



# DENVER SUSTAINABLE FOOD POLICY COUNCIL

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## SFPC MEMBER HANDBOOK

**WORKING DRAFT**

*Last Updated June 21, 2017*

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# WELCOME TO THE DENVER SUSTAINABLE FOOD POLICY COUNCIL!

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We are pleased you have chosen to serve as a Council Member of the Denver Sustainable Food Policy Council (the SFPC), one of Denver's Mayoral-appointed Boards and Commissions. The SFPC plays an integral role in the development of food policy in the City and County of Denver as well as an important connector of our regional food system.

Through your role on the SFPC, you will participate in researching, developing, and promoting of food policies that seek to ensure food security, health equity, and economic development opportunities for all community members. We realize this is a big ask and a big lift; however, the fruits of our labor, will similarly be significant.

Through our mutual dedication to policy, we have chosen to affect change that will benefit not just one neighborhood or one group of people, but multiple communities for generations to come. By institutionalizing our community-led efforts, we will be able to build upon success after success and eventually pave a robust path forward for the City and County of Denver.

You are an essential part of this effort and we thank you in advance for your time, dedication, and talent. We look forward to this journey and what we can achieve, together.

With sincerest gratitude and with a collective purpose,

Adam Brock  
Co-Chair

Eric Kornacki  
Co-Chair

Shannon Spurlock  
Co-Chair

# OVERVIEW

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## MISSION

The Denver Sustainable Food Policy Council (“SFPC” or “the Council”) influences policy that fosters food security for all community members, and promotes a healthy, equitable, and sustainable local food system, with consideration for economic vitality and environmental impact.

## SFPC CONTEXT

- The SFPC is a formal Mayoral Board and Commission
- The SFPC is one of the Mayor-appointed Boards and Commissions for the City and County of Denver.
- The Denver Department of Environmental Health houses the SFPC and provides a staff person as the liaison with the Mayor’s Office and other formal city communications channels.

## PURPOSE

The purpose of the Denver Sustainable Food Policy Council is to:

1. Promote and Oversee Progress on the Denver Food Vision and Action Plan
  - Solicit regular updates from city agencies and staff implementing aspects of the Denver Food Vision and Action Plan
  - Raise awareness & build support for the Denver Food Vision and Action Plans with community stakeholders
  - Provide and communicate information and ideas to keep the Community informed and current.
2. Advise City on Food-Related Plans, Reports, and Programs
  - Respond to issues identified by the Mayor or city staff on a timely basis by understanding the issues and their potential impacts to the city, stakeholder groups, and progress towards achieving the Denver Food Vision
  - Connect Mayor or city staff to other resources and partners that can help advance the Denver Food Vision and Action Plan
3. Provide Recommendations to the City on Regulations and Policies
  - Identify and recommend regulatory and policy changes that would advance the Denver Food Vision and Action Plan
  - Develop calendar for making policy recommendations that support the Action Plan
  - Provide Mayor and city staff detailed policy analysis and recommendations that are both responsive to the Mayor/city and stakeholders by identifying interested parties, identifying pro and con arguments, identifying key stakeholders, and assesses the impact of the policy and legislation.
4. Build public and political will to support innovation and positive policy changes within the food system.
  - Identify and engage city and community stakeholders as policy change champions
  - Educate stakeholder groups on benefits and tradeoffs of proposed policy changes

- Support coalition building efforts that advances policy changes

## SFPC ROLE

- The SFPC advises the City and County of Denver on food-related policy issues.
- The SFPC is committed to pursuing policy changes that will have the greatest impact on achieving the priorities and winnable goals outlined in the Denver Food Vision and Action Plan.
- The SFPC focuses its resources on researching, developing, and promoting policy and relies on its partners to promote programming and implementation of policy changes. The SFPC does not participate in community organizing, unless the fruits of that labor directly inform or benefit proposed policy changes.
- Due to the nature of Denver Boards and Commissions, the SFPC generally does not pursue state or federal policy changes. As a Board and Commission, we are disallowed from weighing in on State and Federal issues directly; any work in this area must be accomplished via a Council Resolution requesting the Mayor to take a formal position on a specific piece of legislation.

## HISTORY

The Denver Sustainable Food Policy Council (SFPC) was formed in 2010 as one of the city's Boards and Commissions at the request of the Denver Department of Environmental Health. Though its inception is attributed to meeting the requirements of a federal grant application, the SFPC has outlived many grant cycles and is now the primary avenue through which food policy recommendations are made to the City and County of Denver, as well as other decision making bodies.

Through the course of its existence, the SFPC has continually strived to make sure that the policies it researches, develops, and promotes are relevant and meaningful to those living and working in Denver and to our regional food system. In this vein, two key policies were passed: in 2011, the Food Producing Animals Zoning Ordinance, and in 2014, the Fresh Produce and Cottage Foods Sales Home Occupation Ordinance. These two policies removed barriers to fresh, local food access and created opportunities for economic development. Both of these efforts were successfully undertaken with partnerships that extended the reach of the SFPC and helped better inform the SFPC about the processes required to make desired policy changes.

As community input and relevancy has always been core to the policies that the SFPC has chosen to pursue, in 2014, the SFPC embarked upon a new chapter of its development that underscored the importance of community participation and partnership. With the leadership of City Councilwoman-at-Large Deborah Ortega and with the support of Mayor Michael Hancock, the SFPC proposed the creation of a new, permanent full-time position in the Office of Economic Development: the Manager of Food Systems Development. This position would be tasked as the coordinating point of contact for the city's food related efforts, as well as creating a community-led vision and action plan. The SFPC actively supported this proposal and ultimately, it was approved by Denver City Council.

In partnership with the Manager of Food Systems Development, the SFPC re-examined how it approached policy development and took the opportunity to co-host extensive community and industry listening sessions to gage the public's opinions about opportunities and gaps in our local and regional food system. This outpouring of public comment resulted in the Denver Food Vision, a guiding document that highlights the key outcomes and feedback from this community-driven effort. Following the delivery of the Denver Food Vision, three incremental action plans will provide more specific guidance on reaching Denver's food goals through 2030.

## CALENDAR

The SFPC holds its regular meetings on the 3rd Wednesday of every month from 9:00 am to 11:00 am. Since 2014, meetings have been held at the Posner Center for International Development, located at 1031 33rd St, Denver, CO 80205. In the past, the Council has also hosted occasional meetings outside of this standard time and place when community attendance or feedback is desired - during a listening campaign, for instance, or to announce the release of a public document.

The SFPC's year is marked by a few notable milestones. At the beginning of the calendar year, the Council develops a work plan for the next twelve months, often broken down into quarterly goals. Council Members are recruited in the springtime, with formal new recommendations to the mayor submitted in June. During November, the Council holds a half-day annual planning retreat in lieu of its standard two-hour meeting, while December's gathering is often a winter celebration with few items of official business.

# EQUITY AND INCLUSION

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## VALUE STATEMENT

The Sustainable Food Policy Council, like many of the Boards and Commissions for the City and County of Denver, reflects and shares the diversity, richness, contributions and long history of the city.

Any adult, living or working in the city of Denver is welcome to apply, interview, and represent the place-based/ethnic/racial community, occupation, educational, or familial body that originally motivated or spurred them to serve on the Council.

The SFPC, by aiming to represent all of Denver, welcomes all. In our efforts to ensure a vibrant, prosperous and equitable city, we welcome Council participants who will be thoughtful, fair, and inclusive with a broad and bold vision for our food system!

# MEMBERSHIP

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## SFPC MEMBERSHIP SUMMARY

- Appointed Members (also known as Council Members) of the SFPC are public citizens appointed by and serving at the discretion of the Mayor through the standard city Boards and Commissions process.
- The SFPC may have a maximum of 21 Council Members
- The SFPC is supported by Ex-Officio Members representing multiple city agencies. The Ex-Officio Members do not vote on issues, but they do provide staff support and help inform the SFPC about city processes and connect to and communicate with other staff in city agencies

## APPOINTED MEMBERS

As a Council for the city, Appointed Members (also called Council Members) should reflect the diversity of the food system stakeholders and the Denver community, including the range of food industry sectors, demographics, sexual orientations, political affiliations, and geographies that make Denver great!

### Member Qualifications/Skillset

Applicants should have an interest in a wide array of approaches to the food system, have strong interpersonal skills, and make a commitment to attend monthly meetings and participate in the work of the Council.

### Recruitment Timeline/Process

Opportunities to apply for membership on Boards and Commissions are available on an ongoing basis through the Mayor's Office. SFPC Members are specifically recruited each spring and the SFPC's recommendations for new members is submitted to the Mayor's Office each June. All applications for membership are made through the Mayor's Office.

### Length of Service

Members shall serve for a three-year term and may reapply for membership for up to one additional term (for a maximum of six total years).

### Participation

Every member is expected to participate on a Committee or Policy Working Group during their tenure. Council Members are also expected to participate in at least one public engagement event per year.

### Removal

Attendance at all Council meetings is expected. Members who miss three (3) meetings within a twelve (12) month period without due cause shall have their appointment reviewed by the SFPC Leadership Committee and then sent to the Mayor's Office for potential termination. "Due cause" is defined as notifying the Chair, Co-Chair, or SFPC Liaison in advance of the meeting with a reason for not attending.

## ADVISORY MEMBERS

At this time, the SFPC does not have any Advisory Members but may consider adding new types of members in future, e.g. for content experts, past Council Members, and frequent guests. Regardless, all community stakeholders are encouraged to participate in Policy Working Groups and other Committees



## EX-OFFICIO MEMBERS

The Council is supported by representatives from several city agencies as well. These Ex-Officio Members are non-voting. At least one representative from the following agencies will serve as an Ex-Officio Member, but other city agencies may be invited to select Ex-Officio Members based on the Council's policy priorities and needs.

### Department of Environmental Health

Denver's Department of Environmental Health (DEH) is dedicated to advancing Denver's environmental and public health goals. DEH works collaboratively with city, state and community partners to conduct education, community engagement, and enforcement to ensure healthy people, healthy pets, and a sustainable environment. Our mission is to create a city with a world class environment and healthy communities for all ages and incomes, and where the well-being of our pets also matters.

### Community Planning and Development

Denver's Community Planning and Development Department is responsible for visionary city planning and ensuring safe, responsible, sustainable building.

### Office of Economic Development

The Denver Office of Economic Development (OED) is dedicated to advancing economic prosperity for the City and County of Denver, its businesses, neighborhoods and residents. Our purposeful and intentional approach to economic development is designed to broaden the tax base, stimulate balanced growth, increase the availability and affordability of housing, revitalize neighborhoods, and develop a skilled workforce for our region's employers. Working with a wide variety of community partners, we work to build and sustain an economic culture that reflects values of innovation and sustainability.

### CSU Extension in Denver County

In this vast information age, it's hard to know where to find practical and reliable information. Colorado State University Denver Extension is your information source. We are part of a nation-wide system that uses the latest research to help residents learn more about gardening, sustainable living, healthy eating, youth development, fraud prevention, and much more. Our job is to bring these resources directly to you. In partnership with Colorado State University, the U.S. Department of Agriculture and the city of Denver, we provide informal, noncredit education to ALL residents of Denver through workshops, presentations, fact sheets, and over-the-phone

### Denver Public Health

Denver Public Health provides a wide range of services that promote, improve and protect the health and well-being of the residents of Denver, Colorado and beyond. Much of the work we do is in partnership with community organizations located throughout Denver's diverse communities. Our services include the following: Birth and Death Certificates; Clinical Care; Community Health Data; Educational Opportunities (Denver Prevention Training Center, Grand Rounds, TB Educational Courses); Health Promotion Activities; Outbreak Detection and Investigation Services; Public Health Emergency Preparedness. Denver Public Health also partners with Denver Environmental Health to provide services related to food safety inspections, environmental protection, and emergency preparedness, among others.

# ORGANIZATIONAL CHART

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## CHAIR AND CO-CHAIR

The SFPC, as defined in Article V of the By-laws, has both a Chair and a Co- Chair position. The Chair and a Co- Chair position are appointed by the Mayor (or the Mayor's assignee) but will be based on recommendations from the SFPC.

### Eligibility

Chair and Co-Chair positions shall be elected by a simple majority of voting Council Members. Candidates for Chair and Co-Chair positions are required to have been on the Council for a minimum of one year in good standing before being elected.

### Term

Chair and Co-Chair will serve staggered two-year terms and may be reappointed for up to two consecutive terms.

### Roles/Responsibilities

The newest Chair shall be known as the Co-Chair. Chair or Co-Chair shall preside over all Council meetings, may vote on all matters, and may appoint Committees or Policy Working Groups. If neither the Chair nor Co-Chair can attend a meeting, the Council may select another Council Member to serve as chair for that meeting.

The following roles/responsibilities will be split between Chair and Co-Chair:

#### *Communication/ Marketing/ Information:*

- Point-of-contact for inquiries
- Sending updates to SFPC list serve, Council Members
- Checking in on membership

#### *SFPC internal operations:*

- Setting agenda
- Meeting facilitation
- Communication and Coordination with Committees/Policy Working Groups
- Strategic plan setting
- Holding goals

#### *Networking/ Partnership/ Stakeholder development:*

- Interfacing with City Council
- Connection to other Food Policy Councils
- Building partnerships with foundations, key supporters

## COMMITTEE STRUCTURE

The SFPC creates Committees as necessary to carry out specific tasks for the Council outside of regular meetings. Each Committees has its own specific members, duties/functions, and timeline. Committees can be created by a vote of Council Members and are led by at least one Council Member. As of the May 2017, the SFPC has the following Committees:

### Leadership Committee

*Members:*

- The Leadership Committee is composed of the Chair, Co-Chair, and the Ex-Officio Members.

*Duties/Functions:*

- The Leadership Committee provides overall governance for the SFPC including setting priorities for the year, overseeing meeting agenda creation and meeting structure, and responding to changing internal and external needs.

*Timeline:*

- Ongoing

### Infrastructure Committee

*Members:*

- The Infrastructure Committee is composed of the at least one Ex-Officio Member and at least two Council Members.

*Duties/Functions:*

- The infrastructure committee supports several key functions of the SFPC: membership & leadership development; community engagement; and communications

*Timeline:*

- Ongoing

## POLICY WORKING GROUPS

The SFPC also creates Policy Working Groups to carry forward specific policy-related tasks for specific periods of time. The SFPC creates a timeline for Policy Working Group creation, progress reporting, and dissolution. While Policy Working Groups do not have the authority of the Council, they do provide invaluable information and recommendations to support the SFPC. Members of the Policy Working Groups may include Council Members, Ex-Officio Members, and other interested community members. At least one Council Member shall participate in each Policy Working Group and, most often, one Ex-Officio Member shall staff each Policy Working Group. Policy Working Groups can create additional positions, like a Chair or Secretary if desired.

# MEETING NORMS

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## AGENDA CREATION

The Leadership Committee is responsible for preparing and distributing meeting agendas. Agendas are sent at least one week before Council meetings and include additional details for any item(s) that require a vote. All Council Members and other participants are responsible for reviewing the materials so they are fully prepared to participate and guide discussions to fruitful resolution. The Chair or Co-Chair is the lead facilitator for all Council meetings.

SFPC meeting agendas commonly include:

- Welcome & introductions
- Public comment announcement
- Review of minutes & attendance at the previous meeting
- Meeting business
- Announcements and adjournment

Council Members may also submit items to be added to the agenda to the Leadership Committee. Agenda items received prior to the first Wednesday of each month may be included on the agenda for the subsequent meeting as time allows.

## DECISION MAKING PROCESS

SFPC members make the vast majority of decisions through dialogue at Council meetings. In productive dialogue multiple sides of an issue are explored and the Council works to find agreements on common ground. Sometimes, however, more formal decisions are required. For example, when adopting new By-Laws or agreeing to send a Policy Advisory to the Mayor's Office.

The SFPC makes formal decisions using the format of a written Resolution. The Leadership Committee must provide at least one week of notice regarding the vote along with any relevant materials.

At the subsequent SFPC meeting, Council Members will engage in a thorough discussion that may include requests for specific changes. When the group is ready, any Council Member may make a motion to vote. If the motion to vote is seconded by another Council Member (and clarified if necessary), the appointed members complete a voice vote. All votes must be made in person and not by proxy. A show of hands or a roll-call vote may be taken on closely divided issues, or if anyone questions the call of a voice vote among Council Members. Most motions are passed by a vote of at least one half of appointed members in attendance plus one (a simple majority), unless otherwise noted by SFPC By-Laws

The formal decision making process applies to:

- Membership recommendations
- Nomination of Co-Chair
- Changes to meeting times or meeting logistics
- Grant applications or acceptance of any funds
- Selection of fiscal agent(s)
- Adoption of SFPC strategic or annual work plans

- Adoption of SFPC internal operating policies
- Recommendations that Chair/Co-Chair form, merge, modify or dissolve Committee(s)
- Recommendations that Chair/Co-Chair appoint, merge, modify or dissolve Policy Working Group(s)
- Changes to the By-laws (requires  $\frac{2}{3}$  majority)
- SFPC approval of any formal document, e.g. Issue Brief or Mayoral Advisory (requires  $\frac{2}{3}$  majority)

## PUBLIC COMMENT AND NON-MEMBER PARTICIPATION

The SFPC is committed to being inclusive and deeply engaged with community stakeholders. All SFPC meetings are open to the public and public input and engagement are both welcomed and encouraged. At SFPC meetings, non-members are provided with specific times during the agenda to provide meaningful comments and feedback on the content presented. On matters related to policy decision-making and/or Council votes, non-SFPC members may provide input for discussion as requested, but cannot vote.

Non-members are welcome to participate on Policy Working Groups. Some non-members who first served on a Policy Working Group have later joined the Council or chaired the Policy Working Group in which they initially participated.

To ensure continuous and meaningful engagement, the SFPC aims to conduct at least two public engagement events throughout the year. Members of the public are highly encouraged to attend these events and provide their essential feedback and ideas on the materials presented.

# ROLE OF SFPC IN SHAPING POLICY

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As noted above, the SFPC is a formal Board and Commission of the City and County of Denver and has four primary purposes. One of the most important is to “Provide Recommendations to the City on Regulations and Policies.” The SFPC does this by advising the Mayor on food-related policy changes that will have the greatest impact on achieving the priorities and winnable goals outlined in the Denver Food Vision and Action Plans.

## SFPC DELIVERABLES

To fulfill the SFPC’s role of advising the Mayor on food-related policy issues in the City and County of Denver, the SFPC works with Policy Working Groups to create the following deliverables:

- Issue Briefs
- Mayoral Advisories
- Public Engagement Events
- Position Request
- Summary of Annual Impacts

### Issue Briefs

- Issue Briefs provide more detail on key policy area to frame a key issue, provide greater information and context to the community, and help assess stakeholder support/opposition
- Issue Briefs are typically 2 pages long and describe a critical issue: why that issue important; how it relates to the Denver Food Vision and Action Plan; what are potential policy solutions; and what are 1 to 2 case studies of effective policy interventions (examples available)
- The SFPC aims to approve and release 2 or more Issue Briefs per year
- The primary audience for Issue Briefs are public and elected officials and community or industry stakeholders

### Mayoral Advisories

- Mayoral Advisories are sent to the Mayor and provide a detailed review of specific policy change options that would support the Denver Food Vision and Action Plan
- Mayoral Advisories are typically 15 pages long and include detailed information on the policy background, case studies from other areas, pro/con analysis for Denver, and a summary of stakeholder engagement and outreach.
- The SFPC aims to approve and release 1 or more Mayoral Advisory per year
- The primary audience for Mayoral Advisories is Mayor and the Mayor’s Office. Draft Mayoral Advisories are also often shared with elected officials, city agencies, and stakeholders to gather additional comments and feedback.

### Public Engagement Events

- As noted above, the SFPC aims to conduct at least two public engagement events per year to engage stakeholders and members of the broader public.
- Public engagement events are essential opportunities for the Council to hear about issues affecting the community and to solicit additional feedback and ideas on Issue Briefs and/or Mayoral Advisories
- Council Members are expected to participate in at least one public engagement event per year.

## Position Request

The SFPC is occasionally asked by an organization or person to take a position on a specific issue. Sometimes the SFPC is asked to provide a signature, write a letter of support, or other take another action. Importantly, due to the nature of Denver Boards and Commissions, the SFPC generally does not pursue state or federal policy changes. As a Board and Commission, we are disallowed from weighing in on State and Federal issues directly; any work in this area must be accomplished via Resolution requesting the Mayor to take a formal position on a specific piece of legislation.

For the SFPC to support a position request in compliance with SFPC's "Communications Policy":

- At least two appointed Council Members must support the position, want to champion the cause, and fill out the Position Questionnaire.
- The completed Position Questionnaire must be emailed to someone on the Leadership Committee to be added to the next Council meeting agenda for discussion and vote.
- A minimum 2/3 majority of 'yes' votes by appointed Council members present at the full Council meeting will allow the Denver SFPC to support the proposed position and submit it to the Mayor's Office for consideration of approval.

## Summary of Annual Impacts

- The SFPC releases an Annual Summary of its impacts from the prior calendar year. Typically, this is developed as part of the annual planning meeting each November.
- The SFPC assess its annual success and impact based on the following metrics:
  - Number of Issue Briefs released (target = 2+ per year)
  - Number of Mayoral Advisory submitted to Mayor (target = 1-2 per year)
  - Number of Mayoral Advisory approved by Mayor (target = 100%)
  - Number of Mayoral Advisory implemented by city agency, Executive Order, or City Council action (target = 100%)
  - Number of public engagement events convened per year (target = 2)

## CITY POLICY CHANGE PROCESS

As a result of a Mayoral Advisory/Position Request there are two main directions the Mayor may choose: Option 1) Mayor Rejects Mayoral Advisory/Position Request; and Option 2) Mayor Accepts Advisory/Position Request. Within Option 2, there are several specific possible next steps:

- Referred to lobbyist for state/national advocacy (Position request only)
- Mayoral advisory/position request referred to city agency for policy change, implementation
- Mayor issues Executive Order

In addition to Mayoral actions, City Council may decide to take specific policy implementation steps, including:

- Drafting and adopting an Ordinance
- Drafting and approving a Resolution
- Drafting and approving a Proclamation

## OTHER SFPC TOOLS

In addition to the SFPC deliverables, the SFPC utilizes the following tools to support its work:

### SFPC Policy Platform

In May 2017, the SFPC adopted a Policy Platform highlighting targeted outcomes for policy change. The Policy Platform identifies policy priorities expected to create the greatest impact in advancing the Denver Food Vision of creating a more Inclusive, Healthy, Vibrant, and Resilient Denver.

### SFPC Policy Docket

The SFPC has a running list of policy change options that may help support the Denver Food Vision and the SFPC Policy Platform. The Policy Docket includes all identified policy ideas but does not reflect an endorsement of any. Select policies from the Docket can be reviewed by Policy Working Groups and use to help develop Issue Briefs and Mayoral Advisories.

### Networking

Council members are encouraged to develop and maintain strong networks with public and elected officials, other food policy councils, and a wide range of food and community stakeholders. The SFPC's success depends on having well connected members who can help the city identify unmet challenges but also tap into unique and innovations solutions and partnerships.

### Media and Communications

The SFPC utilizes a wide range of media and communications tools as well (see next section)



# COMMUNICATIONS & ENGAGEMENT

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Like any wide network, effective communication is critical to the work and success of the SFPC. Over the past few years Council Members have focused on developing strong internal and external communications tools.

## INTERNAL COMMUNICATIONS

The SFPC communicates with Council Members and Ex-Officio Members through Mobilize and Google Drive Platforms. Mobilize is used for most electronic communications (instead of email or other listserve) and for holding final documents and templates. Google Drive is utilized for documents currently being revised.

## EXTERNAL COMMUNICATIONS

The SFPC communicates with the wider community to advance the following goals:

- Educate and raise awareness the general public about our food system,
- Disperse SFPC deliverables to appropriate audiences.
- Gain support and promote the policies being proposed,

The SFPC utilizes the following communication channels for external communication:

- Denvergov.org website
- SFPC website
- Facebook page
- Mobilize
- Announcements at community and neighborhood meetings/events

As of May 2017, most external communications are posted on the website, social media, and Mobilize and leverage deliverables we're already creating, specifically monthly meeting minutes, announcements of Council meetings, and other upcoming public events and critical resources. In the future, the SFPC will also use press releases, editorials in news publications, stories in community/neighborhood publications, etc.

## COMMUNICATIONS PLAN [TBD]

A communications plans is being developed to identify: What are the top communications goals? What outcome are we trying to create (awareness, call to action, etc.)? Who manages each communication channels? How often? What content is carried on each channel? Which external stakeholder groups can help us get the word out? What are the brand standards?

# RESOURCE LIST

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SFPC Website:

[www.denversfpc.com](http://www.denversfpc.com)

SFPC Mobilize (Communications Platform):

<https://denversfpc.mobilize.io/>

Denver Food Baseline Assessment:

[http://www.denvergov.org/content/dam/denvergov/Portals/690/Healthy%20Food/COD\\_2016\\_Food\\_Baseline.pdf](http://www.denvergov.org/content/dam/denvergov/Portals/690/Healthy%20Food/COD_2016_Food_Baseline.pdf)

Denver Food System Map:

<http://geospatialdenver.maps.arcgis.com/apps/webappviewer/index.html?id=2e91c6a4a49d434e8bdf9454d82fc71>

Notes from Community and Industry Food Engagement Meetings:

<https://www.denversfpc.com/denver-food-vision/>

Denver Food Vision:

<http://www.denvergov.org/content/dam/denvergov/Portals/690/Healthy%20Food/FoodVision-draft122116.pdf>

Denver Food Action Plan:

<http://www.denvergov.org/foodplan>

Example Issue Brief

<https://www.denversfpc.com/s/City-Food-City-Land-FAQ-1-15.pdf>

Example Mayoral Advisory

<https://static1.squarespace.com/static/56a6f92da2bab8d4ff234cb0/t/56c21761d210b893c6b0ee8a/1455560546312/CFCL+Policy+Advisory+FINAL+w%3Arevisions+-+8-2015.pdf>

SFPC Communications Policy

<https://www.denversfpc.com/sfpc-docs/>

SFPC Policy Platform

<https://www.denversfpc.com/sfpc-docs/>

SFPC Resolutions

<https://www.denversfpc.com/sfpc-docs/>

SFPC Policy Docket

<https://trello.com/b/8I3CMGY9/denver-food-policy-docket>

# GLOSSARY OF TERMS

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Policy

SFPC Platform

Policy Docket

Policy Advisory

Issue Brief

Denver Food Vision

Denver Food Action Plan