

February 2017

Local Foods, Local Places

A Community-Driven Action Plan for
Denver's Globeville and Elyria-
Swansea Neighborhoods



A technical assistance program of the U.S. Environmental Protection Agency, U.S. Department of Agriculture, U.S. Department of Transportation, Centers for Disease Control and Prevention, Appalachian Regional Commission, and Delta Regional Authority



Community Story

Denver is one of the nation's fastest growing cities, yet like in many cities, this growth does not benefit all residents and industries alike. Both farmers and residents in low-income, low food access areas are often disproportionately negatively impacted by new development. The Globeville and Elyria-Swansea (GES) neighborhoods on the northern border of the city and county of Denver are food deserts and prime examples of changing urban land use patterns that threaten to displace residents of culturally rich and traditionally affordable neighborhoods. Similarly, the rapid pace of low-density, dispersed development across the entire metro region is consuming prime farmland along river corridors critical to the success of agriculture in the arid west, hindering agricultural viability.

Centrally situated in GES is one of the Denver region's most important historic, cultural, and agricultural resources - the National Western Center, which is in the process of being expanded and renovated in partnership with the National Western Stock Show, the city of Denver, and Colorado State University (CSU). The new site will be a 150-acre, year-round research, education, and cultural destination focused on agriculture, agribusiness, food security, and local food. Also impacting this region is a major highway improvement project being proposed by the Colorado Department of Transportation with federal funding that would take the aging, elevated I-70 highway that currently separates GES from downtown Denver, widening and replacing segments with at-grade and below-grade sections. Included in the current proposal is a multi-block cap over the below-grade section that would connect neighborhoods north and south of the highway. Renovation of the highway will impact a number of adjacent shops and houses, including some local stores that sell food. These major projects represent both challenges and opportunities for GES and the city of Denver to improve access to affordable, healthy food in the area.



Rendering released in August 2016 shows the 4-acre cover planned over part of a lowered I-70. (credit: Colorado DOT)

Challenges

GES residents face a number of challenges to adding more healthy food to their diets. The area has limited healthy food retail and limited pedestrian, bike, and transit connections. Many residents have limited income and must travel out of the neighborhood for a full-service grocery store. Health assessments show poor diet-related health outcomes for GES residents, including low fruit and vegetable consumption, high blood pressure and cholesterol, and high



diabetes rates. In terms of potential solutions, no existing assessments demonstrate sufficient sales potential in GES to recruit a full-service supermarket to the area.



A map of the Globeville and Elyria-Swansea neighborhoods created using the Denver Regional Equity Atlas showing existing and future light rail stations as blue dots, and 2013 data revealing zero farmers markets in the area. (Source: denverregionalequityatlas.org)

USDA data accessible through the Healthy Food Access Portal (healthyfoodaccess.org) indicate that in addition to having no full-service supermarkets, most stores in GES that sell food are corner stores and convenience stores. SNAP benefits are accepted at 12 stores in the community, four of which are gas station convenience stores. The list of stores that sell food also includes the GrowHaus, which sells produce grown on location in their greenhouse as well as food grown by farmers in the region. The USDA data from 2013 shows no farmers markets within the GES boundaries. However, Denver Human Services at East 38th Avenue and Steele Street has a once per week, seasonal farm stand that offers double bucks for SNAP users. According to the USDA Food Access Research Atlas, both of the census tracts that cover GES are low-income, low-access (where low access to healthy food in urban areas is defined as being one mile or more from a supermarket or large grocery store), and help Denver qualify as a USDA StrikeForce County (having census tracts with over 20 percent poverty).¹

¹ U.S. Census Bureau QuickFacts ([census.gov/quickfacts/table/ipe120215/0820000,3231900,00](https://www.census.gov/quickfacts/table/ipe120215/0820000,3231900,00), and Healthy Food Access Portal (healthyfoodaccess.org).



Demographic Summary	2000	2010	2016	2021
Population	10,162	10,088	10,993	12,029
Households	2,652	2,735	3,020	3,327
Median Age	26.7	26.7	27.9	28.6
Median Household Income	\$31,428	\$29,845	\$32,000	\$31,080
Persons below poverty	25.5%	*38.9%		
Hispanic or Latino	81%	78%	77%	76%

*Source: 2000 U.S. Census, 2010 U.S. Census, and 2016 & 2019 ESRI Forecasts
based on 2012 ACS Estimates

In addition, GES faces unique challenges due to the neighborhoods’ isolation. The neighborhoods are bifurcated in two dimensions by major interstate highways I-70 and I-25. More than a dozen grade-level railroad track crossings cut across the main automobile and pedestrian thoroughfares. Additional geographic isolation is due to the South Platte River, which winds through the community and has only a single pedestrian bridge. The area also has a long history of environmental contamination from the smelting and animal processing industries (the neighborhoods include several EPA Superfund sites), and it continues to suffer from persistent noise, air, and water pollution from other heavy industries that surround and intermix with the community of 10,000 residents. Additionally, there are few neighborhood centers, retail business districts, or central community gathering places, and all suffer from underinvestment.

Opportunities

Over the past three years, the city and a wide variety of nonprofit and community-based organizations and engaged citizens have participated in a number of community engagement and planning initiatives, including the Globeville Neighborhood Plan, Elyria-Swansea Neighborhood Plan, Globeville Elyria-Swansea Health Impact Assessment, National Western Center Master Plan, and Urban Land Institute transit-oriented development plans. The nonprofit organizations in the community are also organized into a Nonprofit Coalition with five subgroups focused on specific areas of redevelopment, one of which is food systems. These groups have held monthly meetings for several years and have been critical in mobilizing community members. Project funding sources for the National Western Center have also been identified and secured in the past year including a \$200M allocation from the state legislature for the CSU facilities. A municipal ballot initiative was approved in November 2015 that provides the majority of the remaining funding for on-site infrastructure improvements through a tax on hotels and rental cars.



Both the city of Denver and CSU have engaged groups of residents—including registered neighborhood organizations, parent groups, and leaders with networks of connections—that have fought for additional resources to come to their neighborhood for decades. One group of supporting residents, Grupo Union de Fuerza y Poder, is developing new micro-businesses from traditional and healthy prepared foods. The National Western Center Community Advisory Committee has been established for several years now and has the support of the local City Council and the North Denver Cornerstone Collaborative (NDCC), a specially created office of the Mayor. As part of the I-70 highway renovation project, the Colorado Department of Transportation has also made a commitment to use some environmental mitigation funds for food access in the neighborhoods. They have also included space for a food truck court in preliminary renderings of the capped space above the highway. With 10,000 to 14,000 estimated jobs working on the combined construction projects, there is also an immediate opportunity to link healthy food business development with increased demand for food from on-site workers.

At the city level, Denver has been working hard to draft a city-wide food plan called the Denver Food Vision. After an intensive community and industry stakeholder engagement process, the Denver Food Vision sets forth a comprehensive approach to further developing the Denver food system. In total, 22 engagement events were held between November 2015 and July 2016, including community meetings held in each city district. Participants were asked to consider their needs for today as well as their dreams for the future. The resulting plan weaves together priorities and strategies to provide direction and guide day-to-day decision-making related to land use, public investment, private development, and partnerships with the ultimate objective of meeting the needs of all residents with an efficient, coordinated, and equitable food system.

The winnable goals identified in the Denver Food Vision (see table below) reflect concrete commitments on the city's part to make healthy local food integral to comprehensive efforts to support a vibrant, equitable, and resilient Denver. Implementation of priorities and strategies, and attainment of the goals will occur incrementally over time through the collective efforts of residents, nonprofit organizations, business owners, industry leaders, financial partners, the city, and many others. The implementation section of the Denver Food Vision provides guidance on five mechanisms for fully implementing the 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



**Denver Food Vision: Guiding Principles, Priorities (O) and Winnable Goals (□)
(From December 21, 2016 Draft for Public Review and Comments)**

Inclusive Denver (strong neighborhoods that reflect unique food cultures)

- Invest in building complete neighborhood food environments
- Expand community food production and sharing
- Five low-income neighborhoods reach self-defined goals for a Complete Food Environment
- 7% increase in number of community and school gardens
- 15% increase in residential sales and food-producing animals permits

Healthy Denver (food systems that promote healthy food for everyone)

- 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
- Reduce percentage of food insecure households by 45% (from 18% to 8%)
- Increase enrollment in SNAP for eligible populations by 52% (from 59% eligible enrolled to 80%)
- Increase adult & child fruit/vegetable consumption by 14% (from 2.8 servings/day to 3.2/day)
- Reduce the number of children drinking sugary drinks daily by 35% (from 26% to 17%)

Vibrant Denver (economies supporting strong regional food systems)

- Promote Denver as an epicenter for the regional food economy
- Support the creation, expansion, and success of food businesses in Denver
- Spur innovation and entrepreneurship across food and agricultural industries
- Increase size of the Denver food economy by \$500M (from \$6.9- 7.4B per year)
- Attract \$100M of new capital to Denver food businesses
- 25% of all food purchased by public institutions come from Colorado

Resilient Denver (diverse and environmentally responsible food systems)

- Preserve remaining regional food system assets and infrastructure
- Promote environmentally responsible and climate smart food systems
- Preserve & maintain 100 acres of prime regional agricultural working lands in active production
- 34% reduction in residential food waste collected through municipal solid waste services (from 20,000 tons in 2008)

This action plan represents the first neighborhood-scale plan of the city’s incremental action planning process. Action plans will help support existing on-the-ground efforts across the city and fill critical neighborhood-level gaps in reaching the goals outlined in the Denver Food



Vision. See Appendix H, for a copy of the December 2016 draft of the Denver Food Vision made available for public comment.



Community Garden at LiveWell/Focus Points Center in GES, managed by Denver Urban Gardens. (photo: Ken Snyder)

Local Food as a GES Development Strategy

After extensive community and industry engagement, there is wide consensus in GES that local food has a critical role in economic development, public health improvement, and community development. Local food is seen as a strategy for economic development through micro-business support, tourism, and rural revitalization. Local food is seen as a strategy for public health improvement through increased healthy food access and improved walkability achieved with built environment changes and improved safety. Local food is seen as a strategy for community development through job

creation, fostering entrepreneurship and innovation, place-making, and social networking through neighborhood leadership development and engagement.

Local Food, Local Places Technical Assistance

In 2015, the city and county of Denver, CSU, NDCC, and the Globeville/Elyria-Swansea Nonprofit Coalition food subgroup requested assistance through the Local Foods, Local Places program to develop an action plan. The Local Foods, Local Places program is supported by the U.S. Environmental Protection Agency (EPA), U.S. Department of Agriculture (USDA), U.S. Department of Transportation (DOT), the Centers for Disease Control and Prevention (CDC), the Appalachian Regional Commission (ARC), and the Delta Regional Authority (DRA). Implementing the actions described later in this plan can bring several benefits to the community including:

- Better access to healthy, local food, especially among disadvantaged groups.
- More economic opportunities for regional farmers and local business.
- Revitalized streetscapes as economic anchors for the community.

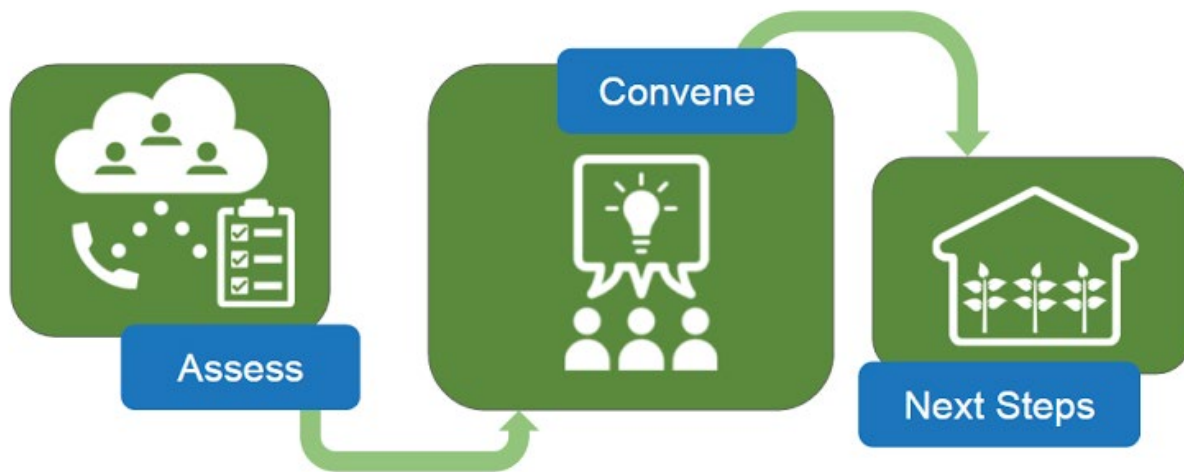


Figure 3. The diagram above lays out the steps leading to this action plan.

Engagement

With such a wide range of goals and stakeholders, technical assistance through the Local Foods, Local Places program was used to engage residents and key partners to help determine the most effective strategies for local food to be incorporated into redevelopment efforts linked both to the National Western Center and the I-70 highway renovation projects in ways that improve economic development and public health in GES. Technical assistance helped identify strategies to support existing and future retail and enhance local food systems in the region and then identify local, state, and federal resources for implementation. In preparation for the Local Foods, Local Places technical assistance, a steering committee was formed.

Steering Committee Members

Leading up to the workshop, the community steering committee and federal partners convened three times by conference call and webinar to discuss goals and plan the event. The local steering committee was comprised of the following participants:

1. Blake Angelo (project lead), Manager of Food Systems Development - City and County of Denver, Office of Economic Development
2. Barbara Frommel, City and County of Denver, NDCC
3. Coby Gould, GrowHaus; National Western Center Citizen's Advisory Committee; and GES Food Systems Collaborative
4. Nola Miguel, GES LiveWell; National Western Center Citizen's Advisory Committee and GES Food Systems Collaborative
5. Jocelyn Hittle - CSU
6. Robin Reichhardt - Grupo Unidos de Fuerza Y Poder
7. Adam Schlegel - EatDenver



Local Food, Local Places Workshop

The main sessions of the Denver Local Foods, Local Places workshop were held over two days at the National Western Center August 10-11, 2016. On the evening prior to the workshop's first public session, the technical assistance team, community steering committee, and federal partners participated in a community tour. The tour consisted of the following stops:

- National Western Stock Show Complex on Humboldt Street
- COMAL Heritage Food Incubator
- 44th and Lincoln - potential location of future school/community garden
- Denver Urban Gardens community garden and Focus Points Community Center
- GrowHaus greenhouse and food stand
- 47th & Brighton - potential location of future retail
- Stadium Arena at National Western Center - location of potential Arena Market



Upper left, 44th and Lincoln (potential location of future school/community garden); upper right, community garden adjacent to Focus Points Community Center; lower left, GrowHaus; lower right, COMAL Heritage Food Incubator.

(photo credits: Ken Snyder, PlaceMatters)

Workshop Sessions

The first day began with an introduction to the program and the local context. This included a presentation on activities in GES that led up to the workshop (neighborhood plans, past community meetings, etc.) and how the Local Foods, Local Places process fits into these efforts and expected outcomes moving forward. The technical assistance team presented

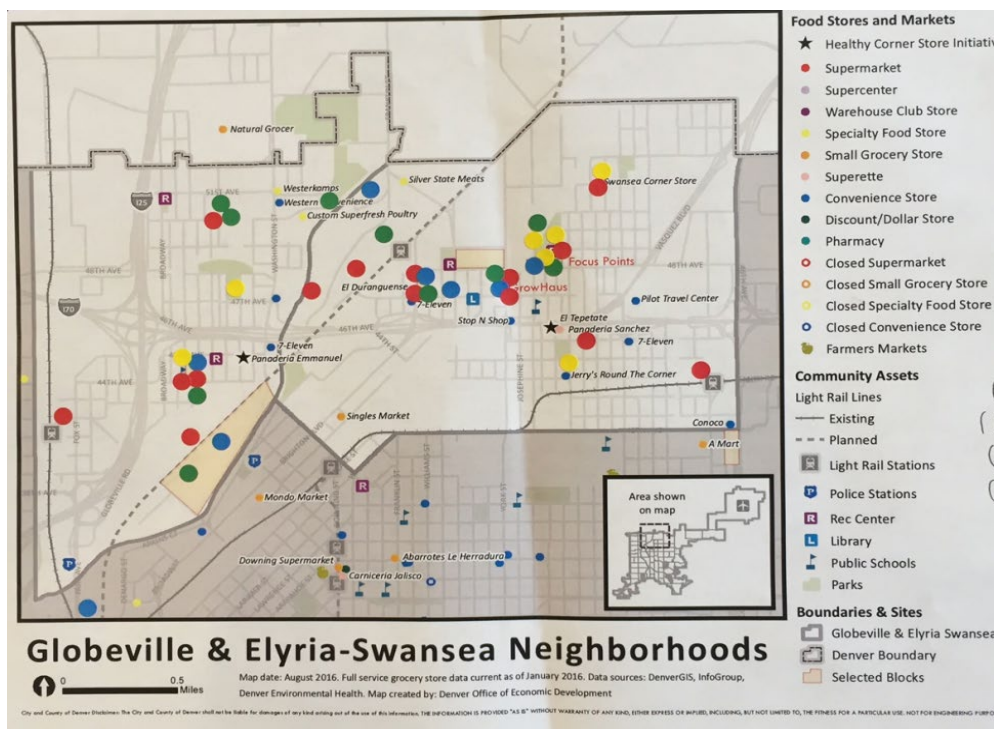


- Deeper understanding of how the community’s culture is linked to healthy food, especially as historical neighborhoods are going through many rapid changes.
- More residents growing vegetables and learning how to cook healthy food at home.

Neighborhood priorities for businesses and stores linked to healthy foods:

- Microbusiness enterprises to sell food and healthy products in the community.
- More processing and kitchen spaces to help small businesses.
- Mobile options because property in Denver is expensive.

Neighborhood desires for mix of programs and neighborhood blocks:



Map showing aggregate feedback from breakout tables on potential locations for year-round indoor markets (green), neighborhood markets (red), business incubators (blue), and seasonal markets (yellow).

Neighborhood desires for a local grocery market experience:

- An indoor market that supports year-round and seasonal products in a space that supports a mix of uses (so people can sell their vegetables or salsa in one space) and restaurants that can buy their produce in the same market.
- Understanding of the market demand for neighborhood operators so they are economically successful, e.g., recognizing that successful markets serve both local and dispersed markets. Maybe they can partner with other sites like hospitals, businesses downtown, etc. to deliver, etc.



Follow-up Actions

Since the Local Foods, Local Places workshop, several organizations have begun implementing portions of this action plan.

The National Western Center received a \$200,000 grant from the History Colorado State Historical Fund to study the potential adaptive use of the Stadium Arena as a year-round, public food market that would promote Colorado-based products. The Master Plan for the Stadium Arena would determine the feasibility of saving an iconic building while reinvigorating the area as a public market. Reusing the Stadium Arena as a public market has become a key component of a strategy to bring healthy foods and economic opportunities to GES. The arena also has the potential to offer other community-serving uses such as a restaurant, commercial kitchen, and multi-use event space. A public market could serve as one of many campus attractions and help drive an anticipated 2 million visitors annually to the 250-acre site dedicated to become the global destination for agricultural heritage and innovation. The office of the National Western Center will manage the Historical Fund project with support from a technical advisory committee. This effort supports Action 1.2 and provides long-term business development opportunities for neighborhood businesses and entrepreneurs.

NDCC is partnering with the Mayor's Office of the National Western Center in hiring an Economic Programs Manager to work on workforce housing and local food issues. This new hire will be an important contact for helping to implement this Action Plan. Regarding Goal 2, maintaining and enhancing healthy food access and retail options in GES, NDCC is working with the Denver Office of Economic Development (OED) in trying to identify a location for a small grocery store.

Action Plan - Key Goals and Strategies

Many goals and actions emerged from pre-workshop conversations with the steering committee and input from workshop participants. The list was narrowed down to two priority goals and key actions that the group felt could be implemented in the next 6 to 18 months.

GOAL 1: Support existing and foster new neighborhood food-related businesses

- Action 1.1 Support success and growth of COMAL Heritage Food Incubator
- Action 1.2 Incorporate neighborhood food-related business opportunities into National Western Center
- Action 1.3 Cultivate additional business support entities to support the long-term stability and success of neighborhood businesses, e.g. BSOs, CDCs, CLTs

Goal 2: Maintain and enhance healthy food access and retail options in Globeville and Elyria Swansea

- Action 2.1 Develop and implement a healthy food retail support package
- Action 2.2 Market services to operators and support retail expansion



Action 2.3 Improve affordability, selection and cultural appropriateness of healthy food options at neighborhood retail

Action 2.4 Advance collaborative efforts to increase competitiveness of neighborhood retailers

Goal 1: Support existing and foster new neighborhood food-related businesses

Action 1.1	Support success and growth of COMAL Heritage Food Incubator
Why is this action important?	Promote immediate pop-up food business opportunities, including market testing and mobile vending
How will we measure success?	<ul style="list-style-type: none"> • Number of events per year • Number of businesses served • Total business sales • Sustainable retail model (can pay expenses) • Outgrow existing space • Find new space to grow operation
Timing	<ul style="list-style-type: none"> • Year 1 - start up support/strategic planning • Year 2 - graduate from incubator into own space • Year 3 - grow/evaluate growth
Taking the lead	Focus Points
Team	<ul style="list-style-type: none"> • Live Well • Taxi Development • GrowHaus • COMAL • NWC
Who else can help?	<ul style="list-style-type: none"> • Local Residents • OED • Funders (i.e. Surdna) • CSU Extension • Colorado Department of Transportation
Federal opportunities	<ul style="list-style-type: none"> • HUD • USDA
What will it cost?	<ul style="list-style-type: none"> • Rent \$1800/month (including water, utilities, Wi-Fi) • \$100,000 - Staff • \$? - Inventory/ Working Capital
Other sources	<ul style="list-style-type: none"> • Sales (\$5/lunch goal) • OED • EDA jobs creation



Action 1.2	Incorporate neighborhood food-related business opportunities into National Western Center public market planning and implementation
Why is this action important?	<ul style="list-style-type: none"> • Develop a feasibility analysis and business plan for the public market • Build into the market business plan appropriate programs (e.g. SNAP) to ensure affordability for GES residents • Identify partnerships and funding sources for public market development
How will we measure success?	<ul style="list-style-type: none"> • Business plan written • Partners and funding lined up for public market
Timing	18-24 months
Taking the lead	NWC/NDCC
Team	<ul style="list-style-type: none"> • Multidisciplinary Advisory Group • Feasibility Study Group • OED
Who else can help?	<ul style="list-style-type: none"> • Farmers/growers • Local businesses/vendors • Restaurant owners • Industry groups • Historic preservation community
Federal opportunities	<ul style="list-style-type: none"> • HUD • USDA
What will it cost?	<p>\$250,000 (assessment, planning) \$25+ million (operating)</p>
Other sources	<ul style="list-style-type: none"> • Mayor's Office of the National Western Center • Corporate and Philanthropic Partners • Historic Preservation Tax Credits
Action 1.3	Cultivate additional business support entities to support long-term stability and success of neighborhood businesses, e.g. BSOs, CDCs, CLTs
Why is this action important?	<ul style="list-style-type: none"> • Opportunity to combine housing and economic opportunities • Support existing businesses impacted by future development
How will we measure success?	<ul style="list-style-type: none"> • Increased commercial activity/vibrancy in communities • More business retention/growth
Action 1.3.1	Create business support office (or team)
Why is this action important?	<ul style="list-style-type: none"> • Increase property and business management expertise in GES • Establish business support network that is community owned and controlled
How will we measure success?	<ul style="list-style-type: none"> • Lead Coordinator Identified • Supportive, engaged community stakeholders
Timing	<ul style="list-style-type: none"> • 6 months - Identify needs, assess proposed solution and engage community • 12 months - Hire a coordinator/ director • 18 months - Develop a team



Taking the lead	TBD - Mile High United Way or CSU
Team	<ul style="list-style-type: none"> • OED Business Development • Existing CDCs (NEWSED; Del Norte, NE Denver Housing Center) • Enterprise • CHFA • NDCC • PUMA • Focus Points
Who else can help?	<ul style="list-style-type: none"> • Community businesses • HBHD organizations
Federal opportunities	<ul style="list-style-type: none"> • USDA • EDA
What will it cost?	\$200,000 - \$300,000
Other sources	<p>Potential sources include:</p> <ul style="list-style-type: none"> • OED • Foundations • Mile High United Way • District funding • City council
Action 1.3.2	Create a Community Development Corporation (CDC) to purchase businesses, help businesses prosper, emulate Hacienda model (Portland), and/or promote vibrancy. Alternatively merge with CLT to combine housing and commercial.
Why is this action important?	Access funding opportunities for CDCs
How will we measure success?	<ul style="list-style-type: none"> • Develop Business Organization • Collaboration with Chamber of Commerce • Funding and financing mechanisms (i.e. TIF)
Timing	<ul style="list-style-type: none"> • 6 months - Assess opportunity for CDC/CLT and develop business model • 12 months - Locate CDC/CLT Partner • 18-24 months - create a CDC/CLT
Taking the lead	<ul style="list-style-type: none"> • Anna Jones with NDCC • GES Live Well • Nonprofit Coalition - Housing Subcommittee • Alternatively, UL
Team	<ul style="list-style-type: none"> • OED • Existing CDCs • NDCC • Community businesses • Resident homeowners



Who else can help?	<ul style="list-style-type: none"> • HBHD organizations • PUMA • Existing CDCs • CSU Extension
Federal opportunities	<ul style="list-style-type: none"> • EDA • HUD • USDA - Local Food Promotion Program. Can apply in March for next round up to \$250,000 for planning grant or \$500,000 for implementation grant.
What will it cost?	<p>\$150,000 - \$200,000 (Hire Director) ~\$10M (Operating)</p>
Other sources	<p>Other examples including</p> <ul style="list-style-type: none"> • The Redd with EcoTrust, • Mercado run by Hacienda (supported by USDA LFPP) • Colorado Department of Transportation

Goal 2: Maintain and enhance healthy food access and retail options in Globeville and Elyria Swansea

Action 2.1	Develop and implement healthy food retail support package
Why is this action important?	Operators need business sophistication and knowledge about how to reduce risk
How will we measure success?	<ul style="list-style-type: none"> • Develop business support package • Contractor in place for new stores • Identify financial incentives to reduce key operational risks • Develop retail recruitment materials, including: aggregate surveys of demand, assessment of economic opportunities, workforce opportunities assessment, healthy food conversion case studies • Locally hired staff • Double SNAP bucks for Colorado grown food available
Timing	<ul style="list-style-type: none"> • 6 months - Meeting with TA team to flesh out desires for support package • 6 months - Retail recruitment materials • 12 months - Identify contractor
Taking the lead	OED/DEH via contractor
Team	<ul style="list-style-type: none"> • OED • CO4F • PUMA • DEH • CEF • CHFA
Who else can help?	<ul style="list-style-type: none"> • Continued technical assistance from federal programs • Public and private partnerships



Federal opportunities	<ul style="list-style-type: none"> • CDFI Fund (HFFI)
What will it cost?	\$50,000
Other sources	<ul style="list-style-type: none"> • DEH/OED • Small Business Administration (Jodi Duncan)
Action 2.2	Market services to operators and support retail expansion
Why is this action important?	<ul style="list-style-type: none"> • Mitigate the negative impacts of relocation on GES residents • Provide technical assistance to ensure continued success of operators (accounting, POS setup, inventory setup, marketing, strategic financial management)
How will we measure success?	<ul style="list-style-type: none"> • Identify sites for relocation or off-site expansion • Reach out to existing stores regarding relocation/ expansion • Support retailers in development process with city • Increased total sales at neighborhood stores • Increased jobs at neighborhood retail • Decreased average time to healthy food for residents • Mobile options/delivery
Timing	12-18 months
Taking the lead	OED /DEH via contractor
Team	<ul style="list-style-type: none"> • OED • CO4F • PUMA • DEH • CEF • CHFA
Who else can help?	<ul style="list-style-type: none"> • TA providers • Steering Team
Federal opportunities	CDFI Fund (HFFI)
What will it cost?	\$50,000
Other sources	<ul style="list-style-type: none"> • OED/DEH • SBA (Jody Duncan)
Action 2.3	Improve affordability, selection, and cultural appropriateness of healthy food options at neighborhood retail
Why is this action important?	<ul style="list-style-type: none"> • Improve health with accessible and affordable healthy food • Support local history and sense of place • Support local retail and businesses
How will we measure success?	<ul style="list-style-type: none"> • Double SNAP bucks for Colorado grown food available • Work exchange and/or member co-op options available • Collaborative purchasing assessment



Timing	<ul style="list-style-type: none"> • 18 months - Co-op and collaborative purchasing assessment • Long Term - Public market at National Western Complex
Taking the lead	<ul style="list-style-type: none"> • Live Well • DEH Healthy Corner Store Program
Team	<ul style="list-style-type: none"> • RMFU • COMAL • GrowHaus
Who else can help?	DHHS (HFFI), Laurie.Konscela@hhs.gov
Federal opportunities	<ul style="list-style-type: none"> • EPA • USDA
What will it cost?	TBD
Other sources	TBD
Action 2.4	Advance collaborative efforts to increase competitiveness of neighborhood retailers
Why is this action important?	<ul style="list-style-type: none"> • Improved quality, consistency, and access to healthy, affordable food for residents in GES • Help retailers improve competitiveness while there is an increase of workers in the neighborhood working on large publicly funded highway and National Western Center projects
How will we measure success?	<ul style="list-style-type: none"> • Lower price point and increases healthy food inventory at retailers • Continue/increase participation in DEH Healthy Corner Store Program • Provide support/incentives for Point of Sale (POS) systems, healthy food retail infrastructure (e.g. cases, displays, reach-in coolers, walk-in coolers, infrastructure) • Seek opportunities to create collaborative supply chain agreements to reduce Cost of Goods Sold (COGS) for healthy food retail companies • Increased grocery sales in GES • Increased jobs at neighborhood retail • Decreased average time to healthy food for residents
Timing	<ul style="list-style-type: none"> • 12 months
Taking the lead	<ul style="list-style-type: none"> • DEH Healthy Corner Store Program • OED
Team	<ul style="list-style-type: none"> • GES Food Coalition • CO4F
Who else can help?	<ul style="list-style-type: none"> • Live Well (for double bucks)
Federal opportunities	TBD
What will it cost?	Need willing partner, mission aligned
Other sources	TBD



Appendices

- Appendix A - [Denver Workshop Detailed Agenda](#)
- Appendix B - [Participant List](#)
- Appendix C - [Notes from Community Session and Results from Mapping Exercise](#)
- Appendix D - [Keypad Polling Results](#)
- Appendix E - [Community Session Presentation](#)
- Appendix F - [Workshop Photo Album](#)
- Appendix G - [Funding Resources](#)
- Appendix H - [Denver Food Vision \(Draft for Public Comment\)](#)