Foods, Local Places approach with a short presentation. The team highlighted elements and benefits of local food systems, as well as how the program can help accomplish the community's stated goals. Additionally, the team shared its takeaways from the community tour, which occurred earlier that afternoon, and from the steering committee's self-assessment, completed prior to the workshop.

The primary purpose of the community meeting was to hear from stakeholders and to identify their vision for revitalizing Lincoln Park, using local food as the centerpiece. The technical assistance team led attendees through a group exercise called "This I believe...", designed to elicit core values of the community (Figure 10).

In a second group exercise, participants created headlines from the future, many of which envisioned a recovering neighborhood that closes the quality of life gap between Lincoln Park and other Duluth neighborhoods (Figure 11).

Finally, as a plenary session, facilitators asked participants to reflect on current successes of the community and to share thoughts on concepts they would like to see considered for Lincoln Park in the future.

The comprehensive results from all the group exercises are available in Appendix A.

I believe my community...

- Is the most resilient neighborhood in the city.
- Is full of potential.
- Is on the right track.
- Is caring about the people that live here.
- Is wise enough to solve its own problems.
- Is a place where I can continue my future.
- Is really engaged and aware.
- Is full of assets.
- Values health.
- Is diverse, with people coming from a lot of different places.
- Is full of creative problem solvers.
- Is more than a bridge.
- Is full of passionate entrepreneurship.
- Is ready for change.
- Desires health.
- Is a place where you can eat well.
- Is trusting of others.
- Is full of organizations and people that care.
- Has enough vacant land to feed itself.
- Has children that can lead us.
- Needs to be heard.
- Has a desire to be generous.

Figure 10 - In a group exercise designed to capture the community's vision and values, participants completed the statements "I believe my community..." and "I believe local food..." The above figure shows select responses. All comments are recorded in Appendix A.

ACTION PLANNING

On day two, the steering committee hosted the Local Foods, Local Places workshop at the Duluth Childrens' Museum. The room was packed, with 45 stakeholders attending. Jodi Slick kicked off the day with opening remarks. The technical assistance team provided a presentation for context, then started group activities.

Case Studies

The technical assistance team presented several examples of strategies used by other communities to advance their food system and redevelopment initiatives. The team shared examples of food hubs, community markets, a commercial kitchen, and food training programs. These topics were intended to help participants brainstorm potential actions to help achieve the community's goals.

There were three case studies in the presentation. The team presented on Huntington, West Virginia's success in establishing a local foods market, called the Wild Ramp. The team presented on the Colleton Community Kitchen in Walterboro, South Carolina. In less than two years of operation, this kitchen achieved several successes in helping to create new entrepreneurial opportunities, reduce food insecurity, and ensure its long-term viability. Finally, there was discussion of Ajo, Arizona, and the community's efforts to create a local food system that supports revitalization in the face of extreme climate challenges.

Mapping Exercises

On Day 2, workshop participants engaged in one of two group mapping exercises. The first aimed to identify different points in Lincoln Park that should be revitalized or preserved. Attendees identified sites for community gardens, grocery stores, and markets. There were comments about bike and pedestrian connections and the need for greater access to community destinations and programs. Attendees identified several programs and resources that should be preserved.

Future Headlines

- Duluth has Allowed Goats Living in the City
- Lincoln Park at Center of Western Lake Superior Region as it Becomes Model for Sustainable and Equitable Development in Food and Agriculture
- Denfeld High School has Closed Graduation Rate Disparities Across all Racial Populations
- Lincoln Park Middle School Harvests First Figs
- Kids in Duluth No Longer Eat Only Cheese & White Bread: It's a Miracle They All Love Kale
- Life Expectancy Rises by 14 Years in the Lincoln Park Community
- Lincoln Park a National Case Study on a Community Reconnected with its Past Ideals
- Lincoln Park Leads Way in Local Foods
- Regional Food Hub Opens in Lincoln Park
- Lincoln Park Neighborhood Residents Celebrate Access to Healthy Sustainable Foods
- Locally Owned Grocery Chain Super One Opens Training Store in Lincoln Park

Figure 11 - In a group exercise designed to capture the community's vision and values, participants wrote news headlines from the future. The above figure shows select responses, and all can be found in Appendix A.

In another group, participants huddled around a food system diagram poster and identified existing resources and gaps in services that the community would like to see reinvigorated or formed. The exercise highlighted potential areas for building relationships between suppliers and institutional buyers (e.g. farm-to-school programming) and key infrastructure, like commercial kitchens to support new and growing food enterprises. The results of both activities are captured in **Appendix A**.

Action Plan Process

The action planning process during the workshop consisted of several phases. First was a brainstorming session, in which participants wrote potential actions to help advance one or more goals. The next phase included a dot voting exercise where participants had a set number of dots to vote on which actions were most important or needed immediate attention. In the third phase, small working groups assessed the voting results and fleshed out the details of the top 2-5 actions for each goal, including importance, timeframe, lead role, etc. (Figure 13). In the final phase, each small working group reported back on its progress and shared any challenges encountered. The goals and supporting actions listed below were refined on three post workshop calls by the local steering committee members with input from other community contributors. The tables that follow provide additional detail for each action.



Figure 12 – On day one, participants gather into groups at Bent Paddle Brewery for the opening workshop. Participants brainstormed future headlines to help reveal their hopes for Lincoln Parks future. Image credit: EPR



Figure 13 – The steering committee hosted the second day at the current Children’s Museum. The technical assistance team helped attendees draft action tables to define next steps to achieve community goals. Those action tables are included in this report. Image credit: EPR

ACTION PLAN

The goals and supporting actions are listed below. The tables that follow provide additional detail for each action.

- **GOAL 1: Repurpose and revitalize land in the Lincoln Park Neighborhood.**
 - Action 1.1: Consolidate land use, property data on vacant, underused, or blighted properties in order to assess their potential uses and eventually match these data points up with needs in the community.
 - Action 1.2: Conduct a food demand analysis of residential and commercial consumers.
 - Action 1.3: Actively connect producers, processors, retailers, property owners, governmental departments, consumers, and additional resources.
- **Goal 2: Create or recruit a food vendor(s) or market(s) that provides healthy, local food options year-round.**
 - Action 2.1: Convene meetings with indigenous people, people of color, and other stakeholders to discuss ways to support food entrepreneurs.
 - Action 2.2: Convene a meeting with North Market leadership to discuss the viability of a new model in Lincoln Park.
 - Action 2.3: Develop technical assistance resources to aid in creation of business plans and funding for a commercial kitchen incubator and/or aggregation and value-added production space.
 - Action 2.4: Develop a stronger marketing campaign and programming for the Lincoln Park farmers market to recruit more vendors and customers.
- **Goal 3: Create partnerships and increase opportunity for collaboration between local food producers, businesses, community groups, health care, schools, and residents to improve access to food for health and drive continuous economic development.**
 - Action 3.1: Convene community conversations on revitalization and improved food access.
 - Action 3.2: Become better informed about existing, and potential future, food recovery and gleaning, efforts to avoid food waste in Duluth.
 - Action 3.3: Work with Western Lake Superior Sanitary District on the possibility of creating a year-round, deep-winter greenhouse complex that uses waste BTUs from their system.
 - Action 3.4: Develop wayfinding systems to help community members find existing options for food.
 - Action 3.5: Reinstate the Land Stewardship Project Farm Beginnings Program in the area, including finding an instructor and raising funds for students to take the classes.
 - Action 3.6: Expand supplemental food offerings at Lincoln Park Middle School to include a food pantry, popup produce at family events, and/or a backpack program.
 - Action 3.7: Establish a pilot program for sourcing local food produce in Lincoln Park schools, tapping into Lake Superior College Technical programming and capacity, and partnering with other community organizations and local producers.
 - Action 3.8: Develop a community funding plan for expanding farm to school, especially at Lincoln Park Middle School.
 - Action 3.9: Develop additional programming in the Lincoln Park Middle School on growing and cooking food.

GOAL 1: Repurpose and revitalize land in the Lincoln Park Neighborhood.

Neighborhood revitalization and the repurposing of land and buildings was a priority for workshop participants. Repurposed land and buildings could be used for food production or active green spaces following the model of the Edgewood nature space and garden (<https://wyldecenter.org/edgewood-community-learning-garden/>). Repurposed land or vacant buildings could also be re-developed for other revitalization efforts, such as new businesses and/or housing. The community tour visited a number of known redevelopment opportunities, but there is still the need to more widely inventory and know the vacant and underutilized land opportunities available. Redevelopment interest is already happening in and around Lincoln Park as evidenced by new businesses and retail investments. Workshop participants expressed priority to make future development more inclusive of residents, including expanding access of revitalization benefits to all residents, regardless of household income or race.

Action 1.1: Consolidate land use, property data on vacant, underused, or blighted properties in order to assess their potential uses and eventually match these data points up with needs in the community.

What this is and why it is important	<p>This initial mapping and data assembly tasks will collect information on vacant, blighted, or under-used properties. Part of this task is not just to collect data but to also think through the potential criteria for assessing land use data. For example, housing, food production or value-added processing, distributed stormwater, or energy production, community space, or recreation needs. The data assembly and mapping should also evaluate the possibilities for each of the properties identified against identified criteria so it can be used to match properties with targeted community needs, e.g. with urban farmers in subsequent actions (1.2-1.4). Overall, this data should promote inclusion of different uses and users, helping residents to understand what land resources are available.</p> <p>At the workshop, a need that was brought up was land for indigenous food processing. This is an example of a use that needs further investigation and engagement prior to completion of the mapping activity. Exploration and discussion with relevant stakeholders of these needs is necessary for complete data assembly and analysis for use in subsequent actions.</p>
Measures of success	<ul style="list-style-type: none"> When a current land use map, with associated attribute table, is created that shows vacant properties, ownership, condition, value, potential uses, or other relevant data determined by working with the supporting cast.
Timeframe	<ul style="list-style-type: none"> 6-12 months
Lead	<ul style="list-style-type: none"> Aria Kampfer, Ecolibrium3

Action 1.1: Consolidate land use, property data on vacant, underused, or blighted properties in order to assess their potential uses and eventually match these data points up with needs in the community.

Supporting cast	<ul style="list-style-type: none"> • Eleanor Bacso, City of Duluth • Stacy Stark, GIS Department UMD • David Abazs, Extension • Leann Littlewolf, American Indian Community Housing Organization • Property Owners • St. Louis County • Pam Kramer, Duluth LISC (opportunity zone inventory)
Needed resources and possible sources	<ul style="list-style-type: none"> • Staff and volunteer time • GIS software • MN Natural Resource Atlas (https://mnnaturalresourceatlas.org/) • Flooded properties map • Solar insolation map

Action 1.2: Conduct a food demand analysis of residential and commercial consumers.

What this is and why it is important	<p>Surveying local buyers and consumers will help the neighborhood understand what, how much, and the amount of money people are willing to pay for local, fresh produce. This food demand analysis survey can then be used by area producers to better understand and meet the markets. The intent is to become better informed to successfully match local supply with local demand from retail, wholesale, institutions, or even area households (eg, CSAs). Once more is known of the demand side, the follow up action would be to have talks with local producers about their ability to match local demand. If there are gaps, or challenges to do so, this will need further exploration and discussion on how to address those gaps.</p>
Measures of success	<ul style="list-style-type: none"> • Survey produced • Number of people receiving survey to complete • Number of people who complete the survey. • Survey results analyzed for presentation to stakeholders
Timeframe	<ul style="list-style-type: none"> • 6-12 Months
Lead	<ul style="list-style-type: none"> • Jodi Slick, Ecolibrium3
Supporting cast	<ul style="list-style-type: none"> • Sustainable Farming Association • University of Minnesota Duluth • University of Minnesota Extension • Farmers • Entrepreneurs • Volunteers • Monica Haynes, Bureau of Business and Economic Research, UMD • Duluth LISC Quality of Life Neighborhood Initiative

Action 1.2: Conduct a food demand analysis of residential and commercial consumers.

Needed resources and possible sources	<ul style="list-style-type: none"> ● Volunteer time ● Funding for neighborhood canvass <ul style="list-style-type: none"> ○ Grant money ○ University of Minnesota Duluth (in-kind) ○ Lincoln Park Businesses
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Action 1.3: Actively connect producers, processors, retailers, property owners, governmental departments, consumers, and additional resources.

What this is and why it is important	Building on the information collected in Action 1.1 and 1.2, the next step is to establish an intermediary (network weaver) to actively use that information to reach out and connect land to needs and production/processing to consumers. This action is the work needed to identify and support that person. This outreach strategy would not be limited to just urban food production, but would include creating connections between other sectors when properties would have better uses (e.g. housing, businesses, retail, energy, active rec space, gardens). Connecting producers/processors to neighborhood businesses may increase economic viability of food-based land use.
Measures of success	<ul style="list-style-type: none"> ● When a position established, or person identified to champion, and they are supported and start working on making connections and having conversations.
Timeframe	<ul style="list-style-type: none"> ● 2020- Position design and initial work ● 2021- Development of ongoing network ● 2021-2024- Redevelopment of five properties to meet identified needs, documentation of three producer/processor to commercial consumer connections developed
Lead	<ul style="list-style-type: none"> ● Ecolibrium3
Supporting cast	<ul style="list-style-type: none"> ● Patricia Appelbaum, VISTA, Ecolibrium3 ● Jodi Slick, Ecolibrium3 ● Shannon Laing, Ecolibrium3 ● Neighborhood ● Land users ● City (Policy) ● County Zoning ● Duluth Young Farmers ● Lake Superior Sustainable Farming Association ● University of Minnesota Extension ● Main Street Lincoln Park ● Lincoln Park Businesses

Action 1.3: Actively connect producers, processors, retailers, property owners, governmental departments, consumers, and additional resources.

Needed resources and possible sources

- Funding for the position
- Office space
- Communication tools for coordination amongst different groups, eg, surveys, meetings, brochures.

Additional Actions or Ideas that Support Goal 1

- Engage a diverse group of stakeholders (from an equity perspective).
- Use the Public Access Channel to increase awareness of resources and actions.
- Acknowledge indigenous lands and identify opportunities for food sovereignty and overall community reconciliation.
- Convert abandoned lots into community gardens and parks with fruit trees or other edible landscaping.
- Discourage theft and littering in existing Lincoln Park community gardens and personal gardens.
- Encourage community involvement in existing Harrison and Emerald community gardens.
- Identify potential properties where environmental assessments, such as brownfields, to pursue opportunities for redevelopment and reuse.
- Build more “spokes” of the local food supply chain through creating a network of back yard gardens, school gardens, and community gardens.
- Grow food in every possible space, including yards, containers, business properties, etc. Objectives are to increase access, awareness, and self-reliance.
- Establish an orchard in the neighborhood, either at a park or on un-used land. Possibly the Solar Garden property could be considered.
- Support “pay it forward” gardens on available land.
- Explore how to promote, or market, the urban agriculture business or controlled environment agriculture development potential for the opportunity zone in Lincoln Park.
- Hire a farmer to manage free take gardens and orchards.
- Find funding for the Duluth Community Garden Program to increase capacity.
- Develop hoop house showcase on the railroad property.
- Identify non-farmable land in Lincoln Park that is suitable for a bee sanctuary and/or apiary.
- Identify potential sites (e.g. tax forfeit properties) for production and markets (city and county).
- Create or find a Community Supported Agriculture provider for Lincoln Park.

Goal 2: Create or recruit a food vendor(s) or market(s) that provides healthy, local food options year-round.

The steering committee indicated that Lincoln Park neighborhood residents have repeatedly identified having local options for fresh, healthy food as a high priority. Previous efforts to establish a grocery store or other type of retail outlet for food in the neighborhood have been unsuccessful, but the need persists. Although recent initiatives like the Grocery Express bus, a farmer’s market, and community garden have helped improved food access, residents must still leave the neighborhood to find a retailer than can meet their food needs year-round. During the workshop, attendees focused on this topic in the food systems exercise and during other discussions.

Action 2.1: Convene meetings with indigenous people, people of color, and other stakeholders to discuss ways to support food entrepreneurs.

What this is and why it is important	Lincoln Park is a diverse neighborhood with low diversity in its entrepreneurs. In neighborhoods that struggle to attract large retailers, local entrepreneurs interested in starting food businesses can help address the lack of food options in the neighborhood. Expanding access to food through intentional support of minority business enterprises would also help ensure expanded diversity in discussions on how to address food insecurity and lack of food access. As a first step towards supporting minority business enterprises, this action is about convening meetings with indigenous people and people of color to start a dialog and strategize on next steps. This action will help promote equity and collaboration among all demographic groups.
Measures of success	<ul style="list-style-type: none"> • Meeting(s) are convened with the indigenous community and other stakeholders. • Attendance at the meetings. • A plan is developed to move forward. • Stakeholders commit to managing the plan, possibly through a formalized group.
Timeframe	<ul style="list-style-type: none"> • 4-6 months
Lead	<ul style="list-style-type: none"> • Aria Kampfer, Ecolibrium3 Equity and Economic Opportunities Specialist
Supporting cast	<ul style="list-style-type: none"> • Leann Littlewolf, American Indian Community Housing Organization • Babette Sandman, Indigenous Commission (City of Duluth) • Alicia Kozwolski, City of Duluth • Erica Rezendez, Tribal Nations • Family Freedom Center • NAACP • Entrepreneur Fund • University of Minnesota Extension • Fond du Lac Band of Lake Superior Chippewa
Needed resources and possible sources	<ul style="list-style-type: none"> • Help organizing • Staff and volunteer time for outreach • Funds for advertising and convening the meeting • American Indian Community Housing Organization meeting space (or Ecolibrium3)

Action 2.2: Convene a meeting with North Market leadership to discuss the viability of a new model in Lincoln Park.

What this is and why it is important	<p>North Market in Minneapolis is a project of a non-profit social service organization, in partnership with a health system, that rose out of a community design process. A meeting with the market’s leadership could help explore whether this model could work in Lincoln Park.</p> <p>The Fair Food Access initiative explored three different models for grocery stores: 1. A nonprofit, 2. Volunteers in lieu of payment, 3. Co-op (customer owned). This action involves more deeply looking into the nonprofit model.</p>
Measures of success	<ul style="list-style-type: none"> • Meeting convened, with good attendance (at least one health care provider – Essentia or St. Luke’s Hospital). • A plan is developed to implement the nonprofit model or further explore other approaches.
Timeframe	<ul style="list-style-type: none"> • 4 months
Lead	<ul style="list-style-type: none"> • Lars Kuehnow, Duluth LISC • Sarah Nelson, Generations Health Care Initiatives
Supporting cast	<ul style="list-style-type: none"> • Amy Demmer, Zeitgeist • Shannon Laing, Ecolibrium3 • Stephany Medina, St. Louis County Public Health • David Abazs, University of Minnesota Extension • Randy Hanson, Lake Superior College
Needed resources and possible sources	<ul style="list-style-type: none"> • Staff and volunteer time • Travel expenses

Action 2.3: Develop technical assistance resources to aid in creation of business plans and funding for a commercial kitchen incubator and/or aggregation and value-added production space.

What this is and why it is important	<p>A commercial kitchen incubator would provide a place that entrepreneurs could rent to create value-added products. Such a facility can help increase economic opportunity for users and revitalize neighborhoods with new food businesses. Creating a business plan for a commercial kitchen incubator is a high priority action because Duluth does not have such a facility in the area. The closest one is in Superior, Wisconsin, where rates to use it are higher for Minnesota businesses, and competition for the space means it is not always available. Result of this action may include support of entrepreneurs creating private space, public-private partnerships, or cooperative development.</p>
Measures of success	<ul style="list-style-type: none"> • A business plan is developed. • Funding to break ground is secured.
Timeframe	<ul style="list-style-type: none"> • 1 year
Lead	<ul style="list-style-type: none"> • Ecolibrium3

Action 2.3: Develop technical assistance resources to aid in creation of business plans and funding for a commercial kitchen incubator and/or aggregation and value-added production space.

Supporting cast	<ul style="list-style-type: none"> • John Rembold, Fantom Foods • Tom Hanson, Duluth Grill • Julie Allen, Lake Superior Sustainable Farming Association • Randy Hanson, Lake Superior College • Entrepreneur Fund • Minnesota Department of Agriculture
Needed resources and possible sources	<ul style="list-style-type: none"> • Small business coaching – University of Minnesota Duluth Center for Economic Development • Funding <ul style="list-style-type: none"> ○ Opportunity Zone Opportunity Fund ○ Crowd funding ○ MN Department of Agriculture technical assistance grants

Action 2.4: Develop a stronger marketing campaign and programming for the Lincoln Park farmers market to recruit more vendors and customers.

What this is and why it is important	The Lincoln Park farmers market is an important source of fresh, local food in the neighborhood. However, with the proliferation of many small markets in the city, it struggles to have a critical mass of vendors and customers, with each wanting more of the other. Developing a stronger marketing campaign for the farmers market could help address this issue by bringing more customers to the market and establishing a market identity that can also attract more vendors.
Measures of success	<ul style="list-style-type: none"> • A marketing campaign is developed, including marketing materials and strategies. • Number of customers at the market. • Number of vendors at the market. • Market sales.
Timeframe	<ul style="list-style-type: none"> • June 2020, in time for the summer market
Lead	<ul style="list-style-type: none"> • Evan Flom, Community Action Duluth
Supporting cast	<ul style="list-style-type: none"> • Family Freedom Center • Jodi Broadwell, Lincoln Park Children and Families Collaborative (kids programming) • Vendors • Residents • Public Access Channel • Main Street Lincoln Park
Needed resources and possible sources	<ul style="list-style-type: none"> • Money for printing marketing materials and programming at the market <ul style="list-style-type: none"> ○ Junior League of Duluth ○ USDA Agricultural Marketing Service Farmers Market Promotion Program • Staff time – Community Action Duluth

Additional Actions or Ideas that Support Goal 2

- Research the model of Ann Arbor’s “Argus Farm Stop” which is a year-round indoor farmers market and local foods grocery for potential in Lincoln Park. This could include a café or other enterprise.⁴
- Coordinate with local breweries/cideries to explore the possibility of hosting farmers markets during off hours.
- Establish a food shelf and soup kitchen popup.
- Meet with Miners (local owners of Super One Foods) to discuss the potential and feasibility of a small footprint grocery, like Woodland Marketplace, for the Lincoln Park neighborhood.
- Market for a grocery store, using the model profiled on Johns Hopkins website – co-locate with business training.
- Re-energize efforts started by the Fair Food Access campaign.
- Coordinate with groups to demonstrate how to produce food year-round.
- Establish a sober café, as not everyone drinks beer or cider.
- Launch an affordable “ghost restaurant,” which is a business that only has takeout. Encourage the restaurant to source at least 31% of ingredients from within a 100-mile radius.
- Establish a food fellowship program with youth and workforce development.
- Place Lake Superior College Eco Entrepreneur learning space in Lincoln Park community space
- Develop a popup spot for Lake Superior College food entrepreneurs.
- Create “warm shell” incubator space for entrepreneurs of color.

⁴ Argus Farm Stop. <https://www.argusfarmstop.com> Accessed November 5, 2019

Goal 3: Create partnerships and increase opportunity for collaboration between local food producers, businesses, community groups, health care, schools, and residents to improve access to food for health and drive continuous economic development.

Goal three was the most complicated and perhaps the most important. On day two of the workshop, staff divided this goal into two separate groups which allowed the workshop to detail nine initial actions. One group of attendees focused more on schools, education, and youth programming. The other group discussed local food producers, businesses, community groups, and other ideas. Attendees generally thought that many programs and organizations were already in place. The challenge was how to bring them together, build on what has worked to strengthen and improve, and where needed create new partnerships and initiatives. Many participants acknowledged that success in this goal area requires a sustained process of continued community conversations around food, food access and insecurity, and equity.

Action 3.1: Convene community conversations on revitalization and improved food access.

What this is and why it is important	A conversation, or a series of on-going conversations about revitalization and food access are needed to engage citizens, residents and business owners in the continual improvement of Lincoln Park and the many planning and development activities and programs happening. These conversations could be about encouraging small businesses to stay in the neighborhood and provide diverse or new employment options for residents. Additionally, it could widen the conversation to more than just food and breweries and uncover more avenues for a friendly, safe place for the community to enjoy. These community conversations should seek to include and engage all voices of the community, residents from all walks-of-life, backgrounds, socio-economic status, ages and race. The bottom line driving this action is that people need and want to be more engaged in revitalization and change in Lincoln Park, and this requires more opportunities for conversations.
Measures of success	<ul style="list-style-type: none"> • Community meetings convened. • The number of organizations and people reached. • The number of new businesses run and owned by resident entrepreneurs. • Completion of matrix detailing additional programmatic partnerships.
Timeframe	<ul style="list-style-type: none"> • Continue current activities • Conversations are on-going and happen on a quarterly or bi-annual basis (or more frequently) • Time frame is difficult – by summer 2020 target having 3-4 events or key conversations
Lead	<ul style="list-style-type: none"> • Shannon Laing, Ecolibrium3
Supporting cast	<ul style="list-style-type: none"> • Evan Flom, Community Action Duluth • Main Street Lincoln Park • Lincoln Park Business Group • Advancing Lincoln Park • Family Freedom Center

Action 3.1: Convene community conversations on revitalization and improved food access.

Needed resources and possible sources	<ul style="list-style-type: none"> • Northland Foundation • University of Minnesota Duluth Economic Development Center • Small Business Center (SBC)
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Action 3.2: Become better informed about existing, and potential future, food recovery and gleaning, efforts to avoid food waste in Duluth.

What this is and why it is important	<p>Avoiding food waste can help improve food access because wasted food could instead be used to feed people. Improved connections and coordination around food gleaning and food recovery are needed in Duluth. A needed first step towards improving food recovery is to investigate what food recovery efforts already exist in the area, and then map (or inventory/list), possible future opportunities. There is interest among UMD students in food recovery, which makes this a natural fit for a student project in the spring. Ideally the study would also provide recommendations, or next steps, to improving gleaning and food recovery operations in Duluth. The research could ideally include a list of key actors, or possible ad hoc group that coordinates efforts going forward.</p>
Measures of success	<ul style="list-style-type: none"> • A class report that explores a food recovery framework is created. • An effective program is established • Number of participants providing recovered food. • Amount of food recovered. • Number of people receiving recovered food.
Timeframe	<ul style="list-style-type: none"> • Immediate action: meet with Theresa Bertossi, University of Minnesota Duluth to get a class project in the spring of 2020.
Lead	<ul style="list-style-type: none"> • Jann Karp, University of Minnesota Duluth – can get students working on looking into this topic.
Supporting cast	<ul style="list-style-type: none"> • University of Minnesota Duluth Students • Theresa Bertossi, University of Minnesota Duluth • Second Harvest • Ben Margeson, CHUM (Food Pantry/Shelter) (needs to be contacted to assess interest) • Public Access Channel, Duluth • Area restaurants
Needed resources and possible sources	<ul style="list-style-type: none"> • Volunteers to collect food and conduct research • An organization (like Second Harvest) that has a facility and equipment to keep food at the right temperature • Transportation (trucks) • A possible framework is the EPA https://www.epa.gov/sustainable-management-food/food-recovery-hierarchy

Action 3.3: Work with Western Lake Superior Sanitary District on the possibility of creating a year-round, deep-winter greenhouse complex that waste BTUs from their system.

What this is and why it is important	The long-term vision for this action is to create a large-scale, year-round, deep winter greenhouse near the Western Lake Superior Sanitary District (WLSSD). This action is the first steps of starting the conversations with the WLSSD, which is transitioning to a closed loop system. As part of the system, the excess BTUs can be captured for greenhouse systems on a large scale, enabling an extension of the short Minnesota growing season. This facility would not only produce food on a larger scale than any current greenhouse in the area but could also include year-round indoor walking trails. This idea is notably a large, long-term concept, but the action here is to start to form partnerships and have discussions on how to make this happen. The Solar Garden was cited as a similar, large-scale project that will require many years of effort and a large array of funding sources and partners.
Measures of success	<ul style="list-style-type: none"> • Support from Western Lake Superior Sanitary District is secured. • A site for the complex is selected. • At least one winter greenhouse is constructed.
Timeframe	<ul style="list-style-type: none"> • 0-6 months for negotiations with Western Lake Superior Sanitary District • 6-12 months for development of a concept, start of fundraising, draft of a preliminary design, and establishment of a steering committee
Lead	<ul style="list-style-type: none"> • Randy Hanson, Lake Superior College
Supporting cast	<ul style="list-style-type: none"> • Jodi Slick, Ecolibrium3 • David Abazs, University of Minnesota Extension • Carol Ford, University of Minnesota • Duluth Climate and Energy Network
Needed resources and possible sources	<ul style="list-style-type: none"> • Funding for construction, design, land, and staff <ul style="list-style-type: none"> ○ Western Lake Superior Sanitary District ○ Lake Superior College (faculty time) • Facility designs – Ronald Batcher, USDA Agricultural Marketing Service • Accessible way to access the site • NEMNSBD (Northeast Minnesota Small Business Development Center)

Action 3.4: Develop wayfinding systems to help community members find existing options for food.

What this is and why it is important	Developing improved knowledge systems for food access by community members was a top priority for participants. Several ideas were discussed on how to expand knowledge about food access points. One was to have improved wayfinding signage done by Duluth Parks and Recreation that included food destinations. Another idea was to develop an app or electronic resource platform. Generations Health Care is already working on an inventory of food access points and information, which this wayfinding system would help direct people to. Overall, residents could benefit from knowing more of their options for getting food and for connecting to the local food system.
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Action 3.4: Develop wayfinding systems to help community members find existing options for food.

Measures of success	<ul style="list-style-type: none"> • A wayfinding plan is developed. • A food access points app is developed. • The number of app users. • Wayfinding signage is installed.
Timeframe	<ul style="list-style-type: none"> • Electronic resources platform published in spring 2020 • Wayfinding depending on the city
Lead	<ul style="list-style-type: none"> • Sarah Nelson, Generations Health Care Initiatives • Shannon Laing, Ecolibrium3
Supporting cast	<ul style="list-style-type: none"> • Vanni Hayden, Neighborhood Champion • Lisa Luokkala, City of Duluth Parks and Recreation • Jody Rodwell, Lincoln Park Children and Families Collaborative • Lars Kuehnow, Duluth LISC • Matt Hunter, United Way • Family Freedom Center • Main Street Lincoln Park
Needed resources and possible sources	<ul style="list-style-type: none"> • Funding for signage and installation and maintenance of signage (city does not have): <ul style="list-style-type: none"> ○ USDA Rural Development Community Facility grants (if eligible) • EF (Entrepreneur Fund) if signage – economic development • MN DOT • Tourism Tax

Action 3.5: Reinstate the Land Stewardship Project Farm Beginnings Program in the area, including finding an instructor and raising funds for students to take the classes.

What this is and why it is important	<p>Developing young and new farmers is necessary to keep the supply side of the local food system growing and strong. Land Stewardship Project is a Minneapolis-based organization that provides courses throughout the state (https://landstewardshipproject.org). A Duluth area instructor who ran courses either retired or stopped teaching, and there is currently no local teacher to run the program, but there is still need and demand locally for beginning farmer training. This action would seek to identify a new local instructor, or re-engage the former instructor, so these training services can continue to benefit and help grow and sustain the supply side of the local food system.</p>
Measures of success	<ul style="list-style-type: none"> • An instructor for the Land Stewardship Project beginning farmer class is identified. • A program is developed. • Number of enrollees. • Local funding, or sponsors are found to help with class tuition.
Timeframe	<ul style="list-style-type: none"> • 0-3 months to reach out to Cree Bradley and program to investigate • 2020, to begin holding class sessions
Lead	<ul style="list-style-type: none"> • Julie Allen, Lake Superior Sustainable Farming Association

Action 3.5: Reinstate the Land Stewardship Project Farm Beginnings Program in the area, including finding an instructor and raising funds for students to take the classes.

Supporting cast	<ul style="list-style-type: none"> • Evan Flom, Seeds of Success • Duluth Folk School • Duluth Community Garden Program • Randy Hanson, Lake Superior College
Needed resources and possible sources	<ul style="list-style-type: none"> • Funding for instructor <ul style="list-style-type: none"> ○ Lake Superior Sustainable Farming Association ○ Fees for the course • Funding for tuition – local sponsors

Action 3.6: Expand supplemental food offerings at Lincoln Park Middle School to include a food pantry, popup produce at family events, and/or a backpack program.

What this is and why it is important	Expanding supplemental food offerings will allow nutritious food to be accessible to kids and their families in their own home. The Duluth Community School Collaborative already has a after-school program that offers several health and wellness services. This action would seek to expand and grow supplemental food offerings. Ideas for expansion discussed were a backpack program to supplement food on weekend, a food pantry, and/or maybe a popup produce program gets students to bring produce home.
Measures of success	<ul style="list-style-type: none"> • New supplemental food programs established. • Number of students receiving food through the programs. • Amount of food distributed.
Timeframe	<ul style="list-style-type: none"> • 2020 for food pantry – CHUM Super Shelf Model • 2020-2021 for popup produce • 2021 for backpack program; may not need, pantry might fit best at LPMS
Lead	<ul style="list-style-type: none"> • Rachel Thapa, Site Coordinator for Community School Collaborative • Sarah Nelson, Generations Health Care Initiatives
Supporting cast	<ul style="list-style-type: none"> • Dan Wilson, Second Harvest Northern Lakes Food Bank • Scott Van Daele or Ben Margeson, CHUM (need to be contacted to assess interest) • Brian Kazmierczak, Principal, Lincoln Park Middle School • Community Organizations • Junior League • United Way • LSC Truck Drivers • Volunteers at Lincoln Park middle school – Essentia Community Health offered to help recruit volunteers for monthly distribution events as part of their employee volunteer program; ties-in with Food Security Goal for Bridging Health Duluth; Essentia currently provides grant funding to Second Harvest for Pop Up Produce Program

Action 3.6: Expand supplemental food offerings at Lincoln Park Middle School to include a food pantry, popup produce at family events, and/or a backpack program.

Needed resources and possible sources	<ul style="list-style-type: none"> • Volunteers (Essentia, St. Lukes, LPMS families, Junior League) • Food donations (food drives, Second Harvest, Northern Lakes Food Bank, Salvation Army) • Backpacks • Funding
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Action 3.7: Establish a pilot program for sourcing local food produce in Lincoln Park schools, tapping into Lake Superior College Technical programming and capacity, and partnering with other community organizations and local producers.

What this is and why it is important	Creating a relationship with schools to increase the use of local food in school meals can break down barriers to using local foods at the school in the cafeteria. Sourcing local food in school meals can also increase the nutritional value for kids and shift away from cost per child mindset. The concept here is to begin with a pilot program, maybe with sourcing of one item, or two from local farms. This effort will take some coordination.
Measures of success	<ul style="list-style-type: none"> • A pilot program is developed for schools to source local food. • Number of schools participating. • Number of farms providing food. • Amount of food sourced locally/regionally.
Timeframe	<ul style="list-style-type: none"> • 2-3 years; Phase 1 - 2020, Phase 2 – 2021, Phase 3 - 2022
Lead	<ul style="list-style-type: none"> • Renee Willemsen, Duluth Farm to School
Supporting cast	<ul style="list-style-type: none"> • Randel Hanson, Entrepreneurship Program and Living Lab, Lake Superior College • Farmers – Julie Allen, Lake Superior Farmers Association (LSFA) • Duluth Community Schools: Katherine Mueller, Director; Rachel Thapa Lincoln Park Middle School Community Coordinator • Pam Bowe, District Nutrition Director

Action 3.7: Establish a pilot program for sourcing local food produce in Lincoln Park schools, tapping into Lake Superior College Technical programming and capacity, and partnering with other community organizations and local producers.

<p>Needed resources and possible sources</p>	<ul style="list-style-type: none"> • Local Food Procurement Pilot Phase 1 – Carrots, Squash at Lincoln Park Middle School (TBD) Phase 2 – Carrots, Squash at all 13 schools with expansion of Apples, Broccoli, Greens (TBD) Phase 3 – Culturally Diverse Meal, possibly initially at target schools and then expanding district wide (TBD) • Data on how much produce is needed • Develop RFP for Identified Produce using Aitkin & Minneapolis District F2S RFP Kits • Work with LSFA to identify farm(s) to respond to RFP • Outline Transportation Plan with LSC Truck Driving School including transportation boundaries, amount of funding required to equip 1 of LSC’s trucks with refrigeration, develop transportation process from farmers to processing & then to storage and/or school(s) • Possible Processing Opportunity with LSC pending new LSC Food Vendor; new vendor will be identified January 2020, at which point steps in processing system would be outlined • Potential Storage using underutilized cooler at Seeds of Success or at LSC; research costs of both options • Marketing – Explore LSC graphic design class project • Funding TBD – Explore grant for LSC Truck Refrigeration, MN Dept of Ag, AGRI Grant – Reimbursement for local purchases (Pilot RFP Deadline possibly Feb 2020, TBD), MN Dept Ag Equipment Grant (Nov 2020) & USDA F2S (Dec 2020), Regional Sustainability Development Grant • Additional Partners – David Abaz, Regional Sustainability Development; Brandon Van Tassel & Evan Flom, Community Action Duluth/Seeds of Success; Program Manager Duluth Community Garden Program TBD; LeAnn Littlewolf, American Indian Community Housing Organization (AICHO)
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Action 3.8: Develop a funding plan for expanding farm to school

<p>What this is and why it is important</p>	<p>Developing a community funding plan will expand the farm to school programming benefits for kids and families. Expanding the funding could allow for more support for the Farm to School coordination and allow for potential in the school and community to reap these benefits.</p>
<p>Measures of success</p>	<ul style="list-style-type: none"> • A funding plan is developed. • Amount of funding identified. • Number of students/schools served by the funding.
<p>Timeframe</p>	<ul style="list-style-type: none"> • 2020 for completion of the plan

Action 3.8: Develop a funding plan for expanding farm to school

Lead	<ul style="list-style-type: none"> • Renee Willemsen, Duluth Farm to School • Jodi Slick, Ecolibrium3
Supporting cast	<ul style="list-style-type: none"> • Joe Drexler, St. Luke's Hospital • Amy Demmer, Zeitgeist Center for Arts and Community • Emily Anderson, Essentia Health • Sarah Nelson, Generations Health Care Initiative • Josh Gorham, St. Louis County Public Health • David Abazs, University of Minnesota Extension • Parent/Teacher Organizations
Needed resources and possible sources	<ul style="list-style-type: none"> • Funding to expand Farm to School programs and activities • Planning expertise • Hiring coordinators • Grant writers

Action 3.9: Develop additional programming in the Lincoln Park Middle School on growing and cooking food.

What this is and why it is important	<p>Increasing food programming for students is important to support their learning of life skills, like cooking, nutrition, and food awareness. Healthy eating skills are improved when children become more knowledgeable about where food comes from and how to prepare it. In addition, students can bring that knowledge home to their families, which can bridge the generational gap in food knowledge. This action is to build on current efforts underway in Lincoln Park Middle School, such building on the health and wellness, farm-to-school, after school programming, free school breakfast program, school gardens that are done in partnership with Duluth Community School Collaborative, and other partners like the University of MN Extension Snap Ed Healthy Cooking classes. ⁵</p>
Measures of success	<ul style="list-style-type: none"> • Programs for growing and cooking food are expanded. • Attendance at afterschool and summer programming increases.
Timeframe	<ul style="list-style-type: none"> • 2021 school year
Lead	<ul style="list-style-type: none"> • Rachel Thapa, Site Coordinator for the Duluth Community School Collaborative • Renee Willemsen, Duluth Farm to School
Supporting cast	<ul style="list-style-type: none"> • Katie Oliver, Duluth Public Schools • David Abazs, University of Minnesota Extension • School district • Local chefs/restaurants • Duluth Community Garden Program • CSAs – recipes

⁵ Duluth Community School Collaborative-Lincoln Park. <http://duluthcsc.org/lincolnpark> Accessed November 5, 2019

Action 3.9: Develop additional programming in the Lincoln Park Middle School on growing and cooking food.

Needed resources and possible sources	<ul style="list-style-type: none"> ● Gardening supplies ● Cooking supplies ● Possible funding
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Additional Actions or Ideas that Support Goal 3

- Host gardening classes.
- Conduct workshops with one stop resources (funding, training, etc.) for value-added processing, food entrepreneurs, and vendors.
- Explore adult cooking classes specifically for lower-income families. There could be partnerships with farmers for the produce needed for classes, or produce used from gleaning efforts listed in action 3.2.
- Explore community cooking classes, that teach how to read nutrition labels, prepare meals, etc. Potential partners include Duluth folk school, Duluth Children’s Museum, cider houses/breweries, SNAP ed and the college/university.
- Provide career guidance for students and underrepresented people to identify potential food-related careers.
- Integrate youth into existing work-experiences.

IMPLEMENTATION AND NEXT STEPS

As the local Steering Committee continued to work with federal partners and consultants to complete the Local Foods, Local Places Action Plan, additional follow-up meetings were held, community stakeholder identification and involvement was conducted, and initial implementation steps including data initiatives, resource exploration, and ongoing project governance were discussed. Examples of Interim progress has included:

- In partnership with UMD, St. Louis County Public Health, and Ecolibrium3, two researchers are developing a more rigorous food access indicator and applying it to Duluth at the census block level. The indicator will expand on the current definition of USDA food deserts, which uses network (roadway) distance to full-variety retailers, by adding analysis of average price of staple foods (SNAP and WIC eligible) and social determinants of health such as income, cost burdened households, and household access to vehicles, to deepen understandings of critical locations for food retailers.
- Significant meetings have been held regarding Actions 3.6-3.9 including discussions regarding new partnerships, implementation timeline development, plan development for funding expansion of Duluth Farm to School, and connections with Steering Committee Member Tom Hanson, local food entrepreneur, regarding after school cooking classes.
- Two Bridging Health Duluth action teams have been proposed that will work in concert with the Local Foods, Local Places initiative. The first is a Farm to School Funding Action Team developed to facilitate the expansion of Farm to School by establishing a sustainable funding plan. The second is the Lincoln Park Middle School Food Insecurity Team. This team will work to expand supplemental food sources

available to families at the middle school (food pantry and pop up produce), develop a pilot program for the school district to source local foods, and explore methods for increasing nutrition education including growing and cooking food at the school.

- Ecolibrium3 has met two food entrepreneurs groups actively exploring placement of a small footprint grocery and/or food market in Lincoln Park. A separate meeting has been held to determine potential grants for a local food processor that would not be located in Lincoln Park, but whose product could be available to residents. A meeting was also held with a property developer regarding potential space for incubation of minority food enterprises.
- Steering Committee members have attended three additional community/regional convenings including the indigenous sponsored Equity and the Food System Timeline, the Food Justice Summit, and Food Justice Facilitators Training.

The Steering Committee will convene in 2020 to determine work plans and governance structure for advancing the action plan.

APPENDICES

- Appendix A – Workshop Exercise Results
- Appendix B – Workshop Sign-in Sheets
- Appendix C – Workshop Photo Album
- Appendix D – Community Data Profile
- Appendix E – Funding Resources
- Appendix F – Reference