



LOCAL FOOD ACTION PLAN

CITY OF COLUMBUS & FRANKLIN COUNTY, OHIO

DRAFT PLAN

8.8.16

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INTRODUCTION

A strong local system of food production, processing, distribution, storage, access, and waste reduction contributes significantly to the well-being of the region, affecting public health, land use, economy, and quality of life in our community. Residents are participating in and leading efforts to make local, healthy food more available in their neighborhoods. Both Columbus City Council and the Franklin County Board of Commissioners have a history of

In 2010, the United States Department of Agriculture (USDA) described 275,641 Franklin County residents (23.69%) as having low access to grocery stores with 72,902 of those also identified as low income.

Source: <http://www.ers.usda.gov/data-products/food-access-research-atlas/go-to-the-atlas.aspx>

strong support for local food initiatives, including community garden grants, food business incubation programs, and food access programs. However, there was no plan addressing the needs of the local food system in our community, hindering efforts to effectively utilize available resources and to realize the full potential of efforts to increase access to healthy and local food. In November 2014, rooted in the belief that all residents of Columbus and Franklin County should have access to nutritious and affordable food, Columbus City Council and the Franklin County Board of Commissioners, led by Councilmember Priscilla Tyson and Commissioner John O'Grady, partnered to launch the Columbus - Franklin County Local

Food Action Plan. Championing a community effort to create a stronger, more sustainable local food system, City and County agencies were directed to consider how programs and decisions affect the local food system, to increase citizen access to healthy, affordable food, and to advocate for neighboring cities, counties, towns and townships to support a strong and resilient local food system.

HOW WAS THE PLAN DEVELOPED?

The Local Food Action Plan Project Team, consisting of staff from Columbus Public Health, Franklin County Economic Development and Planning and Local Matters, was formed in December 2014. A local food system planning process jointly led by economic development and planning professionals, a public health agency and a community-based not-for-profit food advocacy organization ensured that economic development, job creation, health, equity, cultural competency and social justice were intentionally considered in all phases. The planning process was designed to address improving healthy food access in areas with limited access; creating linkages between consumers and

producers as a long-term, economic development and public health strategy; and ensuring that locally grown and sustainable food is prioritized and made available to all residents.

The planning process consisted of three phases: 1) Current Conditions and Visioning; 2) Policy and Program Recommendations; and 3) Plan Development.

A Working Committee, consisting of 24 community partners with expertise in varying sectors of the local food system, was engaged

to help guide the Project Team's work. Public comments were solicited in each phase of the project. The process was designed to ensure that local, regional, state and national best practices were considered and that the plan reflects a thorough understanding of the current assets, needs and community vision for the future.

WHAT WILL THIS PLAN DO?

The plan is intended to inform public policy, inspire program development, foster community collaborations, guide local funding strategies and establish the foundation for successful philanthropic and public grant applications. It provides a framework of common goals and actions that serve to unify residents, schools, community organizations, businesses and local government in supporting a healthy, strong and resilient local food system. The goals and recommended actions included in this document represent those that have the greatest potential to have a positive impact on the food related issues facing our community. The plan seeks to address

As of 2014 in Franklin County, there were 87,532 people working in the food industry earning, on average, \$32,287 per year.

Of those, 75,725 people worked in food retail and food services earning, on average, \$22,143 per year.

Source: Economic Modeling Specialists Intl. (EMSI) - Quarterly Census of Employment and Wages, County Business Patterns, Current Employment Statistics, Ohio Department of Job and Family Services, Labor Market Information Division

In the 2014-15 school year 30% of Pre-K and 28% of Kindergarten students in Columbus City Schools had a Body Mass Index at or above the 85th percentile, putting them at increased risk for high blood pressure, type 2 diabetes and other weight-related health issues.

Source: Columbus City Schools Wellness Initiative

the consequences of significant social issues such as poverty, underemployment, and unemployment that lead to inequalities in access to food. It emphasizes the economic development opportunities in the local food system as a tool for community revitalization, recognizing the urban-rural connection that underscores our interdependence with the surrounding counties. The plan is not a rigid set

of rules for City or County government or their community partners. New opportunities and ever-changing conditions in our community will require plan users to consider new and innovative ideas that support the vision of the plan going forward.

In 2013, food waste made up about 12.8% of the material entering the Franklin County Sanitary Landfill.

Source: 2013 Waste Characterization Study of Municipal Solid Waste Entering the Franklin County Sanitary Landfill.

CULTURAL COMPETENCY

Franklin County and the City of Columbus are home to more than 1 million people. With a diverse population including residents whose primary language is not English, who are foreign born, and are older adults, each of the goals was developed with a commitment to cultural competency. Language, nationality, religious diversity, literacy levels, and residential mobility must be considered throughout implementation. To ensure the cultural competency of the Local Food Action Plan's implementation, a self-assessment and staff training with key community agencies, organizations, and groups will be undertaken annually.

ACKNOWLEDGEMENTS

Local Food Action Plan Legislative Sponsors

Priscilla Tyson - Columbus City Council President Pro Tempore
John O'Grady - Franklin County Board of Commissioners' President

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PLANNING PROCESS

PHASE 1: CURRENT CONDITIONS & VISIONING

Current Conditions Assessment: To better understand and describe the assets and opportunities of the local food system, the project team led an extensive current conditions assessment process, evaluating the local food system as five distinct sectors.

Food System Sectors

1. **Consumers:** The food system exists to provide food that individuals acquire for themselves or their families to consume. The ways in which they acquire food are varied and complex.
2. **Producers:** The producer sector is comprised of farmers, ranchers and all types of growers that produce food in the region.
3. **Processors/Distributors:** This sector includes processors who prepare food for market or create value-added products, as well as businesses that move those products from the producers and processors to commercial buyers and consumers.
4. **Commercial and Institutional Buyers:** Comprised of varying sizes of retail, wholesale and institutional food buyers, this sector includes restaurants, hotels, hospitals and schools.
5. **Waste Recovery:** Waste recovery includes prevention, recovery and recycling and it is intricately linked to all other sectors of the local food system.

The project team reviewed published data, including but not limited to US Census Data, USDA Agricultural Census and US Bureau of Labor Statistics to identify and describe social and economic conditions. The team gathered stakeholder input through extensive conversations with local food system experts and unique survey tools for each sector. Local Matters facilitated meetings in seven Columbus neighborhoods to identify and explore neighborhood-specific goals for improving access to healthy food and nutrition education. These community level food planning meetings were conducted in the Clintonville, Linden, Near East Side, Near South Side, Northland, Weinland Park and the West Side (Franklinton and Hilltop) neighborhoods of Columbus. Local Matters developed food planning reports for each neighborhood which are available here: <https://www.columbus.gov/publichealth/programs/Local-Food-Plan/Plan-Research/>.

The project team summarized the findings of this assessment in the DRAFT Current Conditions and Visions Report and presented it to the Working Committee for feedback in September 2015. Following the meeting, the draft report was available for formal public comment in October 2015. The team used Working Committee responses and public comment to inform the policy

and program recommendation phase of the planning process.

Vision and Goals: Together, the Project Team and the Working Committee used the existing assets and opportunities, identified in the Current Conditions Assessment, to develop a vision for the local food system. The Project Team used this common vision to further refine the goals of the Local Food Action Plan. The vision statement and goals were used to guide the development of policy and program recommendations.

PHASE 2: POLICY AND PROGRAM RECOMMENDATIONS

In addition to gathering community input and neighborhood research, Local Matters conducted a comprehensive review of regional, state and national food system plans and resources (available at www.columbus.gov/LFAP), identifying potential actions that could be applicable in our community. Additionally, the Project Team compiled local food strategies in major city and regional planning and public health reports. As a result, the project team identified more than 800 possible actions for consideration. Following removal of duplicate or non-specific actions, the Project Team settled on 146 potential actions that could be considered comprehensive, specific, and potentially relevant to the local food system in Columbus and Franklin county.

The Project Team presented the 146 potential actions to the Working Committee in December 2015. Working Committee members were given opportunities at the meeting and through follow-up phone calls to provide additional actions. Through group discussion, prioritization activities, and online surveys with the Working Committee, the Project Team identified 35 promising actions for further review.

The project team conducted extensive research on each of the actions Working Committee feedback identified as important. A summary of this research, including a description, potential partners and relevant models was compiled to create the DRAFT Policy and Program Recommendations Report. The Working Committee reviewed and discussed this research following a presentation by the Project Team in March 2016. The document was made available for public comment via online survey. The Franklin County Local Food Council reviewed the report over the course of three full council meetings. The Project Team used feedback from the Working Committee, the FCLFC and public comments to revise the recommended actions and to develop strategies for implementation.

PHASE 3: PLAN DEVELOPMENT

A draft of the Local Food Action Plan will be presented to the Working Committee and made available for public comment in July 2016. Working Committee members will provide feedback at the meeting and through individual follow-up phone calls. The project team will engage public response to the draft plan through surveys, community meetings, and the Franklin County Local Food Council.

The final plan will be presented to Columbus City Council and the Franklin County Board of Commissioners for adoption in the fall of 2016.

All documents and reports developed throughout the planning process are available for review at www.columbus.gov/LFAP.



VISION & GOALS

Vision

A fair and sustainable food system that benefits our economy, our environment, and all people.

Goals

This plan seeks to:

- A) Enhance coordination and communication among existing food resources and agencies
- B) Improve access to and education about healthy, affordable local food
- C) Increase the role of food in economic development
- D) Prevent food-related waste



WHY THESE ACTIONS?

The actions in this plan are a response to the community's need for (1) coordination and communication about existing resources; (2) increased food access and education support; (3) identification of economic development opportunities; and (4) attention to food waste prevention, recovery and recycling. The policy and program recommendations were informed by over 1,000 stakeholders through the working committee, neighborhood planning meetings, interviews, surveys, public review periods and published data.

Improve Communication and Coordination

At the city and county-level, coordinated support is needed to improve how people access food, grow food, learn about food, and prevent food waste. Currently, these issues are not addressed across public departments. Many programs in our community could have a greater impact through increased collaboration. The needs in this area run the gamut from transportation improvement to advances in institutional purchasing arrangements. Neighborhood and cross-county networks will continue to develop, and will find it easier to access the support they need because of this effort at the city and county level.

Increase Access and Education

Many neighborhoods are underserved and lack access to affordable, healthy foods. This plan's research underscores unmet needs for people with limited mobility and financial resources. These barriers are compounded by limited transportation options and the high cost of food in the absence of convenient supermarket locations. Gaps in food education were identified as a priority to be addressed throughout our community. The needs of New Americans, and the importance of education where people live, learn and shop, were highlighted. Actions in this area also address expansion and improvement of existing programs to ensure quality food access and education.

Economic Development

Actions addressing opportunities for increased economic development through food were developed with consideration for (1) connecting producers to processors and distributors; (2) increasing supply of healthy, locally-produced food to supermarkets, restaurants and direct to consumers, with verification that this work is meeting its metrics beyond marketing local food; and (3) addressing the varying needs of small and larger operations, in urban and rural settings. Opportunities exist to connect institutions with more local produce and to support farmers and farmworkers in the process.

Waste prevention, recovery and recycling

Homes and consumer-facing businesses, such as supermarkets and restaurants, account for over 80% of food waste. Food waste prevention is the most cost-effective way to address this issue, and in this area we focus on consumer education efforts. Involving grocers and restaurants is vital to recovering food before it is wasted. Supportive donation policies and infrastructure is needed to achieve this goal. Finally, waste recycling can divert food from landfills, but it requires the most infrastructure. In this area, a focus on at-home and centralized composting is recommended.

LIST OF RECOMMENDED ACTIONS

	<i>Action #</i>	<i>Action</i>	<i>Page #</i>
Goal A	A-1	Establish a Joint City and County Local Food Team to coordinate the implementation of the Local Food Action Plan and connect to other food system initiatives	20
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	B-2	Expand the availability of technical assistance to help small food retail locations become reliable places for healthy, affordable local food	26
	B-3	Establish a formal farmers market management collaborative serving the City of Columbus and Franklin County	28
	B-4	Expand consumer access to federal, state and local healthy food purchasing incentives	30
	B-5	Grow capacity and enhance sustainability of civic agriculture to allow more residents to grow food for themselves and their neighbors	32
	B-6	Support grocery store and healthy food retail location and expansion in neighborhoods with low access	34
	B-7	Identify and implement mobile retail strategies that bring healthy, affordable local food to residents	36
	B-8	Public and institutional buyers adopt and implement food purchasing policies to support increased purchases of healthy, local food	38
	B-9	Support the development of a comprehensive network of educational resources and infrastructure that connect residents with healthy, affordable local food	40
	B-10	Engage immigrant, New American, and other underrepresented communities in developing and implementing culturally appropriate food assistance, education, nutrition, gardening, and cooking programs	42

	B-11	Incorporate onsite nutrition education and counseling, shopping strategies, and healthy food purchasing incentives at food retail	44
	B-12	Integrate nutrition and food system education into Pre-K-12 curricula	46
Goal C	C-1	Create a food processing and distribution collaborative	50
	C-2	Establish a “local food supply connector” position	52
	C-3	Create a consumer-producer-buyer verification process to support increased and authenticated healthy local food purchasing	54
	C-4	Advocate for food system workers in local and regional workforce development efforts	56
	C-5	Study and describe the impact of wages and policies on food system workers and the affordability of food	58
	C-6	Revise zoning codes, related permit requirements, and land use plans to support and encourage agricultural and food system uses as a viable option for community revitalization	60
	C-7	Repurpose vacant commercial, industrial and residential sites for local food system uses	62
	C-8	Develop central food marketplaces that reflect the culture and diversity of neighborhoods	64
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Goal D	D-1	Expand food waste prevention education campaigns for consumers, local governments, Pre-K-12 schools, and food businesses	70
	D-2	Leverage food waste reduction resources and strategies to increase the number of residents who access training, education, and equipment for effective backyard composting	72
	D-3	Recommend changes to policies, zoning and health codes that support and encourage food waste recovery and diversion	74
	D-4	Provide technical assistance and economic incentives for new and existing food businesses to develop, adopt and implement food waste prevention plans	76
	D-5	Build support for alternative food waste disposal infrastructure among local leaders and large-scale food waste generators	78

Notes about the recommended actions

As a “living document”, this plan will be reviewed and updated on a recurring basis to consider changing conditions and food system efforts. New opportunities and changing conditions will require consideration of new and innovative ideas that support this plan’s vision.

Prior to implementing these actions, the feasibility, or costs and benefits, of each action must be considered comprehensively. Each recommended action includes a “Getting Started” table (see table legend directly below).

Getting Started Table Legend

Getting Started (Action Number)

CURRENT STATUS: [category]
<i>Categorizes the current status as one of the following:</i> <ul style="list-style-type: none">• “new work”• “in process”• “in process but requires the addition of new elements” <p>Who: <i>Provides a list of organizations who are currently working in this space as identified by the Project Team and Working Committee. This is not an exhaustive list but is intended to help identify organizations who possess knowledge and resources that can help move this action forward.</i></p>
OBJECTIVES
<i>Describes the desired outcomes that will be achieved with successful implementation of the action.</i>
STARTING STEPS
<i>Identifies starting steps that interested and/or responsible agencies can take to initiate implementation of the action.</i>
POTENTIAL MEASURES
<i>Lists potential measures that can be used to evaluate implementation and the successful achievement of the objectives related to the action.</i>
RESOURCES
<i>Identifies if resources for this work already exist in the community or if new resources will be required for implementation.</i>

GOAL A

Enhance coordination and communication among existing food resources and agencies



INTRODUCTION

Working Committee members have called this goal the linchpin of the plan. Many great efforts are underway to improve our food system, but coordination and communication issues exist: residents don't know what resources are available, and organizations can continue to improve how they work together without duplicating effort. The key improvement in this area will be a joint city and county collaboration to be responsible for coordinating the implementation of the food plan.

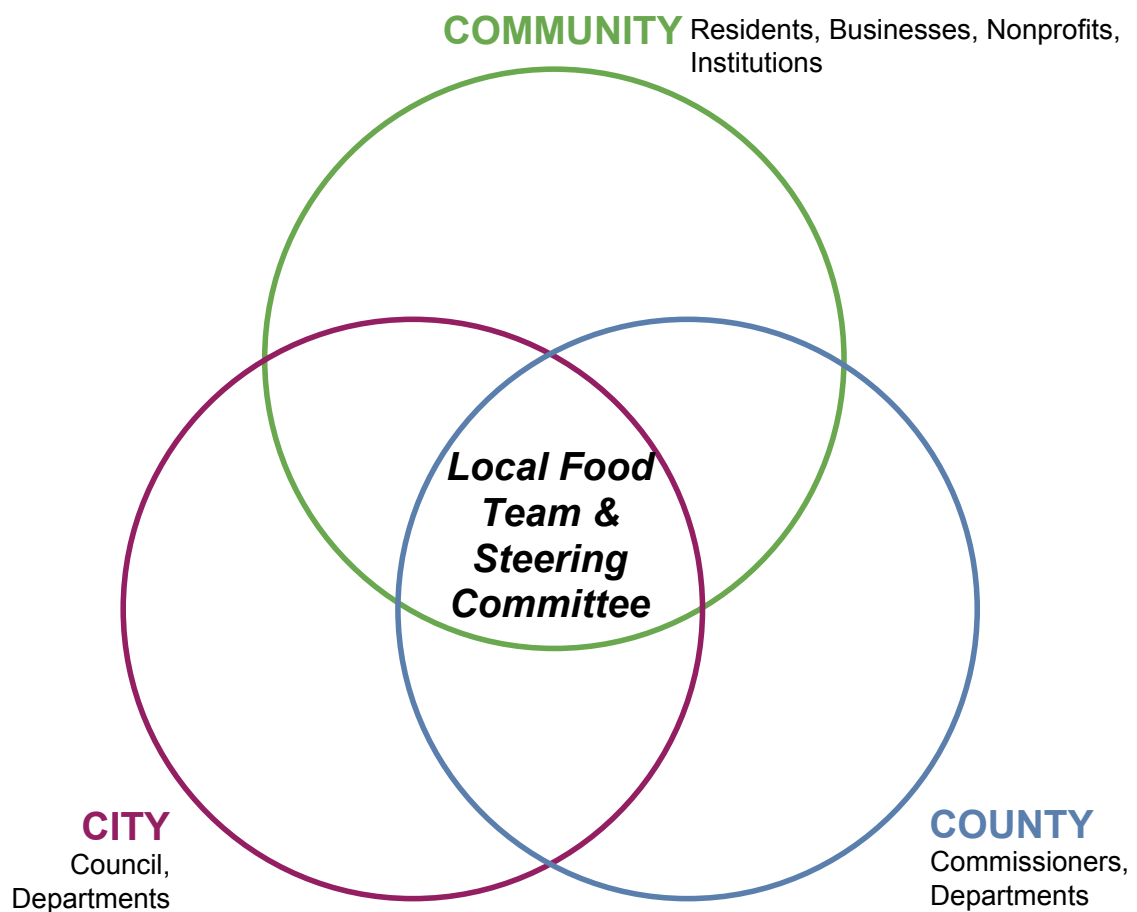
In 5 years, the successful implementation of the actions in this goal will lead to:

- *A stronger more resilient local food system, through increased coordination between public, private, and community-stakeholders.*



(A-1) Establish a Joint City and County Local Food Team to coordinate the implementation of the Local Food Action Plan and connect to other food system initiatives

- > The Joint City and County Local Food Team will consist of city and county staff committed to convening stakeholders who will implement the Local Food Action Plan and connect it to other local food system efforts. The team will be responsible for leveraging public and private resources, reporting to the community, coordinating funding efforts, and building synergy between local food efforts and emergency feeding--all to prevent redundancy and expand the reach of local food system initiatives. The team will establish clear and defined pathways for resident participation to ensure that implementation of the Local Food Action Plan remains connected to the community.



Getting Started (A-1)

CURRENT STATUS: <i>New work</i>
Who: <i>City of Columbus Public Health, Franklin County Economic Development and Planning</i>
OBJECTIVES
<ol style="list-style-type: none"> 1. A Joint City and County Local Food Team supported by a Steering Committee coordinating implementation of the Local Food Action Plan 2. The Joint City and County Local Food Team coordinating with city/county departments and local policymakers involved in food-related efforts 3. The Joint City and County Local Food Team engaged in coordination of funding and resource development for local food system efforts. 4. A system of two-way communication between stakeholders and the Joint City and County Local Food Team on implementation efforts 5. Local food efforts and the emergency food system working in synergy to support residents across the spectrum of food security 6. New and existing neighborhood food planning efforts are supported and connected to other local and regional food system initiatives 7. Local Food Action Plan implementation includes annual cultural competency assessment and training opportunities for the Joint City and County Local Food Team and community partners 8. The Joint City and County Local Food Team reporting annually and updating the plan at least every five years.
STARTING STEPS
<ul style="list-style-type: none"> > Form the Joint City and County Local Food Team > Form the Steering Committee > The Joint City and County Local Food Team identifies and convenes city and county departments involved in food-related efforts > Develop evaluation and communication plans for implementation of the Local Food Action Plan
POTENTIAL MEASURES
<ul style="list-style-type: none"> > Number of food system initiatives, both community-wide and neighborhood specific, for which the Joint City and County Local Food Team provides coordinated City-County support > Number and type of community organizations, businesses, and nonprofits engaged by the Joint City and County Local Food Team > Number of public agencies engaged by the Joint City and County Local Food Team > Evaluation plan and annual reporting for implementation of the Local Food Action Plan > Number of stakeholders/residents included in public communications to report annually on implementation of the Local Food Action Plan > Number of cultural competency assessments completed and trainings attended by the Joint City and County Local Food Team and community partners
RESOURCES
<p>New resources required</p> <ul style="list-style-type: none"> > <i>The Local Food Action Plan Project Team and Working Committee can support the development of the Joint City and County Local Food Team and steering committee, however new resources will be required to formalize and carry out the work of the Joint City and County Local Food Team.</i>

GOAL B

Improve access to and education about healthy, affordable local food



INTRODUCTION

Ensuring that all residents have convenient, equitable access to healthy food along with the skills, resources and ability to feed their families is essential for a healthy and prosperous community. The following actions represent a variety of solutions that have been tested in our community and around the country. These ideas can be creatively implemented to enhance cooperation between hunger relief and local food system efforts in our community. By increasing the availability and affordability of healthy food while improving the local food economy, we can make healthy food and local food more accessible for everyone.

In 5 years, the successful implementation of the actions in this goal will lead to:

- *Neighborhoods with better access to healthy foods through improved transit and transit routes, and more neighborhood food retail outlets offering healthy affordable food.*
- *Neighborhoods with better access to education about healthy foods through a coordinated, equitable, and a culturally competent community plan for food education.*



(B-1) Prioritize access to healthy, affordable food sources in transit system infrastructure and planning efforts

- > Transit systems connect people to places, and have the potential to provide crucial connections to food retail, particularly those with healthy and affordable options, such as grocery stores. Transit could be made more shopper-friendly by improving sidewalks and bus shelters, and modifying vehicles to accommodate shopping carts or cold storage. Route planning could put greater emphasis on connecting residential areas with food-shopping sites.



Getting Started (B-1)

CURRENT STATUS: <i>In process but will require addition of new elements</i>
Who: COTA, Columbus Public Health's Healthy Places' Connect Columbus Health Impact Assessment (HIA) (includes local government planning departments), Mid-Ohio Regional Planning Commission, Area Commissions, Neighborhood Organizations, US Department of Transportation's (USDOT) Smart City Challenge
OBJECTIVES
<ol style="list-style-type: none"> 1. Transit plans, including Smart City grant efforts, contain healthy and affordable food access considerations and strategies 2. Transit users have multi-modal connections to a variety of healthy and affordable food retail locations 3. Access to healthy and affordable food is prioritized in multi-modal infrastructure
STARTING STEPS
<ul style="list-style-type: none"> > Develop partnerships to inventory and map existing healthy and affordable food access options along routes/stops (e.g. grocery stores, farmers markets, farm stands, SNAP/WIC authorized retailers) > Assess local multi-modal infrastructure efforts for opportunities to integrate consumer access to healthy and affordable food sources > Identify best practices and models of transit system planning and infrastructure that includes consumer food access
POTENTIAL MEASURES
<ul style="list-style-type: none"> > Number of transit routes that provide frequent and close access to healthy and affordable food sources > Number and type of complete streets infrastructure elements in proximity to residential areas and food sources > Number of transit plans that prioritize access to healthy and affordable food sources > Number of transit plans that include strategies and recommendations related to food access
RESOURCES
<p>Existing resources leveraged in new ways</p> <ul style="list-style-type: none"> > Existing public agencies including City and County Planning Departments, COTA, Mid-Ohio Regional Planning Commission, and Columbus Public Health are working to improve transportation options for consumers. Additional resources may be necessary to enhance infrastructure and integrate consumer food access into planning processes.

(B-2) Expand the availability of technical assistance to help small food retail locations become reliable places for healthy, affordable local food

- > Technical assistance for small to mid-sized retailers (e.g. convenience stores, small grocers) can help them stock and provide healthy and affordable food to neighborhoods and support new markets for local producers. Helping retailers become SNAP and WIC authorized ensures that these locations offer a baseline variety of healthy foods which is especially important for residents living in areas without easy access to a full-service grocery store.

Fresh Foods Here (FFH) is a sponsored initiative of the United Way of Central Ohio and a collaborative of community partners that is working to improve the availability of nutritious, affordable food in Columbus neighborhoods. The program takes a multidimensional approach to improving access by partnering with neighborhood corner stores to increase their inventory of healthy food and improve their store operations, and engaging with community partners and residents to encourage healthy food choices. Storeowners that work with FFH agree to spend one year stocking, marketing and selling healthy food items to their customers. In return for participation, stores receive coaching and specialized technical assistance; free advertising and outreach on behalf of their stores; and access to earned incentives such as display materials, shelving and storage, infrastructure improvements, and façade improvements. Stores also host cooking demonstrations and other nutrition education activities focused on engaging residents and encouraging them to shop healthy at their local store.



While FFH is a relatively young program, results have been promising. Since the 2011 pilot, FFH stores have seen an average 50% increase in the amount of healthy food sold in stores, and significant increases in the variety as well as quantity of healthy food available to customers. Customers who recognize the FFH brand are more likely to consider access to healthy food to be important, and have more confidence in their ability to practice healthy eating habits in their neighborhood.

For more information visit: <https://liveunitedcentralohio.org/agencies-initiatives/initiatives/fresh-foods-here>.

South Side Roots, a community initiative of Mid-Ohio Foodbank and co-located in the Reeb Avenue Center, represents a different small retail approach to increasing access to healthy foods. South Side Roots Market offers fresh produce and grocery items at an affordable price to increase access to quality food for area residents. South Side Roots Cafe offers low cost meals with a varied payment structure. Customers can pay the full suggested price for their meal, pay the full suggested price for their meal and “pay it forward” for a neighbor to enjoy a meal, or give time in service if unable to pay the full suggested price. The Kitchen provides meals and snacks for students at the adjoined South Side Learning & Development Center and Boys & Girls Club of Columbus. South Side Roots also serves a weekly community meal through The Kitchen once a week.

For more information visit: <http://southsideroots.org/>.



Getting Started (B-2)

CURRENT STATUS: <i>In process but will require addition of new elements</i>
Who: <i>United Way of Central Ohio's Fresh Foods Here, Mid-Ohio Foodbank Roots Market at the Reeb Center, Mid-Ohio Foodbank Urban Farms of Central Ohio, Lower Lights Christian Health Center, Healthy Food for Ohio (HFFO) (current partners: Ohio Department of Job & Family Services, Finance Fund Capital Corporation (FCAP), The Food Trust), City and County building and zoning departments, Columbus Public Health, Ohio Department of Health Creating Healthy Communities, Partners Achieving Community Transformation (PACT)</i>
OBJECTIVES
<ol style="list-style-type: none"> 1. Small food retailers are reliable places where communities can access healthy, affordable and local food 2. More small food retail locations in neighborhoods are authorized SNAP and WIC retailers 3. Business tools, training, and distribution models are available to help small food retailers sell healthy, affordable local food, while maintaining overall profitability
STARTING STEPS
<ul style="list-style-type: none"> > Foster relationships between existing efforts to help small food retailers stock affordable, healthy and local staple foods and local producers to identify distribution sales models that are fair and equitable to producers, retailers and consumers > Develop and disseminate technical assistance tools for small food retail locations to become SNAP and WIC authorized retailers (or regain lost SNAP and WIC authorizations) > Engage City and County Economic Development experts, small business lenders (including Finance Fund Capital Corporation) and local food distributors to identify incentives and/or disincentives that encourage small food retailers to serve as a reliable and consistent resource for affordable, healthy, fresh and local staple foods
POTENTIAL MEASURES
<ul style="list-style-type: none"> > Increased sales of SNAP and/or WIC eligible food products in small food retail locations > Number of incentives (or disincentives) that encourage small food retailers to serve as a reliable and consistent resource for affordable, health, fresh and local staple foods > Number of small food retail locations that meet the minimum retail store eligibility USDA Supplemental Nutrition Assistance Program standards. http://www.fns.usda.gov/snap/retail-store-eligibility-usda-supplemental-nutrition-assistance-program. > Number of SNAP authorized small food retailers that are also WIC retail locations. https://www.odh.ohio.gov/~media/ODH/ASSETS/Files/ns/wic%20nutrition/20131001-20150930AFLv7%201EnglishBW/ohiowicauthorizedfoodslisteffectiveoctober12010throughseptember302011.pdf.
RESOURCES
<p>Existing resources leveraged in new ways</p> <ul style="list-style-type: none"> > <i>Resources are currently deployed to provide training, technical assistance and incentives to help small retailers stock and sell healthy staple foods. Existing community development, small business loans and grants may be available. Additional resources may be needed to enhance technical assistance and extend incentives to more stores. Additional funding sources may be required to develop and/or purchase business tools, materials and resources that small food retailers need.</i>

(B-3) Establish a formal farmers market management collaborative serving the City of Columbus and Franklin County

- > Establishing a formal farmers market management collaborative builds on existing networks, both formal and informal, to grow farmers markets and make them more accessible to all residents, especially those living in communities that lack access to healthy and affordable food. As a collaborative, it engages all appropriate stakeholders to work together for strategic planning, joint funding, and programming to increase the number of farmers markets and markets participating in nutrition incentive programs. Work in this space will build capacity for local producers and producer direct-to-consumer sales operations, particularly with the expansion of existing markets or growth in new.



Source: <http://www.columbusalive.com/content/graphics/2015/07/01/ca-e-farmersmarket-pearl01.jpg>

Getting Started (B-3)

CURRENT STATUS: <i>In process but will require addition of new elements</i>
Who: <i>Ohio Farmers Market Management Network (FMMN), Healthy Food for Ohio (HFFO) (current partners: Ohio Department of Job & Family Services, Finance Fund Capital Corporation (FCAP), The Food Trust), Franklin County Farm Bureau, OSU Extension, ODH Creating Healthy Communities Network, Columbus Public Health (CPH)</i>
OBJECTIVES
<ol style="list-style-type: none"> 1. A strategic, community-wide plan to increase the number of farmers markets/stands 2. Increased number of producers and producer direct-to-consumer sales 3. Coordinated funding and technical assistance mechanisms for farmers market creation and expansion 4. Collective resources to aid farmers markets and stands in SNAP payment acceptance via EBT and federal and state nutrition incentive program participation 5. Policy education for federal, state, and local incentives and policies that increase access to healthy affordable local foods for SNAP and WIC recipients
STARTING STEPS
<ul style="list-style-type: none"> > Collaborate with Ohio FMMN regional chapter to convene meetings with farmers market and farm stand managers, and stakeholders to assess community needs, collaboration opportunities and develop a structure for governance > Identify relevant best practices, collaborative models, and technical assistance models
POTENTIAL MEASURES
<ul style="list-style-type: none"> > Creation of a local formal farmers market management collaborative > Number of farmers market/stand managers participating in the collaborative > Number of farmers markets/stands participating in technical assistance programs > Number of farmers Markets per 100,000 residents > Percentage of farmers markets/stands accepting SNAP (EBT) and/or participating in nutrition incentive programs > Number of shoppers at farmers markets/stands > Total sales at participating farmers markets/stands > Total EBT sales at farmers markets/stands > Number of producers served by the collaborative
RESOURCES
<p>Existing resources leveraged in new ways</p> <ul style="list-style-type: none"> > <i>Existing resources and efforts include the Veggie SNAPS network and local Ohio FMMN chapter but additional resources may be required to establish or formalize new programs with associated staff and operating costs. Farmers market growth remains dependent on the growth of local specialty crop producers.</i>

(B-4) Expand consumer access to federal, state and local healthy food purchasing incentives

- > Nutrition incentive programs, including Veggie SNAPS and WIC and Senior Farmers Market Nutrition programs, help make local healthy food affordable and accessible for residents. “Market vouchers” coupled with nutrition education at stores or fruit and vegetable prescription programs run by healthcare providers are another option to increase access to local healthy food. Healthy food purchasing incentives support not just consumers but the overall market for local food, particularly locally grown fruits and vegetables, by increasing demand and sales.

Veggie SNAPS is a program developed by six central Ohio farmers’ markets in 2014 to collectively work together to increase access to healthy foods among vulnerable populations in central Ohio. The pilot program, based on successful models in the Cleveland area, Michigan, Connecticut and California, provided up to \$10 match per visit for SNAP customers who shopped at seasonal farmers’ markets. The financial incentive provided by Veggie SNAPS allowed low-income customers the opportunity to purchase the nutritious, locally-grown ingredients that had previously been cost-prohibitive. Additionally, increased sales to new customers supported both growers and farmers’ markets.

Since the successful pilot in 2014, Veggie SNAPS has grown with support from the City of Columbus, Franklin County, Wholesome Wave, and the Puffin Foundation. It is now offered to Supplemental Nutrition Assistance Program (SNAP) recipients at twelve Central Ohio farmers markets. Participating markets for the 2016 season include the Bexley Farmers’ Market, Clintonville Farmers’ Market, Columbus Public Health Farmers’ Market, Dublin Farmers’ Market, Fayette County Farmers’ Market, Franklin Park Conservatory and Botanical Gardens Farmers’ Market, Franklinton Gardens Produce Market, Nationwide Children’s Farmer’s Market, North Market Farmer’s Market, Pearl Market, Westgate Farmers Market, Worthington Farmers Market. Most markets are accessible by bus routes and represent a diversity of neighborhoods in central Ohio. SNAP participants visit the information tent at any participating market to swipe their Ohio Directions Card, debit \$10 from it, and in return receive \$20 in tokens to shop for fresh fruits and vegetables at the market.

For more information visit: <https://veggiesnaps.org>.



Getting Started (B-4)

CURRENT STATUS: <i>In process but will require addition of new elements</i>
Who: <i>United Way of Central Ohio's Fresh Foods Here, Columbus Public Health, Veggie SNAPS, Mid-Ohio Foodbank, Ohio Department of Health (ODH) Creating Healthy Communities, Ohio Farmers Market Management Network (FMMN), OSU Extension, Ohio Department of Job and Family Services (ODJFS), Ohio Department of Aging, and Lifecare Alliance</i>
OBJECTIVES
<ol style="list-style-type: none"> 1. Expanded the number and type of small food retail locations where consumers can double their SNAP dollars to purchase local fresh, healthy foods 2. Widespread awareness of and access to healthy food purchasing incentives 3. Widespread availability of nutrition education at healthcare sites paired with market vouchers that subsidize the cost of fresh fruits and vegetables, creating a local form of a fruit and vegetable prescription program
STARTING STEPS
<ul style="list-style-type: none"> > Convene partners to inventory existing nutrition incentive resources, and explore opportunities for new or expanded incentive programs > Identify best practices and models of incentive programs, including produce prescription programs
POTENTIAL MEASURES
<ul style="list-style-type: none"> > Number and type of retail food locations providing nutrition incentive programs > Number of nutrition incentives distributed > Number of nutrition incentives redeemed > Quantity of fresh, healthy local food purchased with nutrition incentives
RESOURCES
Existing resources leveraged in new ways <ul style="list-style-type: none"> > <i>Additional funding sources will be needed to increase the capacity of existing nutrition incentive programs and to start new programs such as market vouchers.</i>

(B-5) Grow capacity and enhance sustainability of civic agriculture to allow more residents to grow food for themselves and their neighbors

- > Civic agriculture, both community and home food production, enables residents to grow food for themselves and their neighbors while increasing the health, social, and economic well-being of the community. A coordinated network of civic agriculture can provide food system education, increase access to affordable local produce and create jobs. Collaborations between civic agriculture organizations, local government, institutional partners, and neighborhood associations can establish uniform measures, standardized reporting processes, good agricultural practices, and develop funding and shared resource (e.g. water/irrigation, land tenure, volunteers, etc.) strategies to achieve long lasting support and growth of civic agriculture.



Getting Started (B-5)

CURRENT STATUS: <i>In process but will require addition of new elements</i>
Who: <i>Greater Columbus Growing Coalition, Urban Farmers Network, Franklin Park Conservatory, United Way of Central Ohio's Fresh Foods Here, Ohio State University Extension, Mid-Ohio Foodbank Urban Farms of Central Ohio, OSU Urban Gardening Entrepreneurs Motivating Sustainability (GEMS), Local Matters</i>
OBJECTIVES
<ol style="list-style-type: none"> 1. Residents are safely growing food for themselves and their neighbors 2. City/County zoning and codes clearly support growing food in neighborhoods 3. The City and County are leveraging resources to support civic agriculture (e.g. long-term access to land, potable water source, etc.) 4. Coordinated local funding strategies for long-term support and growth of civic agriculture. 5. Increased community-wide understanding and demand for civic agriculture in neighborhoods
STARTING STEPS
<ul style="list-style-type: none"> > Map existing civic agricultural sites and conduct a needs assessment of current resources and challenges > Convene community partners and stakeholders to communicate the benefits and needs of civic agriculture in our community > Establish reasonable uniform measures and standardized reporting procedures to document and describe the benefits and needs of civic agriculture in our community > Explore alternative ways to leverage existing resources and share common resources to minimize costs for civic agriculture
POTENTIAL MEASURES
<ul style="list-style-type: none"> > Number of residents/volunteers participating in civic agriculture > Number of gardens producing food to serve more than one family > Number of gardens participating in direct-to-consumer sales > Volume/quantity of food produced in civic agriculture > Estimate of where food grown at civic agriculture sites is distributed > Rules and regulations related to civic agriculture that clearly support growing food are easily accessible to growers > Number of coordinated local funding strategies tailored to civic agriculture > Number of local shared resource systems in place for civic agriculture operations
RESOURCES
<p>Existing resources leveraged in new ways</p> <ul style="list-style-type: none"> > <i>The current model for funding is not adequate to meet the needs of civic agriculture in our community. However, innovative approaches to shared resources, City and County in-kind support and reduced cost or free services have the potential to expand the reach of existing resources and better forecast financial resources required to support growth and expansion.</i>

(B-6) Support grocery store and healthy food retail location and expansion in neighborhoods with low access

- > Grocery stores, and other food retailers with healthy options, are key sources of healthy and affordable food for consumers. Large grocery retailers also provide job training, community services, and increased economic activity, which attracts other retail uses and commercial investment. New and expanded food retailers with healthy food options will increase community access to healthy and affordable food, particularly in areas underserved by healthy food retailers.



Getting Started (B-6)

CURRENT STATUS: <i>In process but will require addition of new elements</i>
Who: <i>Mid-Ohio Foodbank, Mid-Ohio Foodbank Urban Farms of Central Ohio, United Way of Central Ohio's Fresh Foods Here, Roots Market at the Reeb Center, Lower Lights Christian Health Center, Healthy Food for Ohio (HFFO) (current partners: Ohio Department of Job & Family Services, Finance Fund Capital Corporation (FCAP), The Food Trust), City and County building and zoning departments, Columbus Public Health, Ohio Department of Health Creating Healthy Communities, and Partners Achieving Community Transformation (PACT)</i>
OBJECTIVES
<ol style="list-style-type: none"> 1. New grocery stores or healthy food retailers located in or adjacent to census tracts meeting the USDA definition of "a low access community" (at least 500 people and/or at least 33 percent of the census tract's population reside more than one mile from a supermarket or large grocery store) 2. Active public-private partnership funding and assisting community backed grocery stores or healthy food retail location and/or expansion in communities identified as having low access to a supermarket or large grocery store
STARTING STEPS
<ul style="list-style-type: none"> > Convene the public and private partners of the HFFO program to discuss current operations and opportunities > Engage local grocery stores, non-local chains, healthy food retailers, and neighborhood associations to identify opportunities for locating and expanding in communities identified as having low access to a supermarket or large grocery store
POTENTIAL MEASURES
<ul style="list-style-type: none"> > Number of new or expanded healthy food retail sources in or adjacent to census tracts that meet the USDA definition of low access > Total annual loans and grants issued by the HFFO program in Columbus and Franklin County
RESOURCES
<p>Existing resources leveraged in new ways</p> <ul style="list-style-type: none"> > <i>Implementation can be done with some existing resources and leveraging existing public-private partnership efforts, such as the HFFO program. However, resources are still required to identify and connect eligible food retail projects with funding and resources.</i>

(B-7) Identify and implement mobile retail strategies that bring healthy, affordable local food to residents

- > Mobile retail provides flexible options for direct-to-consumer sales. Mobile retail increases consumer access by selling healthy and affordable local food in areas residents live or frequent. SNAP, WIC, and other special nutrition incentive acceptance ensures widespread availability to a range of consumers. A variety of mobile retail models--including but not limited to produce vans, pop-up farmers markets and stands, grocery and produce carts, grocery delivery and healthy food trucks--have been tested in Columbus and other cities with varying degrees of financial success.

The **Arcadia Mobile Market** is a nonprofit farm-stand-on-wheels which travels around Washington D.C. on a regular schedule to low income neighborhoods. Arcadia manages four program areas that address specific needs of the community to collectively engage consumers, farmers, schools, and institutions. Arcadia Mobile Market's pilot program began in 2012 with eight weekly stops during peak season, running from May 2nd-October 31st. Products included fruit, eggs, milk, and meats, all sustainably produced from partner farms within 80 miles of the Washington D.C. area. Arcadia picked up at these farms to relieve farmers of distribution expenses.

Operating out of a retrofitted school bus and box truck, the market serves low food access areas both through making educational visits to elementary and middle schools and operating a "community hub" food market.



Compared to a traditional grocery shopping experience, the market is personal, featuring a compact setting where repeat customers often cross paths week after week. Mobile market EBT customers use EBT card points to make their purchases, the value of which is doubled through the bonus bucks program. Grant funding supports the cost of the market's produce and protein offerings further to help to ease the cost burden on customers. In an effort to

reduce prices and increase sales, Arcadia Mobile Market purchased a second vehicle in 2014, an Isuzu box truck. The new vehicle had considerably better sales per hour and gross sales in its pilot phase than the school bus.

For more information visit: <http://arcadiafood.org/programs/mobile-market>.

Getting Started (B-7)

CURRENT STATUS: <i>In process but will require addition of new elements</i>
Who: <i>Great River Organics (GRO), Local Matters, Abe's Kitchen, ECDI Columbus Food Fort, USDA Farm Service Agency's Farm Storage Facility Loan Program</i>
OBJECTIVES
<ol style="list-style-type: none"> 1. Scalable, financially-viable, mobile retail model(s) that bring healthy and affordable local food to residents 2. Viable business plan(s) that can be used to develop future mobile retail operations
STARTING STEPS
<ul style="list-style-type: none"> > Identify mobile food retail strategies that have been successful in similar cities > Engage relevant stakeholders to evaluate identified mobile retail strategies that have the greatest potential for local success
POTENTIAL MEASURES
<ul style="list-style-type: none"> > Number of viable mobile retail operations and strategies for healthy and affordable local food > Number of pilot programs > Number of mobile food retail operations accepting SNAP, WIC, and other special nutrition incentives
RESOURCES
<p>Existing resources leveraged in new ways</p> <ul style="list-style-type: none"> > <i>Implementation can leverage existing resources and efforts, however, additional resources may be required to convene working group meetings, conduct pilot testing, and business plan development.</i>

(B-8) Public and institutional buyers adopt and implement food purchasing policies to support increased purchases of healthy, local food

- > Purchasing policies that support the purchase of local food by public and institutional buyers, such as schools, increases access to fresh, healthy and local foods for those residents who might not be able to easily obtain them where they live, work, learn or play. Purchasing policies also increase demand for local foods and support the growth and success of local food businesses and the communities in which they are located. Policies, measures and reporting can be tailored to support the needs of the institution and the residents that they serve. Successful implementation of purchasing policies depends heavily upon building the capacity of local producers to meet the demand of large scale food buyers

The **Good Food Purchasing Policy (GFPP)** was created by the Los Angeles Food Policy Council (LAFPC) in 2012 to empower food service institutions to improve the regional food system through the implementation of meaningful purchasing standards. Five value categories were identified in which these purchasing standards would have an impact including: (1) local economies, (2) environmental sustainability, (3) valued workforce, (4) animal welfare, and (5) nutrition. Institutions participating in the GFPP must meet “Good Food Purchasing Guidelines” and choose their organization’s level of commitment towards Good Food goals through a tiered, points-based scoring system; it is at this point that they are awarded one to five stars based on their total score.

The GFPP came about after a Task Force was established in 2009 by LA Mayor Antonio Villaraigosa charged with making food affordable, fair and sustainable. Within a year of the Task Force’s establishment following roundtable discussions and listening sessions involving over 200 members, a Good Food for All Agenda (GFFA) was released, and the LAFPC was created in response to one of the report’s recommendations. Task Force leaders identified the procurement phase of the food system as integral to achieving GFFA recommendations, and therefore, moved ahead to develop a model template for “good food” purchasing. After creating a draft policy in collaboration with various stakeholders, tensions arose between fair labor practice and small local farm advocates. Following further dialogue between groups, a new draft was created by early 2012 and sent to the working group for review and further revisions. Then, prior to the adoption of the GFPP resolution in July 2012, the LA Unified School District expressed a desire to utilize the GFPP for the purchasing practices of local schools and a major food service; within a few weeks following adoption, the major food service distributor signed the GFPP pledge on behalf of two large corporate LA cafeterias. While the impacts of the policy remain to be seen, the University of Wisconsin is in the process of conducting an evaluation of the Los Angeles “Good Food” region.

For more information visit: <http://goodfoodla.org/policymaking/good-food-procurement/>.



Getting Started (B-8)

CURRENT STATUS: <i>In process</i>
Who: <i>The Ohio State University Extension Farm to School, Columbus City Schools. Ohio State University Dining Services, Ohio State University Extension, Columbus Urban Growers Network, Franklin County Public Health, Mid-Ohio Regional Planning Commission</i>
OBJECTIVES
<ol style="list-style-type: none"> 1. Public and institutional food purchasing departments implementing policies to support the purchase of healthy and local food 2. Public and institutional buyers are reporting their purchases of healthy and local food at least annually in connection with a consumer-farmer-buyer verification process (see <i>action C-3</i>) 3. A collaborative of public and institutional buyers providing technical assistance to support other large scale buyers in adopting and implementing policies that support the purchase of healthy and local food.
STARTING STEPS
<ul style="list-style-type: none"> > Engage public and institutional purchasing departments to discuss barriers and solutions to purchasing healthy and local food > Identify model purchasing policies that support public and institutional buyers in sourcing healthy and local food > Work with stakeholders to define metrics that assess and report healthy and local food purchasing > Engage local growers to plan for increased capacity required to meet the needs of large scale buyers
POTENTIAL MEASURES
<ul style="list-style-type: none"> > Number of public and institutional purchasing policies adopted that support the purchase of healthy and local food > Established baseline goals, benchmarks and criteria for public and institutional purchasing of healthy and local food > Increased number of local producers growing to meet the needs of large scale buyers
RESOURCES
<p>Existing resources leveraged in new ways</p> <ul style="list-style-type: none"> > <i>Implementation can be done with existing resources, however, additional funding sources may be required to cover cost differences from working with healthy and local food suppliers.</i>

(B-9) Support the development of a comprehensive network of educational resources and infrastructure that connect residents with healthy, affordable local food

- > A comprehensive network of educational resources and related infrastructure is needed to help residents effectively access and utilize healthy, affordable and local food to consume a healthy diet. Working together to meet the needs of the community, nutrition education efforts and resources can be more effective and reduce duplication. A well connected network also provides a clear picture of opportunities for expansion and improvement.



Getting Started (B-9)

CURRENT STATUS: <i>In process but will require addition of new elements</i>
Who: <i>Local Matters, The Ohio State University Extension SNAP-Ed and EFNEP programs, Franklin Park Conservatory, Area Health Care Systems: (Mount Carmel Health System, Nationwide Children's Hospital, Primary One, OhioHealth, Ohio State University Hospitals), Mid-Ohio Foodbank, Children's Hunger Alliance</i>
OBJECTIVES
<ol style="list-style-type: none"> 1. Access to culturally appropriate opportunities to learn how to grow, buy and prepare healthy and local food for all residents 2. A community-wide nutrition education collaborative plans and coordinates education resources and services 3. Infrastructure is available to support implementation of nutrition education priorities identified in neighborhood food planning process and throughout the city and county
STARTING STEPS
<ul style="list-style-type: none"> > Convene community partners and stakeholders to identify opportunities for collaboration, gaps in services and additional community resources needed to better serve all residents > Conduct an inventory of existing educational resources including curricula, educators, demonstration kitchens and learning gardens
POTENTIAL MEASURES
<ul style="list-style-type: none"> > Inventory of existing community food education, access programs and resources in the community > Number of partners in nutrition education collaborative > Number of infrastructure enhancements that support nutrition education
RESOURCES
Existing resources leveraged in new ways <ul style="list-style-type: none"> > <i>Collaboration and coordination of services can help expand the reach of existing resources supporting nutrition education in our community and fill identified gaps.</i>

(B-10) Engage immigrant, New American, and underrepresented communities in developing and implementing culturally appropriate food assistance, education, nutrition, gardening, and cooking programs

- > Engagement of immigrant, New American, and underrepresented communities ensures that any development or implementation of food access and education resources is widespread and equitable. It also ensures that expansion of these resources is truly comprehensive, inclusive, and relevant. Engagement also fosters an expectation that educators and policymakers will learn from these communities through open dialogue and collaboration.



Source: <http://www.fclocalfoodcouncil.org/>

Getting Started (B-10)

CURRENT STATUS: <i>In process but will require addition of new elements</i>
Who: <i>Community Refugees and Immigration Services (CRIS), Columbus Public Health's Minority Health Advisory Committee (MHAC), Local Matters, The Kirwan Institute for the Study of Race and Ethnicity, area healthcare systems, Ohio State University Extension EFNEP and SNAP-ED</i>
OBJECTIVES
<ol style="list-style-type: none"> 1. Immigrant, New American, and underrepresented communities accessing culturally appropriate, healthy and affordable local food in their communities 2. Immigrant, New American, and underrepresented communities participating in culturally-relevant food education programs within their communities 3. Immigrant, New American, and underrepresented communities engaged in planning food related programs and infrastructure 4. Food and food-related programs are recognized as an opportunity for cultural exchange
STARTING STEPS
<ul style="list-style-type: none"> > Engage immigrant, New American, and underrepresented communities in efforts to increase access to healthy and affordable food in small food retail, mobile food and neighborhood food access efforts to ensure that culturally relevant foods are included in all models > Convene meetings with immigrant, New American, underrepresented communities and community service providers to assess capacity of civic agriculture, native language food programming and resources, and availability of community facilities > Convene meetings with immigrant, New American, underrepresented communities and community service providers to identify opportunities for increased involvement from those communities
POTENTIAL MEASURES
<ul style="list-style-type: none"> > Number of residents from immigrant, New American, and underrepresented communities participating in civic agriculture > Number of residents from immigrant, New American, and underrepresented communities participating in food programming > Number of residents from immigrant, New American, and underrepresented communities participating in food-based cultural exchange programming in their community
RESOURCES
<p>Existing resources leveraged in new ways</p> <ul style="list-style-type: none"> > <i>Existing efforts to provide culturally relevant food, gardening and cooking education are offered in various places throughout the community. Coordination and collaboration has the potential to expand the reach and capacity of these resources but new resources will be required to expand these effort community-wide.</i>

(B-11) Incorporate onsite nutrition education and counseling, shopping strategies, and healthy food purchasing incentives at food retail

- > Vouchers, coupons, and other healthy food education and purchasing incentives, help consumers buy affordable, healthy food at retail locations including grocery stores and smaller neighborhood stores. Onsite education helps inform decisions to buy healthy foods, especially when paired with coupons or vouchers redeemable for healthy products, such as fruits and vegetables. Education in the form of cooking demonstrations or shopping strategies also support consumer efforts to shop for and consume a healthy diet.

Cooking Matters at the Store is a nationwide program intended to help participants learn the skills needed to purchase healthy and affordable food during a free grocery store tour. Share Our Strength, a national nonprofit, supports the program through their No Kid Hungry Campaign.



The program has two curricula with Cooking Matters at the Store for Adults and Cooking Matters at the Store for WIC. During a two-hour tour, participants are exposed to four key healthy and cost-effective food behaviors including reading food labels, comparing unit prices, identifying whole grains, and purchasing produce in different ways. A review of the program in 2013 by the Altarum Institute indicated 89% of families reported saving money on groceries five weeks after taking a store tour. Seventy six percent of families also reported buying more fruits and vegetables after taking the tour while the key skill of food label reading more than doubled to 83% of participants. Cooking Matters additionally reported that 85% of WIC graduates feel as if they are able to identify WIC food at the grocery store while 88% are very or completely confident in their ability to make the most out of their fruit and vegetable vouchers.

Local Matters is the lead partner for Cooking Matters at the Store in Ohio. Local Matters has trained organizations such as Kroger and SNAP-ED to deliver this program, which can be stand-alone or part of a six-week cooking series. This project has leveraged onsite healthcare professionals in the store pharmacy and specifically targeted stores serving communities with higher rates of diet-related chronic diseases. This education and nutrition counseling at the point of purchase supports consumers in purchasing healthy and local food. Shopping strategies and financial incentives help improve affordability for consumers.



For more information visit: <http://cookingmatters.org/at-the-store> or <http://www.local-matters.org/>.

Getting Started (B-11)

CURRENT STATUS: <i>In process</i>
Who: <i>Local Matters, Kroger, Giant Eagle, United Way Fresh Foods Here, OSU SNAP-ed</i>
OBJECTIVES
<ol style="list-style-type: none"> 1. Widespread availability of onsite healthy cooking and food education programs at food retailers 2. Increased availability and variety of healthy, affordable local food at large and small food retailers 3. Self-sustaining healthy food purchasing incentives at food retailers including vouchers, free food, coupons and/or gift cards
STARTING STEPS
<ul style="list-style-type: none"> > Convene meetings with community partners, stakeholders, and residents to develop consumer strategies and incentives for stores to participate > Assess local food retailers for their potential interest and advertise to them > Assess existing onsite nutrition resources and programs for expansion, particularly to small food retailers
POTENTIAL MEASURES
<ul style="list-style-type: none"> > Number and size of food retail locations providing onsite education and healthy food purchasing incentives > Total sales of healthy food following implementation of new onsite programs > Number of people participating in onsite programs and incentives
RESOURCES
<p>Existing resources leverage in new ways</p> <ul style="list-style-type: none"> > <i>While existing resources for onsite nutrition education and incentives to purchase healthy foods are at capacity, engaging new partners and identifying opportunities for shared resources and collaboration to expand nutrition education and counseling resources can be explored. Additional resources will be required to provide in-store healthy food purchasing incentives.</i>

(B-12) Integrate nutrition and food system education into Pre-K-12 curricula

- > Integrating nutrition and food system education into curriculum, such as growing fruits and vegetables or providing healthy and local food in cafeterias, improves students' opportunity to eat healthy while fostering involvement in the local food system. New national standards outlined in the Every Student Succeeds Action Reauthorization 2015 recognize health and nutrition's importance in school curricula. These new standards provide an opportunity to inform and guide curriculum opportunities.

TALES PS - 244, or the Active Learning Elementary School (TALES), is a Pre-K-3 school that utilizes an innovative approach to learning with the mission of fostering academic excellence within a safe and caring learning environment. Core values of TALES relate to: (1) Respect, (2) Leadership, (3) Community, (4) Commitment, and (5) Nutrition. The learning environment was created to meet the needs of all students including those with special needs.



At the core of the schooling experience at TALES is an emphasis on health and wellness. A nutrition program offered at TALES called "FAN4KIDS" compliments the unique fitness-based, health-oriented curriculum and is designed specifically for students in grades K-3. This program begins at breakfast, where plant-based breakfast and lunch sandwiches are served through a partnership with NY Coalition for Healthy School Fund, a nonprofit that educates the entire school community about nutrition and plant-based foods through the program. Family dinner nights are also offered along with healthy eating workshops, morning running clubs for students, recess for at least 20 minutes each day, and teacher training in "Move-to-Improve".

Based on TALES' values and innovative approaches to student health and wellbeing, the school was recognized by the Alliance for a Healthier Generation as one of the "healthiest schools in the nation" and is a recipient of the prestigious Healthy Schools Program Silver National Recognition Award.

For more information visit: <http://www.ps244q.org/>.

Getting Started (B-12)

CURRENT STATUS: <i>In process</i>
Who: <i>Schools and districts serving Columbus and Franklin County, Ohio State University Extension Farm to School, Ohio State University Extension EFNEP and SNAP-ED, Local Matters, Franklin Park Conservatory, Franklin County Farm Bureau, Action for Healthy Kids, Franklin County Public Health</i>
OBJECTIVES
<ol style="list-style-type: none"> 1. All Pre-K-12 schools in Columbus and Franklin County have access to nutrition and food system curriculum resources that meet Ohio Department of Education requirements 2. Established best practices and strategic models for local schools to integrate nutrition and food system curricula and resources that meet Ohio Department of Education health and nutrition requirements 3. Policy education for decision makers to support nutrition and health standards that emphasize the health, economic and environmental benefits of the local food system as they interpret the Every Student Succeeds Act Reauthorization 2015
STARTING STEPS
<ul style="list-style-type: none"> > Inventory resources and capacity of existing Pre-K-12 nutrition and food system education resources > Engage parents, school administrators, teachers, and community stakeholders to assess existing Pre-K-12 nutrition and food system education resources for consistency with Ohio Department of Education's requirements and feasibility of integration into the school day > Convene stakeholders to establish and coordinate a strategic plan to build the capacity of Pre-K-12 nutrition and food system education resources to consistently meet Ohio Department of Education's requirements
POTENTIAL MEASURES
<ul style="list-style-type: none"> > Number of implementable nutrition and food system curricula and resources that are available for Pre-K-12 schools > Number of collaborations between schools and community nutrition and food system education providers > Number of Pre-K-12 students engaged in nutrition and food system related education activities
RESOURCES
<p>Existing resources leveraged in new ways</p> <ul style="list-style-type: none"> > <i>District wellness committees in Columbus City Schools and other districts throughout the County are already integrating nutrition and food system education into existing curricula and student learning goals. Enhancing coordination and collaboration between schools and the community agencies and organizations that currently provide nutrition and food system education to Pre-K-12 students can leverage existing resources to reach more students. Additional resources may be required to expand capacity if leveraging community and school resources together are not adequate to reach all students.</i>

GOAL C

Increase the role of food in economic development.



INTRODUCTION

Food is a source of community vitality. The development of grocery stores, restaurants, producers and food processors attract and strengthen other businesses and provide jobs. The people working in the food system, namely farmers and food workers, would benefit from additional supportive programs to improve viability of their industries. Actions this goal, will lead to improvements in the economics of the local food system.

In 5 years, the successful implementation of the actions in this goal will lead to:

- *A stronger market for food businesses through an enhanced local food supply chain that connects producers, processors, distributors and buyers.*
- *Residents in our community have more employment and job training opportunities through new and expanded local food businesses. Revitalized communities through the development of centralized neighborhood food marketplaces and the redevelopment of vacant spaces.*



(C-1) Create a food processing and distribution collaborative

- > A food processing and distribution collaborative would strengthen relationships between local food processors and local distributors, particularly small and mid-sized operations, through recurring meetings. The collaborative would work towards jointly initiating strategic planning and funding to develop the industry locally. Work would also include helping local food processing and distribution businesses, particularly start-ups and small-scale operations, navigate regulations and certification.



Getting Started (C-1)

CURRENT STATUS: <i>In process but will require addition of new elements</i>
Who: <i>The Commissary, Ohio Department of Agriculture, ECDI Columbus, Mid-Ohio Regional Planning Commission</i>
OBJECTIVES
<ol style="list-style-type: none"> 1. Formalized collaboration between existing local food processors and local distributors, particularly small and mid-sized operations, with strategic planning and funding 2. Revenue generating, self-sustaining, and locally invested food processing and distribution operations working with local producers and distributors 3. Recurring meetings between regulatory agencies and food processors and distributors discussing regulation updates and assessment 4. Navigation programs and resources for food processing and distribution-related regulations and certification 5. Community and neighborhood involvement and representation through food processing and distribution businesses' development, employment, and operations 6. Widespread availability of locally produced and processed produce, meat, and dairy at retail purchasing locations and institutions (e.g. Pre-K-12, colleges, universities, public agencies) 7. Coordination between the Joint City and County Local Food Team, "food processing and distribution collaborative", and "local food supply connector" position (<i>see actions A-1 and C-2</i>)
STARTING STEPS
<ul style="list-style-type: none"> > Identify potential public, private, and nonprofit entities interested in joining a collaborative > Convene meetings with local food processors and distributors to discuss the potential format of a collaborative and its role > Convene (or expand existing) meetings between regulatory agencies and food processors and distributors to discuss regulatory and certification concerns
POTENTIAL MEASURES
<ul style="list-style-type: none"> > A formal food processing and distribution collaborative > Number of partners/members in the collaborative > Number of initiatives supported by the collaborative > Number of commercial and institutional buyers purchasing food from local food processors and distributors supported by the collaborative > Number of programs or resources geared towards helping processors and distributors navigate regulations, certification, and permitting requirements > Number of new or expanded food processing and/or distribution operations > Number of local suppliers for local food processing and distribution operations > Number of community residents employed and/or providing product for partners in the collaborative
RESOURCES
<p>Existing resources leveraged in new ways</p> <ul style="list-style-type: none"> > <i>Implementation can be done with some existing resources, particularly with current efforts by local food processors and distributors however, additional resources may be required to establish or formalize new programs and reach out to parties not currently involved.</i>

(C-2) Establish a “local food supply connector” position

- > A neutral “local food supply coordinator”, or “value chain facilitator”, forms relationships with individuals and entities in the local food system. Through an understanding of the various perspectives and needs, the position fosters and facilitates relationships among local producers, processors, distributors, and commercial buyers expanding market opportunities for local food businesses. These increased connections and working relationships will stimulate the overall growth of the local food industry. As a neutral entity, the position could make unbiased recommendations, to both public and private entities, necessary to strengthen the local food system and support local food businesses.



Getting Started (C-2)

CURRENT STATUS: <i>New work</i>
Who: <i>To be determined</i>
OBJECTIVES
<ol style="list-style-type: none"> 1. Local producer understanding of commercial buyer requirements 2. Values-based transactions between local producers and purchasers 3. Involvement of producers throughout Franklin County and beyond in aggregation and distribution operations 4. Community and neighborhood involvement and representation through local food businesses' development, employment, and product 5. Widespread purchase agreements and transactions between local food businesses, particularly small and mid-sized, and commercial and institutional buyers 6. Local producers and/or processors, particularly small and mid-sized, connected with distributors and purchasers in stable, and long-term relationships 7. Evaluation of opportunities for local food businesses' expansion and scaling up 8. Identified gaps and bottlenecks in the local and regional food system 9. Strategically located food aggregation and distribution operations, accessible to small-scale businesses, and using cooperative business models (i.e. shared labor, equipment, storage, and/or revenue generating processing operations), where appropriate 10. Coordination between the Joint City and County Local Food Team, food processing and distribution collaborative, and local food supply coordinator (<i>see actions A-1 and C-1</i>)
STARTING STEPS
<ul style="list-style-type: none"> > Identify successful models and best practices for this type of position > Meet with local producers, processors, distributors and commercial buyers to understand needs and assets this position could target > Convene public and private partners to discuss goals, job description, oversight for the position, whether through a steering committee or board, and identify necessary commercial and institutional partners > Work with the "local food office" to consider individuals or entities to serve in this role and potential funding methods > Identify sustainable models of local food aggregation and distribution operations
POTENTIAL MEASURES
<ul style="list-style-type: none"> > A formal position, with appropriate oversight in place, responsible for linking local producers, processors, and distributors with each other and with commercial and institutional buyers > Number of food system cross-sector relationships and/or purchase agreements formed as a result of the position > Number of local food business expansions > Number of neighborhood associations, and community organizations involved in the development and operation in new or expanded local food businesses > Number, type, and location of food aggregation and distribution operations
RESOURCES
<p>New resources required</p> <ul style="list-style-type: none"> > <i>Implementation requires new resources, whether through funding and/or planning to create this position as there is currently no recognized position like this available locally.</i>

(C-3) Create a consumer-producer-buyer verification process to support increased and authenticated healthy local food purchasing

- > A consumer-producer-buyer verification process creates a way to determine and communicate where food is coming from and how much of it is sourced locally when it is sold at grocery stores, restaurants, and other purchasing locations. It ensures accountability for all those involved in the local food industry, encouraging those consuming, producing, or purchasing local food. Consumers will know where the food that they eat and buy comes from. Producers will receive proper and consistent recognition at locations they supply. Buyers will maintain their identity and marketing when selling local food.

Local Law 52 of the City of New York was enacted in 2011. The law developed reporting requirements for the production, processing, distribution and consumption of food in New York City. Reporting occurs annually in the form of a food system metrics report prepared by the Office of Long-term Planning and Sustainability. The food metrics report supports the city's green movement agenda, PlaNYC for its food-related initiatives of promoting walkable distances to access healthy food, facilitating civic agriculture, maintaining the watershed protection program, exploring alternative food waste diversion practices, and conducting a study of the city's food distribution pathways. In addition, the report supports the Office of the Food Policy Coordinator, which works to raise awareness and foster communication with community stakeholders and members about healthy food, food insecurity, and the sustainability of the current food system.

For more information visit: <http://growingfoodconnections.org/gfc-policy/food-metrics-for-new-york-city-local-law-52-of-2011/>.

Getting Started (C-3)

CURRENT STATUS: <i>In process but will require addition of new elements</i>
Who: <i>Great River Organics (GRO), Slow Food Columbus</i>
OBJECTIVES
<ol style="list-style-type: none"> 1. Reporting and authenticating mechanism to verify healthy local food purchasing by restaurants, institutions, and public agencies 2. Governing board that establishes and manages reporting and verification standards 3. Marketing campaign to educate consumers and buyers about the status and availability of authenticated local healthy food
STARTING STEPS
<ul style="list-style-type: none"> > Identify best practices related to verifying and reporting local healthy food purchasing > Identify restaurants, institutions, and public agencies with the capacity to utilize local healthy food > Convene representatives of producers, restaurants, institutions and public agencies to establish a verification and reporting process of local healthy food purchasing > Identify marketing campaigns for supporting healthy local food procurement (e.g. 10% Farm to Fork - Building North Carolina's Local Food Economy , Slow Food NYC - Snail of Approval Program)
POTENTIAL MEASURES
<ul style="list-style-type: none"> > Number of farmers, restaurants, institutions, and public agencies participating > Creation of a consumer-farmer-buyer governing board > Establishment of marketing campaign > Release of annual report with data on compliance > Percentage increase in purchase of local healthy food by restaurants, institutions, and public agencies > Number of purchase agreements that include provisions for local healthy food
RESOURCES
<p>New resources required</p> <ul style="list-style-type: none"> > <i>Development can be done with existing resources and engagement with public/private agencies, consumer and farmer efforts. Implementation will need additional resources, to help support the authentication process, reporting procedures, marketing and governing board.</i>

(C-4) Advocate for food system workers in local and regional workforce development efforts

- > Businesses depend on well-trained and accessible workers for sustainability and growth. *Skills in Demand: Building a Middle Skill Workforce to Grow the Columbus Economy*, released in February 2015, detailed the “skills gap” affecting a number of local industries. It called for the development of a local careers pathway system that aligns employers, agencies, educational providers and funders to enable workers to pursue middle skill jobs--those jobs that do not necessarily require a 4-year degree but require a high school diploma and some post-secondary education and training. While not one of the top growth industries, the food system does include a growing number of middle-skill jobs that need to be filled. Additionally, food system workers in low-wage jobs possess important basic employment skills that can help them enter career pathways for middle skill jobs in other sectors of the workforce. Ensuring that the needs and opportunities of food system workers are recognized in the development of a local career pathways system provides a viable pathway for food system workers to acquire the skills local businesses need while providing opportunities for food system workers, especially those in entry level, low-wage positions, to earn higher incomes.



Getting Started (C-4)

CURRENT STATUS: <i>In process but will require addition of new elements</i>
Who: <i>New Skills at Work (workforce readiness initiative), Central Ohio Compact, Central Ohio Worker Center, Franklin County PeopleWorks - training and workforce development, Godman Guild, CEDCO, CoWIC, ECDI, Culinary Arts Programs (CCS, CSCC, Columbus Culinary Institute)</i>
OBJECTIVES
<ol style="list-style-type: none"> 1. Food system workers in entry-level, low wage jobs have a career pathway to middle-skill jobs in the food system 2. Strong partnerships exist among food system employers, educational institutions, vocational/technical schools, workforce programs, economic development activities, and the local food supply coordinator position to help retain and attract talent to the area and fill in-demand jobs in the food sector <i>(See action C-2)</i>
STARTING STEPS
<ul style="list-style-type: none"> > Participate in collaboratives with local employers, agencies, education providers and funders who are engaged in the development of a local career pathways system for middle-skill jobs to advocate for inclusion of food sector pathways and resources
POTENTIAL MEASURES
<ul style="list-style-type: none"> > Number of career pathways for food system workers > Number of local employers, agencies, education providers and funders participating in career pathways for food system workers > Number of workers participating in career pathways for food system workers. > Average annual income of food system jobs
RESOURCES
<p>Existing resources leveraged in new ways</p> <ul style="list-style-type: none"> > <i>Implementation can leverage existing resources and efforts, however, additional involvement from public-private-nonprofit partnerships is necessary to collect data, identify models, and make recommendations.</i>

(C-5) Study and describe the impact of wages and policies on food system workers and the affordability of food

- > This study will assess the benefits of wage increases and other policies for food system workers while also considering costs such as potential increase in food costs, reduction in public benefits, and access to healthcare. Many workers in the local food system, from production to retail, do not earn a wage that allows them to purchase the quantity and quality of food required to support a healthy diet for themselves and their families. Local economic data clearly demonstrates that low wages and underemployment are problems in the food system, but what remains unclear is how policies to address these issues (e.g. wage increases, overtime, full-time vs. part-time) will affect food system workers and the cost of food.



Getting Started (C-5)

CURRENT STATUS: <i>New work</i>
Who: <i>Central Ohio Worker Center, The Ohio State University Kirwan Institute for the Study of Race and Ethnicity</i>
OBJECTIVES
<ol style="list-style-type: none"> 1. Reported impact of current wages and related policies on food system workers and their families 2. Reported impact of food system worker wage changes on the affordability of food 3. Impact of employment policies, wages and underemployment on food system workers included in local and regional economic analysis and in state and federal advocacy efforts
STARTING STEPS
<ul style="list-style-type: none"> > Convene relevant public, private, and nonprofit organizations, institutions, and agencies to assess the impact of wage changes and employment policies on food system workers and their families > Identify models to use in studying the benefits and costs of wage changes and other employment policies for food system workers > Identify models to use in studying the effects of wage changes and related policies on the affordability of food
POTENTIAL MEASURES
<ul style="list-style-type: none"> > Number of organizations engaged in assessing the impact of wage and related policy changes > Diversity of organizations engaged (e.g. food system sectors, advocacy organizations, businesses, public agencies, representation of marginalized groups) > Number of local, state and national decision makers who have been informed of findings
RESOURCES
<p>Existing resources leveraged in new ways</p> <ul style="list-style-type: none"> > <i>Implementation can leverage existing resources and efforts, however, additional involvement from public-private-nonprofit partnerships is necessary to collect data, identify models, and make recommendations.</i>

(C-6) Revise zoning codes, related permit requirements, and land use plans to support and encourage agricultural and food system uses as a viable option for community revitalization

- > Local food system land uses--including but not limited to food production; civic agriculture; retail food sales; farmers markets; farm stands; food aggregation, storage, and distribution; food manufacturing, and mixed residential and commercial development--supports economic investment in neighborhoods and increases the availability of locally produced, processed, and distributed food for consumers. Although the City of Columbus and Franklin County are experiencing greater prosperity than many cities that have embraced local food system land uses as a community priority, there are areas within the city and county where food system land uses can be a highest and best use and contribute to community revitalization. The role of food in economic development throughout the city and county could increase through revising zoning codes, land use plans, and permitting processes to support and encourage local food system uses, and identifying where those strategies have the greatest potential for positive impact.

The **City of Columbus Green Business and Urban Agriculture Strategic Plan** includes two components. The first is a review of City rules, regulations, codes, policies and procedures that impact urban agriculture. The second is a market study and business plan focused on the potential for developing, attracting and growing green businesses and activities within core urban areas with a high volume of vacant parcels. The goal of the of the plan is to help transform the City's blighted neighborhoods by using sustainably focused activities and business as an engine for economic growth. Coordinated by the City of Columbus Department of Development, the consultant team is comprised of MKSK, MORPC, ACEnet, Development Strategies, Graydon Land Use Strategies and OSU Extension. The planning process was launched in March, 2016 and is projected to take approximately nine months. Project deliverables will include: Market Growth Strategies & Business Support Plan; Model Development Concepts (site plans and perspective renderings); Policy Modifications; Stakeholder & Public Meeting Summaries. To ensure effective intra-departmental coordination and communication, Columbus Public Health staff that serve on the Local Food Action Plan Project Team will also serve on the Working Committee for the Green Business and Urban Agriculture Strategic Plan. Key personnel from the Department of Development will provide at least once monthly updates on this planning process to the Local Food Action Plan Project Team.

Getting Started (C-6)

CURRENT STATUS: <i>In process but will require addition of new elements</i>
Who: <i>City of Columbus Department of Development - Columbus Green Business & Urban Agriculture Strategic Plan, Franklin County Economic Development and Planning - Franklin County Zoning Resolution: updates regarding agriculture uses on lots sized less than 5 acres, Columbus Public Health - "Starting a Food Business Guide" (2013), OSU Extension</i>
OBJECTIVES
<ol style="list-style-type: none"> 1. Zoning codes explicitly address and support agricultural and food system uses and identify areas where these uses may be the highest and best use 2. Food businesses can easily navigate the permit process for agriculture and food system uses 3. Local food system growth and resilience is included in new land use and community plans and updates to existing plans
STARTING STEPS
<ul style="list-style-type: none"> > Identify best practices, locally and nationally, where zoning, permitting and land use planning supports and encourages local food system uses > Advocate for and participate in reviews of zoning, permitting and land use planning processes to identify opportunities where local food system land uses can be included > Identify technical assistance tools and resources that food businesses need to help them efficiently and effectively navigate zoning and permit processes
POTENTIAL MEASURES
<ul style="list-style-type: none"> > Number of zoning code amendments related to agricultural uses and food businesses > Number of land use and community plans including strategies and recommendations that support the local food system > Number of permits issued for agricultural and food system uses > Development of technical assistance tools and resources for food businesses
RESOURCES
Existing resources leveraged in new ways <ul style="list-style-type: none"> > <i>The Urban Agriculture and Green Business Plan, which is in process, will present a comprehensive model for this work that can be used as a model for other municipalities. Additional resources may be required to develop and provide technical assistance.</i>

(C-7) Repurpose vacant commercial, industrial and residential sites for local food system uses

- > Food system uses present an opportunity to turn vacant and abandoned properties into productive community assets. Whether they are for-profit or not-for-profit, food businesses provide jobs, workforce development, food access and education to the communities where they are located. They have also been shown to attract further investment in an area and contribute to the overall local economy. A broad array of food system uses--civic agriculture, farmers markets, grocery stores, food processing and food distribution centers--can rehabilitate blighted and nuisance properties and build the local food economy. Plans for such improvements could include expanding public-private partnerships like those that support community gardens on vacant City and County lots and the “Parcels to Places” project.

The **Cleveland Green City Growers Cooperative** a public-private partnership of Cleveland-area organizations including the Cleveland Foundation, the Cleveland Clinic, University Hospitals, Case Western Reserve University, and the municipal government intended to create living-jobs for low-income Cleveland residents. The cooperative's greenhouse facility is the nation's largest urban food production greenhouse and operates year-round, producing lettuce heads and herbs. Since its first seeds were planted in December 2012 the three football field-sized facility has produced 60,000 heads of lettuce weekly or 3 million heads annually, and 300,000 pounds of herbs annually.



The organization was founded in 2011 and turned to an innovative approach to acquire funding, beginning with the real estate portion of the project. A combination of \$8 million of HUD Section 108 loans and \$2 million of Brownfields Economic Development Initiative (BEDI) grants directed into the New Markets Tax Credits (NMTC) financing (provided by the U.S. Department of the Treasury) by the City of Cleveland supported the project. An additional \$450,000 in Economic Development Administration loans through the City of Cleveland, and several other independent investors and foundations also supported the work. It is expected to create over 40 new living-wage jobs.

For more information visit: <http://www.evgoh.com/feature/green-city-growers/>.

Getting Started (C-7)

CURRENT STATUS: <i>In process but will require addition of new elements</i>
Who: <i>City of Columbus Land Redevelopment Office, City of Columbus Department of Development - Columbus Green Business & Urban Agriculture, The Central Ohio Community Improvement Corporation (COCIC), "Parcels to Places" - (Ohio Capital Corporation for Housing (OCCH), Affordable Housing Trust for Columbus and Franklin County, Neighborhood Design Center, and The Columbus Foundation, Healthy Food for Ohio (HFFO) (current partners: Ohio Department of Job & Family Services, Finance Fund Capital Corporation (FCAP), The Food Trust)</i>
OBJECTIVES
<ol style="list-style-type: none"> 1. Land redevelopment plans and programs for vacant commercial and residential lots offer long-term land tenure for a variety food system uses including but not limited to, civic agriculture, grocery stores, farmers markets, food processing and food distribution where these uses have the greatest potential for positive impact and are desirable to the community 2. Public-private partnerships that provide funding for vacant commercial and residential land redevelopment involving local food system uses
STARTING STEPS
<ul style="list-style-type: none"> > Convene food system and redevelopment stakeholders > Identify best practices, locally and nationally, where land redevelopment efforts support and encourage local food system uses for vacant and abandoned residential and commercial properties > Engage communities, including those where food system land uses have been identified as a priority (Weinland Park, Linden, Franklinton, OSU East PACT, Southside) and those who have not yet established their vision for local food, to identify food system redevelopment opportunities within neighborhoods
POTENTIAL MEASURES
<ul style="list-style-type: none"> > Number of development plans and initiatives for vacant and abandoned commercial buildings and residential lots that identify food system businesses as a priority uses for redevelopment > Number of commercial buildings or residential lots repurposed for food system use > Number of neighborhood residents and organizations involved in redevelopment proposals and projects through meetings, presentations, or workshops
RESOURCES
Existing resources leveraged in new ways <ul style="list-style-type: none"> > <i>Implementation can leverage existing resources and efforts, however, additional funding sources may be required to construct and retrofit buildings and vacant lots.</i>

(C-8) Develop central food marketplaces that reflect the culture and diversity of neighborhoods

- > Central food marketplaces, a place in a neighborhood where markets or public sales of food are held, provide an opportunity for residents to celebrate the past, present and future of their diverse food and culture. Food marketplaces bring resources that build and educate communities, increase consumer interest in local food, grow local food tourism and offer economic opportunities that can be specifically tailored to engage New American communities. The structure, coordination and management of central food marketplaces will be determined by the needs and preferences of the neighborhood where it is located, but food marketplaces should be developed with the purpose of building community, providing access to healthy, affordable and local food and celebrating the cultural diversity of our residents.



Getting Started (C-8)

CURRENT STATUS: <i>New work</i>
Who: <i>To be determined</i>
OBJECTIVES
<ol style="list-style-type: none"> 1. Central food marketplaces in neighborhoods where food offerings reflect the diversity of the community 2. New American communities are engaged in central food marketplaces as both vendors and consumers 3. Central food marketplaces are recognized as local food tourism destinations
STARTING STEPS
<ul style="list-style-type: none"> > Convene stakeholders including food system stakeholders, economic development departments, area commissions and agencies serving New Americans populations to identify models for the development of central marketplaces > Engage New American communities to identify food related business opportunities including but not limited to food production, food sales, and food processing > Consult local visitor organizations to explore opportunities to grow local food tourism
POTENTIAL MEASURES
<ul style="list-style-type: none"> > Number of central food marketplaces in neighborhoods > Number of neighborhood residents shopping at central food marketplaces > Number of neighborhood residents working in central food marketplaces > Number of New American vendors at central food marketplaces > Number of customers outside of Franklin County visiting/purchasing at neighborhood food marketplaces
RESOURCES
<p>New resources required</p> <ul style="list-style-type: none"> > <i>Implementation can be done leveraging some existing resources, organizations, and efforts however, additional resources may be required to create new marketplaces or expand existing marketplace infrastructure, services, and operations.</i>

(C-9) Connect new or growing small-scale neighborhood food businesses to flexible financial and technical assistance options

- > Connecting small-scale neighborhood food businesses, particularly new or growing ones, with flexible financial and technical assistance helps their likelihood for success. New or growing small-scale businesses need an array of funding options coupled with technical assistance, especially if it is a first-time business owner. Food businesses include operations producing, processing, distributing, and selling food in a variety of ways.
- > Neighborhood food businesses--including urban farming, cafes, markets, food processing and distribution operations--create destinations in neighborhoods that attract residents and visitors to a community. They also provide opportunities for community engagement, education, training, employment and future economic investment in the area.



Getting Started (C-9)

CURRENT STATUS: <i>In process but will require addition of new elements</i>
Who: <i>ECDI Food Fort, CEDCO, OSU Extension, Slow Money, Columbus SCORE, USDA Farm Service Agency's Microloans Program, The Commissary, Kiva Columbus</i>
OBJECTIVES
<ol style="list-style-type: none"> 1. More small-scale neighborhood food businesses are getting started and/or expanding into investment ready businesses 2. Technical assistance resources (e.g. loans, business development services) are available to small-scale neighborhood food businesses, including those owned by New Americans 3. Small-scale neighborhood food businesses are understanding and using locally available funding and technical assistance programs that support business development and expansion
STARTING STEPS
<ul style="list-style-type: none"> > Convene meetings with neighborhood food businesses, public agencies, private, and nonprofit organizations to network and discuss social impact investment opportunities, loan programs, technical assistance services, and potential strategies and partnerships > Identify existing loan, technical assistance and business development services that can support small-scale neighborhood food businesses > Document unmet lending and technical assistance needs of small-scale neighborhood food businesses
POTENTIAL MEASURES
<ul style="list-style-type: none"> > Number of small-scale neighborhood food business start-ups > Number of small-scale neighborhood food business expansions > Number of small-scale neighborhood food businesses using locally available lending programs > Number of small-scale neighborhood food businesses using locally available technical assistance programs and resources
RESOURCES
<p>Existing resources leveraged in new ways</p> <ul style="list-style-type: none"> > <i>Implementation can using existing resources and programs, however, additional funding sources may be required to facilitate new partnerships, funding tools and programs.</i>

GOAL D

Prevent food-related waste.



INTRODUCTION

Food waste is a critical issue in the food system, and it is not widely understood. The most current research outlines the enormous impact that prevention, recovery and recycling efforts can have; and the opportunity for businesses and consumers to lead the way with some of the most effective interventions. This focus area aims to bring the pertinent issues to light and significantly reduce food waste in our community.

In 5 years, the successful implementation of the actions in this goal will lead to:

- *A reduction in the amount of food waste entering the Franklin County Sanitary Landfill through increased consumer education and household composting, technical assistance to food businesses, and regulatory updates that support food waste diversion.*



(D-1) Expand food waste prevention education campaigns for consumers, local governments, Pre-K-12 schools, and food businesses

- > Stopping food waste from occurring in the first place will provide the greatest financial and environmental impact in our community. Local government can join the efforts of the Ohio Environmental Protection Agency and Solid Waste Authority of Central Ohio to increase public awareness and interest in food waste prevention. New collaborations and resource sharing can make messages more widely accessible, fostering widespread demand for food waste prevention actions in homes and food businesses.

A new national campaign, www.savethefood.com, was recently unveiled by the Natural Resources Defense Council and The Ad Council. The campaign consists of public service ads (PSAs), including TV, online video, poster and out-of-home assets that encourage Americans to “Save The Food” by showcasing the wondrous life cycle of food and the loss of resources when it goes unconsumed. All PSAs drive to the campaign’s website SaveTheFood.com where Americans can learn how simple lifestyle changes like making shopping lists, freezing food and using leftovers can help “Save the Food” and significantly reduce the 20 pounds of food individuals throw away each month. The Ad Council is actively seeking partners interested in using and sharing their educational resources. Collaborators incur the cost of printing materials and paying for advertising space but there is no cost for using the art and files.

For more information visit: <http://savethefood.com/>.



Getting Started (D-1)

CURRENT STATUS: <i>In process but will require addition of new elements</i>
Who: <i>Solid Waste Authority of Central Ohio, City of Columbus Public Service, Columbus Green Business & Urban Agriculture Strategic Plan, Ohio Restaurant Association, Ohio Grocers Association, Neighborhood Associations, Columbus 2020, Franklin County Economic Development and Planning, Minority and Neighborhood Health Advisory Committees, The Ohio State University, USEPA's Food Recovery Challenge, Mid-Ohio Foodbank, schools and school districts serving Columbus and Franklin County</i>
OBJECTIVES
<ol style="list-style-type: none"> 1. Widespread, accessible, and relevant food waste education campaigns tailored to each food system sector and linked with community and neighborhood efforts (see <i>action D-2</i>) 2. Consumers, local governments, local food businesses, and Pre-K-12 schools are actively promoting food waste prevention education campaigns
STARTING STEPS
<ul style="list-style-type: none"> > Identify existing food waste prevention educational resources and programs > Assess gaps, needs, and opportunities for further community education > Engage consumers and local food businesses to implement a locally relevant large-scale food waste prevention education campaign > Incorporate household food waste prevention tips into the Columbus GreenSpot website
POTENTIAL MEASURES
<ul style="list-style-type: none"> > Implementation of a locally relevant, community-wide food waste prevention education campaign > Volume of food waste entering the Franklin County Sanitary Landfill > Number of local food system stakeholders involved in food waste education > Number of Green Spot members reached with food waste prevention communications
RESOURCES
<p>Existing resources leveraged in new ways</p> <ul style="list-style-type: none"> > <i>The Ohio Environmental Protection Agency, The Ohio State University and Solid Waste Authority of Central Ohio facilitate community collaborations, lead education campaigns and provide a variety of educational resources. Public agencies can leverage this ongoing work and engage local food businesses and food system stakeholders in planning and disseminating food waste prevention education.</i>

(D-2) Leverage food waste reduction resources and strategies to increase the number of residents who access training, education, and equipment for effective backyard composting

- > Leveraging existing efforts to teach and incentivize residential composting can grow food waste reduction in ways that are not dependent on significant infrastructure enhancements. Franklin Soil and Water Conservation District, in partnership with Columbus, Franklin County and other municipalities, currently provides workshop training and rebates on rain barrels and compost bins. Residents may purchase “closed in” compost bins at local retailers, such as hardware stores, and apply for reimbursement. Public-private partnerships could assess these existing efforts for expansion and work with neighborhood and community organizations to implement new and expanded programs.



Getting Started (D-2)

CURRENT STATUS: <i>In process but will require addition of new elements</i>
Who: <i>Franklin Soil & Water Conservation District Community Backyard Conservation Program, Solid Waste Authority of Central Ohio, Ohio State University Extension Master Gardener Volunteer Program</i>
OBJECTIVES
<ol style="list-style-type: none"> 1. Increasing public awareness of the benefits of effective residential composting and available training and rebate programs (see <i>action D-1</i>) 2. Widespread proper use of compost bins in residential areas
STARTING STEPS
<ul style="list-style-type: none"> > Engage Franklin Soil & Conservation District Community Backyard Conservation Program to identify current capacity and resources needed to expand reach > Identify opportunities to connect and leverage food waste reduction education and resources to enhance public awareness and participation in the Backyard Conservation Program > Consider other types of programs and public-private partnerships to complement existing backyard conservation programs including OSU Extension Master Gardener programs to provide education on the use of compost in backyard gardening
POTENTIAL MEASURES
<ul style="list-style-type: none"> > Number of education resources for the public (newsletters, workshops, etc.) > Number of participants in existing Backyard Conservation Program > Number of participants in OSU Extension master gardener trainings > Number of education resources for the public (newsletters, workshops, etc.)
RESOURCES
Existing resources leveraged in new ways <ul style="list-style-type: none"> > <i>Implementation can be accomplished by leveraging existing programs and resources, however, additional resources may be required to cover increased training and rebate offerings, and advertising.</i>

(D-3) Recommend changes to policies, zoning and health codes that support and encourage food waste recovery and diversion

- > Policies, zoning and health codes that encourage and support food donation and alternative disposal methods such as composting, are needed at both the commercial and residential scale to grow the capacity for local food waste prevention efforts. Public awareness and understanding of policies, zoning and health codes that encourage and support recovery and recycling will build the demand for local food waste prevention efforts. Public agencies and food system stakeholder commitment is needed to inform policy decisions and to develop a comprehensive communication plan.



Getting Started (D-3)

CURRENT STATUS: <i>In process but will require addition of new elements</i>
Who: <i>Solid Waste Authority of Central Ohio, Ohio Environmental Protection Agency, Columbus Green Business & Urban Agriculture Strategic Plan</i>
OBJECTIVES
<ol style="list-style-type: none"> 1. Food businesses understand the opportunities, protections and incentives afforded them by existing federal, state and local laws, rules and ordinances to donate edible food 2. City and County zoning codes related to composting and similar methods, including animal waste, for households and community gardens are consistent with other relevant regulations and reflect best practices and industry standards
STARTING STEPS
<ul style="list-style-type: none"> > Utilize existing opportunities and trainings to communicate the protections and incentives that federal, state and local laws, rules and ordinances provide for donating edible food > Review existing codes in relation to Ohio Environmental Protection Agency's "Urban Agriculture, Composting and Zoning" report, update as required and communicate > Identify areas or parcels that meet zoning requirements for potential composting or other alternative organic waste transfer or processing facilities
POTENTIAL MEASURES
<ul style="list-style-type: none"> > Adopted comprehensive amendments to the City of Columbus Zoning Code and Franklin County Zoning Resolution > Number of zoning code amendments related to food waste uses (e.g. composting, etc.) > Number of land use and community plans including strategies and recommendations that support food waste prevention and diversion > Number of food business that receive training and education regarding existing protections and incentives for donation of edible food
RESOURCES
<p>Existing resources leveraged in new ways</p> <ul style="list-style-type: none"> > <i>Implementation can be accomplished with some existing resources, such as existing trainings for food businesses, and internal changes to zoning regulations, permit procedures and land use plans. Collaboration with emerging food waste projects at The Ohio State University may present additional opportunities to leverage community resources for greater impact.</i>

(D-4) Provide technical assistance and economic incentives for new and existing food businesses to develop, adopt and implement food waste prevention plans

- > Food waste prevention plans help businesses identify and implement strategies to prevent, recover and recycle food waste. Technical assistance can help food businesses explore best practices--such as serving smaller plates, purchasing imperfect produce, tray-less dining, food donation and waste tracking and analytics that improve their bottom line while reducing the amount of food waste entering the landfill. Incentive models can encourage food business to develop the resources and infrastructure needed to support future waste prevention efforts.



Getting Started (D-4)

CURRENT STATUS: <i>New work</i>
Who: <i>Columbus Public Health, Franklin County Board of Health, Mid-Ohio Foodbank, Solid Waste Authority of Central Ohio, Ohio Restaurant Association, Ohio Grocer Association, Community Plates, City of Columbus Department of Development, Franklin County Economic Development and Planning, HandsOn Central Ohio, USDA U.S. Food Waste Challenge, DNO Produce, Ecotopia</i>
OBJECTIVES
1. Food businesses developing and implementing food waste prevention plans
STARTING STEPS
<ul style="list-style-type: none"> > Develop technical assistance models and resources to help food businesses implement food waste reduction plans > Engage food businesses and nonprofits to identify incentives and/or disincentives that will encourage more food businesses to implement food waste reduction plans > Engage licensing and permitting process agencies for food businesses and identify opportunities to include education and best practice recommendations for food waste reduction > Encourage businesses to use the Ohio Materials Marketplace (by Ohio Environmental Protection Agency and deploying in the Fall of 2016) to offer foods for donation or scraps for composting, animal feed or other processing > Encourage businesses to participate in the USEPA's Food Recovery Challenge for tracking their food waste reduction efforts > Build support among stakeholders for large scale food waste prevention and diversion > Explore opportunities to include food waste and diversion metrics in the creation of a consumer-buyer-producer verification process (see <i>action C-3</i>)
POTENTIAL MEASURES
<ul style="list-style-type: none"> > Number of food businesses participating in technical assistance and/or incentive programs > Implementation of incentives and/or disincentives that encourage food businesses to implement food waste reduction plan > Number of food businesses adopting and implementing food waste reduction plans > Number of participants in the Ohio Materials Marketplace (available from Ohio Environmental Protection Agency) > Number of local participants in the USEPA's Food Recovery Challenge (participants are listed in the USEPA website) > Food waste and diversion metrics included in the consumer-buyer-producer verification process (see <i>action C-3</i>)
RESOURCES
New resources required <ul style="list-style-type: none"> > <i>Integration of education and best practices can be developed in existing programs but technical assistance and incentives will require new resources. Community Recycling grants or Environmental Education grants from Ohio Environmental Protection Agency could help fund some of these efforts.</i>

(D-5) Build support for alternative food waste disposal infrastructure among local leaders and large-scale food waste generators

- > The way to develop the future of alternative food waste disposal infrastructure is by bringing together local leaders and food businesses, particularly large-scale food waste generators, to discuss and learn about food waste reduction efforts and innovations. Whether participating in or hosting these discussions, local governments within Franklin County can help build the support for food waste disposal infrastructure.



Getting Started (D-5)

CURRENT STATUS: <i>In process but will require addition of new elements</i>
Who: <i>Ohio Environmental Protection Agency, SWACO, City of Columbus Public Service, Ohio Restaurant Association, Ohio Grocer Association, Mid-Ohio Regional Planning Commission, OSU Extension</i>
OBJECTIVES
<ol style="list-style-type: none"> 1. Local leaders and large scale food waste generators are actively engaged in efforts to identify and develop alternative food waste disposal options in the City of Columbus and Franklin County 2. Identify alternative disposal options, understand any applicable regulatory barriers, and educate generators
STARTING STEPS
<ul style="list-style-type: none"> > Conduct an inventory of current alternative food waste disposal options, both active and in development > Conduct presentations, workshops, and training sessions to connect large scale food waste generators with current, local innovative practices, opportunities, and infrastructure > Identify options not currently available but with potential for implementation > Participate in local strategic planning for food waste processing infrastructure enhancements that will support both large scale food waste generators and future efforts to provide household food waste diversion practices > Assist with grant applications, including serving as sponsors for Ohio Environmental Protection Agency recycling grants
POTENTIAL MEASURES
<ul style="list-style-type: none"> > Number of public agencies, local leaders and large scale food waste generators engaged > Number of grant applications submitted > Number of training opportunities offered and number of attendees
RESOURCES
Existing resources leveraged in new ways <ul style="list-style-type: none"> > <i>Various efforts in both the public and private sectors are already underway.</i>

THE FUTURE OF THE PLAN

The Joint City and County Local Food Team will be the primary coordinating entity for this plan once it is adopted by the City of Columbus and Franklin County. The Project Team, including members from Columbus Public Health, Local Matters, and Franklin County Economic Development and Planning will provide continued support to the Joint City and County Local Food Team where appropriate. The Joint City and County Local Food Team will issue annual reports on the plan and review and update it every five years.

This action plan will guide public policy related to the local food system. The strength of this plan will largely be determined by the involvement and collaboration of all communities, stakeholders, food businesses, nonprofits, and public agencies in the City of Columbus, Franklin County, and the region.

