

Appendix C:
Sample of the Process from the
Food Justice Momentum Team

FOOD JUSTICE MOMENTUM TEAM: WHAT WOULD CITY HEIGHTS BE LIKE IF ALL RESIDENTS HAD FULL ACCESS TO HEALTHY, CULTURALLY APPROPRIATE FOOD?

VISION: Our vision is to gather a diverse community working together towards creating a sustainable and just system for all.

For there to be full access to healthy, culturally appropriate food for all City Heights residents, there must be:

Multi-level policies that support food justice	Stable & reliable access to financial & structural resources	Access to land for urban farming for all	Environments that support culturally appropriate , affordable, healthy eating	Local, ecologically sustainable economic development	Continuing culturally appropriate nutrition education promoting a just food system
<ul style="list-style-type: none"> • Change in live animal policy • Gardening option for community service • Support of Breastfeeding • Limit number of fast food restaurants • Increase advertising of healthy foods • Increase community partnerships in school gardens • Affordable permitting process • Community plans that address food & health environment 	<ul style="list-style-type: none"> • Culturally appropriate foods • Money, proper resource3s to buy food • Food centered community gatherings • Healthy emergency food is always available • Language access • Transportation access to grocery stores • Be sponsorships - subsidies from health food distributors • Be subsidized, healthy school lunch program • Financial access, e.g., food stamps, good jobs, affordability 	<ul style="list-style-type: none"> • City chickens, goats, & bees • Spaces for residents to grow food • Be collaborative gardening between residents • Community Gardens • Backyard database 	<ul style="list-style-type: none"> • Serving healthy foods in schools & daycare • Improved quality of fast food • Affordable healthy food 	<ul style="list-style-type: none"> • Waste reduction and reuse • Algae farm to produce bio-fuel • Green jobs/good jobs • Commercial food production • Composting, large & micro scale • Local control over the supply chain (w/lens towards health) • Food micro business • Culturally diverse food aisles or stores • Improved transportation • Neighborhood food system • Store & restaurants sell/use locally grown food • Quality affordable healthy food • Thriving market place at center 	<ul style="list-style-type: none"> • Nutrition education + cooking classes • Community that prioritizes justice • Proper education on food duration & when food is good to use by • Popular education • Understanding Healthy Living • Nutrition & Food justice curriculum in all schools (after school, etc.) • Be culturally relevant nutrition education • Improved education on satiation cues (portion size)

FOOD JUSTICE MOMENTUM TEAM: OUTCOME PRIORITIES

Participants were given a summary of the data collected by the House Meeting Leaders. This summary listed broad strategies suggested residents, each coupled with a list of more specific ideas related to the broad strategy.

Prioritization of Outcomes: The group set the priorities for the outcomes as follows:

[The following page has the material and results of the exercise]

Outcome 7 – Outcome 4 – Outcome 3

1. Participants were presented with a matrix that had the six elements of their vision across the top and the three outcomes related to the Big Result this Momentum Team is to be focused on along the side. Participants individually identified connections between elements of their vision and the outcomes.
2. After each participant had the opportunity to make their own connections, participants were divided into four groups. Each group was to share their individual perspectives and develop a group perspective.

Each group then went up to the wall, marking the relationships they saw among the three outcomes and six elements of their vision. While all the outcomes were viewed as overlapping the vision, Outcome 7 was viewed as overlapping the vision more than the others. The numbers in the boxes in the first table indicate the number of groups that marked that box.

3. Participants were then presented with a series of questions about each of the three outcomes. These were:
 - a. Where does the primary solution lie? The second table shows that all groups thought Outcome 3 had a regional [county level] solution while the groups were split evenly on Outcomes 4 and 7 – half saw the them having a local solution while half saw the solution lying at the regional [county] level.
 - b. What level of effort would it take to reach the outcome? Outcomes 3 and 7 were seen as requiring the least amount of effort while Outcome 4 was seen as needing the greatest amount of effort. None of the outcomes were viewed as requiring a low level of effort.
 - c. How important is the outcome to the community? Participants made no distinction among outcomes on importance . All outcomes were rated as having high importance.
 - d. How long will it take? Outcome 3 was viewed as being able to be reached within 1 to 3 years by three out of four of the groups. Three out of four groups thought it would take 4 to 6 years to achieve Outcome 4. There was less consensus on how long it would take to achieve Outcome 7. Half of the groups thought it would take 7 to 10 years.

The group as a whole discussed the information that came out of the exercises and decided that the **priority** for the Momentum Team would be: **Outcome 7, Outcome 4, and Outcome 3.** While the group did achieve consensus on this priority, one member of the group did voice the opinion that Outcome 4 should be the highest priority. He did not, however, feel strong enough to block consensus.

OUTCOMES & FOOD JUSTICE MOMENTUM TEAM VISION

	Multi-level policies that support food justice	Stable & reliable access to financial & structural resources	Access to land for urban farming for all	Environments that support culturally appropriate , affordable, healthy eating	Local, ecologically sustainable economic development	Continuing culturally appropriate nutrition education promoting a just food system
Outcome 3: Health & family-focused human services shifts toward prevention	4	4	1	3	2	4
Outcome 4: Residents live in Communities with health-promoting land use, transportation & community development	4	4	4	3	3	1
Outcome 7: Neighborhood & school environments support improved health & healthy behaviors	2	4	3	4	4	4

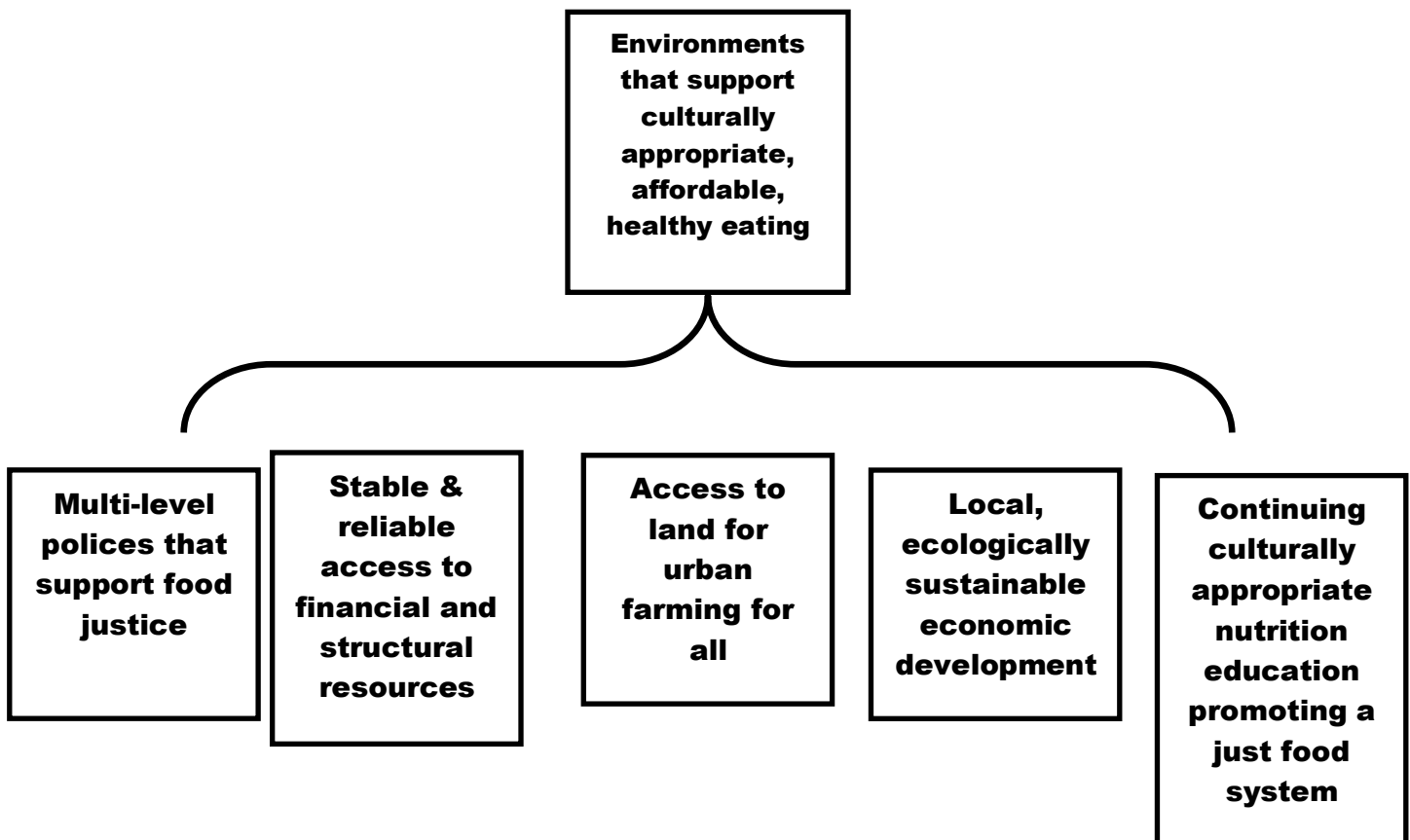
VARIABLES IMPACTING CHANGE

	Where does the primary Solution Lie?	What level of effort? 1=Low, 2= Medium, 3=High	Level of importance to community? 1=Low, 2= Medium, 3=High	How long will it take?
Outcome 3: Health & family-focused human services shifts toward prevention	Regional	2.25	3.0	1 to 3 years = 3/4 4 to 6 years = 1/4 7 to 10 years = 0/4
Outcome 4: Residents live in Communities with health-promoting land use, transportation & community development	Community/Regional	3.0	3.0	1 to 3 years = 0/4 4 to 6 years = 3/4 7 to 10 years= 1/4
Outcome 7: Neighborhood & school environments support improved health & healthy behaviors	Community/Regional	2.25	3.0	1 to 3 years = 1/4 4 to 6 years = 1/4 7 to 10 years = 2/4

FOOD JUSTICE MOMENTUM TEAM: TARGETED CHANGES – PART I

Having prioritized the outcomes, the next step in developing the plan calls for identifying “Targeted Changes.” Targeted changes are the things that must change if we are to achieve Outcome 7, “Neighborhood and school environments support improved health and healthy behaviors.” Naming the targeted changes is a two step process. The first step involved looking at the relationship between the Team’s vision and the changes called for by the residents. The goal of this step was to integrate the resident data and Team’s vision in a way that can guide the Team in identifying its target(s) for change. Below are the results of that first step.

The following page presents the results from the first step. Participants were divided into four groups, each with the same task of connecting the elements of the Team’s vision (top row) to the changes called for by the residents (left column). The numbers in the box indicate the number of groups that made that connection. Five boxes were checked by all four groups. After discussion of the results, the Team came to consensus that it would develop its targeted change(s) by focusing on “Environments that support culturally appropriate, affordable, healthy eating.” The Team agreed that achieving this element of the vision would include achieving the other five elements of the vision.

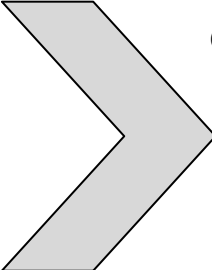
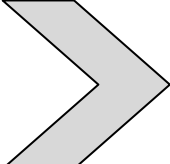
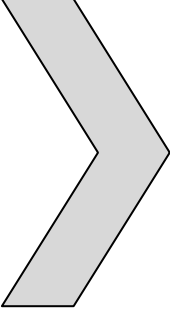
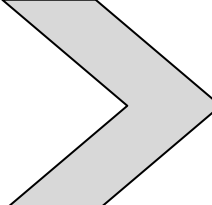


OUTCOME 7: NEIGHBORHOOD & SCHOOL ENVIRONMENTS SUPPORT IMPROVED HEALTH & HEALTHY BEHAVIORS

Elements of Vision Resident Changes	Multi-level polices that support food justice	Stable & reliable access to financial and structural resources	Access to land for urban farming for all	Environments that support culturally appropriate, affordable, healthy eating	Local, ecologically sustainable economic development	Continuing culturally appropriate nutrition education promoting a just food system	
Quality Daycare -10	1	3	0	2	0	3	9
Improvement in school environment and curriculum – 10	3	3	1	4	2	4	17
Improve school attendance – 10	1	2	0	2	1	0	6
Youth programs on education -10	2	3	4	1	2	3	15
Youth programs on delinquency -10	0	3	3	0	3	0	9
Use teens as resource -10	1	2	2	1	1	1	8
Mentoring Programs at risk youth -10	0	3	2	0	1	1	7
Community Oriented Projects -10	0	3	4	4	2	2	15
Law enforcement modifications -9.6	1	2	0	0	0	0	3
Prevention of violence -8	1	2	1	1	2	0	7
	10	26	17	15	14	14	

FOOD JUSTICE MOMENTUM TEAM STRATEGIC DIRECTIONS

FOCUS QUESTION: What actions must be taken to remove the blocks to our vision?

<p align="center"><u>Encourage and Support Local Food Production</u></p> <ul style="list-style-type: none"> • Encourage all forms of local food production • Encourage backyard gardeners and farmers • Creating land access for composting • Encourage community garden & farms • Community access to school gardens • Develop a database of potential gardens 	<p align="center"><u>Change Public Policy</u></p> <ul style="list-style-type: none"> • Eliminating prohibitive compost distribution policy • Change policy regarding livestock and fish • Encourage edible landscape of public right away 	 <p align="center">CREATING AN ENVIRONMENT THAT SUPPORTS RESIDENT FOOD PRODUCTION IN PUBLIC AND PRIVATE SPACES</p>
<ul style="list-style-type: none"> • Facilitate community-organized farmers markets • Develop food co-ops • Fresh produce carts outside schools • Advocate for getting through permitting process – food preparation • Change limitations on and support the development of co-ops • Develop resident capacity of resource sharing and co-op development 		 <p align="center">DEVELOPING EQUITABLE & DIVERSE COMMUNITY-BASED FOOD DISTRIBUTION SYSTEM (Including resident-owned businesses)</p>
<ul style="list-style-type: none"> • Culturally led culturally/linguistically appropriate education/cooking classes • Educating vendors about cultural food issues • Engage residents in advocacy campaign • Popular education focused on understanding food justice • Public education campaign about City Heights Activities • Link all food programs [one-door policy] • Building advocacy capacity • Capacity building to improve resident participation in local planning committees • Sustained community advocacy for permit process • Get more power for local planning committee • Ensuring funds for competent translation & interpretation • Resident input in funding allocation 		 <p align="center">CREATING & SUPPORTING POPULAR EDUCATION & BUILDING RESIDENT CAPACITY TO SUPPORT FOOD JUSTICE</p>
<ul style="list-style-type: none"> • Improved quality of and access to culturally appropriate school meals • Increased access to culturally appropriate foods • Zoning law changes to limit fast food franchise chains in City Heights 		 <p align="center">IMPROVING ACCESS TO HEALTHY, CULTURALLY APPROPRIATE FOOD [IN AND OUT OF SCHOOLS] WHILE CAPPING DENSITY OF FOOD FRANCHISES IN CITY HEIGHTS</p>