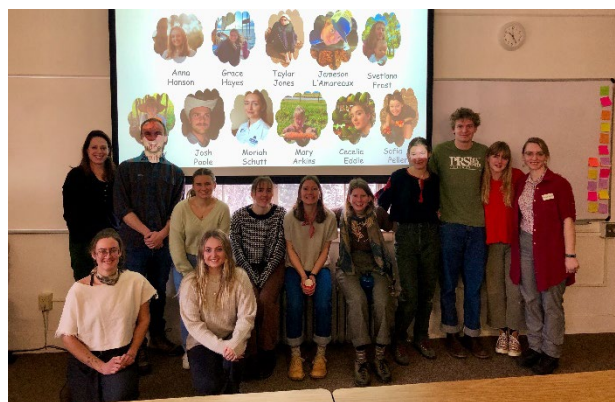


Local Food System Preliminary Mapping Project

July 2024



Photos: Potato Fields at Gallatin Grown taken by Project Steering Committee Member Melissa Stuber (left); Project Kickoff Workshop (right, top); Chance Farms taken by Project Participant Josh Chance (right, middle); MSU Sustainable Food and Bioenergy Capstone Students (right, bottom)

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I. Executive Summary

Surrounded by mountains at the headwaters of the Missouri River, Gallatin Valley has long been known for its abundance of wild foods, rich soils, and agricultural heritage. Today, Bozeman is a rapidly growing city within a dynamic local and regional food system, where an extensive network of individuals, businesses, nonprofit organizations, institutions, and agencies have built the foundation for a robust local food system.

The [Bozeman Climate Plan](#), adopted by the City of Bozeman in 2020, identifies Solution N. Cultivate a Robust Local Food System, which highlights the role of a resilient, sustainable, and equitable local food system in reducing greenhouse gas emissions and enhancing community resilience.

In 2023, the City initiated the Local Food System Preliminary Mapping Project to deepen its understanding of the local food landscape, build partnerships, and identify opportunities to implement Solution N. The project’s focus was a series of interviews and discussions with key players across various sectors of the local food system. This approach was used to identify the potential role of local government and explore opportunities for the City of Bozeman to collaborate with local partners to better support a robust local food system.



Figure 1: Photo by Project Participant Josh Chance, Chance Farms

From September 2023 to April 2024, over 80 people participated in group discussions, one-on-one interviews, surveys, and follow-up conversations. The project team, an external Steering Committee, and City staff from multiple departments collaborated to identify six **Core Topics** to focus discussions on:



More than 150 individuals who play integral roles within the local food system were identified and contacted as potential interviewees. Although not all could participate during this phase, the project aimed to spark conversations, serve as a catalyst for ongoing relationship building, and explore the City’s role in the local food system.



Interview Highlights

80+	8	15
participants	group discussions	individual interviews

Insights gathered through this process were compiled, analyzed, and distilled. Additionally, the project team conducted a review of City policies and plans to understand existing intersections with the food system. Existing assets, gaps, challenges, and barriers were identified to develop a preliminary understanding of the local food system. Through the analysis, the following themes emerged, and **Key Takeaways** related to each theme were identified.

Leadership

Participants encouraged the City of Bozeman to step up in its role as a community leader by championing local food policies, leveraging resources, and integrating a commitment to local food systems and community food security into City initiatives and community planning.

Land Access + Collaboration

Accessing land for food production is a challenge that continues to intensify in the Gallatin Valley. Participants expressed interest in identifying land that could be retained or made available for local food production. They also emphasized the importance of collaboration and innovative solutions to make land available for food production and community programming.

Awareness + Outreach

There is strong interest in increasing the awareness of locally grown foods, empowering community members to grow their own food, and expanding urban community members' connection to the diverse agricultural heritage and ecological significance of the Gallatin Valley.

Housing + Resilience

The housing and affordability crisis is having a significant impact on local farms, food businesses, educators, resource providers, and community wellness.

Infrastructure + Sector Development

Resilient local food systems involve a wide range of individuals, businesses, organizations, and infrastructure that operate at multiple scales to facilitate and support production, processing, distribution, marketing, eating, and waste management. Support for social and physical infrastructure at all levels is essential.

For each theme, corresponding **Opportunities** for how the City can support a robust local food system were developed. The 33 **Opportunities** involve leadership and support from multiple City departments. Collaboration with community partners and food system practitioners is essential to implementing the **Opportunities**.

From the **Opportunities**, 14 **Next Steps** were selected as specific actions that the City of Bozeman plans to implement in the near-term. **Next Steps** were selected based on their potential impact and feasibility. These specific action items were identified as feasible by considering factors such as staff capacity, financial resources, alignment with existing work or adopted City plans and policies, existing collaboration, and interested partners. In addition to implementing the **Next Steps**, the City will continue to assess, prioritize, and collaborate on the **Opportunities**.

“The City should very much embrace the opportunity to be a pioneer of local food system development in Montana.”

- Project Participant

II. Introduction

Understanding Our Role in the Food System

The food system encompasses a range of interconnected components that facilitate the flow of food from production to consumption, spanning from local to global levels. Its function is shaped by natural elements such as climate and soil quality, alongside societal elements such as economic policies, cultural practices, and community structures. These elements influence the system at various levels, resulting in complex networks of interactions and dependencies. One thing is certain: everyone is impacted by the food system in one way or another.

Local food systems play a role in enhancing community resilience, local economic stability, environmental sustainability, and overall community wellness. This project was designed to provide the City of Bozeman with deeper insights into the local food landscape of Gallatin Valley, in order to help the City better understand its role within the system.

Although a specific area boundary was not set for the purpose of this project, the Local Food System Preliminary Mapping Project is centered on the local food system operating within the Gallatin Valley, with an understanding that these systems are connected to farms, assets, and communities beyond the valley. The project took a comprehensive approach to gain a deeper understanding of the local food system's inner workings by connecting with people from many dimensions of the food system, including farmers, ranchers, food processors, distributors, composters, community organizations, entrepreneurs, and more.

A Changing Landscape

In the past 20 years, the population of Gallatin County has increased 71%.¹ From 2000-2021, 67,520 acres of land in Gallatin County were converted to housing.² This rapid growth and development, combined with factors like climate change, disruptions experienced through the COVID-19 pandemic, and increasing costs have created significant challenges for local farmers, food system entrepreneurs, and community members. A report by Headwaters Economics found that from 2001-2016, farming was the only sector that lost jobs in the Gallatin Valley while every other industry continued to grow.³

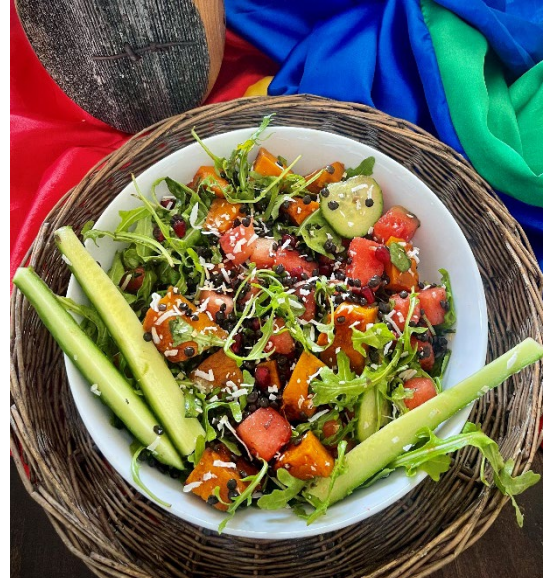


Figure 2 Lentil Table Dinner, Photo by Project Participant, Claudia Krevat, Claudia's Mesa



Figure 3 Potato Fields at Gallatin Grown, Photo by Project Participant Melissa Stuber

¹ [Gallatin County Growth Policy \(2021\)](#), Pg. 1-3

² [Headwaters Economic \(2024\)](#)

³ [Headwaters Economics, Gallatin County's Economy, Growth, and Open Space \(2018\)](#)

Agriculture and Land Use

Although agriculture in the region has shown a decline over time, there is still significant agricultural activity in Gallatin County. The 2022 Census of Agriculture found that there were 1,009 operating farms in Gallatin County⁴. In Gallatin County, agriculture is the second most common land use (37%), behind State/Federal land (40%).⁵ The majority of agricultural land in the county is found in and around the Gallatin Valley.

Within the 19 square miles that make up Bozeman City Limits, land use is predominantly residential and commercial, with a small amount of agricultural production. Although agricultural production within the City is minimal, Bozeman still serves an important role within the local food system as a vital economic driver and hub.

The City of Bozeman is home to many key functions of the local food system such as distribution infrastructure, point of sale locations, and consumers. There are also many opportunities to increase food production within the City limits through various forms of urban agriculture. However, in order to foster a robust local food system, the City cannot focus solely on urban agriculture. It is essential to also support the broader food system in the Gallatin Valley and consider the City's connection to agricultural production beyond City limits.

Natural Resources and Climate

Fertile soil and accessible water have long sustained agriculture in the Gallatin Valley and continue to make it a desirable location for farming. Well before colonial settlement, people from many different Native Nations frequented these lands as a gathering place to hunt, collect foods and medicines, and support a vibrant Indigenous food system. However, the land and native species are increasingly at risk due to a changing climate and ongoing development that threatens the loss of fertile soil and impacts water resources.

The City of Bozeman's municipal water supply is facing heightened challenges due to increasing demand and less reliable supply driven by shifting climate patterns. It is essential to consider the City's water availability when planning for urban agriculture within the City. Beyond providing water for Bozeman residents, the City's water supply is part of a broader water system and is interconnected with a network of over 1,000 miles of ditches and canals that provide water for a variety of uses, including drinking water and irrigation for agriculture, throughout the Gallatin Valley. Development and water use within and around the City impact the water system in a variety of ways, including groundwater recharge and the flow of water through irrigation ditches. It is important to

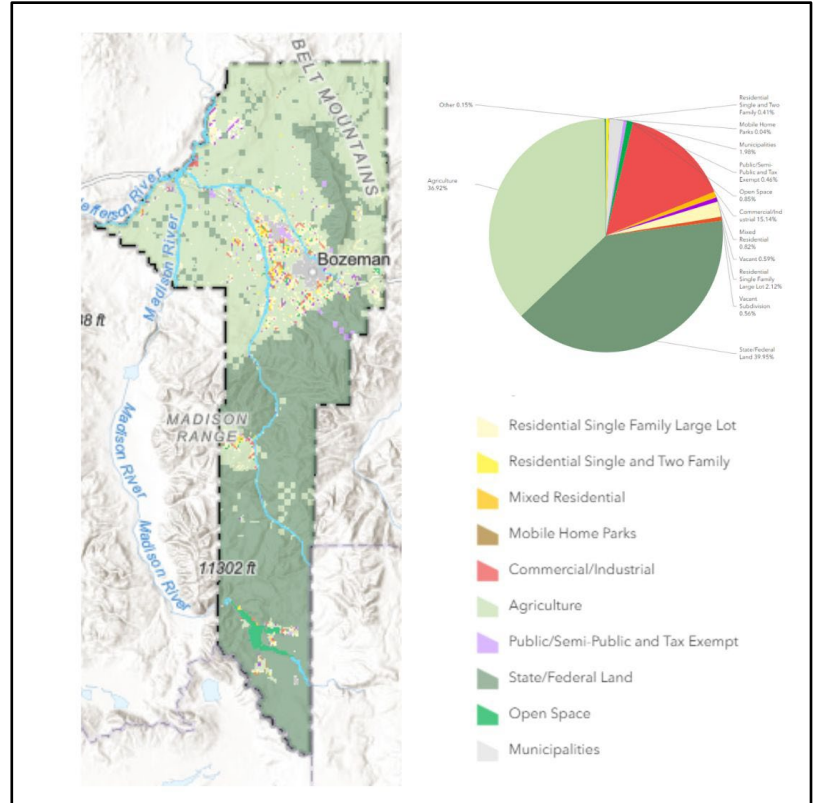


Figure 4 Existing Land Use in Gallatin County, [Envision Gallatin Land Use & Housing Strategy](#)

⁴ [USDA Census of Agriculture, Gallatin County \(2022\)](#)

⁵ [Gallatin County Envision Gallatin, Gallatin County Land Use Profile \(2023\)](#)

consider these factors during urban planning for sustainable growth and fulfilling the agricultural needs of the valley.

Agriculture in Montana has always navigated climate variability and occasional extreme events. With a changing climate, this variability and the frequency of extreme events is intensifying. According to projections from the Montana Climate Assessment⁶, average monthly temperatures are expected to increase in all seasons, with summer and winter experiencing the greatest warming. Potential consequences include shifts in growing seasons, reduced snowpack diminishing water availability for irrigation, and an increase in crop diseases and pests.

Although it is unclear exactly how climate change will impact agriculture in Gallatin Valley, it is evident that farmers, ranchers, and gardeners will need to continue to adapt. In addition to adapting to ensure successful production, agriculture can also play an important role in mitigating climate change. Agricultural operations can reduce greenhouse gas emissions by adopting more sustainable agriculture practices, including practices that increase carbon sequestration and decrease food miles by displacing the need to import foods that can be produced locally.

Community Resiliency

A resilient community is one that has the capacity to anticipate, adapt to, and recover from various stressors, such as the housing affordability crisis, and shocks, such as the Bridger Canyon Fire and COVID-19 pandemic. A fundamental characteristic of a resilient community is self-reliance, including the ability to produce and distribute food locally. The COVID-19 pandemic underscored the importance of self-reliance when national and global supply chains were disrupted. Enhancing our local food system not only bolsters resilience during times of disruption, but also contributes to community health and wellness by providing access to nutritious foods and creating opportunities for improved mental health and social cohesion.

As housing and living expenses continue to increase, more community members are at risk for or are already facing food insecurity and become even more vulnerable during shocks and stressors. In 2023, the Gallatin Valley Food Bank reported a 34% increase in households receiving help for the first time from the previous year.⁷ Bozeman Public Schools also reported an increase in students eligible for free and reduced lunch from 20.7% of Bozeman students in 2023 to 24.3% in 2024.⁸

The local food system must have the social and physical infrastructure needed to respond and adapt effectively during times of disruption. There must be redundancy built into the system to ensure that if one component fails, the entire system does not collapse.

Food can serve as a powerful connector that brings together community members throughout Bozeman and the Gallatin Valley, fostering community connections and a deeper sense of place. Shared meals, community gardens, and local food markets not only provide sustenance, but also create opportunities for cultural exchange and mutual support. By investing in a robust local food system, we can build a community that is more inclusive, cohesive, and prepared to face future challenges together.

“Every component of agriculture—from prices to plant pollinators and crop pests—exhibits complex relationships to climate, depending on the location, weather variability, and agricultural and economic practices and policies.

Social and economic resilience to withstand and adapt to variable conditions has always been a hallmark of Montana farmers’ and livestock producers’ strategies for coping with climate variability.”

– MT Climate Assessment, 2017

⁶ [Montana Climate Assessment, 2017](#)

⁷ [HRDC Food & Nutrition Programs of HRDC Annual Report, 2022 - 2023](#); See Appendix D: Table D7: Gallatin Valley Food Bank Annual Data

⁸ [Appendix D: Table D8: Bozeman Public Schools Free & Reduced Meals Eligibility.](#)

III. Acknowledgments

The Local Food System Preliminary Mapping Project would not have been possible without the community members who dedicated their time, knowledge, and expertise to help deepen the City’s understanding of our local food landscape. Representing multiple facets of the food system, each participant brought a unique perspective and a wealth of experience. Sincere appreciation is extended to each participant for their invaluable contributions.

Project Team

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- **Nathan Gracey**
- **Rebecca Kurnick**
- **Mayor Terry Cunningham** – City Commission Liaison
- **Jon Henderson** – Staff Liaison, Director of Strategic Services

Project Participants

Each individual and organization listed below engaged with the Local Food System Preliminary Mapping Project through various interactions, including group discussions, one-on-one interviews, online surveys, and direct correspondence. Their insights have been instrumental in shaping the direction and outcomes of this project. It is important to note that this list is not exhaustive; there are additional contributors who provided input, and many others whose work in the local food system contributed to this report.

- **Adam Paccione** - Red Tractor Pizza, Owner
- **Ali Moxley** - A.Moxley Consulting
- **Ali Thornton** - Gallatin Valley Farm to School
- **Alyssa Freese**
- **Aysha Carter** - Roots Nature School, Owner
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- **Brittany Selvig** - Bozeman School District (BSD7)
- **Bruce Maxwell** - MSU Agroecology Researcher
- **Natural Resources Conservation Service (NRCS)**
- **Claire Luby** - MSU Assistant Professor
- **Claudia Krevat** - Claudia's Mesa, Private Chef and Food Advocate
- **Clearwater Credit Union**
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- **India Maxwell** – Together Bakery, Co-Owner
- **Jacob Zimmerer** - Buffalo Nations Food Systems Initiative
- **Jason & Yvonne Kimm** - Kimm Seed Potatoes & Kimm's Organic Potatoes
- **Jennifer Boyer** - Gallatin County Commissioner, Farmer
- **Jeremy Nadison** - Rhythm Project, Finance
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- **Kareen Erbe** - Broken Ground, Owner & Design Consultant
- **Karin & Matt Broughton** - Organic Vegetable Farmers
- **Karl Johnson** - YES Compost, Owner
- **Kathleen Williams** - USDA Rural Development, Montana State Director
- **Kirsten Pfanmuller** - Bozeman School District (BSD7)
- **Kris Nichols** - American Red Cross
- **Mac Burgess** - Townes Harvest Garden; Associate Professor Plant Sciences and Plant Pathology
- **Meara Cassidy** – Kokoro Flowers
- **MSU Sustainable Bioenergy and Food System Capstone Course Students**
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- **Pat Weaver** - Community Food Co-op

- **Peter Brown** - Arthur M. Blank Family Foundation
- **Rachael Hicks** - Three Hearts Farm
- **Randy Lindberg** - Quality Foods Distributing
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- **Wyatt Nelson** - Montana Local Food Distribution LLC, Owner

“We need something akin to a common vision of what we want in our food system. That won’t emerge from one person or one institution, and neither government nor the private sector will succeed alone.”

– Project Participant



Figure 5 Project Participant Esther Smith (right); Project Participants Melissa & Travis Stuber, Gallatin Grown (middle); Photo by Project Participant Josh Chance, Chance Farms (top right); Photo by Project Participant Jonquil Nelson, Sage Gardeners (bottom right)

IV. Key Terms

Many words and phrases have various meanings and can be interpreted differently, depending on the context. The definitions provided below are intended to clarify how key terms are used in this report.

Agriculture + Urban Agriculture ⁹

Agriculture: The cultivation or tilling of soil or use of other growing mediums for the purpose of producing vegetative materials for sale or for use in a commercial operation and/or the raising or tending of animals for commercial sale or use. Agriculture does not include gardening for personal use, keeping of house pets or animals, service animals as defined by the Americans with Disabilities Act, or landscaping for aesthetic purposes.

Urban Agriculture: The cultivation, processing, and distribution of agricultural products in urban and suburban areas.¹⁰ Urban agriculture refers to practices such as: micro-farms, community gardens, vertical and rooftop gardens, food forests, ancestral gardens, edible landscaping, native habitat for foraging, apiculture, backyard poultry, and other intensive small-scale production practices.

Urban Farm: A facility where food crops or nonfood, ornamental crops such as flowers are cultivated, processed, and distributed. Urban farming is generally practiced for profit or food-producing activities.

Urban Farming System: Glass-enclosed framed structure used for the production of fruits, vegetables, flowers, and any other plants that require special conditions of temperature. Examples: greenhouse, planthouse.

Agritourism: Agritourism is where agriculture and tourism intersect, as farms, ranches and production facilities invite the public onto their property to get a taste of the country and enjoy great agricultural products.¹¹ It is a way to diversify income, connect people to the land and a brand, and requires that each farm, ranch, or facility has the capacity to manage another enterprise within the overall operation.

Ancestral Gardens: This term refers to land where Native peoples grow ancestral foods and seeds, including Indigenous teaching gardens, Indigenous-managed gardens or 'landscaping', and other plots. Buffalo Nations Food Systems Initiative and Montana Indigenous Food Sovereignty Initiative manage several ancestral gardens in the greater Bozeman area.

Asset: An asset in the context of this report refers to any resource, entity, or factor that significantly contributes to the strength and resilience of local food systems. These can include natural resources, community organizations, individual contributions, businesses, community values, infrastructural elements that support the production, distribution, and consumption of local foods, and more.

Community Gardens: An area of land managed and maintained by a group of community members used to grow and harvest food crops and/or nonfood, ornamental crops such as flowers, for personal or group use, consumption, donation or sale, or for educational purposes.¹² Community gardens may be private or public, managed as individual plots or collectively as a whole.

Community Supported Agriculture (CSA): Community Supported Agriculture (CSA) is a model connecting individuals and local farms in mutually supportive relationship, allowing people to share in both the risks and the rewards of farming. CSA members, or subscribers, purchase a share, which is commonly known as a membership

⁹ Definitions adapted from the [City of Bozeman Unified Development Code](#)

¹⁰ USDA

¹¹ <https://agr.mt.gov/Topics/A-D/Agritourism>

¹² [City of Bozeman Unified Development Code Update Proposed Language](#)

or subscription. In return, they receive a share of produce and/or other farm products, most commonly on a weekly basis. In addition to the foods received, CSA members have the opportunity to develop relationships with the farm and its farmers, learn more about how food is grown, and try new or less familiar types of foods, which their kids may be less likely to resist eating because the foods come from a known source. For farmers, the CSA model provides funding early in the growing season to support planning and cashflow, a chance to get to know the people who eat the food they grow, and less time spent marketing during the long days of growing season.¹³

Food Access: The ability of people to obtain fresh, healthy, affordable, and culturally appropriate foods through market and non-market resources.¹⁴ Characteristics of a food environment that impact food access include affordability, availability, convenience, promotion, quality, and sustainability properties.¹⁵

Food Security: Food security exists when all people, at all times, have physical and economic access to sufficient, safe and nutritious food that meet their dietary needs and food preferences for an active and healthy life.¹⁶

Incubator Farm: An incubator farm provides new farmers with access to land, resources, and training to develop their skills and launch their businesses. There are varying formats and structures for incubator farms.¹⁷

Indigenous Food Sovereignty: The ability of an indigenous nation or community to control its own food system and food-producing resources free of control or limitations put on it by an outside power (such as a settler/colonizer government). Food sovereignty includes creating access to healthy food resources of one's own choice, assuming control over food production and distribution, and integrating cultural practices and values concerning diet, food production, distribution, and the entire food system.¹⁸

Local Food: For the purpose of this report, 'local food' refers to foods that are grown, raised, and gathered within the Gallatin Valley and adjacent communities to be eaten locally.

Local Food Council: Local food councils or policy advisory boards work to address food systems issues and needs at a local (city/municipality or county), state, regional, or tribal nation level. They represent multiple stakeholders or sectors, can take various forms, and may be sanctioned by a government body or exist independently of government. Different councils address food systems issues in unique ways and adopt various goals, depending on the needs of the community. Councils typically work by shaping and helping enact policies, leveraging resources, coordinating efforts, engaging community members, building relationships, and/or working to influence practices.¹⁹

Nutrition Security: Nutrition security refers to consistent access, availability, and affordability of foods and beverages that promote well-being, prevent disease, and, if needed, treat disease.²⁰ The use of this term reflects a growing recognition that while some foods provide sufficient calories to satiate appetites, not all foods provide the nutrients required to nourish physical and mental health.

Practitioners + Project Participants: In this report, "practitioners" refer to community members who actively work in local food systems in our area, have expertise in various facets of the food system, and/or have directly

¹³ Sources: [CSA Innovation Network](#); [The National Agricultural Library](#); [Local Harvest](#).

¹⁴ MSU Extension, Nutrition Education Program, [Community Food Security Important Definitions](#).

¹⁵ [World Food Summit, 1996](#)

¹⁶ [World Food Summit, 1996](#)

¹⁷ [Springfield, Missouri Community Gardens](#)

¹⁸ Montana Office of Public Instruction, Indian Education Division: [Finding Our Roots: Indigenous Foods and the Food Sovereignty Movement in the United States](#).

¹⁹ Definition compiled from: [John Hopkins Center for a Livable Future](#), [the National Agricultural Law Center](#), [Montana Food Matters](#), and [Community Food Strategies](#)

²⁰ [National Institutes of Health](#)

relevant experience, such as individuals who have lived experience with food insecurity. Practitioners interviewed during this project are also called project participants.

Resilience: The capacity of a system, be it an individual, a forest, a city or an economy, to deal with change and continue to develop.²¹ Building resilience is not about preventing disruption to a system or making something “fail-safe,” but making sure that it is “safe to fail” – meaning that although a failure or disruption in the system occurs, it is contained and minimized and presents opportunities for learning.²²

Resilience assumes disruptions will occur. Disruptions can be natural or human-made, and they are commonly described as either shocks or stressors.

- **Shock:** Sudden disturbance to a system. For example, in an urban food system, this might be a flood or civil demonstration that prohibits trucks from distributing food to grocery stores.
- **Stressor:** Gradual eroding of a system. In the food system, examples of this are increasing average temperatures from climate change altering the growing seasons in a region, or high levels of food insecurity.

Robust Local Food System: As envisioned in the [Bozeman Climate Plan](#), a robust local food system embodies resiliency, sustainability, and equity. It is a system that can adapt and thrive in the face of challenges, such as climate variations, disruptions to the food system, and economic shifts, all while ensuring long-term environmental and community health. It prioritizes equity in access, benefits, and opportunities for all participants, from food producers to consumers.

²¹ The Stockholm Resilience Centre sourced from [Food System Resilience: A Planning Guide for Local Governments](#)

²² [John Hopkins Center for a Livable Future, Food System Resilience: A Planning Guide for Local Governments](#), pg. 15

V. Project Approach

Project Timeline



2020: Bozeman Climate Plan Adopted

In 2020, the City of Bozeman adopted the Bozeman Climate Plan. The plan was developed through a collaborative process involving a variety of community partners. Through this process, community members identified the critical importance of a robust local food system to reduce greenhouse gas emissions and build climate resiliency, as reflected in Bozeman Climate Plan Solution N. Cultivate a Robust Local Food System.

As envisioned in the Bozeman Climate Plan, a robust local food system is a system that embodies resiliency, sustainability, and equity. It is a system that can adapt and thrive in the face of challenges, such as climate variations, disruptions to the food system, and economic shifts, all while ensuring long-term environmental and community health. It prioritizes equity in access, benefits, and opportunities for all participants, from food producers to consumers.

Bozeman Climate Plan Solution N. Cultivate a Robust Local Food System
6.N.1. Support the Formation of a Local Food Council
6.N.2. Help Develop a Food System Assessment and Security Plan
6.N.3. Encourage Local Agriculture and Preservation of Working Lands
6.N.4. Support Local Food Production, Processing, and Distribution

Fall 2022 – Spring 2023: Project Inception

The City identified that to implement Solution N. Cultivate a Robust Local Food System, City staff, the Sustainability Citizen Advisory Board, and City Commission needed to deepen their understanding of the local food landscape.

On November 9, 2022, and March 8, 2023, the Sustainability Citizen Advisory Board discussed strategies to better understand the local food landscape and the appropriate role of the City. The board and City staff acknowledged the importance of learning directly from community members actively engaged in the local food system. The Local Food System Preliminary Mapping Project was inceptioned to learn about the local food landscape, cultivate partnerships, and identify opportunities for how the City can support a robust local food system.

Project Goals

- **Learn About the Local Food Landscape:** Deepen the City of Bozeman’s understanding of the current local food system landscape and how City activities intersect. Identify gaps, opportunities, and potential barriers to food production, processing, distribution, access, and waste recovery.
- **Cultivate Partnerships:** Build relationships and identify potential partnerships and collaborations with diverse constituents across the local food system.
- **Identify Opportunities:** Distill practitioner insights into recommendations for potential next steps that the City could pursue, establishing a basis for future projects and actions.

Fall 2023: Interview Strategy Development

In July 2023, the City hired consultants Kate Burnaby Wright and Maclaren Latta to guide the Local Food System Preliminary Mapping Project.

Establish Steering Committee and Kick-off Workshop

An external Steering Committee with diverse food system expertise was established to provide guidance for the project. In September 2023, a collaborative project kick-off workshop involving the project team, external Steering Committee members, and City staff from various departments was held to identify focus areas for the interviews. Six **Core Topics** and five **Key Questions** were identified to guide the interview process.

Core Topics

1. Food Access

Consistent physical and economic access to nutritious foods is foundational to an equitable and resilient community. Access to nutritious food supports healthy, active lifestyles and overall well-being.

2. Resilience in the Face of Disruption

During disaster events the ability to provide the community with an adequate food supply is critical. The COVID-19 pandemic demonstrated the vulnerabilities in the food system and the importance of strengthening local food systems. Understanding the current capacity to produce and supply food through disruption is an important component of resilience planning.

3. Community Wellness, Education, and Culture

Food systems do not exist in a vacuum. Social and cultural factors influence local food systems, and local food systems influence norms, behavior, and social cohesion. Understanding the connections between local food systems and wellness, education, community norms, different lived experience, and diverse cultural perspectives will help increase resiliency, sustainability, and equity.

4. Production

Farmers, ranchers, and growers are the foundation of local food systems and have an intimate understanding of the challenges related to food production. The City of Bozeman seeks to be informed by their experience responding to shifts in demand for local food, navigating housing and workforce challenges, addressing distribution and processing barriers, pursuing funding opportunities, barriers to land access, adapting to climate change, and collaborating with private, public, and nonprofit partners.

5. Food Pathways and Systems

Processors, distributors, institutions, restaurants/chefs, grocers, financiers, and other food system experts hold essential knowledge and experience with the ecological, social, and economic factors that influence food systems — and visa-versa. Interviewing a broad range of practitioners actively working in our community will result in grounded findings and practical recommendations.

6. Ecological Sustainability

It is widely understood that agriculture influences soil health, carbon cycles, and other ecological systems. The City of Bozeman seeks to understand how local food systems in the Gallatin Valley can contribute to reaching Bozeman's climate goals and supporting environmental health in the region.

Key Questions

- A. Assets.** What exists? What are important assets in our community?
- B. Challenges & Opportunities.** What are the gaps, barriers, vulnerabilities, and opportunities related to the key topics identified?
- C. Role of the City of Bozeman.** Which gaps, barriers, vulnerabilities, and opportunities connect to City activities?
- D. Next Steps.** What next steps can the City of Bozeman take to address the gaps, barriers, vulnerabilities and opportunities related to the key topics identified? How can the City support ongoing progress and success of private, nonprofit, and public partners? How will the City determine and prioritize the opportunities that will have the most impact?
- E. Metrics.** What key performance indicators would be the most valuable to better understand the current local food system, help inform City priorities, and track ongoing progress?

Potential Interview Populations

During their November 2022 and March 2023 meetings, the Bozeman Sustainability Advisory Board identified initial categories of local food system practitioners from a wide range of disciplines, sectors, and lived experiences. The project team worked with Steering Committee members to expand this list and establish an initial group of interviewees in Fall 2023.

Categories included:

Farmers, ranchers, producers	Processors	Distributors	Small businesses, food entrepreneurs	Retail, grocers
Restaurant, catering professionals	Food bank, food assistance	Compost, waste management	Nutrition, health professionals	Institutional culinary professionals
Education (pre-K, K-12, experiential)	Research and higher education	Government (Extension, City, County)	Agricultural organizations (AGAI, FFA, 4-H, etc)	Conservation professionals (TPL, GVLT, etc)
	Economic development (Prospera, etc)	Concerned, engaged community members	Financial professionals, economists	

Fall 2023: Montana State University Student Partnership

Since 2021, the City has collaborated with the Sustainable Foods and Bioenergy Systems (SFBS) Capstone Course at Montana State University.

Each year, the City and students select a topic that focuses on a specific project the City is working on or a challenge facing the community. The students assess the City's challenges, research approaches from other communities, and propose solutions for moving forward.

The 2023 capstone project, *Municipal Government Strategies for Nurturing a Robust Local Food System in Bozeman*, aligned with the goals of the Local Food System Preliminary Mapping Project and contributed valuable information to the project.

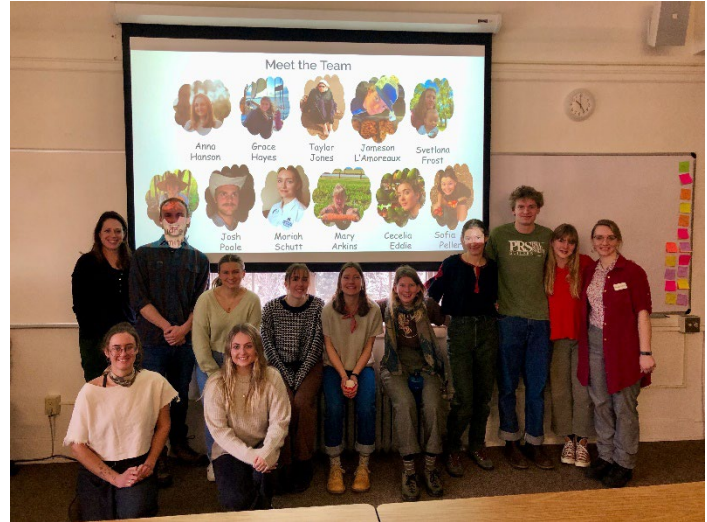


Figure 6: MSU SFBS 2024 Capstone Course

MSU Sustainable Foods and Bioenergy Systems (SFBS) Capstone Courses (SFBS 499):

- Dec 2021. Community Garden Expansion in the City of Bozeman.
- Dec 2022. Challenges and Opportunities Facing New-Entrant Farmers in the Gallatin Valley.
- Dec 2023. Cultivating Community: Municipal Government Strategies for Nurturing a Robust Local Food System in Bozeman.

Winter 2023 – 2024: Interviews

The list of potential interviewees evolved as practitioners identified additional individuals in the community with experience and knowledge valuable to understanding the **Core Topics** and **Key Questions**. This process included group discussions and individual interviews, supplemented by follow-up online surveys that allowed for further contributions. While the initial target was to interview 25 individuals, the process ultimately gathered input from over 80 participants.

Interview Highlights

Input from over 80 individuals
8 group sessions
15 individual interviews
Follow-up via email
11 survey responses
Outreach to over 150 people

Group Discussions

Group discussions were organized based on the six **Core Topics**. Since farmers, ranchers, and growers are the foundation of our local food system and are intimately familiar with trends and shifts in the local system, two discussions were hosted with producers to ensure sufficient input from this population. Food Pathways and Systems was broken into three group discussions to capture the broad range of perspectives: food chain (institutions, grocers, restaurants/chefs, entrepreneurs, etc.), finance, and food system specialists. Resilience in the Face of Disruption was woven into all conversations.

March – April 2024: Analysis

Document Review

As part of the project, the consultants and the City reviewed existing City plans and policies and identified existing and potential intersections with the local food system.

Distillation of Insights

Given the parallels and intersectionality of the assets, challenges, opportunities, and potential next steps identified by practitioners across all **Core Topics**, insights from all group discussions and one-on-one interviews were analyzed by the **Key Questions**. Findings were then organized into 5 key themes: Leadership, Land Access + Collaboration, Awareness + Outreach, Housing + Resilience, and Infrastructure + Sector Development.

Core Topics

1. Food Access
2. Resilience in the Face of Disruption
3. Community Wellness, Education, & Culture
4. Production
5. Food Pathways
6. Ecological Sustainability

Key Questions

- A. Assets
- B. Challenges & Opportunities
- C. Role of the City of Bozeman
- D. Next Steps
- E. Metrics

Key Takeaway Themes

- Leadership
- Land Access + Collaboration
- Awareness + Outreach
- Housing + Resilience
- Infrastructure + Sector Development

For each theme, corresponding **Opportunities** for how the City can support a robust local food system were developed. The **Opportunities** involve leadership and support from multiple City departments in addition to collaboration with community partners and food system practitioners.

April – May 2024: Community Review

Community Review

Early drafts were shared with the external Steering Committee and the Sustainability Advisory Board for review and feedback in early April. Refined findings were presented and discussed with project participants for additional feedback in late April. In early May, the final draft was compiled and shared with the Steering Committee, the Sustainability Advisory Board, project participants, and the public for additional community review and input prior to finalizing the report.

Next Steps

From the **Opportunities**, 14 **Next Steps** were selected as specific actions that the City of Bozeman plans to implement in the near-term. **Next Steps** were selected based on their potential impact and feasibility.

VI. Key Takeaways

Group discussions and one-on-one interviews included a diverse range of food system practitioners to incorporate expertise specific to each of the **Core Topics** (Food Access; Resilience in the Face of Disruption; Community Wellness, Education and Culture; Production; Food Pathways and Systems; Ecological Sustainability) was included. As findings were reviewed by the **Key Questions** (Assets, Challenges and Opportunities, Role of the City, Next Steps, and Metrics), several themes began to emerge. Through comprehensive analysis, the insights of project participants were distilled into **Key Takeaways** and organized into five themes:

1. **Leadership**
2. **Land Access + Collaboration**
3. **Awareness + Outreach**
4. **Housing + Resilience**
5. **Infrastructure + Sector Development**

These **Key Takeaways**, organized by theme, are a summary of the findings from the engagement process. The **Key Takeaways** guided the development of the **Opportunities** and **Next Steps**.

1. Leadership

Participants encouraged the City of Bozeman to step up in its role as a community leader by championing local food policies, leveraging resources, and integrating a commitment to local food systems and community food security into City initiatives and community planning.

- While most production and a significant proportion of local food system infrastructure occurs outside of City limits, Bozeman serves as a central driver for the local food economy.
- Due to the dynamic and interconnected nature of the local food system, advancing policies and initiatives necessitates a collaborative approach that incorporates a network of public, private, and nonprofit entities. Collaboration between Gallatin County and the City of Bozeman is critical for land use and transportation planning.
- Involving farmers and food system practitioners in the development of policies, initiatives, and programs increases the likelihood of effectively addressing fundamental challenges, gaps, and barriers.
- To gain a thorough understanding of the local food system, City staff and leadership must actively engage in firsthand learning experiences within the community.
- The purchasing power of large organizations in the community like schools, universities, and healthcare providers can generate a stable demand for local food. These organizations also serve as important food access points. Although the City of Bozeman does not routinely purchase large quantities of food, developing and implementing internal practices that prioritize local food would allow the City to lead by example and encourage others to adopt similar policies.



Figure 7: The project team hosting a public presentation of the Local Food Systems Preliminary Mapping Project draft report.

- Local food councils work to address food systems issues and needs at a local (city/municipality or county), state, regional, or tribal nation level. They represent multiple stakeholders or sectors, can take various forms, and may be sanctioned by a government body or exist independently of government. Participants made clear that if a local food council were created, a collaborative effort including Gallatin County, other local municipalities, nonprofit organizations, agencies, and private sector entities would be the most effective.
- It is vital for Indigenous people living here today to guide the inclusion of their cultures, foods, and Indigenous food sovereignty into City initiatives and educational programming. As the City explores how to authentically recognize the heritage of the Indigenous peoples for whom this valley is ancestral territory, it needs to take an intentional approach to building relationships, listening, and partnerships. As one project participant cautioned, *“Do not reach out if you are not serious about putting in the time, offering space, giving those voices a seat at the table.”*

2. Land Access + Collaboration

Accessing land for food production is a challenge that continues to intensify in the Gallatin Valley. Despite the mounting pressures of development, there is still farmland with available water and rich soil suitable for small- and mid-sized operations in and around Bozeman. There are also smaller plots of land in and around Bozeman that could support other forms of urban agriculture. Participants expressed interest in identifying land that could be made available for local food production and emphasized the importance of collaboration and innovative solutions to make this land available for food production and community programming.

- New entry farmers cannot afford land without taking on significant risks or relying on pre-existing assets.
- Access to community-owned farmland, incubator farms, and longer-term affordable farm leases would help support new entry farmers and experienced-but-landless farmers.
- Urban agriculture can take many forms, including community gardens, ancestral gardens, micro-farms, greenhouses, edible landscaping, native habitat for foraging, and aggregation and storage facilities. It does not require large acreage.
- The City is interested in expanding the existing community garden program and exploring other opportunities for urban agriculture on City-owned parkland. However, the City lacks the necessary capacity to effectively manage and grow these initiatives on its own. The most viable model that emerged would be to partner with community organization(s) that could lead new initiatives and manage the community garden program and new urban agriculture initiatives.
- Numerous individuals and organizations within the community are actively engaged in food production and are currently supporting farmers, ranchers, entrepreneurs, and gardeners at various scales. Given capacity constraints facing all these entities, the community would benefit from an entity that adds capacity, supports collaboration, and is dedicated to implementing a shared vision for community gardens, diversified urban agriculture, and supporting local farmers who grow food for local markets. The City could play a role in bringing together partners to expand collaboration, develop this vision, and identify next steps.

3. Awareness + Outreach

There is strong interest in increasing the awareness of locally grown foods and expanding urban community members' connection to the diverse agricultural heritage of this valley.

- As the community continues to grow, there is an increasing need to help bridge the urban-rural divide and foster connections to our land, water, and heritage. Cultivating a deeper sense of place and connecting people to the origins of their food (where food is produced, who is producing it) naturally strengthens community relationships, as well as supporting local food systems.
- The City is well positioned to help institutions, residents, visitors, and other community members understand the significance of local food in supporting community resilience, the local economy, community wellness, and ecological sustainability.
- There is a need to increase both (a) awareness of foods grown locally in the Gallatin Valley and (b) understanding of how individuals, institutions, and funders can support the local food system.
- A creative and multi-layered approach to education and outreach is essential to effectively engage a diverse array of community members. By embracing varied educational methods and outreach strategies, the City could potentially broaden participation and deepen connections within the community.
- In recent years, wildlife conflicts, especially with bears, have become increasingly common in Bozeman. Managing wildlife attractants should be a focus of educational efforts, especially when expanding urban agriculture and composting. Wildlife considerations are expected to include using bear-proof containers or designated spaces for compost, strategically planting fruit trees away from areas known to be frequented by bears, removing fallen fruits and harvesting ripe fruits promptly, etc.

4. Housing + Resilience

The housing and affordability crisis is having significant impacts on local farms, food businesses, educators, resource providers, and community wellness.

- As the City seeks housing solutions and focuses on infill and compact development, there is an opportunity to seek innovative solutions that can ensure residents have access to natural assets such as outdoor spaces, native landscapes, and urban agriculture. These natural assets within the City can provide residents with a connection to wild and cultivated foods as part of our daily lives while also supporting health and wellbeing in multiple ways. For instance, natural environments support mental health and child development, enhance social cohesion through community interaction in meaningful spaces, and enhancing food security through access to community-grown foods.
- There is interest and potential to work with landowners and community partners to establish sites that provide space for both urban agriculture and affordable housing. Creative projects seeking to merge agriculture with development can be complex, however, and project participants expressed the need for creative financing and coaching to navigate concept development so project design is pragmatic, capable of supporting food production, and truly benefits the community.
- There is opportunity for the City to actively promote awareness of existing community resources and programs that reduce barriers to accessing local, nutritious foods.

5. Infrastructure + Sector Development

Resilient local food systems involve a wide range of individuals, businesses, organizations, and infrastructure to facilitate and support production, processing, distribution, marketing, eating, and waste management. They operate at multiple scales, involve food chain coordination across dynamic food pathways, and help communities withstand both consistent stressors and shocks to the system. Yet margins are extremely tight for many local farms and food businesses, increasing stress and impacting sustainability.

- Although critical aggregation and distribution assets currently exist, there is interest in expanding the capacity for aggregation, storage, distribution, and value chain coordination in collaboration with existing hubs such as Root Cellar Foods, HRDC Market Place, and Quality Foods Distributing.
- Project participants identified a permanent, year-round farmers market facility as a valuable asset. A consistent location, adjacent storage, standardized processes, and additional resources would benefit farmers, shoppers, and food recovery efforts.
- A grower co-op that could support value chain coordination, cooperative space, and/or collective farming could be an effective tool to support farmers, who currently 'do it all' including growing produce, raising crops, animal husbandry, marketing, repairs, accounting, permitting, grant-writing, income-diversifying activities (e.g. agritourism), and more.
- Affordable, licensed commercial kitchen space is scarce and navigating existing spaces can be challenging. This creates barriers for entrepreneurs developing and producing value-added local food products.
- While many resources exist, local food entrepreneurs expressed a need for comprehensive technical assistance and mentoring. This support could help entrepreneurs navigate product development details (packaging, licensing, storage, labeling, invoicing, etc.), financing and funding opportunities, and regulatory processes.



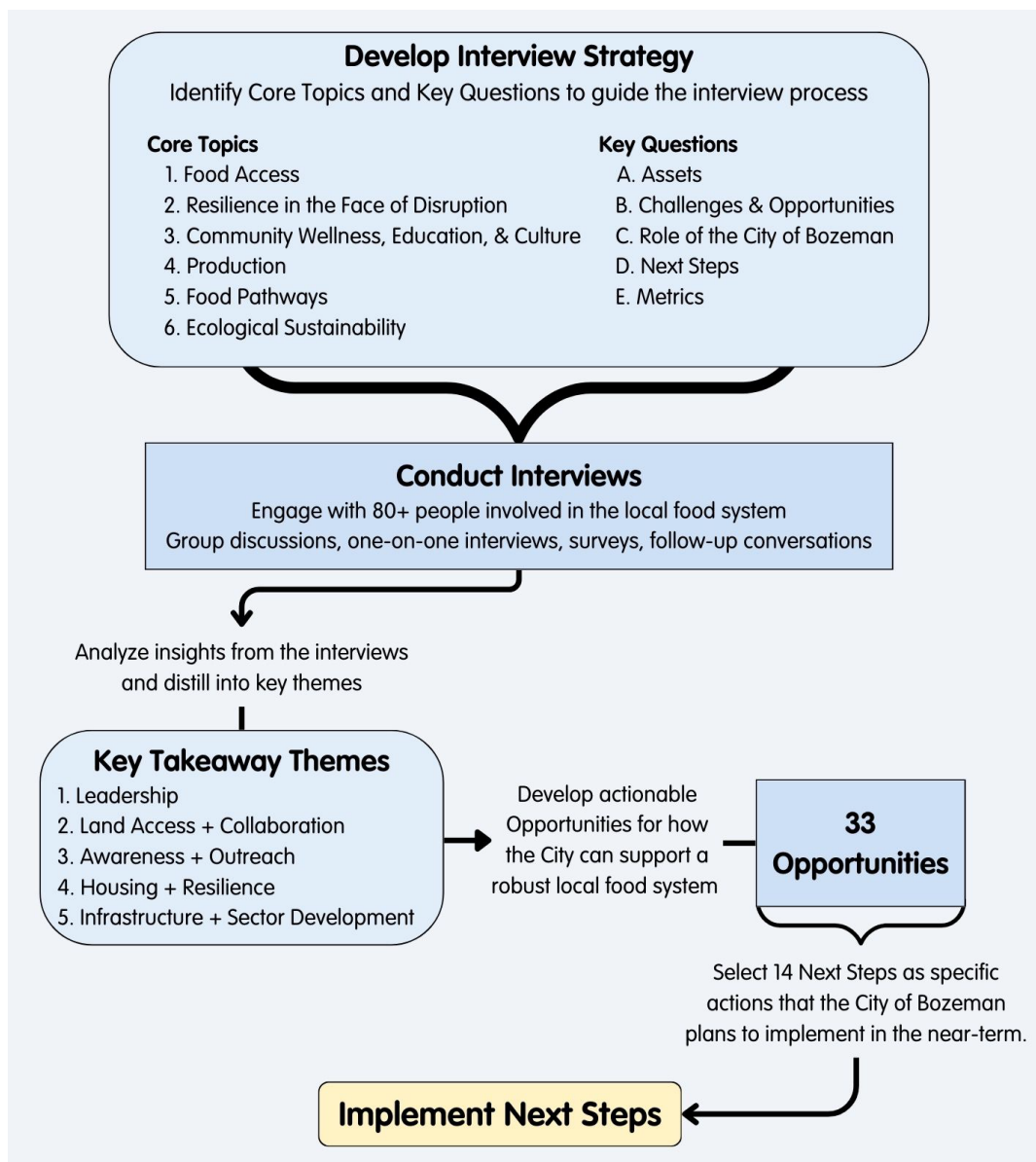
Figure 8: City Staff tour the Spring Creek Communal Garden

VII. Opportunities

Actionable **Opportunities** for how the City of Bozeman can nurture a robust local food system were identified for each theme (Leadership, Land Access + Collaboration, Awareness + Outreach, Housing + Resilience, and Infrastructure + Resilience). **Opportunities** involve leadership and support from multiple City departments. Collaboration with community partners is essential to implementing the **Opportunities**.

From the **Opportunities**, 14 **Next Steps** were selected as specific actions that the City of Bozeman plans to implement in the near-term. **Next Steps** were selected based on their potential impact and feasibility. These specific action items were identified as feasible by considering factors such as staff capacity, financial resources, alignment with existing work or adopted City plans and policies, existing collaboration, and interested partners. **Next Steps** are highlighted in color within each theme and are compiled into one list in section **VIII. Next Steps**.

Figure 9 Local Food Systems Preliminary Mapping Project Process



	<h2>1. Leadership Opportunities</h2> <p>Key Takeaways: Participants encouraged the City of Bozeman to step up in its role as a community leader to champion local food policies, leverage resources, and integrate a commitment to local food systems and community food security into City initiatives and community planning.</p>
1.1	Continue communication with Local Food System Preliminary Mapping Project participants and additional potential partners to discuss findings and feedback, implement next steps, and prioritize and pursue Opportunities.
1.2	Develop and adopt a City of Bozeman local food procurement policy for internal operations and City-hosted events. Actively share this resource with institutions, businesses, and community members.
1.3	<p>Provide opportunities for City staff and leadership to participate in site visits and educational programs, fostering engagement with community partners and firsthand learning about the local food system. Potential site visits include:</p> <ul style="list-style-type: none"> • Nonprofit organizations working to enhance local food security and Indigenous food sovereignty resources (e.g. Ancestral gardens, Ancestral Seed Cooperative, MSU American Indian Hall). • Community gardens, food forests, and other community food production sites that use different management models (e.g. Garden City Harvest sites in Missoula, 6th Ward Garden Park in Helena). • Local farms with different models such as mixed production, hydroponic, ‘mobile’ infrastructure, organic businesses nested within commodity operations, and farms actively transitioning to regenerative practices (e.g. Corner Farm Village LLC in Missoula). • Sector assets and infrastructure (e.g. food processing facilities, distribution, cold storage). • Community volunteer opportunities (e.g. local community gardens, when farms invite volunteers, Gallatin Valley Food Bank).
1.4	<p>Build relationships with members of the Indigenous peoples’ community living in Bozeman. Begin exploring the potential for partnerships related to resilient food system development and strengthening community members’ connection to the diverse agricultural heritage of this valley.</p> <ul style="list-style-type: none"> • Use respectful channels and processes to set up a conversation with MSU Native American Studies/Buffalo Nations Food Sovereignty Initiative students and staff about Indigenous food sovereignty.
1.5	Share the results of this report with Gallatin County and engage with the County on their Future Land Use Map, Housing Strategy, and future agriculture preservation planning.

<p>1.6</p>	<p>Identify incentives and other financial mechanisms used by other similar municipalities and local governments to support food access, especially related to accessing local and nutritious food. Determine what creative mechanisms and incentives Bozeman could establish to support the purchase and procurement of locally grown foods. Examples suggested during this project:</p> <ul style="list-style-type: none"> • Provide or help secure a match for Double SNAP Dollars and Food Rx programs. • Offer incentives for local organizations to access, serve, and teach with locally produced foods (e.g. Child Care Connections, care facilities, schools, etc.). • Underwrite farmers’ market vendor booth fees for local growers and added-value food businesses that use locally grown ingredients.
<p>1.7</p>	<p>Incorporate Community Supported Agriculture (CSA) Incentives or “market bucks” for local farms and farmers markets into wellness and employee appreciation programming for City of Bozeman employees.</p>
<p>1.8</p>	<p>Initiate dialog with key partners and peer communities about the potential to develop a Local Food Council in this area.</p> <ul style="list-style-type: none"> • Learn about different Local Food Council structures and the role these councils play in other communities. Connect with Missoula County for a discussion and/or a learning visit with multiple stakeholders who are involved in their City-County Food Policy Advisory Board that was established in 2020. • Explore the potential development of a Local Food Council by identifying community needs that could be addressed through a Local Food Council. Consider different formats for Local Food Councils and what scale, structure, and potential goals would be most effective at addressing community needs. • Key partners to co-lead this exploration may include Gallatin County, the Open & Local Coalition, Human Resources Development Council (HRDC), Gallatin Valley Land Trust (GVLTL), MSU Extension, Buffalo Nations Food System Initiative, local farmers, and local food business leaders.
<p>1.9</p>	<p>Collaborate with partner organizations and the State Legislature to promote policies and initiatives that support and enhance our local food economy.</p>

2. Land Access + Collaboration Opportunities

Key Takeaway: Accessing land for food production is a challenge that continues to intensify in the Gallatin Valley. Participants expressed interest in identifying land that could be retained or made available for local food production. They also emphasized the importance of collaboration and innovative solutions to make land available for food production and community programming.

2.1

Continue working to strengthen and expand the City of Bozeman’s community garden program.

- Complete necessary maintenance and upgrades to City-managed gardens.
- Evaluate how Cash-in-Lieu of Parkland grants could support the expansion of the community garden program and help increase the capacity of leading organizations to guide this initiative.
- Convene an initial facilitated conversation with nonprofits and agencies that could be potentially interested in partnering to manage and develop the City’s community garden program.
- Reach out to partners interested in helping the City add raised beds to existing garden sites, making these sites more accessible for seniors and individuals with mobility considerations.

2.2

Work with partners, including farmers, to identify City-owned or City-managed lands that would be appropriate for community gardens and other forms of urban agriculture.

2.3

Explore the formation of an entity or ‘urban agriculture collaborative’ that can partner with the City to manage, develop, and expand urban agriculture initiatives, such as community gardens. This entity could serve as a central hub for resources, education, and community engagement in urban agriculture.

- Convene community organizations and knowledge holders to discuss interests, barriers to collaboration, and potential next steps.
- An urban agriculture collaborative could support:
 - Management and expansion of public growing spaces (e.g. community gardens, food forests/edible landscaping, lease-able micro-farm spaces, ancestral gardens, therapy/teaching gardens, tool library, gleaning, etc.).
 - A volunteer network, with the potential to “tag” individuals with specific skill sets (e.g. master gardener, native plants, horticultural therapy, youth at risk, trauma-informed mentoring/leadership).
 - An education calendar making clear which constituents are served by whom, when, and where.
 - Resources to help people connect with programs, navigate resources, and connect with local food access and mutual aid opportunities.

<p>2.4</p>	<p>Invite key partners such as Gallatin County and MSU to consider a broader evaluation of lands in or near the City, including properties owned by other public entities and interested private landowners. Working with these partners, identify spaces that could be appropriate for:</p> <ul style="list-style-type: none"> • New entry farm incubation and small- to mid-scale long-term agricultural leasing. • Urban agriculture and infrastructure, such as: micro-farms, community gardens, ancestral gardens, edible landscaping, native habitat/foraging, greenhouses, aggregation, and storage. Work to make these lands available for local food production. • Innovative partnerships for larger creative projects that could include affordable housing.
<p>2.5</p>	<p>Work with community partners including Gallatin County, neighboring local governments, farmers, nonprofits, agencies, MSU, and relevant private sector entities to develop a long-term shared vision for diversified agricultural production in and around Bozeman.</p>

	<h3>3. Awareness + Outreach Opportunities</h3> <p>Key Takeaway: There is strong interest in increasing the awareness of locally grown foods, empowering community members to grow their own food, and expanding urban community members’ connection to the diverse agricultural heritage and ecological significance of the Gallatin Valley.</p>
<p>3.1</p>	<p>Transition the “Local Food System Preliminary Mapping Project” webpage into a central City location for “Resilient Local Food System” information and resources.</p>
<p>3.2</p>	<p>Expand existing City planting incentives and outreach programs to include food-bearing species. Coordinate with partners and experts to address wildlife concerns.</p> <ul style="list-style-type: none"> • Incorporate resources about edible plants, low water use gardening strategies, and climate resilient native edible plants into existing Water Conservation and Forestry programs and outreach (e.g. drought tolerant plant guide, landscaping classes, demonstration gardens, turf replacement, etc.). • Initiate vegetable starts program in partnership with local produce growers.
<p>3.3</p>	<p>Strengthen the sense of place and the connection between community members and our natural environment by building a strong connection to our local food system and natural environment.</p> <ul style="list-style-type: none"> • Incorporate diverse agricultural heritage into historic preservation planning and programming. • Partner with local organizations to incorporate art, signage, or other informational methods that highlight the valley’s natural resources and diverse agricultural heritage. If development occurs on land that has a strong tie to agricultural heritage, ensure that the story of the place is told through interpretive signage or other methods. • Highlight the significance of the area’s natural resources through art installations and interpretive signage (e.g. Mountain Time Arts Revitalize Relatives) . • Coordinate with Tribal Agencies and MSU Native American Studies program to explore community educational opportunities around historic and contemporary Indigenous land stewardship and agriculture practices. • Offer educational opportunities and events to the community on the heritage and history of Gallatin Valley’s food systems and agriculture. • Coordinate with Gallatin County 4-H and MSU College of Agriculture students around agricultural heritage and making connection between current and past agricultural practices. • Identify potential participants for an oral history program exploring contemporary agricultural practices and local food systems. • Incorporate local food systems and agricultural heritage into children’s summer camps and programming.

3.4	Once developed, actively share Bozeman’s local food procurement policy with businesses and institutions as a reference for adopting their own policies.
3.5	<p>Evaluate and prioritize outreach strategies that encourage residents, visitors, and institutions to participate in meaningful ways in Bozeman’s resilient local foods culture and “buy local.”</p> <ul style="list-style-type: none"> • Utilize city communication channels to share information about local food such as advertising for farmers markets, sharing stories about local food happenings, etc.
3.6	<p>Partner with local educators to develop outreach and education programs that empower community members to grow their own food, incorporate creative approaches to engage a wide range of community members.</p> <ul style="list-style-type: none"> • Establish programs that appeal to renters and community members who may not have access to gardening space (e.g. hosting a class on growing herbs inside and in smaller spaces). • Offer programming that covers the full cycle: growing food, preparing nutritious food, canning and storing food, composting, purchasing local food (e.g. the difference between local, organic, etc.). • Create multi-generational programs (e.g. parent and child gardening workshop).
3.7	As Bozeman expands its compost program, consider how incentives to reduce food waste could support successful implementation.

<h2>4. Housing + Resilience Opportunities</h2> <p>Key Takeaway: The housing and affordability crisis is having a significant impact on local farms, food businesses, educators, resource providers, and community wellness.</p>	
4.1	Continue to prioritize developing and improving multimodal transportation options that facilitate access to local food sources such as HRDC’s Market Place facility, community gardens, etc.
4.2	Host a working session with food system practitioners and interested MSU students to review Unified Development Code (UDC) updates from an agriculture perspective before a final draft enters the process for adoption. Consider enhancing urban agriculture within the City, and how urban development can potentially impact agricultural lands in the County and workforce housing.
4.3	<p>Define the City’s role in ensuring community food security during emergencies and planning for community food resilience.</p> <ul style="list-style-type: none"> Collaborate with partners focused on food access, food security, and mutual aid. Identify strategies that the City can deploy to expand awareness of these programs, reduce barriers to their use, and increase people’s ability to navigate food access opportunities.
4.4	<p>Develop resources about urban agriculture to share with developers, neighborhood associations, property management companies, and residents.</p> <ul style="list-style-type: none"> Develop an “Urban Agriculture for Homeowners and Developers” guide. This could include edible food forest “template”, edible native species for low water use landscaping, best practices for developing community gardens, etc. Proactively share the Model Homeowners Association (HOA) covenants.
4.5	Explore the potential to work with partners (e.g. Headwaters Community Housing Trust, HRDC, etc.) and others to establish creatively financed affordable housing projects that incorporate urban agriculture assets (e.g. edible native landscaping, community gardens, etc.).
4.6	Continue to support efforts to establish affordable workforce housing. Expand efforts to support creative projects that incorporate urban agriculture assets with affordable housing.
4.7	As the City reviews and updates City codes, policies, and plans, use a resilient local food systems lens.

	<h2 style="margin: 0;">5. Infrastructure + Sector Development Opportunities</h2> <p>Key Takeaway: Resilient local food systems involve a wide range of individuals, businesses, organizations, and infrastructure that operate at multiple scales to facilitate and support production, processing, distribution, marketing, eating, and waste management. Support for social and physical infrastructure at all levels is essential.</p>
<p>5.1</p>	<p>Collaborate with partners on community infrastructure projects that enhance the local food system such as a permanent farmers market location, community kitchen space, etc.</p> <ul style="list-style-type: none"> • Engage food system practitioners to identify gaps and areas of improvement within community infrastructure. • Incorporate these insights into planning for future City assets and improvements to existing City facilities.
<p>5.2</p>	<p>Convene business development and support resource providers to map various programs available for different business sizes and types and identify gaps. Develop communication and information about the resources available.</p>
<p>5.3</p>	<p>Work with partners to pursue grant opportunities related to local food system development that are open for municipalities or strengthened by municipal partnership.</p>
<p>5.4</p>	<p>Learn what workforce needs exist throughout the local food system and develop or support opportunities for intentional engagement with students across K-12 and higher education. These initiatives can build awareness of future career opportunities, foster relevant skills development, and build relationships between students and individuals working in the food sector.</p> <ul style="list-style-type: none"> • Identify education gaps related to local food systems and facilitate opportunities to address these gaps. For example, facilitate externships for teachers to learn about careers in agriculture and mentorships for students to work with individuals in the food sector.
<p>5.5</p>	<p>Track reports of municipal barriers to the development of local food system infrastructure. On an annual basis, or as plans are reviewed, cross-reference this resource to ensure real and perceived barriers are evaluated and addressed.</p> <ul style="list-style-type: none"> • Facilitate opportunities for networking, collaboration, and shared learning among food system practitioners that also help the City identify ways it can support local food systems. • Share resources such as funding and financing opportunities, resources to navigate regulations and compliance, and mentorship programs.

VIII. Next Steps

Leadership 1.1	Continue communication with Local Food System Preliminary Mapping Project participants and additional potential partners to discuss findings and feedback, implement next steps, and prioritize and pursue opportunities.
Leadership 1.2	Develop and adopt a City of Bozeman local food procurement policy for internal operations and City-hosted events. Actively share this resource with institutions, businesses, and community members.
Leadership 1.3	Provide opportunities for City staff and leadership to participate in site visits and educational programs, fostering engagement with community partners and firsthand learning about the local food system.
Leadership 1.4	Build relationships with members of the Indigenous peoples' community living in Bozeman. Begin exploring the potential for partnerships related to resilient food system development and strengthening community members' connection to the diverse agricultural heritage of this valley.
Leadership 1.5	Share the results of this report with Gallatin County and engage with the County on their Future Land Use Map, Housing Strategy, and future agriculture preservation planning.
Land Access + Collaboration 2.1	Continue working to strengthen and expand the City of Bozeman's community garden program.
Awareness + Outreach 3.1	Transition the "Local Food System Preliminary Mapping Project" webpage into a central City location for "Resilient Local Food System" information and resources.
Awareness + Outreach 3.2	Expand existing City planting incentives and outreach programs to include food-bearing species. Coordinate with partners and experts to address wildlife concerns.
Awareness + Outreach 3.3	Strengthen sense of place and the connection between community members and our natural environment by building a strong connection to our local food system and natural environment.
Housing + Resilience 4.1	Continue to prioritize developing and improving multimodal transportation options that facilitate access to local food sources such as HRDC's Market Place facility, community gardens, etc.
Housing + Resilience 4.2	Host a working session with food system practitioners and interested MSU students to review the Unified Development Code.
Housing + Resilience 4.3	Define the City's role in ensuring community food security during emergencies and planning for community food resilience.
Infrastructure + Sector Development 5.1	Engage food system practitioners to identify missing elements and areas of improvement within community infrastructure that could enhance the local food system. Incorporate these insights into planning for future City assets and improvements to existing City facilities. Collaborate with partners on community infrastructure projects when the involvement of the City can help advance the project.
Infrastructure + Sector Development 5.2	Convene business development and support resource providers to map various programs available for different business sizes and types and identify gaps. Develop communication and information about the resources available.