

# The Michigan Good Food Charter Beyond 2020: Initiating the Visioning Process

March 2018





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## INTRODUCTION

Since 2010, the Michigan Good Food Charter (Charter) has served as a guiding document that has helped align and unite a variety of innovative food systems initiatives across the state, all under the common vision of a thriving economy, sustainable resource use, and equity for all of Michigan and its people. Since it was formed, the work to promote, implement, and track progress toward the goals of the Charter have been coordinated by Michigan State University's Center for Regional Food Systems (CRFS) through the Michigan Good Food Initiative, and guided by a Steering Committee of representatives from various food systems organizations from across the state.

The Charter includes six goals that aim to make its vision a reality by the year 2020. With 2020 just around the corner, CRFS engaged Public Sector Consultants (PSC) to facilitate a preliminary conversation among stakeholders across the state about what's next for the Charter, and how to most effectively engage the diverse people and groups that will move the Charter beyond 2020—and toward a more impactful, long-term good food movement in Michigan. Furthermore, knowing that CRFS's resources to support the coordination of the movement may become scarcer in the future, CRFS staff felt it was important to start building a vision of the movement supported by a web of partners and funders. This report summarizes the findings from this initial process, and makes recommendations for the next steps of the Charter and good food movement visioning process.

## VISIONING PROCESS

Prior to the Charter's launch in 2010, hundreds of people across the state collaborated to develop its vision and goals, with leadership from a variety of partners, including CRFS. It is that same spirit of collaboration that guided this visioning process. PSC worked closely with CRFS to develop a participatory, multifaceted process to gather input on the both the future of the Michigan Good Food Charter, and on how to develop the ideal future organizing structure for Michigan's good food movement. To accomplish this, PSC conducted the following activities:

- Held a series of meetings with CRFS and relevant partners to gather input on the goals of the visioning process, social movements that inform the Charter's work, and the best ways to engage stakeholders. This included brainstorming key partners and audiences to engage (who), direction(s) the Charter work should take (what), and inputs and attributes necessary to build a long-term good food movement (how).
- Conducted key stakeholder interviews with ten individuals from nine organizations that are involved in food systems work in Michigan in some capacity. These interviews were conducted to gather insight on how the Charter and associated initiatives can inspire deep and broad change across a diverse state, and who and what must be included to accomplish that goal. These interviews informed the agenda of the convening.
- Facilitated an interactive, one-day event on January 30, 2018, with the Michigan Good Food Steering Committee, CRFS, and other stakeholders to acknowledge the successes of the Charter thus far and look ahead to the future of the Charter and Michigan's food movement beyond 2020.

Findings from this process are provided below. This document then closes with a series of recommendations and considerations for the next steps of planning the future of Michigan's Good Food Charter and the future of good food work in Michigan beyond 2020.

## FINDINGS

As highlighted above, PSC worked closely with CRFS to develop a collaborative process to gather input from a variety of partners on the future of the Michigan Good Food Charter, and how to structure continued collaboration and communication among Michigan's good food entities beyond 2020. The following sections outline the key findings of this process to date.

These findings are based on two primary activities: first, a series of stakeholder interviews, and second, a facilitated, interactive, one-day convening with the Michigan Good Food Steering Committee, CRFS, and other partners, held on January 30, 2018.

The goals of the interviews and the convening included the following: first, to acknowledge the successes of the Charter to date; second, to look ahead to the future of good food work in Michigan beyond 2020; and third, to determine key next steps for how to engage diverse stakeholders in that future. More details regarding the interviews and the convening are included in the appendices.

## WHAT IS WORKING WELL

One of the key goals of this process was to acknowledge the multifaceted work that partners across the state have helped to advance since the Charter was first published in 2010. Gathering and celebrating these successes was intended to energize participants about the future, and to inform what aspects of the Charter might be preserved and / or expanded going forward.

Both the interviewees we spoke with and the attendees at the January 30<sup>th</sup> event acknowledged a variety of victories that the Good Food Charter work has helped accomplish over the last eight years. These victories included program implementations, such as Michigan's nationally-leading expansion of Double Up Food Bucks; changes in culture, such as the awareness of the importance of local food being served in school lunchrooms; and legislative victories, including the Michigan Legislature's backing of funding for a 10 Cents a Meal pilot program in schools in three regions of the state.<sup>1</sup>

But when asked to identify something the Good Food movement has done well in Michigan, many participants looked more broadly than specific programmatic or legislative victories, and instead to the ways in which the Charter has been successful at providing an organizing structure and a vision for Michigan's good food movement. This underscores a major finding from this process: the organizing work that underpins the Good Food Charter should continue going forward. While not a comprehensive list, some of the critical components that participants identified as working well include the following:

- Many participants highlighted the value of the current Charter's six measurable, specific goals as a common set of targets toward which to direct their work. Participants acknowledged that food system work often requires a very local, community-centric focus, and that the Charter has helped local efforts connect to similar work happening around the state. As one interviewee said, the goals provide a unifying platform that, when adopted by a broad group of people, "can turn scattered points of light into a focused point."

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<sup>1</sup> The Michigan Legislature funded the 10 Cents a Meal pilot program in two Prosperity Regions in 2016 and one additional region in 2017.

- Other participants commented on how compelling it is that the Charter has a simple definition of “good food”<sup>2</sup> (which many said can otherwise be a complex thing). “Having it so well defined and so simple makes conversation simple,” one participant said. “It encompasses everything in those four words.”
- Many participants acknowledged the value of the Charter as a framework that is at once both visionary and specific enough to help various, sometimes-disparate groups to effectively organize around. “The Charter communicated to a variety of people in the hierarchy what mattered,” one participant said. “It put in writing both the specifics and the generalities of the good food movement.”
- Participants were also eager to share specific success stories of the ways in which Charter goals drove specific food systems goals, including institutional procurement, access to the Supplemental Nutrition Assistance Program (SNAP), and fundraising in some Michigan regions. In the case of the last item, participants acknowledged that the Charter helped many partners access grant funds they otherwise would not have been able to secure.
- Other participants talked about the Charter as a valuable tool for new food systems projects and programs, one that helps ensure that work that has been done is not repeated, but instead is building upon previous and / or complementary efforts.

## LOOKING AHEAD: STRUCTURE

Beyond identifying and celebrating what’s been working well, another goal of this process was to identify possible new models for how the good food work in Michigan beyond 2020 will be structured. Both interviewees and convening participants were asked to share how they think the structure of this work might be best designed going forward. Based on this input, the following concepts emerged:

- **Networked model.** Many participants identified the option of adopting a networked model where various “nodes” or clusters of groups and people might come together to focus on specific work, with a structure for cross-pollination between nodes. Some participants suggested that CRFS, as an academic partner, could play a critical role in ensuring cross-pollination and in coordinating activities across nodes. There were differing visions for how independent each node might be in accomplishing its goals, and questions about how much interaction might take place inside each node. One suggestion was to give each node its own key performance indicators, and that these indicators might fit into a larger set of statewide goals. Participants identified multiple ways that nodes might be organized, including via the following:
  - A geographical basis. The geographic model would create local nodes of activity. This could include local food councils<sup>3</sup>.
  - A topical basis. Some suggested that the topic-based model might include the current networks being coordinated by CRFS, such as the food hub network, but also include other networks led by other interest groups—such as public health and economic development.

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<sup>2</sup> The Michigan Good Food Charter defines *good food* as being “healthy, green, fair, and affordable.”

<sup>3</sup> A local food council is a group convening around a defined geographic area to assess and recommend practices or policies that affect one or more aspects of the food system.

- A hybrid model. The currently existing networks organized by CRFS (topic-based) would form one layer, and local food councils would form another. The topic-based networks and local food councils would engage with one another through some organized mechanism, and the local councils would continue to unite in a network to share information and advance good food goals together.
- **Membership model.** Another model that emerged is for the good food work to be organized via a membership-based structure. Some participants suggested that good food work structure could be coordinated by a rotating set of members, and supported by some staffing. Some of the groups that brought up a membership model explored the idea of using dues to fund staffing and to cover the expense of hosting major events, such as the existing Michigan Good Food Summit. Another group suggested that a membership-based organization could potentially provide consulting services to other states, based on Michigan’s successes on specific initiatives. Finally, one group suggested a tiered membership structure, where all are invited—but those paying membership fees might be eligible extra support. This kind of memberships model was also recognized to have potential drawbacks: some participants were concerned about how a membership-based model might be misaligned with goals around equity and inclusion, and questioned how that might be resolved.
- **Collective Impact Model.** Many participants in this process suggested that the Charter work be organized similar to its current structure—via a centralized, backbone organization that conducts most coordinating activities and is largely responsible for both fundraising and implementation.

One major element of this structure conversation that emerged across these models was the value of regular events (such as summits) to help groups maintain involvement and stay engaged and connected to a larger set of goals. Another sentiment that was widely expressed was avoiding letting funding dictate what the future structure looks like.

## Structure Questions

Based on the feedback collected from participants on the future structure, the following questions emerged:

- How do other states house and fund their good food movements? Is it led/hosted by a government entity? Nonprofit? A network? Any models we can learn from?
- What would the leadership team look like?
- Can we identify specific partners who are interested in co-leading with CRFS from an interested population/industry?
- What will be the role of current steering committee members after the transition?
- What level of support (specifically) will CRFS maintain after the transition?
- How can the good food movement better integrate with other social and environmental movements?
- To what extent is a public-facing good food movement necessary?
- What is the connection between the existing networks and the Mission, Vision, and Goals of the Charter?



## LOOKING AHEAD: PARTNERS

Another critical question this process endeavored to begin answering was around who should be involved in the web of partners and funders building the future of good food work in Michigan. Both interviewees and convening participants were specifically asked the question of what people, groups, and organizations need to be involved and engaged to ensure a long-term sustainable good food movement in Michigan. This included a focus on ensuring participation opportunities for a variety of stakeholders, such as those that are not directly compensated for this kind of work and/or do not work full-time in food systems.

In addition to the current list of signatories of the Good Food Charter, the following key partners were identified:

- Equity organizations, including environmental justice, migrant, and tribal organizations
- Healthcare entities, including health systems, hospitals, health insurers, and public health practitioners and organizations
- Statewide associations that represent more localized constituencies
- Corporate entities that sell organic food and/or cater to healthy eating
- Food systems entities all along the supply chain, including producers, processors, retailers
- Policymakers, including elected and appointed officials
- Land conservancies and environmental organizations
- Planning and land use organizations
- Economic development and workforce development entities
- Youth
- Education, from early childhood, to K-12 institutions, to colleges and university partners
- Entities involved in food waste, including recycling, composting, and materials management
- Community organizations, including service organizations

## LOOKING AHEAD: GOAL SETTING AND PRIORITIES

In addition to contemplating the future structure of the good food movement and key partners to be involved, participants were asked to share their thoughts on whether a set of goals and priorities needs to be created for the next iteration of this work. For example, the current Michigan Good Food Charter includes a set of six key goals, as well as 25 statewide agenda priorities. Participants were given the opportunity to weigh in on whether or not identifying a new set of goals and priorities should be a next step for the good food visioning process, and the order in which that should occur in the planning work.

Many participants were eager to suggest that future good food work should include developing a new set of specific goals to guide the work over a pre-determined time period, such as for another ten-year iteration, to 2030. In fact, it seemed that participants actively assumed that a new set of goals would be developed; through this process, no participants directly suggested that there was no longer a need for specific, time-bound goals and priorities.

Despite this consensus, two different models did emerge from the conversation around goal setting and priorities, and both relate to the order in which goals are set vis-a-vis the structure of the good food movement in Michigan:

- **Form Follows Function:** Some participants felt strongly that the most critical next step in this process will be to identify the overall goals for the movement. Many participants that prefer this “form follows function” approach articulated that, once goals and priorities are identified, it will be easier to determine both the best organizing structure, and to identify the funding necessary to support that structure.
- **Structure First:** Other participants suggested that the structural and organizing questions needed to be resolved before any future goals and priorities are developed. These conversations appeared to assume two key paths to determining structure. One direction is that the current structure (including local food councils and various networks) should dictate how the goals and priorities are set. Another direction is that the future sources of available funding should shape the structure. In other words, these participants were concerned about developing a “wonderful plan without any way to pay for it.”

Regardless of the order in which the goals and priorities are set, participants shared a number of key questions and considerations to include in a future goal-setting process, including the following:

- Use the current goals to identify what we’re making progress on and what we are not. What goals are now irrelevant and need to change? Who and what will be important in addressing those changes?
- Goals should be specific and measurable so that progress can be measured and resources can be leveraged accordingly.
- Don’t simply set goals, but also prioritize what to accomplish first. This is a complex system in a world of limited resources, and this movement can’t do everything.
- Any goal-setting process needs to ensure broad input is gathered from a variety of sources.
- Develop a clear timeline for when goals and priorities will be set. Include in that timeline any key milestones for leadership transitions.
- How can a goal-setting process identify what can be accomplished at the state-level, vs. locally through partner organizations?
- Once new goals and priorities are developed, what will be the process to allow for new, organically formed partnerships to add their initiatives and priority actions?
- How can the movement define goals around policy targets? Goal-setting should include an advocacy strategy to impact policy change.

## LOOKING AHEAD: SUSTAINABILITY AND FUNDING

A final key consideration of this process that participants grappled with is how to fund and sustain the good food movement work into the future. Many participants had specific thoughts about how to engage funders in the process of building the future of good food work in Michigan, including the following:

- Frame and approach funders as partners in this work. Invite them to participate in the planning process. Assume they trust our ability to chart the right path forward.
- Ask funders to share their ideas for models that have worked in other places and realms, and are sustainable. There may be other models that can inform this work.
- Look beyond grant funding alone and ask: how do we get the State of Michigan to make food systems, agribusiness, and other work a priority—enough so that they set aside funding to grow and support the system with us?
- Consider the resources and contributions of partner organizations as an important component of sustainability. Ask partners what resources they can bring to the table.

## FUTURE CONSIDERATIONS

Based on the information collected, we offer the following recommendations and considerations for the next steps of planning the future of Michigan's Good Food Charter:

- **The overarching structure of Michigan's good food movement is worth preserving.** Participants confirmed that there is great value in having an overarching vision, a definition of good food, and a set of specific, time-bound goals to guide the work of the state's diverse set of partners working to advance good food.
- **Equity and diverse representation are critical to every step of this process.** Based on participant feedback, this process should include great attention to identify specific ways in which equity and diverse representation will be addressed through both the content and structure of the work going forward. Specific concerns related to equity include how to ensure adequate participation opportunities for people who should be involved, but who don't have time or resources to participate, as well as how to include equity-focused goals in the future content of the Charter. Several participants suggested considering ways to compensate those who cannot otherwise afford to participate in future planning events or convenings. These considerations should be at the forefront of this work.
- **Start with revising the existing vision and definition of good food.** Based on the fact that the overarching structure is worth preserving, we recommend that the next step in this process is to gather a diverse set of partners and stakeholders to weigh in on the current Charter vision and definition of good food. Participants in this process did not explicitly question the content of the vision of the existing Charter; therefore, this could provide a starting point from which to begin the conversation.
- **Then, set new goals and priorities.** Once the vision and definition of good food has been updated, partners could be convened to set goals and priorities for the future. Despite the urging of some participants to determine the structure *before* setting new goals, setting goals and priorities first will give the structure a clear purpose. Again, in the interest of starting from somewhere, this conversation could begin with an assessment of the status of the current six Good Food Charter goals.
- **Conduct an asset mapping exercise.** Another consideration and suggested next step is for some resources to be spent to map the connections and assets of the current network of organizations engaged in the Charter and the movement to better identify areas of strength and gaps, and to understand how the set of actors in this movement may have changed since 2010. Particularly as CRFS alters how it interacts with the Charter and the movement going forward, an exercise to determine how various partners are willing and able to contribute to the Charter and the movement going forward could help identify ways to make this work more viable and sustainable.
- **Include a focus on public policy.** Finally, we encourage partners to find ways in the next steps of this process to specifically define how the future structure or structures might advance a public policy agenda for the Good Food Movement in Michigan. A number of participants identified this as an on-going challenge, particularly given the sensitivities of advocacy work and the fact that the current Charter work is housed at a public university.

## APPENDICES

- A. Key stakeholder interview script
- B. January 30 Michigan Good Food Steering Committee Visioning Meeting Summary

# APPENDIX A: KEY INFORMANT INTERVIEWS

## INTERVIEWEES

To inform the structure and content of the one-day visioning event, PSC conducted key stakeholder interviews with ten individuals from nine organizations that are involved in food systems work in Michigan in some capacity. Interviews were conducted with the following individuals:

- Jamie Clover Adams, Director, Michigan Department of Agriculture and Rural Development
- Stephen Arrellano, Foundation Coordinator, Council of Michigan Foundations
- Katharine Czarnecki, Senior Vice President Community Development, Michigan Economic Development Corporation
- Jean Doss, Partner, Capitol Services
- Michelle Napier-Dunnings, Chief Communications Officer, Michigan Public Health Institute
- Teresa Hendricks, Attorney, Migrant Legal Aid
- Shakara Tyler, Michigan State University
- Malik Yakini, Executive Director, Detroit Black Community Food Security Network
- Rachelle Yeaman, Director of Operations, and B Jo Ann Mundy, Organizer/Trainer, Eliminating Racism And Creating/Celebrating Equity (ERACCE)

A sample of the interview script is included below. First, interviewees were asked introductory questions about their background and history of involvement in Michigan's good food movement, and asked to share what motivates them to work in the good food movement. Second, interviewees were asked to identify one thing the Michigan good food movement has done well.

## INTERVIEW SCRIPT

*Thank you for being willing to participate in an interview. As we approach 2020, it is imperative to begin developing a plan for how to carry on the vision of the Charter going forward. This interview will help the Center for Regional Food Systems (CRFS) gather feedback about the Good Food Charter.*

*This valuable feedback will be used to inform the structure and content of a subsequent visioning event to be held in January. This visioning event will then set in motion a process for gathering input from an even broader group of stakeholders.*

*Your input today will not be shared verbatim with anyone from CRFS. However, comments will be aggregated and shared in a summary form.*

*Do you have any questions before we begin?*

## INTERVIEW QUESTIONS

### Context-Setting

- During the interview today, I will be asking some questions about the good food movement in Michigan. I will also be asking specifically about the Michigan Good Food Charter. Please keep the

movement vs. the Charter in mind as we talk. *(Provide additional explanation if necessary.)* So, first: How long and in what capacity have you been involved with Michigan's good food movement?

- On a scale from 1 to 5, how familiar are you with the Michigan Good Food Charter?
- What motivates you to work in the good food movement? What are you especially passionate about?

### **Looking Back**

- Success: Can you share one thing the good food *movement* in Michigan has done really well?
  - What has been most helpful about having a Michigan Good Food Charter? What is one thing you think we've all learned from having the Charter?
- Challenge: In your opinion, what is the single greatest challenge facing Michigan's good food movement?
  - What about the Good Food Charter has been less than effective?

### **Moving Forward/Planning for the Plan**

- The What: Where do you want to see the Michigan Good Food movement in 5 to 10 years? What would it look like?
  - What are two key opportunities you think the future Charter work should seize upon to get there?
  - Are the resources in place to make those happen? If not, what resources are needed?
- Structure: The model for how the Charter is structured going forward is up for discussion. Are there social change models, campaigns, coalitions, or other collaborations that you think the Charter should look to for lessons and best practices?
  - If yes, what are they?
  - One of the structural ideas is to create a unified, statewide food policy voice. Do you have any initial thoughts about that?
- What is one thing you would like to see happen as part of a post-Charter visioning process?
- Who #1: What people, groups and organizations need to be engaged to ensure a long-term sustainable good food movement in Michigan?
  - Probe: Are there specific people that should be involved in the planning process that could help reach new audiences that are critical to this conversation?
- Who #2: Do you have ideas on how we build an inclusive food movement in Michigan?
- Is there anything else I should know before we close our conversation?

*Thank you for your participation. We look forward to talking with you more in 2018.*

# APPENDIX B: JANUARY 30 MICHIGAN GOOD FOOD VISIONING SESSION MEETING SUMMARY

*Greenstone Farm Credit Services, 3515 West Rd., East Lansing, MI 48823*

## INTRODUCTORY SESSION

### Welcome and Goals for the Day

Following a welcome by Rich Pirog, Director of CRFS, PSC facilitator Rory Neuner led the group through an interactive introduction exercise and outlined the goals of the day, which were to set initial parameters for what comes after the Charter and for the process of what comes after the current Charter.

### Charter Victories Pair-up Activity

To celebrate the various victories that the Michigan Good Food Charter has achieved since 2010, attendees were asked to find someone in the room they didn't know or who has worked on a different Charter goal, and to discuss one thing the Charter has done really, really well. After taking time to engage one-on-one, Ms. Neuner gathered the group together and facilitated a short group discussion about what was shared in each pairing.

### Gathering the Givens

Following the celebration of Charter victories, Ms. Neuner set the stage for the work of the day, reminding participants that the Charter is something is co-owned and led by people across the state. Ms. Neuner explained that this shared leadership is critical for the next steps of the Charter, and acknowledged that although not all partners are in the room today, this is just the beginning of the conversation and that there will be plenty of opportunities to contribute. Finally, she asked participants to recognize the importance of this opportunity to create a future structure that will help institutionalize and advance this work.

### Interview Debrief—Key Findings

Ms. Neuner then gave a short overview of the stakeholder interviews conducted in advance of the convening. She explained that stakeholders were interviewed to inform the process and the convening agenda, and highlighted the kinds of questions they were asked, including questions about:

- Context Setting
- Looking Back—Successes and Challenges
- Moving Forward/Planning for the Plan: What, How, Who

## VISIONING/LOOKING AHEAD

### Headlines Exercise

Ms. Neuner then introduced the first small group exercise of the day. She asked participants to start with the same question that was asked of interviewees: Consider and share, where do you want to see the Michigan Good Food movement in the next 5 to 10 years? She reminded participants to use the earlier activity to identify success stories to help them dream about the future.

Participants broke into small groups and wrote newspaper or other headlines that they might see in 2025 or 2030 about the Good Food Charter work.

Among participants, there were five groups. The groups produced the following headlines:

### **Green Group**

- Michigan local food economy creates 25K new jobs! (with living wages and benefits!)
- 20 cents per meal funded for all Michigan Children
- Eminem re-brands! Rapper now known to fans as Kale-n-Carrots
- Give Peas a Chance: Healthy food initiatives launched in Michigan schools
- Children lead statewide healthy food initiative
- Congress acknowledges healthy food access is key to food security
- Food waste reduced by 25 percent on 2025
- Congress approves and funds good food bill
- 25 percent of Michigan good food businesses owned by people of color
- Municipal composting adopted in Michigan cities

### **Red Group**

- Health is a driving factor in upcoming state budget
- Half century trend reverses: More farmers, more farms
- Michigan obesity and diabetes rate are lowest in the nation
- New Kids on the Block: Urban livestock ordinances adopted statewide
- Garden curriculum in Michigan education standards
- Michigan has highest rate of food businesses started by people of color in U.S.
- Food insecurity rate lowest in nation: food pantry numbers down by 75 percent
- Michigan municipalities plan for food
- Michigan changes its tagline to “The Good Food State”
- Diet for Michiganders Improves
- All Michiganders have access to healthy food
- Michigan Right to Farm Act revised to encourage urban agriculture
- Michigan farms help the environment: More organic farming and less pollution
- Good Food candidates deliver high yield returns
- Michigan farmer income doubles from 2017 to 2022
- Michigan food worker bill of rights adopted by the state legislature
- Governors state of the state focuses on good food
- Michigan farmworkers wellbeing increases: Housing shown to be best in the nation
- Michigan: A Healthy Food Oasis
- Michigan fruits and vegetable sales at all time high
- Fast food consumption in Michigan decreases: healthy options abound
- Average wage for Michigan people of color same as white Michiganders: Millions more dollars in economy
- Michigan: the healthiest state in the union
- Good Food candidates sweep elections!



## **Blue Group**

- Farmer livelihoods and good food access no longer a tradeoff
- Michigan named healthiest state in nation environmentally and nutritionally
- Turnip the Beet: Community Conversations cultivating food system innovation
- All municipal governments now employ food planners
- State food planner appointed to permanent post
- Living wages now a reality for all Michigan food system workers
- 10 cents per meal reaches every school in the state
- Median age of Michigan farmers drops and now included more women and minorities
- Over 20,000 Michigan farmers have named a successor
- Critical food literacy incorporated into core PreK-20 curriculum
- All institutions and retailers have signed the Fair Food Pledge
- All Michigan children have access to 3 high quality meals every day of the year
- Black Gold: Michigan soil organic matter soars to new heights
- Pure Michigan Water: Thanks to farmers, water quality surpasses all standards
- All food distribution transparent from farm to fork
- Farmers markets improve transparency
- Support for Michigan farmers and good food incorporated into all position descriptions in state government

## **Purple Group**

- Statewide 10 cents a meal, what a deal
- Michigan a leader in food waste reductions: more taste, less waste
- Link to local processing capacity and job creation
- Reached 2030 goal by 2025—25 percent local sourcing
- Industry supports producers meeting GAP, Group GAP, and Food Safety Modernization Act
- Kids demand healthy food
- State investment expands local infrastructure and propels Michigan sourcing to 25 percent
- Generational diversity
- Michigan cashes in on climate change and increases agricultural production
- Community health and public health movements embrace Good Food as core partner addressing food security
- Survey finds 100 percent support for Good Food movement
- Policy encouraging migrant laborers to come to Michigan
- Ability of farmers to be profitable and pay fair wages
- State investment in season extension
- Shifting consumer expectations regarding seasonality
- Making movement more accessible through local, regional meetings
- Institutions sourcing more local food: Year-round access; farm to freezer
- All Farmers Markets accept EBT
- Every student receiving nutrition and gardening education
- Deeper understanding of inequities—more actions, esp. racial equity

- Processing and distribution—more local capacity

## **Yellow Group**

- Small farms are fastest growing industry in Michigan
- State Legislator add funding in budget to support Good Food Charter goals
- Providing more Good Food for less
- All Michigan farmers markets and grocery stores participate in Double Up Food Bucks
- Wal-Mart commits to purchase all local fruits and vegetables in season
- Good Food Charter becomes household name
- Healthy, free breakfasts instituted for all Michigan children in schools
- Michigan food pantries/food access organizations use Michigan Good Food Charter goals to inform vision and work
- Michigan reduces food waste by 20 percent and food access organizations are providing more Good Food than ever before

## **Conversations About the Headlines**

Following small group report-outs, Ms. Neuner asked the large group to share anything that they thought was missed, or any surprises. Participants shared the following thoughts:

- We thought about what was realistic, what we could measure
- Issues of equity—racial and farmer inequity in pricing Environmental side of Good Food—we haven't really incorporated that into goals before
- Some groups did talk about it—Michigan cashes in on climate change
- We need a headline about youth—a lot of conversation about what that meant
  - Farm to school
  - Kids are eating healthy
  - Kids are going into food professions
- We discussed youth leading the movement and what that might look like—how kids go to governmental statewide groups to work on pieces—leading the charge on good food and seeing good food as critical to their future
- Not just having access to Good Food, but being able to engage in the leadership and production and economic benefits of Good Food—not just being consumers
- Generational diversity—food and food buying—we need to know more about the generations and where and how we can reach them—more information coming out about how they eat and what they buy
- For upper middle-class folks, Good Food has a brand that is different than what it is for elementary kids—it would be good to make it a cool brand for everyone the way that it is for the upper middle class

## DESIGN PHASE: KEY PARTNERS

Ms. Neuner explained that the rest of the convening would be focused on identifying what needs to be put into place to make the dreams identified in the morning session a reality, including a conversation about who needs to be at the table.

Participants broke into small groups to discuss the following questions: Who needs to be engaged to make these dreams a reality? What resources (speaking broadly) will be required to engage them? They recorded their ideas on large post it notes.

- Youth
  - Go to them
  - Take advantage of existing groups that are empowering high school youth
  - Kids as teachers for their parents to be more involved
- Farmers
  - Importance of markets and prices
  - Push state towards providing more infrastructures for processing—access to food year-round
- Policy makers
  - We don't get a lot of local leadership
  - In Iowa we created networks of local leadership and they then contacted state policymakers
  - Use the local level to reach state level
- Incentives to engage at the local level
  - Food access—really engage population in planning and engaging in the work that is being done—incentivize participation with gift care, etc.
- Barriers around growing production and processing—we need to engage groups who can help
- Continue to dedicate resources to data work—it's really important to talk their language—it's an entryway to engage some of those groups
- Educators at all levels—EC through colleges who are teaching the teachers
- A lot of overlap with both groups around youth and farmers—large and small—need to engage agribusiness generally in this work
- Ambassadors to other groups—have people we can send out with the message who can bring information back to this group
- Food and farm workers
- Community-based organizations
- Health care systems—educators, insurers, clinicians
- Doing a scan of the current people who has signed on but are not at the table
- Have liaisons with the community organizations instead of asking them to add Good Food into their budgets
- Digging down into the community and having community conversations—develop a tool for this—report back to this group the information that comes out of those conversations

- Technology sector
- Corporate sector
- Agritourism
- Food Waste
  - Environmental councils
  - Retailers
- Equitable geographical representation in Good Food Charter
- Involved communities of color and do it intentionally
  - Migrant Legal Aid
  - Urban League
  - Head Start
  - Native American Community if they are willing—at least extend the invitation
  - Casinos—Battle Creek casino very involved with food system work—have food pantry/try to buy locally when there is the capacity
- Neighborhood associations
- Council of neighborhood associations
- Fraternities and sororities that are community minded
- Organization called Jack and Jill
- Population-based organizations
- Notion of grooming people to involve candidates in the work
- Grooming those already interested in Good Food to be candidates
- Functional medicine practitioners—understand better than traditional practitioners
- We always think of resources in terms of money and things that cost money—common language can be a resource—common language that avoids privileged language and addresses the elitism of the movement itself will help demonstrate to people the advantages of Good Food in their lives

## **Lunch**

Attendees were given a lunch break to engage in networking and discussion.

## **Gathering the Givens, Part Two**

Following lunch, Liz Gensler addressed the group to identify various sideboards impacting the Good Food Charter discussion, including the potential role of CRFS going forward. Beyond 2020, CRFS expects that their current capacity to lead the Good Food Charter work will diminish somewhat, and they will look to partners to take pieces of the work. The W. K. Kellogg Foundation has historically been the primary funder of this work, and is encouraging CRFS to find ways to push the movement to become more self-sustaining.

Gensler clarified that CRFS will continue to engage in the movement, but the nature of the CRFS role will depend on what are identified as priorities and who is in place to lead those priorities. She then highlighted that this is consistent with the natural progression of the movement, and that partners and stakeholders have always been the owners of Good Food. CRFS has been a facilitator, but during the last eight years, infrastructure has been built that can help the movement advance beyond the current structure.

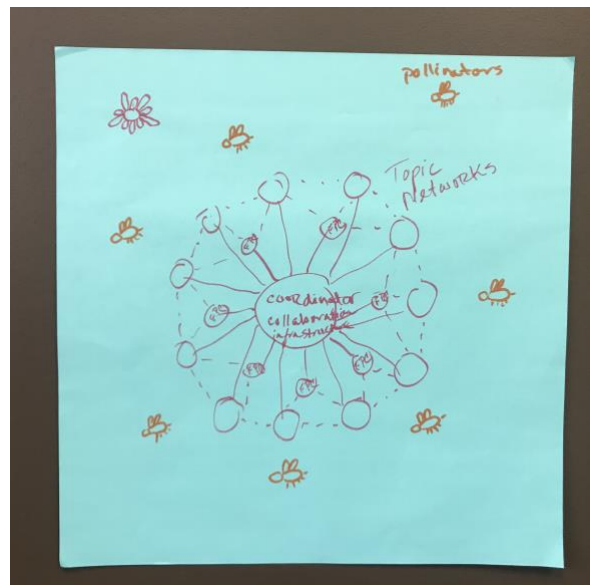
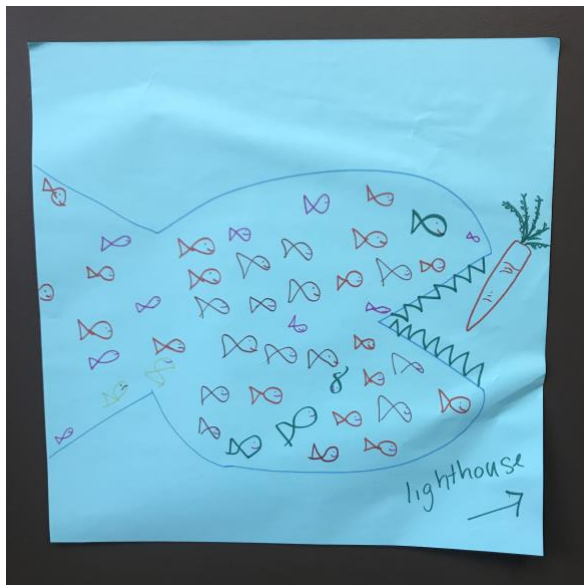
Gensler answered questions from attendees, including one about the vision for engagement with the set of currently existing networks that CRFS sponsors. She answered that CRFS plans to continue to convene those networks as long as there is interest and funding. She also clarified that Kellogg is not saying the work has been ineffective, but that it has reached a point in its lifecycle where a more diverse group of funders should be supporting the work.

## DESIGN PHASE: HOW AND WHAT

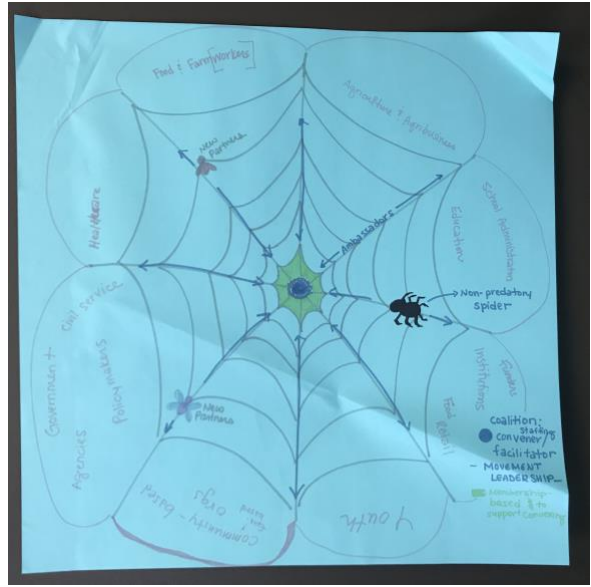
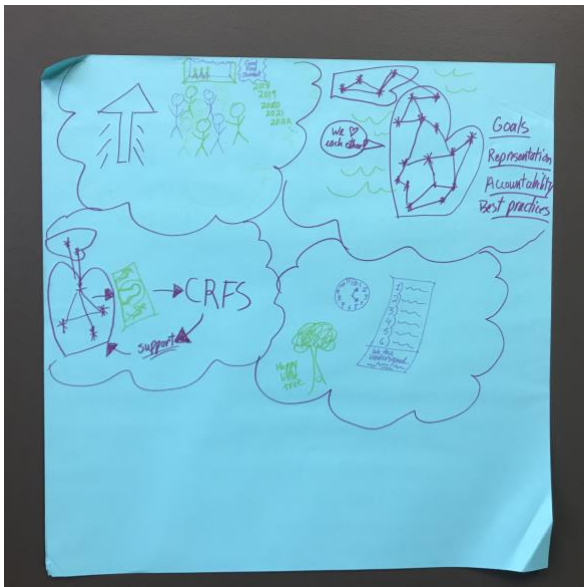
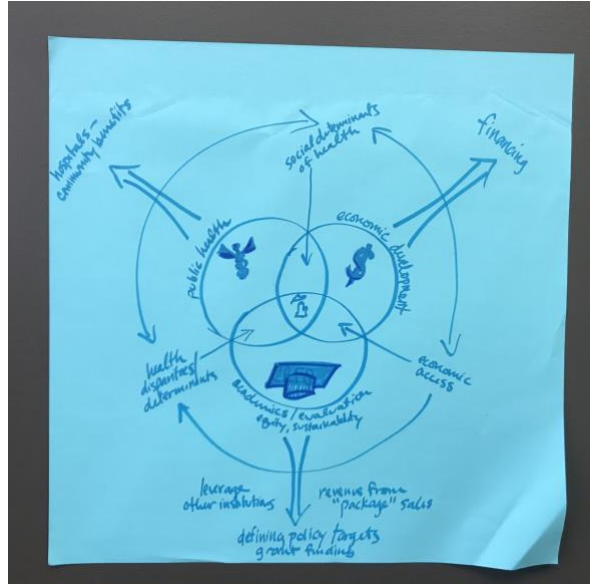
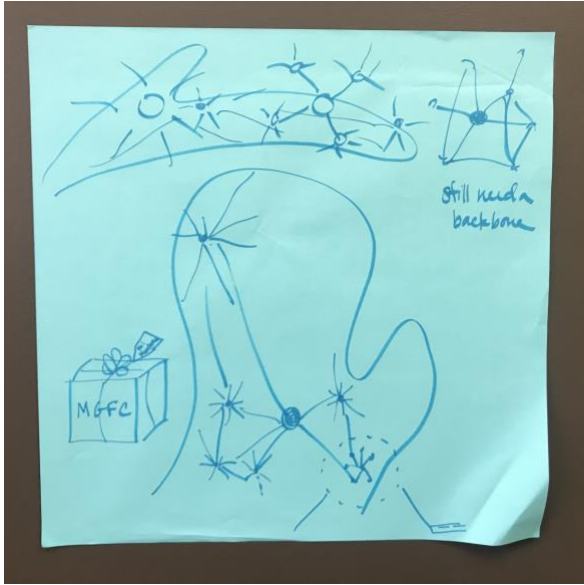
Based on the information shared about the role of CRFS, Ms. Neuner led the group to consider what structure will be needed to carry the unifying vision of this work going forward. She asked the group to think of a bucket or an object or something that holds all the various aspects of the movement. What does it look like?

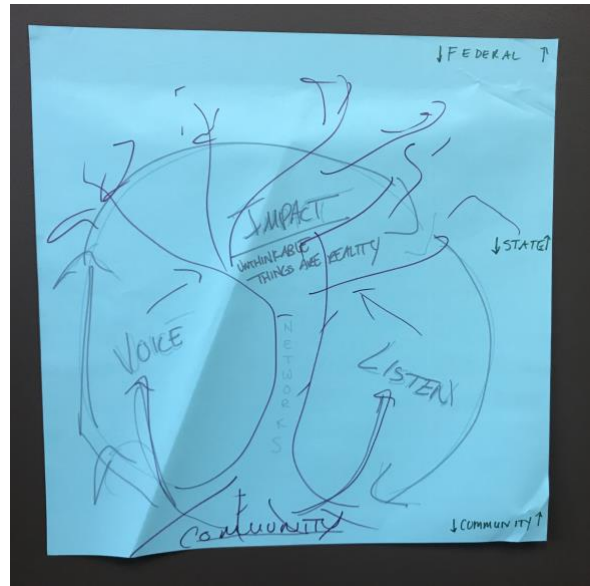
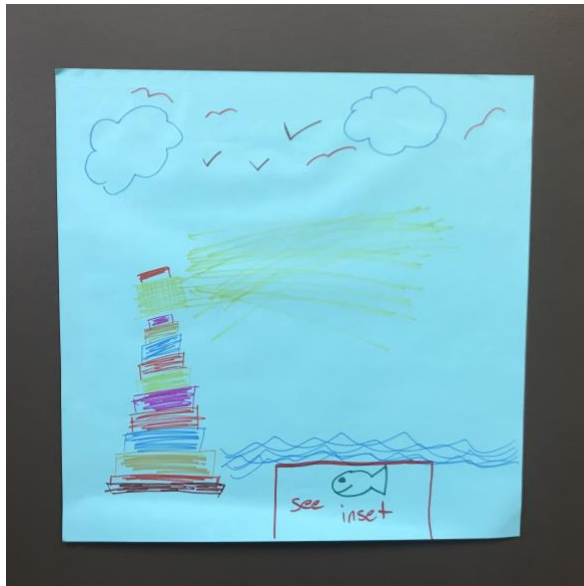
Participants broke into discuss this question in small groups. Ms. Neuner directed them to draw a picture or pictures of what the structure might look like, and to identify in the picture what needs to be put into place to support the dreaming exercise completed earlier in the day. She also asked small groups to consider the extent to which the movement should use what is already in place—the vision, goals, and priorities—as a starting point.

After working in small groups, the following



drawings were shared in report outs:





## NEXT STEPS

The final exercise of the visioning session asked attendees to identify the most important next steps that need to be taken between now and 2020 to prepare for the future of the Michigan Good Food movement. Attendees engaged in a round-robin discussion, and each wrote down one idea on a note card that was collected by PSC. Information from these note cards was utilized to develop this final report.

The following is a list of the suggested next steps and key questions, organized across five categories.

### Partners and Structure

1. What is the structure that can hold the vision for the Good Food movement?
2. [Determine] how networks interact on a more local level—inside each node
3. On the one drawing the three circles overlap in the middle—[identify] a leadership team or an individual jointly selected by all of the circles
4. [Focus on] structure—local food policy councils would be supported by content expert networks across the state—all of the different networks help support the local food policy councils
5. Identify one or two partners who are interested in co-leading with CRFS from an interested population/industry
6. Ask the question: how can the good food movement better integrate with other social and environmental movements and to what extent is a public-facing good food movement necessary?
7. Cultivate health care/public health partnerships
8. Determine engagement and contribution of partner organizations to determine sustainability and the need for a governing body
9. [Map the] assets and connections of organizations and community members as we determine who is willing to do or contribute what
10. Organize the community at a grassroots level to lead the state to achieve the goal
11. [Develop] work clusters that have their own key performance indicators (KPIs). Then sit down, reassess the problems, come up with root causes and set solutions together

12. Make connections with statewide associations who represent those who need to be at the table—MML, MTA, health professionals
13. Need to identify the glue that holds us together
14. There are a lot of companies that benefit from us not succeeding but there is also a huge growing organic network. There are a lot of companies making a lot of money with healthy eating. How do we hold them accountable to make sure what they have is accessible to all? How can those companies help with our work?
15. [Determine] what organizations and people are willing to contribute to the convener role in order to help the work go forward
16. When/how will goals for 2020 and beyond be set? [Develop a] timeline for this process of leadership transition too. Will your current steering committee member step up without funding to do this work after the transition? What level of support (specifically) will [CRFS] maintain after the transition?
17. Continue this important conversation about the necessary infrastructure needed for this work to continue
18. Solidify the connection between the existing networks and the Mission, Vision, and Goals of the Charter
19. We shouldn't get stuck on chasing the funding—the process shouldn't be focused on the funding. Develop the vision and then look for funding—if we don't do it this way, we will end up designing the structure based the funding that's available, not the vision of the Charter

### **Goal Setting and Priorities**

20. Develop the specific goals for the next ten years
21. Identify overall goals so structure can be determined
22. [Identify] what is working as far as goals and what needs to change? Who and what will be important in addressing those changes?
23. Decide on larger goal/what is success? Next questions: what are we trying to accomplish—have to know outcome to determine funding needed—need to be measurable so can leverage resources
24. Create and implement process(es) for getting broad input on top Good Food priorities and the people working on them
25. Spend some time identifying what is working—as there is a lot that is—but what are the priorities? Is the overall goal the same and just next phase, or do we need new goals?
26. Gain clarity regarding what we want to do/priorities; specific plans developed with measurable goals. It's a big complex system—can't do everything
27. [Identify:] 1) Strategic priorities past 2020 2) Structure to support the next strategic priorities
28. Decide whether to identify very specific (new) priorities (e.g., living wages for food and farm workers) or whether an organic network (of networks) is still needed that can generate new and emerging partnerships, initiatives, priority actions, etc.

### **Sustainability and Funding**

29. How are we sustaining this work both energetically and financially?
30. Figure out how and who will fund good food work
31. What are our priorities and which of these goals can be accomplished locally through our partners?
32. Revisit the content of the charter for relevancy and make plans to update to be ready for 2021
33. See how other states house and fund their good food movements. Is it led/hosted by a government entity? Nonprofit? A network? Any models we can learn from?



34. Reach out to WKKF—do they have ideas of what kind of models have worked in the past for sustainability—we shouldn't have to recreate the wheel
35. WKKF will push it right back at us—they don't want to give groups a direction—they want us to find the direction that is best for us
36. Frame funders as partners by doing planning and funding alongside each other
37. We need to develop the vision and funding alongside of each other—when you get to the end, if you don't include funding in the work you will have a wonderful plan without any way to pay for it—they must happen alongside one another

## **Values**

38. How do we prioritize equity and diverse representation for this process and ensure we follow through?
39. If you rely too heavily on membership, equity could be lost
40. Next step: assess the values CRFS brings—what must remain? What are new values for 2020 on? List out, build structure from there.
41. Most important thing to make this work—don't lose sight of the most positive features of our collaboration through the past eight years—we must collaborate to make this work
42. [Identify] Characteristics and values of what the structure might be

## **Activities**

43. Define a few action-based goals/programs (e.g., 10 cents a meal) that could have policy targets—focus funding and coalition building and evaluation around those to try to institutionalize key initiatives
44. Develop an advocacy strategy to impact policy/systems change
45. How do we get the State of Michigan to make food systems, agribusiness, etc. a priority—enough that they set aside funding to grow and support the system?

## **Closing Remarks**

Rich Pirog closed the visioning session with a few remarks and encouraged participants to continue to think about how to work together as a team.



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