

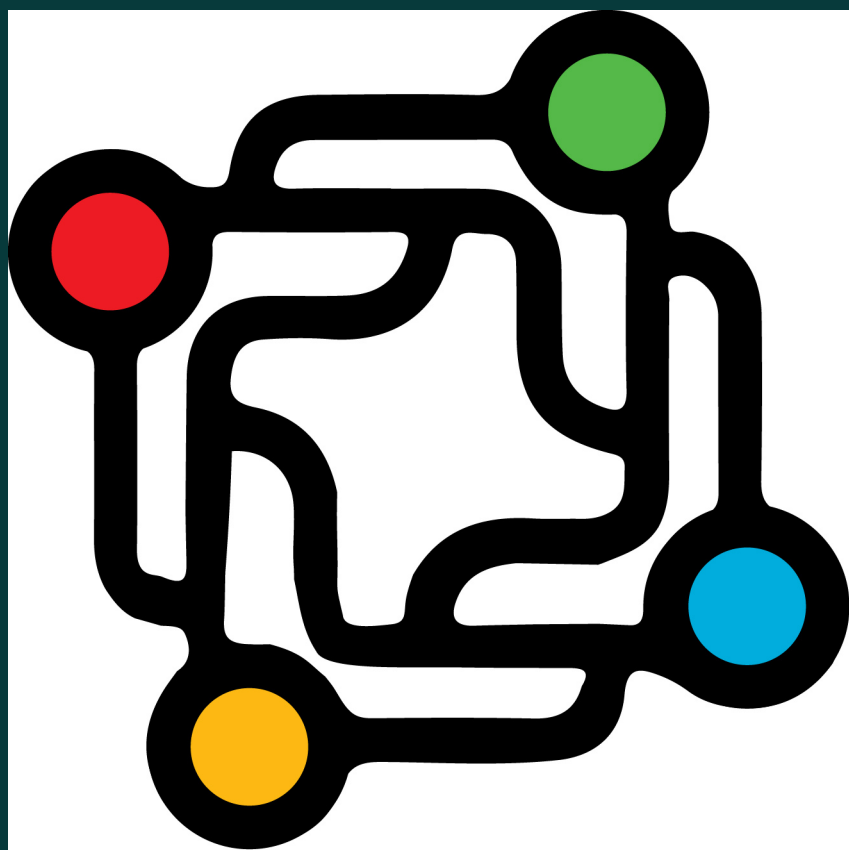


MICHIGAN STATE
UNIVERSITY

SCENARIO PLANNING WORKBOOK: LEVERAGING FOOD SYSTEM CHANGE IN FLINT

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LEVERAGE POINTS

FLINT

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INTRODUCTION

The Flint Leverage Points Project is a collaboration between community partners and researchers to find ways to change the food system in Flint so that it is more equitable, healthy, and sustainable. The Community Foundation of Greater Flint (CFGF) is partnering with Michigan State University (MSU) to conduct this research. We are advised by a Community Consultative Panel (CCP) comprised of representatives from the Flint community who work with food in Flint. We are looking at the whole food system (including production, distribution, preparing, eating and recycling food) in Flint to find improvements that can benefit Flint residents. We will also identify strengths and opportunities within the food system that could be built upon. This project will produce an analysis of how community partners and other stakeholders can intervene in the Flint food system to create positive change.

Building on four years of participatory data collection with collaborators in Flint, this workbook will guide us through the creation of scenarios for the future of the Flint food system. These scenarios are intended to be plausible, yet transformative descriptions of what the food system could look like in approximately 20 years. Discussions today, along with this guide, will help us make connections between what Flint residents and food system leaders shared with our research team about their values and the leverage points that could be part of the intervention. This workbook and our activities are designed to help you think creatively about innovative ideas for transforming the future of the Flint food system. Thank you for your time and commitment to engaging in this scenario workshop! We are excited to get started together.

For more on the Flint Leverage Points Project, and project results visit: <https://www.canr.msu.edu/flintfood>

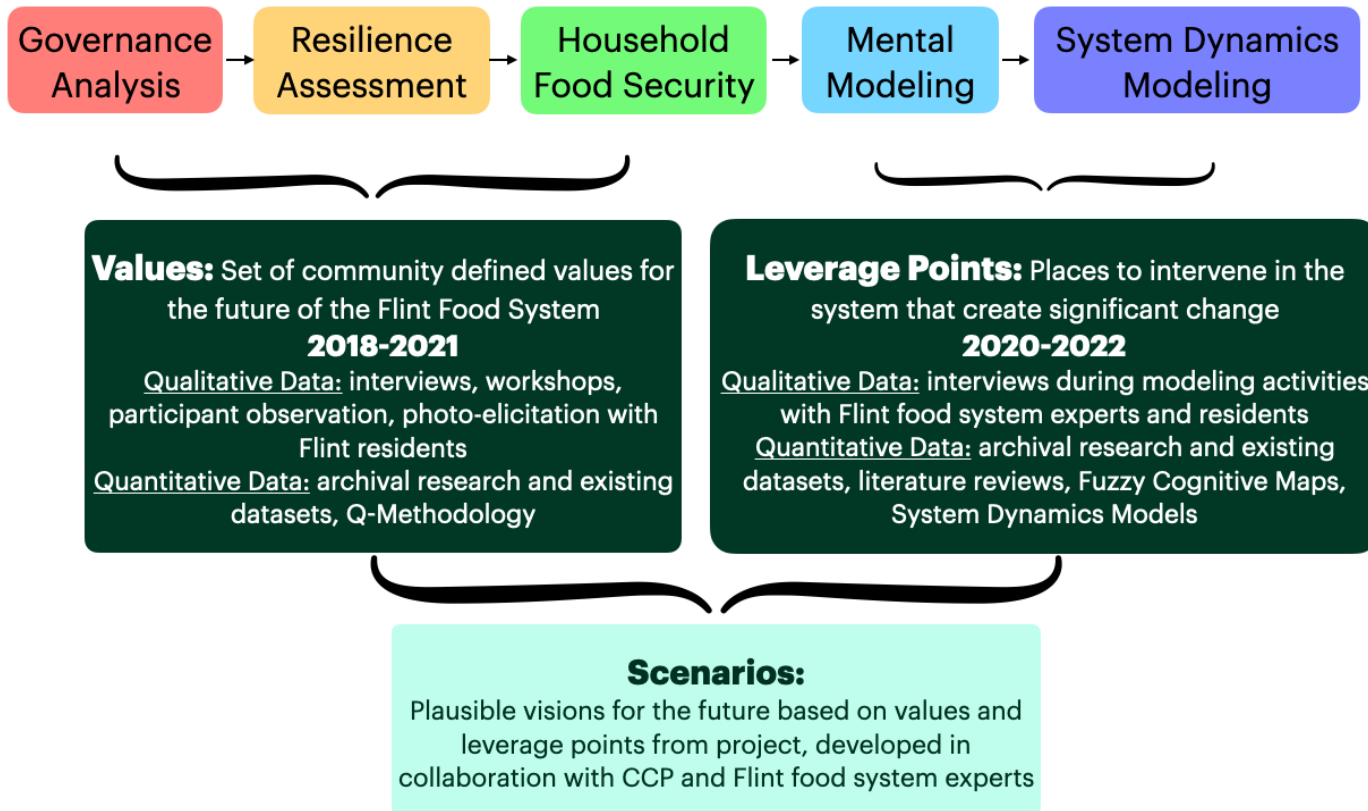
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FLINT LEVERAGE POINTS PROJECT

Building on Participatory Research to Create Actionable Scenarios



Beginning in 2018, community partners and researchers have been collecting data about the history of the Flint food system, how that history led us to where we are today, and what residents hope to see in a future food system that ends food apartheid in Flint. We started with a governance analysis, and then moved to a resilience assessment and household food security analysis, mental modeling and system dynamics modeling. Each phase of the work built on what we previously learned. From the first half of the research we identified a set of values important to Flint residents. From the second half we identified a series of leverage points, or places we can intervene to create positive change. Now we are integrating what we learned to create scenarios with you that incorporate the values and leverage points identified by community members and partners.

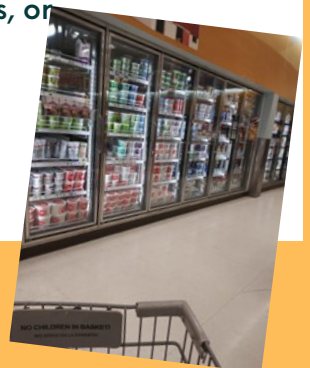
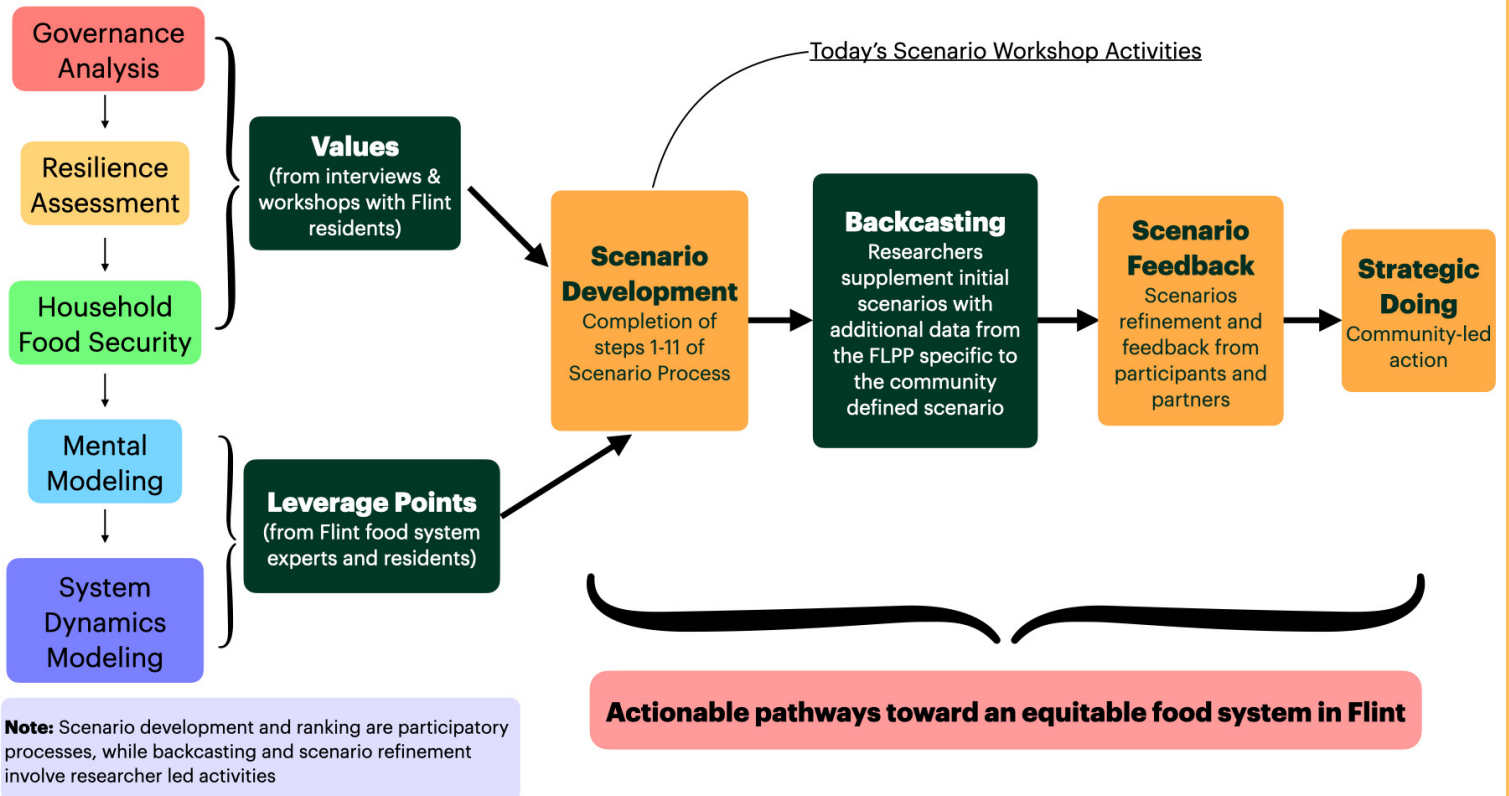


Photo Credits: FLPP Research Participants

SCENARIO TIMELINE

Scenario Process: Integrating Data with Community Expertise and Prioritization



The scenario timeline outlines the process of scenario planning, with the ultimate goal of co-creating actionable pathways towards an equitable food system in Flint. The initial research boxes show previous work that has been done over the past four years, and the scenario development box represents the work that we will be doing in this workshop today. These processes have centered community voices, and research was guided by a Flint Community Consultative Panel (CCP). The steps following today's workshop (backcasting and scenarios refinement) will be led by the research team, based on what we learn today. The scenarios will be analyzed and presented to our community partners and CCP for feedback. The final steps are for Flint community members to engage in strategic doing to transform their system.

WHAT IS A SCENARIO WORKSHOP?

A scenario workshop is a place where the community and researchers work together to co-create scenarios for the future, based on previously defined values and leverage points. The scenario process we present in this workbook is informed by the literature on scenario planning. To put this into practice, we outline our process step by step in this workbook. We also assembled findings from previous research in Flint in this workbook. Therefore, the process is based both on literature and our research from the past four years of the Flint Leverage Points Project.

Scenarios frameworks:

We are building on three existing frameworks to develop a new scenario planning process: Sustainable Future Scenarios (Iwaniec et al., 2020), Three Horizons (Sharpe et al., 2016), and Nature Futures (Pereira et al. 2020). In this process we will work together to co-create scenarios for change in our food system about 20 years in the future.

We will be innovative in this process - we encourage you to think creatively about a truly desirable future and how to get there! Drawing on the values which are outlined in the workbook, we will co-create scenarios, write a summary of each scenario, and discuss barriers and conduits to implementing these scenarios as well as how to evaluate future success.



In this workshop, we will co-create scenarios for the future of the Flint food system drawing on 4 years of participatory research and the resulting values and leverage points.

WORKSHOP GOALS

Our main goal is to develop actionable pathways toward a sustainable and resilient future for the food system in Flint. We will do this based on the following recipe and ingredients, which we will use to cook our scenario:



01 — Discuss the Recipe for a Scenario

We will go over the steps to creating a scenario, how we created this plan, and answer questions about the process. This workbook has a one-page summary of all of the steps in our recipe for a scenario on page 8 to use as a reference. Beginning on page 9, each of those steps is presented in detail with room for notes and discussion.



02 — Learn about Key Ingredients: Big Vision, Leverage Points and Values

A recipe requires a set of ingredients—some of these we have already, and some we will outline together today. All the research findings come from participatory research representing the voices of Flint community members. To start, we will frame our scenario around a big vision (a statement about the current state of the food system, and a desirable alternative future). We will then add in Values: the community's priorities that define a desirable state for the food system, and Leverage Points: places in the system to intervene that will create significant change.



03 — Cook a Scenario Together

Based on the recipe and ingredients outlined in this workbook, we will co-create scenarios that describe actionable pathways towards the big visions.



04 — Reflection

As we work together in this process, it is important for us to hear from you about your experience and how we can improve the scenario planning process in the future. We will have time for feedback at the end, and we have evaluators participating during the workshop, gathering feedback.



Photo Credit: FLPP Research Participant

KEY DEFINITIONS



Food System

The food system incorporates all components required to ensure that people have access to healthy, affordable food. This includes food production, processing, distribution, preparation, eating, recycling and managing waste. We aim to consider all the people and products involved at each of these stages in the food system.



Scenarios

Scenarios are descriptions of a plausible and desirable future system AND the steps that can be used to achieve them. Scenarios are co-created with community partners, community members and other stakeholders. In this workshop, scenarios draw on evidence-based research from the Flint Leverage Points Project.



Vision

A vision is a description of a desirable future. This workshop is framed around four big vision statements describing a current state and desirable future based on research results.



Leverage Points

Leverage points are places in a system where a small intervention can lead to major changes within a system (Meadows 1999). In our workshop, the leverage points are embedded within the big vision. Detailed lists of leverage points are provided in the "Pantry" of this workbook (last pages). You can find a list of 20 summary leverage points (page 25), the leverage points associated with each big vision (pages 26-36) and some additional leverage points that did not neatly fit with the big visions. They are all here for your reference.



Values

We think of values as priorities that define a desirable state and drive human action towards it (Tadaki et al. 2017). Synthesis values for the future of the Flint food system as defined by residents are listed on page 14.



Stakeholders

Individuals or groups who can affect or are affected by changes in the system.

SCENARIO RECIPE

Scenarios are created when we think creatively about how to achieve a positive future. In this workbook we provide the recipe and some of the ingredients required to help you create a scenario. We will work together in small groups to bring in other ingredients from your expertise and cook up your ideas. All of these points are explained in detail on subsequent pages, with room to write notes. **This page is intended as a one-page reference sheet.**

Ingredients and Steps

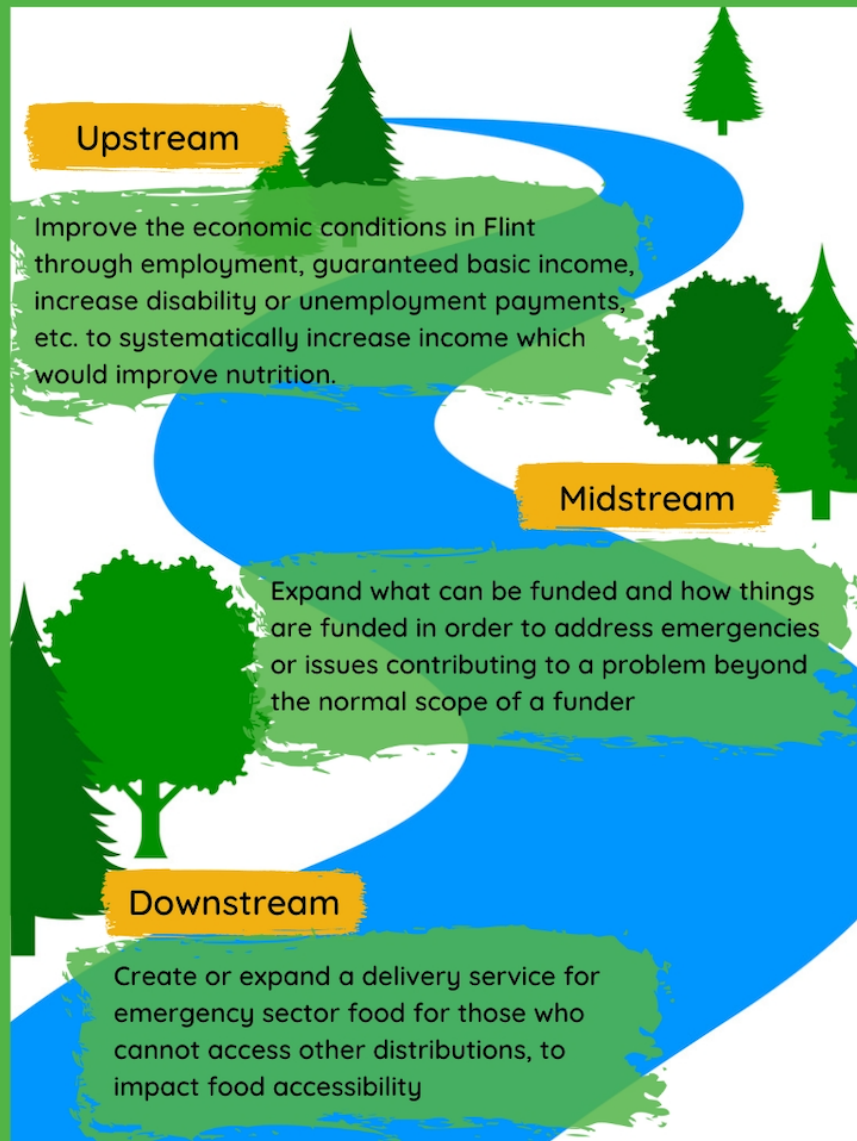
1. **Big Vision:** We start with 4 big vision graphics--each focuses on a theme by outlining the current state of the food system, describing a desirable future that represents transformative change, and listing leverage points that can help achieve future goals for the food system (full list available in the 'Pantry'). Each group will use a different big vision graphic to organize their scenario.
 2. **Grounding the Scenario:** Identify what features of the big vision feel most important to focus on today. Identify any additional leverage points applicable to the big vision features from the leverage point lists in the 'Pantry'. Name your scenario.
 3. **Values:** Choose at a couple values that will be achieved by the scenario.
 4. **Location:** Define the geographic area where the scenario will take place.
 5. **Time Frame:** The target date for achieving this scenario will be up to 20 years from now - 2042. This should provide time for significant change, while still focusing on actionable results in the foreseeable future. Change requires a series of actions, so each group will discuss:
 - a. **Short-Term Actions:** Identify key actions that will need to occur in the first 10 years of the time frame. These may be actions that will finish before commencing the long-term actions.
 - b. **Long-Term Actions:** Identify key actions that will occur in the final 10 years of the timeframe. These actions will finish at the end of the time frame and when the scenario is realized.
 6. **Resources and Stakeholders:** Identify resources needed to complete the actions and who holds them.
 - a. First, focus on identifying multiple types of resources. We know money is a central component but also consider what collaborations, spaces, education or training, policies, and programs are needed to achieve the scenario goals.
 - b. Identify key community partners, organizations, or experts who hold (or could hold) these resources and those who need to contribute to the work of completing the actions in other ways, beyond supplying resources.
 - c. Also identify community partners or organizations that will be affected by these actions.
 7. **Summary of Scenario:** Read over scenario components and think about the overall message. Then, write 3-5 sentences that describe the scenario.
- BREAK:** Let our thinking simmer.
8. **Pros and Cons:** Consider if this scenario privileges a specific outcome at the expense of others within the vision.
 9. **Broader Impacts/Surprises:** Describe the broader effects of implementing this scenario, including any other positive or negative impacts that could happen outside of the food system.
 10. **Channels and Walls to Achieving Action:** Identify items that could facilitate (channel efforts) or hinder (wall/block off) this scenario's success.
 11. **Evaluation:** Provide a list of benchmarks that will indicate progress toward the goal. Consider how progress and milestones will be shared, and next steps in this process.

BIG VISION: EMERGENCY RESPONSE LOOP

"Emergency Response" Loop

Desirable Future: Food system changes reduce the need to access emergency food services like food banks and soup kitchens for greater food independence, and resident food equity.

Example leverage points defined by community members are listed below. Join the conversation--detailed lists of more leverage points can be found at: www.canr.msu.edu/FlintFood



The upstream, midstream, and downstream leverage points listed here are some examples. For a full list of participant generated leverage points associated with this vision see page 26-27.

Currently: The food system is focused on supplying emergency food, rather than preventing need, due to current high demand and needs of community.

Definitions:

Upstream: Policies, laws, or regulations that improve community conditions, creating system-wide changes

Midstream: Barriers that need to be addressed in order for the system to evolve; and/or supports individual social needs

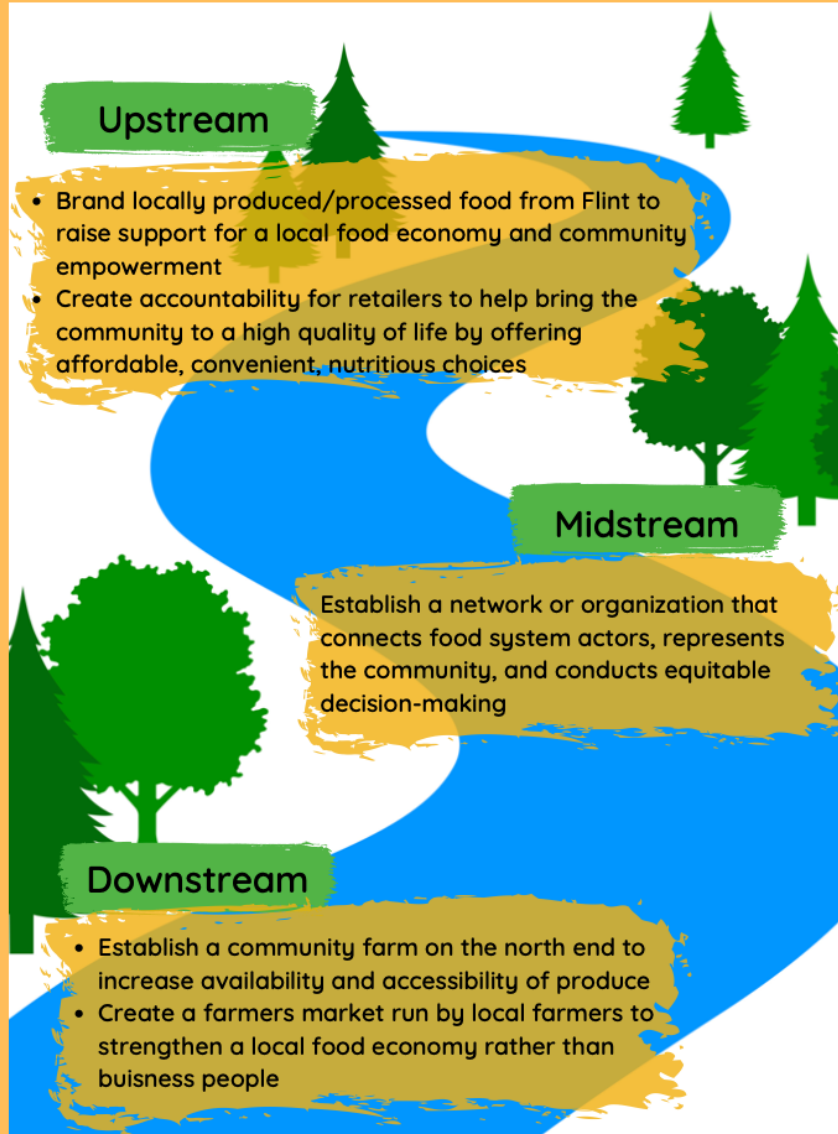
Downstream: Addresses individual needs and crisis management

BIG VISION: RESIDENT FOOD EMPOWERMENT

Resident Food Empowerment

Desirable Future: With increased resident direction, control, and ownership, the food system improves food access to achieve equity, social, and economic justice for residents.

Example leverage points defined by community members are listed below. Join the conversation--detailed lists of more leverage points can be found at: www.canr.msu.edu/FlintFood



The upstream, midstream, and downstream leverage points listed here are some examples. For a full list of participant generated leverage points associated with this vision see page 28-30.

Currently: Focus on emergency food and meeting immediate needs limits work that will transform the food system and achieve equity and food sovereignty.

Definitions:

Upstream: Policies, laws, or regulations that improve community conditions, creating system-wide changes

Midstream: Barriers that need to be addressed in order for the system to evolve; and/or supports individual social needs

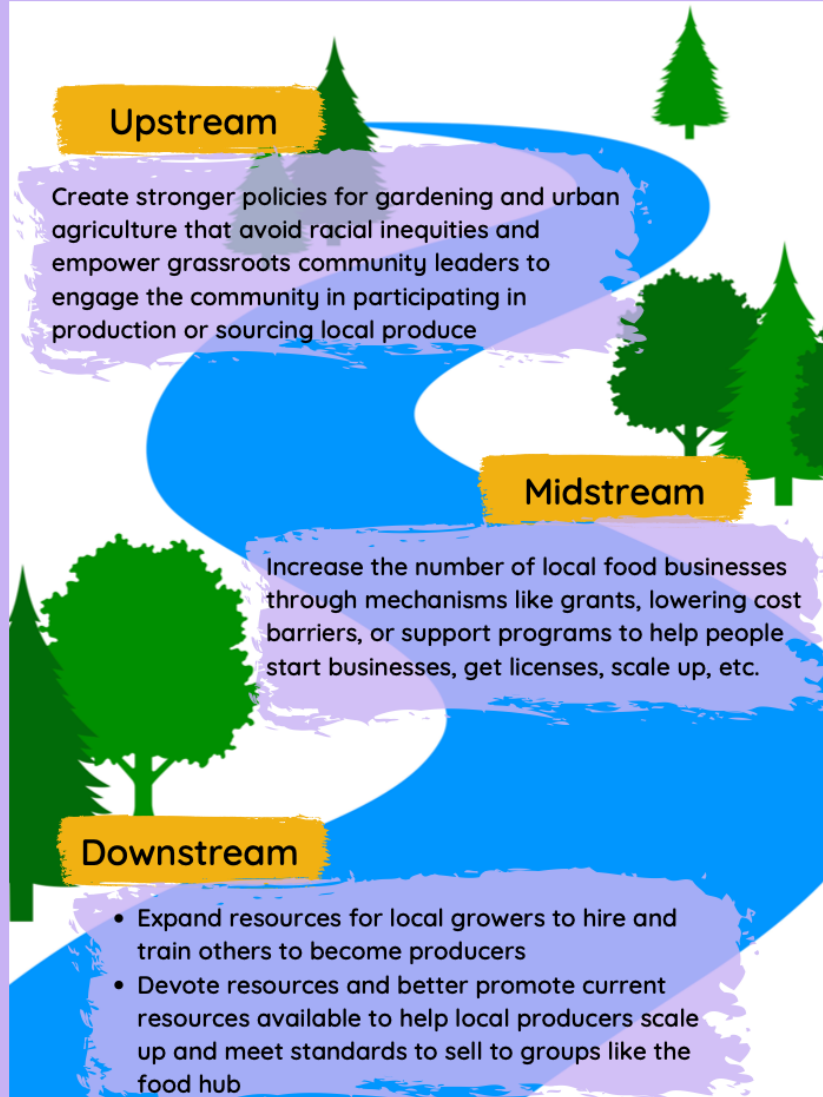
Downstream: Addresses individual needs and crisis management

BIG VISION: ECONOMIC INVESTMENT

Economic Investment

Desirable Future: Drawing on the many assets within our community, future economic investment results in Flint-based ownership within the food system. Economic development fosters cultural growth, is culturally appropriate and improves quality of life for all residents.

Example leverage points defined by community members are listed below. Join the conversation--detailed lists of more leverage points can be found at: www.canr.msu.edu/FlintFood



The upstream, midstream, and downstream leverage points listed here are some examples. For a full list of participant generated leverage points associated with this vision see page 31-33.

Currently: Economic investment heavily focuses on emergency food distribution rather than preventing need. Jobs are low-paying and ownership of the food system lies with people outside of Flint.

Definitions:

Upstream: Policies, laws, or regulations that improve community conditions, creating system-wide changes

Midstream: Barriers that need to be addressed in order for the system to evolve; and/or supports individual social needs

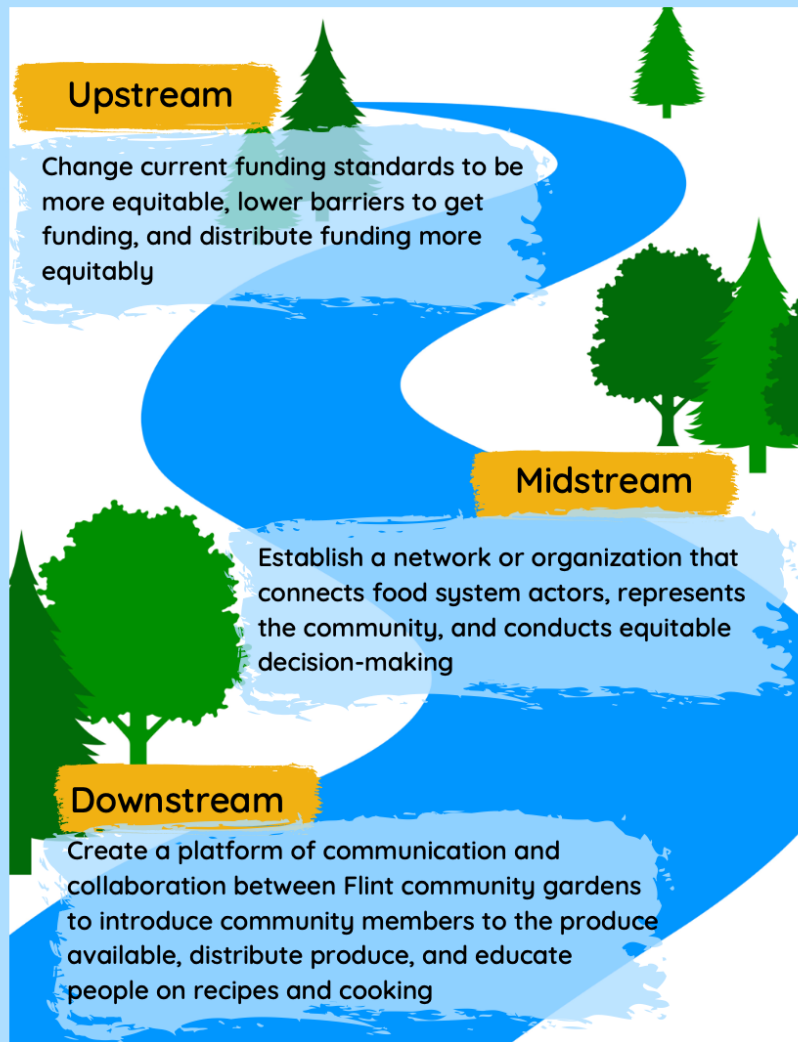
Downstream: Addresses individual needs and crisis management

BIG VISION: COMMUNITY COLLABORATIVE ACTION

Community Collaborative Action

Desirable Future: Community service providers collaborate with resource providers, government, non-profits, residents, faith-based organizations and retail for mutual benefit, achieving authentic community-based collaboration across all sectors.

Example leverage points defined by community members are listed below. Join the conversation--detailed lists of more leverage points can be found at: www.canr.msu.edu/FlintFood



The upstream, midstream, and downstream leverage points listed here are some examples. For a full list of participant generated leverage points associated with this vision see page 34-36.

Currently: Limited resources and silos put organizations in competition for funding, promoting self-interested collaboration and limiting system-level innovations.

Definitions:

Upstream: Policies, laws, or regulations that improve community conditions, creating system-wide changes

Midstream: Barriers that need to be addressed in order for the system to evolve; and/or supports individual social needs

Downstream: Addresses individual needs and crisis management

COOKING SCENARIOS

This process involves discussion, notes, and revisions. Use this workbook for ideas and notes. We encourage you to move back and forth between steps - they do not have to be completed in order. The summary sheet listing each step is found on page 8. The steps are also described in the following pages.

1. **Big Vision:** Your group has been assigned one of the four big vision graphics as the end goal of your scenario. Are there elements of that desirable future you'd like to use to frame your scenario?

2. **Grounding the scenario:** Think about the big vision – there are multiple ways to achieve the desirable future described in the big vision graphic. So, what would you like to start with? Please look at the additional leverage points in the "Pantry" section of this workbook (beginning on page 25). We will ground the rest of the scenario process in the leverage points you choose to build your scenario around as you describe below.

Scenario title:

Key leverage points for this scenario:

FLINT FOOD VALUES

We asked stakeholders in Flint to describe community priorities (values) for the future of the food system. **Step 3. Circle the values you would achieve through your scenario.** Aim for a couple and feel welcome to make notes about components of these values that will be emphasized in your scenario. (Modified from Belisle-Toler et al. 2021)

Value	Description
Education	There should be opportunities to learn food skills (cooking, gardening, agriculture, nutrition, health, and canning) and apply these to career development if desired.
Community Empowerment	The food system should empower communities to support local economic development that fosters a sense of community and prioritizes residents' cultural values.
Quality of Life is Respected	As residents move through the food system, their dignity, choices, comfort, and safety should be respected to promote the common good and quality of life for all.
Partnerships	The food system should promote creativity and encourage problem-solving to produce trust and strong partnerships that provide leadership and support collaboration and communication.
Nutritious Foods	The food system should offer more food options that are high in nutritional content, contain less additives and preservatives, and come in smaller portions to benefit health.
Affordable Foods	Food should be priced so that community members can access the type, quality, and quantity they require.
Available Foods	The type, quality, and amount of food required for community members to conveniently feed their families and themselves should be physically present.

COOKING SCENARIOS

4. **Location:** Typically Flint, but could include surrounding areas.

5. **Time frame:** We will aim for this vision to be achieved up to 20 years from now (2042) but actions within the scenario might be required or achievable sooner.

5a. **Short-term actions:** What should be integrated into this scenario and be done in the next 0-10 years to help Flint reach the big vision?



Photo Credit: FLPP Research Participant

COOKING SCENARIOS

5b. Long-term Actions: For what actions would a 10 year waiting period be appropriate? What should be integrated into this scenario and be done in a 11-20 year timeframe to help Flint reach the big vision?



Photo Credit: FLPP Research Participant

COOKING SCENARIOS

6. RESOURCES AND STAKEHOLDERS

6a. What resources are needed to complete these actions? We know money is needed for nearly all actions, but what other types of resources (collaborations, information, spaces, facilities, education or training, policies, programs, people etc.) are needed?



6b. Who are the community partners and organizations who will need to contribute to the work of completing these actions? Who has these resources already or who could supply them in the future?



6c. Who are the community partners and organizations that will be affected by these actions?



SUMMARY OF THE SCENARIO

7. **Summary of scenario:** Read over your scenario components and think about your overall message. Update your title. Then write 3-5 sentences that describe your scenario. Be descriptive and work to incorporate what you think are the key elements of your scenario. You are also welcome to add a photo, drawing, map, or any other components that help illustrate your vision for the future of the food system here. We welcome creativity!

Updated title:

COOKING SCENARIOS



BREAK

Let your scenario cook, your ideas meld,
and come back ready for more.

After our lunch break we will
re-read, revise, and add to your work.



Photo Credits: FLPP Research Participants

COOKING SCENARIOS

8. Pros and Cons: Within the food system, what might be gained in the implementation of this scenario? Is this scenario privileging one outcome in the vision at the expense of others?

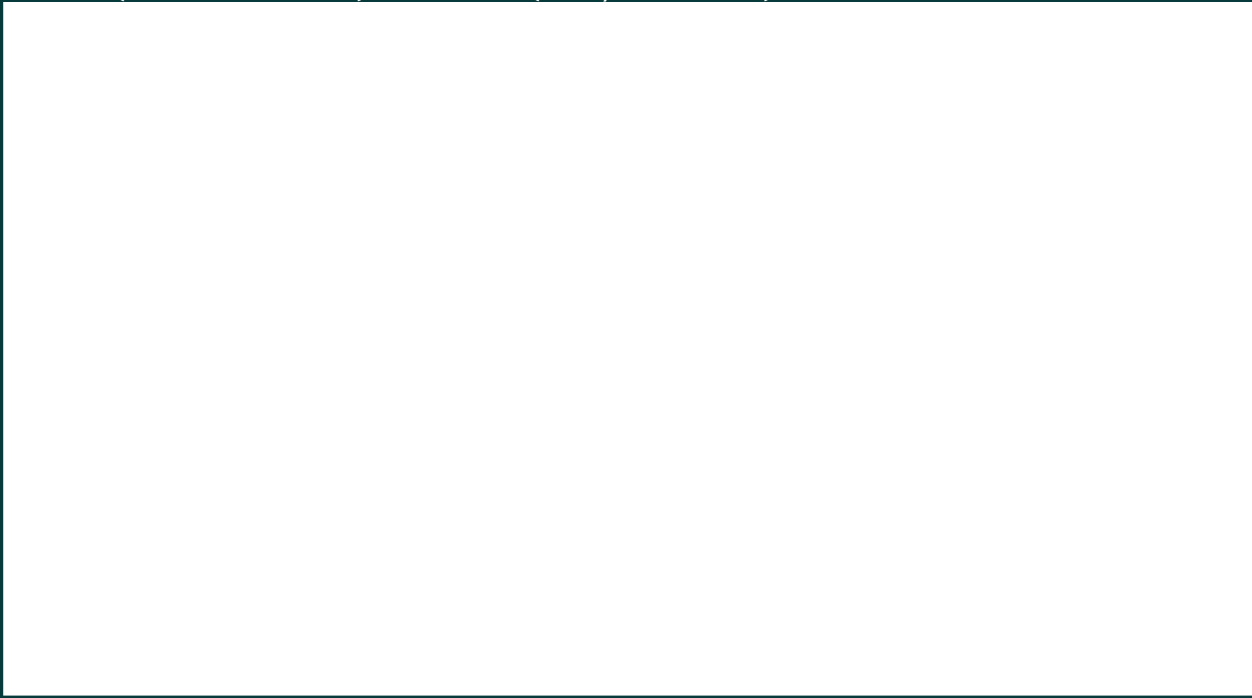


9. Broader Impacts/Surprises: What are the broader effects of implementing this scenario, and how does that impact factors outside the food system? Could implementation have other positive or negative impacts in Flint or for community members? What are some unanticipated surprises (i.e. COVID) that could impact the scenario, and how might we prepare?



COOKING SCENARIOS

10. **Channels and Walls to Achieving Action:** Identify items that could facilitate (channel efforts) or hinder (wall/block off) this scenario's success.



11. **Evaluation:** How will we know if this scenario is supporting progress toward the vision? Are there quantifiable benchmarks we can outline to show progress toward our goal? Who needs to be involved in this evaluation process?



NEXT STEPS

Creating shared scenarios for the future of the food system in Flint is an important step. We also need to talk about steps for collective action. Use this space to hold your ideas and get ready for the strategic doing that is coming. In what ways can different stakeholders work together? Preserve your thoughts here so we can build on scenarios in the future.



Community members and other stakeholders

Ideas to launch collective action:



Communications

Ideas to launch collective action:



Ways to Get Involved

Ideas to launch collective action:

ACKNOWLEDGEMENTS

We would like to acknowledge the residents of Flint who graciously shared their time and insight with us over the course of this project. This work would not be possible without their contributions and commitment to improving the food system in Flint. This research is a collaboration between the Community Foundation of Greater Flint (CFGF) and researchers at Michigan State University (MSU), and our Community Consultative Panel (CCP). Thank you to all the staff, researchers, students, and collaborative partners who have contributed to this project. This work is only possible with the efforts of a large and committed team.

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We thank you for your participation and ongoing work to improve the food system in Flint, Michigan!

Contact

For questions about the FLPP, contact Damon Ross (CFGF) at dross@cfgf.org or Chelsea Wentworth (MSU) at wentwo21@msu.edu



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**For more on the Flint Leverage Points Project visit:
<https://www.canr.msu.edu/flintfood>**

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PANTRY: LEVERAGE POINTS SUMMARY LIST



INCOME

Raise income for Flint residents, for example through policy mechanisms like guaranteed basic income, tax credits, or raising pay to livable wages



GARDENING

Increase resident participation in not-for-profit food production, both at-home gardening or community gardens



PRODUCTION

Increase for-sale local food production through more local producers, larger production operations, or other methods



RETAIL QUALITY

Improve current retail options in Flint to increase the availability and affordability of quality, culturally relevant, and nutritious foods



LAND

Turn vacant/available land into food production, retail, or community spaces, and urban infrastructure into housing or facilities where people can cook, prepare, and store food



SOURCING

Increase sourcing of locally produced and processed foods by retailers, institutions, the emergency sector, supplemental nutrition programs, etc.



FUNDING

Change how non-profit & government funds are allocated, through shifting funding from one place to another, expand current funding, or create new funding policies



GOVERNANCE

Embed community values within government and non-profit strategic planning, policy, and program implementation



TRANSPORTATION

Lower transportation barriers by ensuring convenient, accessible transportation for all residents, including options for delivery



CONSUMPTION

Positively shift consumption behavior towards improved diets, food choices, and overall health



FOOD DISTRIBUTIONS

Improve emergency sector distributions to be more accessible and tailored to local community dietary need and preferences



RETAIL OPTIONS

Increase the retail options available in Flint to improve availability and accessibility, particularly for nutritious and culturally relevant foods



PROCESSING

Increase processing of local food and locally-owned value-added processing businesses to grow that sector of the local food economy



EMPLOYMENT

Raise employment in Flint through resources, job training, and support programs to give people tools to generate their own wealth



WASTE MANAGEMENT

Formalize a food waste management system and partnerships that increases composting and food rescue



SCHOOL MEALS

Reform the school meal program to increase dietary options, nutritious foods, local foods, and culturally appropriate foods



KNOWLEDGE

Offer educational opportunities & reform food system education to better inform people through practices like hands-on learning and culturally tailored programming.



NETWORKS

Develop social connections and community support networks that can share resources and provide mutual aid



ENGAGEMENT

Embed community values within partnerships, collaborations, and community engagement



SUPPORT

Increase the understanding of and support for the local food economy by consumers

PANTRY: DETAILED EMERGENCY RESPONSE LOOP LEVERAGE POINTS LIST

Upstream leverage points: Policies, laws, or regulations that improve community conditions, creating system-wide change

1. Create a federal or state policy to grow the supplemental sector which will in turn support the retail sector (consider Flint level examples)
2. Improve the economic conditions in Flint through employment, guaranteed basic income, increase disability or unemployment payments, etc. to systemically increase income which would improve nutrition
3. Leverage political change and advocacy to reach food system goals, like the child tax credit that would increase household income and have cascading impacts on childhood nutrition, improved health, educational performance, and well-being (consider Flint level examples)
4. Raise household income and increase food access within neighborhoods to reduce transportation barriers (consider Flint level examples)
5. Raise household income and shift food consumption behavior, people do not have the means to justify buying expensive, nutritious food but increased income could make nutritious choices easier (consider Flint level examples)
6. Raise the federal poverty level to expand who is getting served by social safety nets
7. Shift funding from the emergency sector to creating a sustainable localized production system that diminishes the need for emergency food (consider Flint level examples)
8. Shift funding from the emergency sector to the supplemental sector, so people can spend money locally and stop the loss of retail in Flint, as well as purchase nutritious foods that they want
9. Economic investment and job programs in Flint that raise average household income, targeted specifically to low-income families and the un/under-employed
10. Reduction of grocery prices within the city of Flint through subsidies or low-cost grocery options
11. Local grocery access for all residents within Flint via local groceries or food distribution in neighborhoods
12. Transportation access for all residents to existing grocery stores
13. Employment and income levels boosted to match the national average (consider Flint level examples)

PANTRY: DETAILED EMERGENCY RESPONSE LOOP LEVERAGE POINTS LIST

Midstream leverage points: Barriers that need to be addressed in order for the system to evolve; and/or support individual needs

1. Expand the qualifications for getting food assistance so more people have food access and can get nutritious foods
2. Create zero interest loans for farmers to build infrastructure then pay off loans with produce that goes to families in need
3. Divert emergency sector funding to transportation so people can access retail that is healthy and high-quality and don't need to rely on the emergency sector
4. Expand what can be funded and how things are funded in order to address emergencies or issues contributing to a problem beyond the normal scope of a funder
5. Improve employment and livable wages to increase affordability and food access
6. Improve food access by ensuring people have housing or access to other facilities to cook, prepare, and store food
7. Increase supplemental sector assistance to support retailers and farmers while decreasing reliance on the emergency sector

Downstream leverage points: Addresses individual needs and crisis management

1. Create or expand a delivery service for emergency sector food for those who cannot access other distributions, impacts food accessibility
2. Provide educational opportunities on accessing, preparing, preserving, growing food to increase resilience and health of the community and decrease reliance on retail and emergency sector
3. The emergency sector should tailor food giveaways to local community dietary needs and preferences
4. Streamline the distribution of emergency food through better communication to community members and ways for people to access emergency food

PANTRY: DETAILED RESIDENT FOOD EMPOWERMENT LEVERAGE POINTS LIST

Upstream leverage points: Policies, laws, or regulations that improve community conditions, creating system-wide change

1. Brand locally produced or processed food from Flint to raise support for a local food economy and community empowerment
2. Create stronger policies for gardening and urban agriculture that avoid racial inequities and empower grassroots community leaders to engage the community in participating in production or sourcing local produce
3. Shift funding away from white-led organizations to center equity, improve outcomes, and expand the reach of who is getting served by non-profits (consider Flint level examples)
4. Create accountability for retailers to help bring the community to a high quality of life by offering affordable, convenient, nutritious choices
5. Food produced in surrounding counties and processed in Flint
6. Alleviating the economic and time burden which the Flint Water Crisis placed on Flint families (and disproportionately low income families) by providing clean and safe water for drinking and food preparation to all households

PANTRY: DETAILED RESIDENT FOOD EMPOWERMENT LEVERAGE POINTS LIST

Midstream leverage points: Barriers that need to be addressed in order for the system to evolve; and/or support individual needs

1. Create communal greenhouses with volunteers or paid positions that would distribute produce to the community
2. Create educational and support systems to prepare people, school age to adult, for careers in the food system that will increase quality of life and community empowerment through meaningful employment
3. Deepen community and social connections to enable mutual aid such as distributing and sharing food
4. Establish a network or organization that connects food system actors, represents the community, and conducts equitable decision-making
5. Increase number of and access to larger grocery stores to improve access to nutritious and affordable foods, and to lower transportation barriers
6. Increase the number of local food businesses through mechanisms like grants, lowering cost barriers, or support programs to help people start businesses, get licenses, scale up, etc.
7. Increase the number of smaller, high-quality, locally owned grocery stores in Flint to increase availability, community empowerment, and nutritious foods
8. Lower barriers for starting local food businesses, especially for immigrants which would also increase the availability of culturally relevant foods
9. Through education build an understanding in the community of local food production and the benefits to increase use of local foods, build community, and increase quality of life
10. Reform school lunches and summer youth program food to increase dietary options, nutritious options, and culturally appropriate foods, as well as teaching children how to eat healthy
11. Increase food access within neighborhoods by building grocery stores, having mobile markets, or emergency sector food deliveries or neighborhood distributions. Vacant land could be used for food retailers
12. Increase the number of (smaller) grocery stores in Flint to increase the accessibility of culturally appropriate foods, lower transportation barriers and improve convenience and accessibility
13. Increase the number of grocery stores, mobile markets, or streamlined neighborhood distributions to bring food into neighborhoods and improve food access. Vacant buildings could be used for food retailers.
14. Increase the number of local farmers by providing education and support, needed to catch up with the demand for local food
15. Vacant, available land could be turned into growing spaces or food retail spaces to increase food availability, deepen understanding of the food system, and engage youths

PANTRY: DETAILED RESIDENT FOOD EMPOWERMENT LEVERAGE POINTS LIST

Downstream leverage points: Addresses individual needs and crisis management

1. Create a cooperative grocery store to increase community empowerment, and increase access to high quality, affordable food
2. Create a farmers market run by local farmers to strengthen a local food economy rather than business people
3. Create a platform of communication and collaboration between Flint community gardens to introduce community members to the produce available, distribute produce, and educate people on recipes and cooking
4. Establish a community farm on the north end to increase availability and accessibility of produce
5. Expand resources for local growers to hire and train others to become producers
6. Incorporate local input to grocery store stock to have what people want
7. Increase education and resources to support entrepreneurs and locally owned food retail
8. Increase funding and resources, such as grants and education, to support home gardeners and/or neighborhood gardens that can produce food and be shared with neighbors
9. Increase the number of local producers who are growing at a larger scale to reach certain markets and keep up with demand
10. Provide budget training and rewards for purchasing nutritious food to build self-esteem and a self-sufficient mindset
11. Create compassionate programs for people who need help such as getting job training or managing addiction
12. Ensure fair and equitable food prices throughout Flint by increasing access to affordable grocery stores or stopping price gouging
13. Establish small farmers markets within neighborhoods
14. Increase the use of established hoop houses and collaborate to distribute more local produce and improve food access
15. Increase the use of established hoop houses to improve food access

PANTRY: DETAILED ECONOMIC INVESTMENT LEVERAGE POINTS LIST

Upstream leverage points: Policies, laws, or regulations that improve community conditions, creating system-wide change

- 1.Brand locally produced or processed food from Flint to raise support for a local food economy and community empowerment
- 2.Create stronger policies for gardening and urban agriculture that avoid racial inequities and empower grassroots community leaders to engage the community in participating in production or sourcing local produce
- 3.Improve the economic conditions in Flint through employment, guaranteed basic income, increase disability or unemployment payments, etc. to systemically increase income which would improve nutrition (consider Flint level examples)
- 4.Raise household income and shift food consumption behavior, people do not have the means to justify buying expensive, nutritious food but increased income could make nutritious choices easier (consider Flint level examples)
- 5.Shift funding from the emergency sector to creating a sustainable localized production system that diminishes the need for emergency food
- 6.Create a mandate for local production/locally produced food, for example an institution must source a certain percentage locally to support and build and understanding of the importance of a local food economy
- 7.Double Up Food Bucks should return to only applying to locally produced food to better support the local food economy (consider Flint level examples)
- 8.Alleviating the economic and time burden which the Flint Water Crisis placed on Flint families (and disproportionately low income families) by providing clean and safe water for drinking and food preparation to all households
- 9.Economic investment and job programs in Flint that raise average household income, targeted specifically to low income families and the un/under-employed
- 10.Food produced in surrounding counties and processed in Flint
- 11.Employment and income levels boosted to match the national average (consider Flint level examples)

PANTRY: DETAILED ECONOMIC INVESTMENT LEVERAGE POINTS LIST

Midstream leverage points: Barriers that need to be addressed in order for the system to evolve; and/or support individual needs

1. Create communal greenhouses with volunteers or paid positions that would distribute produce to the community
2. Create educational and support systems to prepare people, school age to adult, for careers in the food system that will increase quality of life and community empowerment through meaningful employment
3. Increase the number of local food businesses through mechanisms like grants, lowering cost barriers, or support programs to help people start businesses, get licenses, scale up, etc.
4. Increase the number of smaller, high-quality, locally owned grocery stores in Flint to increase availability, community empowerment, and nutritious foods
5. Lower barriers for starting local food businesses, especially for immigrants which would also increase the availability of culturally relevant foods
6. Create zero interest loans for farmers to build infrastructure then pay off loans with produce that goes to families in need
7. Improve employment and livable wages to increase affordability and food access
8. Create an incentive for schools to bring in local farmers to increase food system education and nutritious food and overcome the challenges of maintaining partnerships
9. Develop partnerships to collaborate on getting grants and funding to create a sustainable local production system
10. Establish new or expand current wash and pack programs, where volunteers or paid employees minimally process excess produce from farmers that can be cooked into meals for schools or other institutions
11. Grow relationships between local restaurants/institutions and local producers so retailers would buy directly from growers
12. Have collaboration between or aggregation of smaller farms to reach certain markets
13. Increase partnerships to build sustainable businesses instead of needing to rely on grants
14. Increase retailers like local restaurants sourcing from local food producers and having stronger relationships between the sectors, to increase demands and supply of local produce
15. Increase the number of, potentially locally owned, grocery stores that offer a quality environment, and high-quality, affordable foods
16. Local restaurants could source more local ingredients to improve nutrition and support the local food economy
17. Retailers could source local produce and donate excess to the emergency sector, which would support local producers as well as increase access to nutritious options in the emergency sector and healthier diets
18. Increase the number of grocery stores, mobile markets, or streamlined neighborhood distributions to bring food into neighborhoods and improve food access. Vacant buildings could be used for food retailers.
19. Increase the number of local farmers by providing education and support, needed to catch up with the demand for local food

PANTRY: DETAILED ECONOMIC INVESTMENT LEVERAGE POINTS LIST

Downstream leverage points: Addresses individual needs and crisis management

1. Create a cooperative grocery store to increase community empowerment
2. Create a farmers market run by local farmers to strengthen a local food economy rather than middle and upper class businesspeople
3. Establish a food cooperative, increase food access to high quality, affordable food and increase community empowerment
4. Expand resources for local growers to hire and train others to become producers
5. Increase the number of local producers who are growing at a larger scale to reach certain markets and keep up with demand
6. Devote resources and better promote current resources available to help local producers to scale up and meet standards to sell into receivers like the food hub
7. Emergency sector could purchase locally produced food to support local farmers and increase access to nutritious foods
8. Increase food rescue and waste reduction through partnerships where producers or market sellers donating extra produce to the emergency sector or sell it to an organization like Flint Fresh to increase profit for farmers
9. Establish small farmers markets within neighborhoods

PANTRY: DETAILED COMMUNITY COLLABORATIVE ACTION LEVERAGE POINTS LIST

Upstream leverage points: Policies, laws, or regulations that improve community conditions, creating system-wide change

1. Change current funding standards to be more equitable, lower barriers to get funding, and distribute funding more equitably
2. Leverage political change and advocacy to reach food system goals, like the child tax credit that would increase household income and have cascading impacts on childhood nutrition, improved health, educational performance, and well-being (consider Flint level examples)
3. Create accountability for retailers to help bring the community to a high quality of life by offering affordable, convenient, nutritious choices

PANTRY: DETAILED COMMUNITY COLLABORATIVE ACTION LEVERAGE POINTS LIST

Midstream leverage points: Barriers that need to be addressed in order for the system to evolve; and/or support individual needs

1. Create an incentive for schools to bring in local farmers to increase food system education and nutritious food and overcome the challenges of maintaining partnerships
2. Develop networks of partnerships to collaborate on getting grants and funding to create a sustainable local production system
3. Grow relationships between local restaurants/institutions and local producers so retailers would buy directly from growers, to increase demand and supply of local produce, improve nutrition, and support the local economy
4. Have collaboration between or aggregation of smaller farms to reach certain markets
5. Increase partnerships to build sustainable businesses instead of needing to rely on grants
6. Retailers and restaurants could source local produce to support local production, and donate excess to the emergency sector, which would support local producers as well as increase access to nutritious options in the emergency sector and healthier diets
7. Deepen community and social connections to enable mutual aid such as distributing and sharing food
8. Establish a network or organization that connects food system actors, represents the community, and conducts equitable decision-making
9. Begin cooperative production and processing to save local producers money and cut the cost of local food
10. Create a city-wide composting program or industrial composting from restaurants or institutions to reduce food waste and provide compost for local gardeners
11. Create partnerships between local growers/gardeners and Flint schools to teach children about food production and expose them to fresh produce and nutritious foods
12. Develop partnerships between organizations and the community that build trust through equitable community engagement and lead to better education and knowledge sharing because people trust what is told to them
13. Develop partnerships to avoid silos, improve engagement, and move the food system forward
14. Partnerships could have transparency and accountability to build trust within the community and collaborate to secure funding
15. Provide schools assistance with regulations and certifications to serve local produce during school meals and a facilitator to make and maintain connections between schools and local producers
16. Strengthen community networks to enable mutual aid, built trust, cohesion, and resilience
17. Promote growing food in vacant land by partnering communities with community groups who can supply skills, information, equipment, etc.

PANTRY: DETAILED COMMUNITY COLLABORATIVE ACTION LEVERAGE POINTS LIST

Downstream leverage points: Addresses individual needs and crisis management

1. Create a platform of communication and collaboration between Flint community gardens to introduce community members to the produce available, distribute produce, and educate people on recipes and cooking
2. Create networks where people and organizations can collaborate and communicate to avoid or reduce food waste and loss
3. Make or strengthen partnerships to share expertise, money, and labor
4. Increase the use of established hoop houses and collaborate to distribute more local produce

PANTRY: ADDITIONAL LEVERAGE POINTS

The leverage points listed below were shared by community participants in interviews, but did not clearly fit into one of the four big vision statements. They are shared here for reference.

Upstream leverage points: Policies, laws, or regulations that improve community conditions, creating system-wide change

1. Increase income in Flint so people can have cars/own transportation, and other cascading effects of income

Midstream leverage points: Barriers that need to be addressed in order for the system to evolve; and/or support individual needs

1. Formalize a food waste system by engaging or scaling up current actors to find different ways to reduce food waste or compost inedible food
2. Increase support for and work with current school gardens, use to produce to make more nutritious school meals
3. Reform school lunches by working with a different company that pays workers better and cooks meals at the schools, increase dietary options and culturally appropriate foods, and increase nutritious food options
4. Supplemental nutrition programs could increase consistency and transparency about how much supplemental assistance people are receiving so they can budget better

Downstream leverage points: Addresses individual needs and crisis management

1. Food education support network to systematically change eating habits and shift food choices to increase health
2. Food system education in schools to increase overall food system understanding, understanding of how food is made, and nutrition and health
3. Create free housing where residents just need to help tend for a garden/farm
4. Increase youth participation in community gardens, side benefit of decreasing vandalism
5. Cycle resources by locally composting food waste and using that compost to produce food
6. Have field trips and experiences for Flint kids to learn about agriculture and experience nature
7. Identify local vs resellers in the farmers markets to build and understanding of and support for local food
8. Improve delivery services in Flint to increase food access and support local restaurants
9. Provide funding for convenience stores to expand and offer better products, such as refrigeration for produce
10. Train gardeners to use rainwater to address water quality issues
11. Use community church kitchens as an open space for cooking and learning

REFLECTION

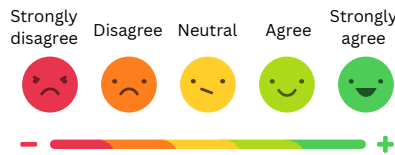
As we work together in this process, it is important for us to hear from you about your experience, and how we can improve in the future. Please share your feedback anonymously in the space below.

- What parts of the workshop process do you think went well?

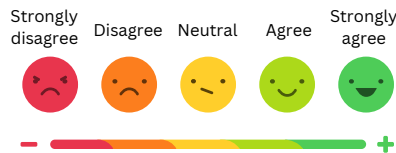
- What parts of the workshop process would you change and how?

Please indicate and circle the extent to which you agree with the following statements. The workshop provided...

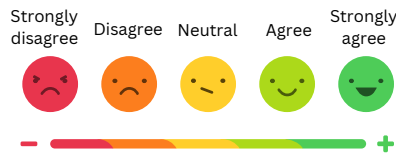
- Scenarios with specific actions that community members can take to transform the Flint food system



- Example scenarios that community members can work with or modify in their future work



- A workbook tool that community partners can use to create additional scenarios



**Thank you for your
time and feedback on
this process!**



Photo Credits: FLPP Research Participants