



ASHEVILLE BUNCOMBE
FOOD POLICY COUNCIL

City of Asheville Food Policy Goals and Action Plan

A collaborative planning process valuing community input and cross-sector leadership to address complex food system issues.

October 2017

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Table of Contents:

Context of Work	3
The City's Role in the Food System	4
Food Policy Councils- overview	5
Asheville Buncombe Food Policy Council	6
Development of 2017 Food Policy Goals and Action Plan	9
2013 Food Action Plan Review	12
Community Survey Highlights	13
Recommendations & Next Steps	15
2017 Food Policy Goals and Action Plan	16



Context of Work

Asheville and Buncombe County are often included in national “best of” lists. The growing local food movement and burgeoning, innovative dining and beer scene in the region has even led Asheville to be branded as “Foodtopia” by many.

However, this region also has the unwelcome distinction of making it onto the “top ten” list of most food insecure communities in the nation. A 2013 [report](#) by the Food Research and Action Center ranks the Asheville Metropolitan Statistical Area as the ninth hungriest city in the nation, with more than 1 in 5 (21.8%) of residents experiencing “food hardship.” That same report ranked North Carolina as the tenth hungriest state in the nation. This is a call to action for city government, local non-profits, and our community at large to come together to address the root causes of this inequity through policy, advocacy, and innovative programming.

Fortunately, Asheville and Buncombe County are home to a tremendous wealth of businesses, individuals and organizations who care very deeply about our food and farms. The “support system” for a thriving, community-based food system exists here. It is our responsibility to prioritize cross-sector planning and collaboration which connect the dots between policy, programming, neighborhood, family, and community initiatives and builds a strong and resilient food system. The City of Asheville is already at the forefront of establishing supportive partnerships that have laid the foundation for this important work. Through the adoption of the 2013 Food Action Plan and the careful inclusion of food in the city’s sustainability plan, Asheville is poised to be a regional model for municipal-lead food systems improvement.

In 2016 the City of Asheville entered into a contract with Asheville Buncombe Food Policy Council to review and revise the 2013 Food Action Plan through a community input process. This report provides an overview of this work and will present findings from our community engagement, 2013 plan review and recommended revisions.



The City's Role in the Food System

A municipality is a key entity in the “support system” that enables a community-based food system to grow and thrive. The city participates as a partner at the table of program and policy development with a unique role in setting regulations, ordinances, and department priorities that empower residents to grow their own food, purchase from local growers and retailers, establish food-businesses, and expand markets in their home communities. Policy makers at the local, regional, state, and federal levels make key decisions on resource allocation, funding subsidies to support grassroots initiatives, and innovative support structures that open doors for community innovation and ownership.



Common Areas of Focus for Urban Food Policy Programs¹

Access and Equity	e.g., healthy retail initiatives, food desert mapping, senior food assistance programs
Economic Development	e.g., small business marketing assistance/financing, food hubs, food employment training programs
Environmental Sustainability	e.g., sustainable food sourcing, food system environmental footprinting, climate change planning
Food Education	e.g., urban homesteading classes, healthy cooking demonstrations, school gardens
Local and Regional Food	e.g., farm-to-table programs, institutional purchasing programs/ legislation
Mobile Vending	e.g., enabling mobile food carts, licensing fee reductions
Nutrition and Public Health	e.g., electronic benefit transfer (EBT) at farmers markets, menu labeling, early childhood nutrition programs
Policy Advocacy	e.g., Farm Bill advocacy, municipal food charters
Urban Agriculture	e.g., zoning code revisions, community garden programs
Waste Management	e.g., food composting programs, curbside food waste collection

Food Policy Councils

Food Policy Councils work across sectors to promote resilient food systems through coalition work in advocacy and policy development.

By bringing together key community, municipal, and private industry stakeholders, Food Policy Councils create space to develop innovative system support to improve and enhance community health, food access, natural resources, economic development and production agriculture. Striving for community control and meaningful input in food policy development, Food Policy Councils bring together diverse voices and program actors across the food system to develop a unified vision for whole system improvement to benefit all the community's citizens.



Many people in different sectors work to address issues that intersect with food.

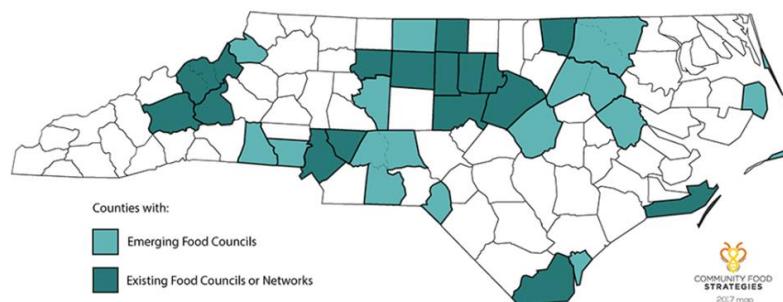
Usually not one group exists to tell the story of the food system as a whole. That's what food councils can do.



Councils provide a shared way of thinking about the *whole* food system by including voices from many different sectors.

Food councils put the pieces together and tell the story of the whole food system.ⁱⁱ

Food Policy Councils in NC





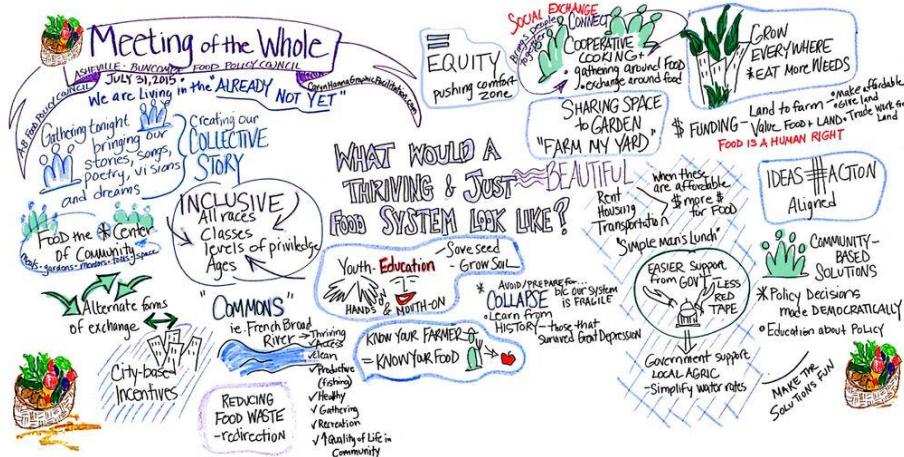
ASHEVILLE BUNCOMBE FOOD POLICY COUNCIL

The ABFPC was formed in 2011 out of a recognition by local advocates and policymakers that food insecurity is an urgent problem in Asheville and Buncombe County that has profound effects on the health and wellbeing of city and county residents.

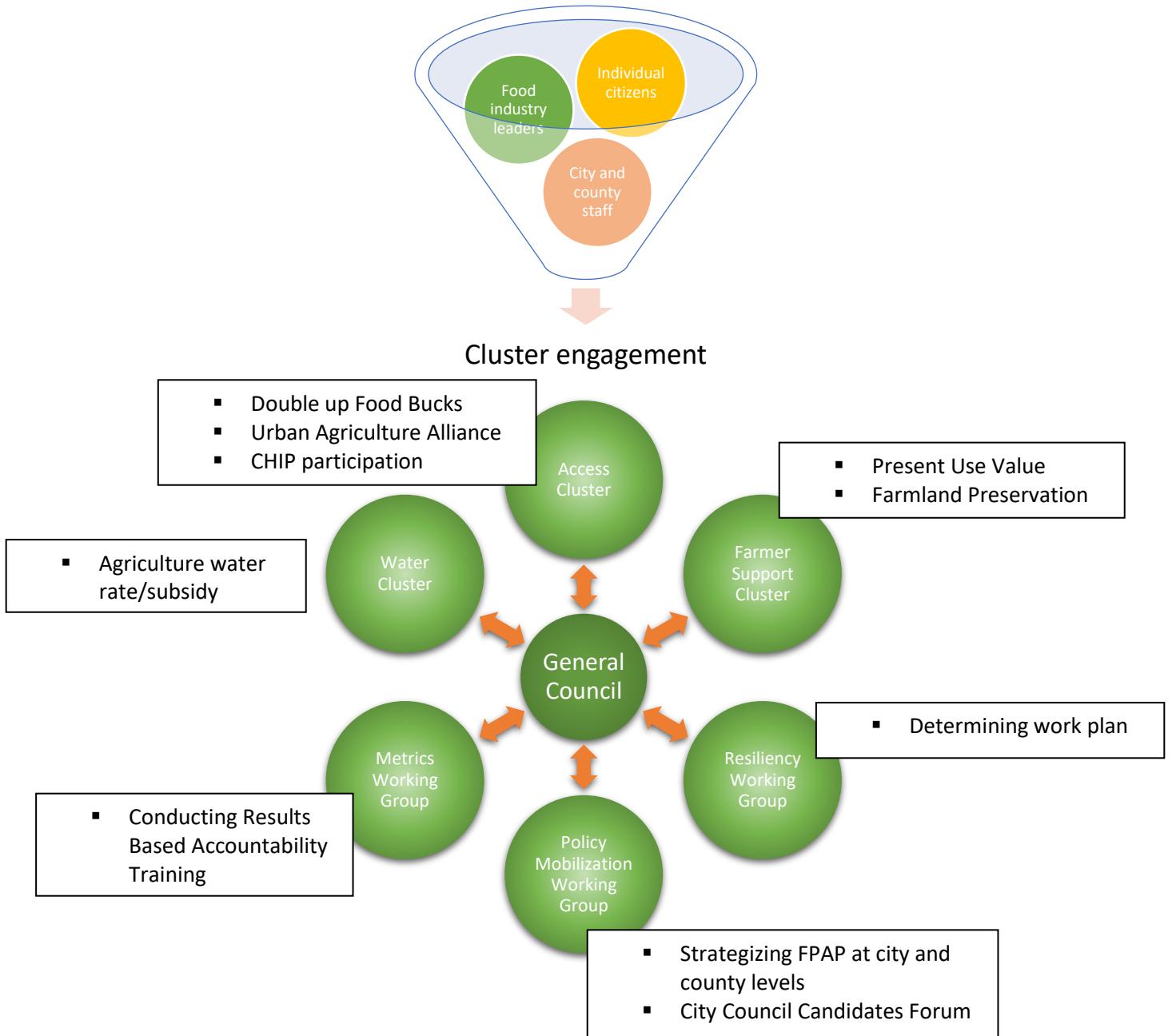
At that time, a survey by Tyson Foods, Inc. listed North Carolina as the second most food insecure state in the nation, and another survey named Asheville as the nation's 6th most food insecure metropolitan area.

ABFPC functions as an umbrella organization seeking to bring together non-profit organizations, government entities, individual citizens, and food industry leaders to identify and prioritize food policy and advocacy issues.

- ❖ **The mission** is to identify, propose and advocate for policies, financial appropriations, and innovative solutions to improve and protect our local food system in order to advance economic development, social justice, environmental sustainability, and community resiliency.
- ❖ **The vision** is that all residents of Buncombe County have access to and the option to cultivate and prepare nutritious food within a resilient and sovereign foodshed that sustainably harvests and conserves farmland, forests, and water resources, sustains our population, collaborates with neighboring counties, and ensures a thriving agriculture-related economy.

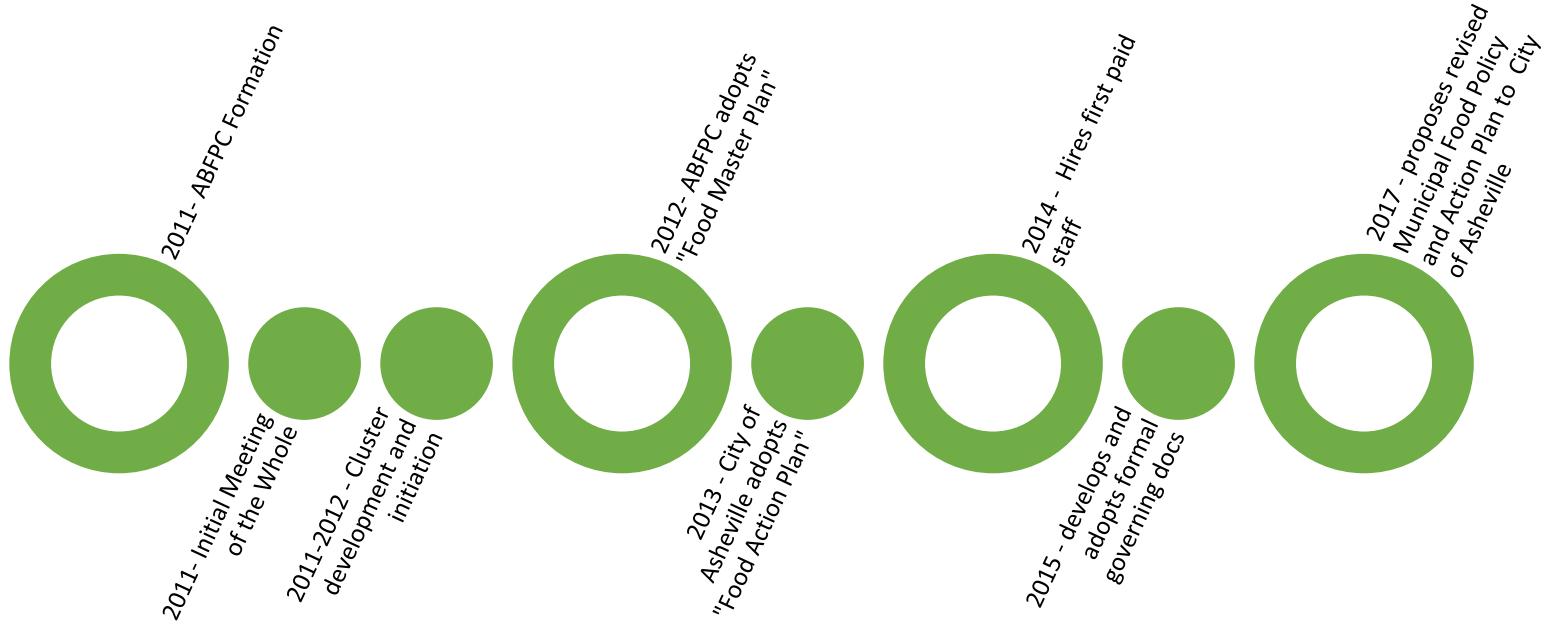


ABFPC works with community business, non-profit and municipal stakeholders to determine focus areas and prioritize food policy action items and agendas



Clusters operate autonomously to determine priority projects and to incorporate ideas from the community to identify and prioritize areas of focus. The General Council works with cluster input to determine work plans and to strategize overall policy and advocacy efforts in collaboration with the City of Asheville and Buncombe County.

ABFPC timeline



- **Major Accomplishments:**

- Food Master Plan
- 2013 Food Policy Action Plan
- Double Up Food Bucks
- Collaboration/relationship with City of Asheville Office of Sustainability
- Governing documents – formalizing operating structure of grassroots advocacy work
- 2016-2017 review and revision of City of Asheville's food action plan
- Recommendation for 2017 Food Policy Goals and Action Plan including goals, objectives and suggested action items

Development of 2017 Food Policy Goals and Action Plan

In 2016, The City of Asheville contracted with Asheville Buncombe Food Policy Council to review the 2013 Food Policy Plan and facilitate a community input process to recommend a revised plan. Through a year-long process, the ABFPC and community stakeholders identified key food system focus areas with goals and objectives and suggested action steps. Below is a summary of activities conducted and key findings.

Overview of 2017 Food Policy Action Plan (FPAP) draft development process

- ❖ October & November 2016:
 - ✓ Review of 2013 Food Action Plan
 - ✓ Outreach to city staff, food policy clusters, and general council for feedback on 2013 Food Action Plan
 - ✓ Review of COA staff reports on status of plan initiatives and progress on individual items
 - ✓ Evaluate plan to determine which items were completed, in-process or no longer relevant (see table 1)
- ❖ November 2016:
 - ✓ Condense 14 points of 2013 Food Action Plan into draft focus areas
 - ✓ Incorporate findings from 2013 Food Action Plan review and community conversations to develop community survey
- ❖ December 2016-February 2017:
 - ✓ Survey administration through community platforms and city communications platforms
- ❖ February 2017:
 - ✓ Survey response analysis (see pages 12-13 for snapshot of highlights)
 - ✓ Organizing survey comments
 - ✓ Prioritization and revision of focus areas based on survey input
 - ✓ Theme development for focus areas, initial drafting of goals, objectives, and action steps
- ❖ February – March 2017:
 - ✓ Facilitated ABFPC Cluster review and input process
 - ✓ Solicitation of input from Community Food Strategies on relevant regional and national models for policy and action step initiatives that address identified focus areas and objectives
- ❖ March-April 2017:
 - ✓ Organization and incorporation of cluster additions, edits, theme areas
 - ✓ Revision of goals, objectives, and actions steps to incorporate cluster and community input to date
 - ✓ Individual communication and conversation with identified community stakeholders for further revision, review and comment
 - ✓ Circulation of revised draft FPAP to Local Food Council of North Carolina and identified community stakeholders (organizations, individuals, business owners) for plan input and comments

- ❖ May 2017:
 - ✓ Incorporation of feedback from Local Food Council of North Carolina and community stakeholders
 - ✓ Streamlining of objectives and document formatting
- ❖ June-July 2017:
 - ✓ Conducted 5 focus area-specific input and feedback sessions with invited, relevant city staff
 - ✓ Incorporated staff feedback into draft revisions
 - ✓ ABFPC General Council final revisions
- ❖ August 2017:
 - ✓ Presentation to Sustainability Advisory Committee on Energy and the Environment (SACEE), incorporation of feedback and revisions
- ❖ September 2017
 - ✓ Presentation of draft FPAP to City Manager
- **Current work:** Presentation to Planning and Economic Development Committee with recommendations for city resolution in support of ABFPC's Food Policy Goals and Action Plan. Seeking city commitment to collaborate in the ongoing process to convene city, county, and community stakeholders to develop work plans, evaluation protocols, and identify resources required to prioritize and implement action items.

Implementation and Evaluation planning

Proposed Implementation overview:

- 11/14/17-
 - ABFPC Meeting of the Whole- Annual meeting to introduce Food Policy Action Plan to the general public and solicit input on community action step prioritization and cluster work planning for 2018.
- Fall 2017
 - ABFPC Coordinator and Office of Sustainability collaborate to determine work plan for implementation of priority city objectives in FY 2017-2018, finalize 2018 contract
- Winter/Spring 2018
 - Determine process for community asset mapping and gap analysis
 - ABFPC convenes focus groups for city and county officials to collaborate on identification and strategy for key initiatives
- Spring 2018
 - ABFPC Coordinator and Office of Sustainability with input from relevant city departments and ABFPC clusters determine priority objectives to propose to City Manager for FY 2018-2019
 - Conduct contract work to convene stakeholders and analyze community resources

Evaluation Protocols Development:

- November 2017
 - Results Based Accountability (RBA) training in partnership with Terri March of Community Health Improvement Process (MAHEC) and Ameena Batada, Professor of Health and Wellness, UNC Asheville. This training will recruit community members interested in forming a cluster dedicated to developing an evaluation plan and process for the Food Policy Action Plan utilizing RBA methodology.
- The resulting “metrics cluster” will include the ABFPC Coordinator, Terri March, Ameena Batada and interested community members who have completed the RBA training. This cluster will finalize an evaluation plan and the ABFPC Coordinator will work in partnership with the Office of Sustainability and the cluster for ongoing evaluation and metrics tracking.

Outline of Food Policy Action Plan Structure

Structure of Food Policy Action Plan:

7 Focus areas:

1. Food Access & Distribution
2. Farms, Food Production, and Processing
3. Community Food Education
4. Resource Stewardship (water, compost, energy)
5. State Food Policy and Legislation
6. Emergency Preparedness
7. City Initiatives

Within each focus area are:

- Goals
- Objectives
- Action Steps
 - Action steps include designation as a “city lead” or “city partnership” item and are assigned an estimated timeframe of short (1-3 years), medium, (2-5 years), long/undetermined (5+ years and/or requiring additional research to determine timeframe), or ongoing. “City partnership” items are suggested actions that will be led by county, community leadership, and/or ABFPC. It is important for these items to be considered in tandem with “city lead” action items as initiatives are often overlapping and measurements of success in overall food systems development will be based on bigger picture results of multiple activities.

TABLE 1

City of Asheville 2013 Food Action Plan Accomplishments

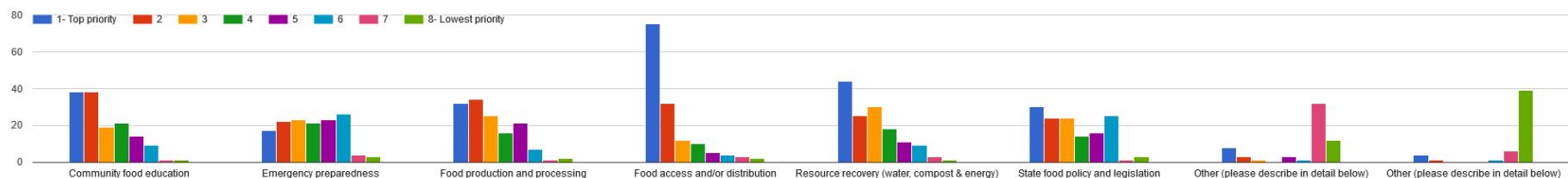
2013 Food Policy Action Plan: Accomplishments	What was done:
Utilize UDO as a tool to support food policy goals	Ordinance 4233 increased flexibility for agricultural uses
Optimize permitting and regulatory services for farmer markets	Fees lowered and approval process was shortened by 3 days
Long term permanent location for the Asheville City Market	Ongoing MOU for winter markets and Market Street Location
Support Asheville Buncombe Food Policy Council	Contract with ABFPC to lead community input process and revision of food policy agenda
2013 Food Policy Action Plan: Carry Over Items	2017 Focus Areas Incorporating Carry Over Items
Local purchasing policies for City of Asheville/US Cellular Center	City Initiatives Focus Area
Implementation of curbside composting program	Resource Recovery Focus Area
Increase food production on public land/update of recommended plants list to promote edibles, native species, and pollinators	Food Access and Distribution, Community Food Education and Farms, Food Production and Processing Focus Areas
Prioritize access to food distribution sites from residential neighborhoods in multi-modal transit planning	Food Access and Distribution Focus Area
Engage residents living in food deserts in neighborhood-based solutions to limited access to healthy food	Food Access and Distribution and Community Food Education Focus Areas
Incorporate food policy goals into city staff and community education	Food Access and Distribution, Community Food Education and City Initiatives Focus Areas
2013 Food Policy Action Plan: Eliminated Items	Reasoning/Revision:
Include achieving food policy goals as a priority when allocating Community Development Block Grants.	Removed as priority as CDBG funds are limited and difficult to access. Revised action items advocating for funding to support food action items included in "Food Access and Distribution" focus area.

Community Survey Highlights:

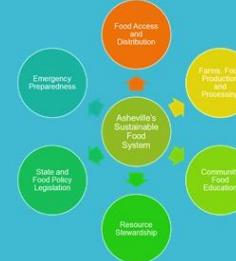
- ❖ 145 survey respondents completed the survey
- ❖ 24 unique organizations and affiliations reported
- ❖ Provided 151 additional comments and suggestions on focus areas, program ideas, policy recommendations
- ❖ Ranked priorities between focus areas
- ❖ Identified and ranked barriers and solutions to overcome barriers from a list of possibilities
- ❖ Comments, questions, and suggestions informed the revision of focus areas to be more inclusive and descriptive
- ❖ ABFPC utilized ranking of focus areas, barriers and opportunities along with comments to draft goals, objectives and action items in first round draft provided to food systems stakeholders for expansion, re-prioritization and clarification.

Food Access and Distribution was identified as top priority focus area

What focus areas of the Asheville/Buncombe County food system do you feel the City should prioritize in the revised Food Policy Action Plan?
(1 = top priority, 7 = lowest priority)



Community Input



Top Solutions Identified to Overcome Barriers

Food Access and Distribution	Community Food Education	Resource Stewardship	Farms, Food Production and Processing	State Food Policy and Legislation	Emergency Preparedness
Increase employers providing living wage	Incentives that support food education initiatives in food deserts	Develop city-wide composting programs	Increase city and county owned land for public food production	Lobby State legislature on food policy initiatives	Increase neighborhood based food production
Increase programs that support food access initiatives in food deserts	Food education programs focused on growing food				

Community Input



Barriers Identified in Each Focus Areas

Food Access and Distribution	Community Food Education	Resource Stewardship	Farms, Food Production and Processing	State Food Policy and Legislation	Emergency Preparedness
Financial Barriers and food cost	Lack of affordable Food Education Programs	No city-wide Composting	Lack of arable land and processing facilities	Lack of incentives to encourage urban and rural growers	Need neighborhood based emergency food preparedness plans



Recommendations:

- City Council -pass a resolution in support of the Food Policy Goals and Action Plan included in this report
- City of Asheville commits to participation in the process of collaboration with ABFPC, Buncombe County, and community stakeholders to analyze and articulate existing assets, understand gaps in infrastructure, policy, and programming and collaborate on cross-sector solutions to enhance our community food system.

Next steps:

- ABFPC will act as a convener to bring the city, county and community actors together to establish initiative leadership and collaboration, develop clear metrics and evaluation protocols, and prioritize initiatives to mobilize the Food Policy Action Plan
- Finalize and advance work planning to pursue 2018 initiatives – suggestions for possible short-term mobilization:
 - Develop and install educational signage that informs residents about sustainable and organic food production, pollinator, compost and other food production activities and best practices; utilize signs in city owned garden properties, school gardens, and community garden sites
 - Conduct city facility program inventory to better understand existing food related initiatives resulting in staff from Parks and Recreation, and Sustainability creation of coordinated food education campaign
 - Utilize bus rider survey results and relevant current research to inform inclusion of food access issues in the Transit Masterplan
- Work with Comprehensive planning process to determine appropriate inclusion of Food Policy Action Plan focus areas, goals, objectives and/or action items.
- Develop 2018 work plan and scope of work to finalize contract with ABFPC (via Bountiful Cities as a fiscal agent) for FY 2018-2019

Attachments:

(1) Food Policy Goals and Action Plan

ⁱ M. Hatfield "City Food Policy and Programs: Lessons Harvested from an Emerging Field" City of Portland, Oregon Bureau of Planning and Sustainability, pp 8

ⁱⁱ Image and language courtesy of Community Food Strategies: <https://communityfoodstrategies.com/>

Food Policy Goals and Action Plan 2017

Focus Area 1: Food Access and Distribution		Goal: Increase access to nutritionally adequate food for all City residents with priority given to serving people experiencing food insecurity.		
		Action Steps	COA Role*	Time-frame**
Objective A City of Asheville supports and develops food access initiatives that serve Asheville "food deserts*"		City of Asheville recognizes working definition of Food Desert as developed by ABFPC	L	S
		City of Asheville creates incentives to encourage access initiatives such as pop-up and mobile markets to bring fresh food to food deserts	L	M
		Support Double Up Food Bucks* program initiatives to increase program participation and funding	P	O
		Research local tax incentives that increase availability of fresh food in corner stores	P	L/U
Objective B City of Asheville's parks, public lands and greenways are a regional model for public edibles		Increase staff training, investment, and communications to support success and sustainability of edibles on city owned and managed land	L	S
		Increase infrastructural support for community gardens and edible plantings on public lands	L	O
		Work with ABFPC and community gardeners to overcome barriers that inhibit garden success	P	S
Objective C Increase the amount of Strategic Partnership Funds supporting food security initiatives		Increase total dollars available to community groups through City of Asheville's Strategic Partnership Funds	L	S
		Prioritize project proposals that address 2017 Food Policy Action Plan objectives	L	S
		Encourage food security/access projects to apply for Strategic Partnership Funding	P	O
Objective D Improve public transportation options to grocers, tailgate markets, food pantries, and other food access points		Utilize bus rider survey results and relevant current research to inform inclusion of food access issues in the Transit Masterplan	L	S
		Explore options to increase free/reduced bus service options to food sites	L	L/U
Objective E City of Asheville and area employers address financial barriers that inhibit food access		Utilize city communications platform(s) to promote Living Wage Certified businesses in the City of Asheville	L	S
		Expand living wage certification initiatives	P	M

* **COA Role** = City of Asheville's Role in completing action steps - (L= Lead, P=Partner)

****Timeframe** (S=Short- 1-3 yrs, M=Medium- 2-5 yrs, L/U=Long/undetermined- 5+ yrs or requires research to determine timeline, O=ongoing)

Food Policy Goals and Action Plan 2017

Focus Area 2: Farms, Food Production, and Processing		<i>Goal: Through rural land preservation, business support initiatives, and producer education, more local food is available to residents, and regional food producers are economically viable.</i>		
		Action Steps	COA Role*	Time-frame**
Objective A Increase organic and sustainable food production on City and County land		Parks and Recreation protects and expands annual and perennial edible plantings through partnership, maintenance, and communication	L	S
		Food and farm business entrepreneurs collaborate with city sustainability and real estate staff to create land-use process for city land parcels	L	O
		Pursue designation of Urban Agricultural Incentive Zone* to encourage urban agriculture production	P	L/U
		Increase participation in educational events that build organic and sustainable food production skills	P	O
Objective B Develop initiative(s) to support farmland preservation in Asheville's foodshed*		City of Asheville introduces innovative revenue streams for residents and visitors to contribute funds to farmland preservation in surrounding food producing areas	L	L/U
		City of Asheville Sustainability Office works with Buncombe County Sustainability Office to identify and collaborate on shared food initiatives in City's Food Policy Action Plan and County's Sustainability Plan	L	L/U
Objective C Support financial viability of farms, market gardens, and food businesses serving local food markets		Encourage Asheville businesses and organizations to commit to NC 10% campaign*	L	S
		Develop partnership to research and pursue public/private food enterprise center*	P	L/U
Objective D Recommend food and farmland policy decisions based on a deeper understanding of regional farming and food systems		Work in partnership with Buncombe County and regional organizations to produce a regional analysis of barriers and opportunities to maximize farmland protection and local food initiatives	P	M
		Engage with community food assessment and comprehensive mapping project to create a visual reference for food distribution, growing, and education sites	P	M

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Food Policy Goals and Action Plan 2017

Focus Area 3: Community Food Education		<i>Goal: The City of Asheville prioritizes and supports resident education that increases food literacy and food production skills.</i>		
		Action Steps	COA Role*	Time-frame**
Objective A City is a collaborative partner on food education programs focused on sustainable and organic food production		Develop and install educational signage that informs residents about sustainable and organic food production, pollinator, compost and other food production activities and best practices; utilize signs in city owned garden properties, school gardens, and community garden sites	L	S
		Work through Neighborhood Coordinator with neighborhood associations to engage individual neighborhoods and increase collaboration on food projects between neighborhoods	L	S/M
		Utilize City's communications and outreach platforms to highlight food education activities and increase participation	L	S/M
		Work with Community Health Improvement Process (CHIP)* to conduct community food education inventory of existing food programs utilizing city parks, recreation centers, and schools	L/P	M
		Develop incentives that expand educational opportunities to increase sustainable and organic food production and use in Asheville's food deserts	P	S
Objective B Integrate comprehensive food education initiatives in Parks and Recreation department		Staff from Parks and Recreation, and Sustainability create coordinated food education campaign	L	S
		Parks and Recreation partners with organizations to develop food education for youth and adults on city land	L	M
Objective C Coordinate and advance farm to school and school-based food education initiatives in Asheville and Buncombe County		Utilize city's communications platforms to highlight school food education activities	L	S
		Asheville and Buncombe County School Districts bring together food producers and stakeholder organizations to advance the farm to school and school-based food education initiatives	P	L/U
		Explore opportunities to support local food production for school consumption	P	M
Objective D Utilize recommended plants lists and public resources to increase edible plantings		Incentivize developers' use of City of Asheville's recommended plants list	L	S
		Utilize public platforms at Department of Development Services and other city offices to highlight recommended plants list and to promote edible, pollinator-friendly, and native plantings	L	S
		Expand Open Tree Map* to link with recommended plants list and to provide information on edible plantings throughout the city	P	M
Objective E Increase agroecosystem resilience* literacy		Identify and develop City of Asheville's leadership role in regional resilience planning	P	M
		Develop community learning opportunities to understand and engage with agroecosystem resilience	P	S

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Food Policy Goals and Action Plan 2017

Focus Area 4: Resource Stewardship (water, compost, energy)		<p>Goal: <i>The City of Asheville takes a proactive approach to resource access and management by making resources necessary for urban agriculture available and affordable, offering incentives to encourage innovative conservation practices, and prioritizing city-wide waste reduction.</i></p>		
		Action Steps	COA Role *	Time-frame**
Objective A	Create an actionable plan for city food waste recovery, composting, and redistribution	Research and communicate comparable municipal compost initiatives to determine best practices for City of Asheville pilot program	L	M
		Work with neighborhood leaders to develop community pilot composting initiatives to test options for full-scale city program development	L	L/U
		Launch City of Asheville municipal compost program	L	L/U
		Participate in a leadership role in Regional Food Waste Summit* and follow up action steps	P	S
Objective B	Reliable, affordable water sources are available for food production within Asheville water district	Reduce water expenses for urban agriculture producers through urban agricultural water rate, subsidization, or grant cost-offset program	L	M
		City of Asheville provides assistance with water infrastructure development for food production on city-owned land	L	M
		Research and implement cost-sharing program initiatives for cisterns and other rainwater harvesting at residential and urban agricultural production sites	L	M/L
Objective C	City of Asheville provides technical assistance to support urban agriculture practitioners in reducing energy use	Develop technical assistance and incentives that assist urban agriculture producers in connecting with energy saving technology and practices	L	M
		Conduct assessment to better understand current urban agricultural energy use factors	P	M
Focus Area 5: State Food Policy and Legislation		<p>Goal: <i>The Asheville community has an organized voice and provides regional leadership in advocacy for programs and projects that support local and regional food production, farmland preservation, and resource conservation.</i></p>		
Objective A	Asheville and Buncombe County residents stay informed about and can effectively mobilize to influence state and federal food policies that impact our region	Action Steps	COA Role *	Time-frame**
		SACEE stays informed about statewide food policy efforts through regular updates from ABFPC, the Farm Agency Resource Management Support Group, and regional agriculture policy stakeholders	L	O
Objective B	City Council's legislative agenda includes support for state initiatives that increase food access in Asheville's Food Deserts	ABFPC initiates a local task force and policy mobilization/action alert list-serv to lobby State legislature on food policy initiatives	P	S
		Advocate for Healthy Corner Store Initiative, NC HB 387, full \$1million appropriation	P	S
		Advocate for State of NC to maintain or increase current funding levels for SNAP/EBT and free & reduced lunch subsidies	P	O

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Food Policy Goals and Action Plan 2017

Focus Area 6: Emergency Preparedness		Goal: Residents have access to a sufficient regional food supply in the event of a disruption to the existing food system.		
		Action Steps	COA Role *	Time-frame**
Objective A	City of Asheville, Buncombe and surrounding counties, and community partners develop regional emergency food storage and access plan	Add emergency food preparedness as a section in future "Plan on a Page" neighborhood planning processes	L	M
		Develop forum for cross-sector discussion about food emergency management	P	M
		City of Asheville's "Climate Resilience Assessment" plan includes cross-sector food emergency planning encompassing neighborhood through regional scenarios	P	L

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Focus Area 7: City Initiatives		Goal: The City of Asheville is a national food policy leader that develops and implements innovative internal policies, programs, and initiatives that embody our commitment to food justice, local food purchasing, and local economies.		
		Action Steps	COA Role *	Time-frame**
Objective A	Improve waste and local/regional sourcing for City of Asheville venues, events, and meetings	Create a resource guide to assist city departments in sourcing local food and planning for waste reduction and composting at meetings and events	L	S
		City of Asheville signs on as NC 10% campaign* partner	L	S
		Establish baseline levels for local food and beverage sourcing at US Cellular Center	L	S
		Increase local food and beverage sourcing and sales at US Cellular Center	L	M
		Develop city hall compost initiative	L	M
		Research and implement compost initiatives at other city facilities	L	L/U
Objective B	City employees increase their consumption of local food	City of Asheville provides administrative/HR assistance and employee education about Community Supported Agriculture (CSA)* to support CSA delivery and enrollment at City Hall and other city employment sites	L	S
		Health points are made available for CSA share or other qualified local food purchase	L	S

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****Timeframe** (S=Short- 1-3 yrs, M=Medium- 2-5 yrs, L/U=Long/undetermined- 5+ yrs or requires research to determine timeline, O=ongoing)

Term	Definition
Agroecosystem	<p>Agroecosystems are human-dominated ecosystems managed to produce food and other agricultural products. Like all ecosystems, agroecosystems can be described in terms of key structural and functional properties that largely determine their health and productivity. The structural properties—such as species diversity, vegetative architecture, and the food supply web—describe the physical relationships between the organisms that inhabit the ecosystem. Functional properties describe the dynamic processes that capture, move, and store energy and materials in the ecosystem; regulate populations of organisms that inhabit it; and shape the development of the system over time. Because the boundary of the agroecosystem is defined by the user, energy flow and material cycling can be explored at a diversity of nested scales—a field, a whole farm or ranch, or even an entire food system. In each case, the physical components of the agroecosystem can be defined and measured; the interactions between components investigated; and emergent properties like health, profitability, sustainability, and resilience explored (adapted from Gliessman 2007)</p>
Agroecosystem resilience	<p>The ability of our agricultural ecosystem (agroecosystem*) to absorb disturbances while retaining the same basic structure and ways of functioning, the capacity for self-organization, and the capacity to adapt to stress and change.</p>
Community Health Improvement Process (CHIP)	<p>The Community Health Improvement Process (CHIP) brings together many diverse partners to improve the health of our community. They align their efforts and support each other for greater collective impact on the priorities identified through our Community Health Assessment.</p> <p>CHIP collaborators work together to identify priority issues, develop and implement strategies for action, and establish accountability to ensure measurable health improvement, which is outlined in the form of a Community Health Improvement Plan. CHIP looks outside of the performance of an individual organization serving a specific segment of a community to the way in which the activities of many organizations contribute to community health improvement.</p>
Community Supported Agriculture (CSA)	<p>Community Supported Agriculture (CSA) consists of a community of individuals who pledge support to a farm operation so that the farmland becomes, either legally or spiritually, the community's farm, with the growers and consumers providing mutual support and sharing the risks and benefits of food production</p>
Double Up Food Bucks (DUFB)	<p>The DUFB program allows customers purchasing local produce with SNAP/EBT to double their dollars, up to \$20 per day. These DUFB credits can then be used on any produce in the store at any time up to a year from the initial purchase. The program was developed by Michigan's Fair Food Network and is being piloted locally at the French Broad Food Coop and West Village Market through an initiative developed by the ABFPC's access cluster and Bountiful Cities.</p>
Food Desert	<p>The US Department of Agriculture defines food deserts in relation to census tract location and distance from a supermarket or grocery store. To qualify as a “low-access community,” at least 500 people and/or at least 33 percent of the census tract’s population must reside more than one mile from a supermarket or large grocery store (for rural census tracts, the distance is more than 10 miles).</p>
Food Enterprise Center	<p>This umbrella term encompasses the many possibilities that could address farmer and market gardener's needs for value added processing, shared resources, and access to facilities that can increase revenue streams.</p>

Term	Definition
Foodshed	A foodshed is analogous to a watershed in that foodsheds outline the flow of food feeding a particular population, whereas watersheds outline the flow of water draining to a particular location. Through drawing from the conceptual ideas of the watershed, foodsheds are perceived as hybrid social and natural constructs. For the purposes of the Food Policy Action Plan we define our foodshed as the surrounding farm and food production land that does or could provide fresh food for Asheville residents.
NC 10% Campaign	The NC 10%, an initiative of the Center for Environmental Farming Systems (CEFS) Campaign encourages individuals, businesses, organizations, and institutions to understand the benefit of strong and resilient local foods systems, know how to find local foods throughout the state, and spend at least 10% of their existing food budget on NC-grown/raised-caught foods." A number of NC Counties (Cabarrus, Chatham, Guilford, Onslow, Orange, Rockingham, Tyrrell) and some cities/towns (Goldsboro, Columbia, Knightdale) have signed on as initiative partners. http://www.nc10percent.com/
Open Tree Map	<p>The City of Asheville crowdsourced tree data in order to reduce the costs associated with an inventory and engage citizens in urban forestry efforts. By creating a map the public could update, the city, in partnership with Asheville GreenWorks, has engaged hundreds of volunteers and collected data on thousands of trees.</p> <p>Today, the map is primarily managed by Asheville GreenWorks but continues to be maintained by the city's Information Technology (IT) department. The nonprofit uses the map to fill out the city's inventory, and track plantings and maintenance. Asheville's Department of Parks and Recreation also adds data to the map on their new plantings. By collecting tree data in one centralized location, the city is better prepared to create an urban forest management plan.</p>
Regional Food Waste Summit	<p>The Regional Food Waste Summit will bring together industry leaders to initiate cross-sector conversations and spark collaboration.</p> <p>The long term goal is to establish a collaborative network in and around Buncombe County to address food waste recovery issues including:</p> <ul style="list-style-type: none"> -Support for edible food waste collection and redistribution -Increased landfill diversion tactics -Innovative enterprise development -Development of community and municipal level compost initiatives
Urban Agriculture Incentive Zone (UAIZ)	<p>A successful model for this initiative is currently underway at the city and county level in California, "The Urban Agriculture Incentive Zones Act (AB551)." In 2014, California implemented Assembly Bill 551, which allows landowners in metropolitan areas to receive tax incentives for putting land in agriculture use. The initiative requires city and/or county designation of an urban agriculture incentive zone and the development of parameters and process to determine tax assessment values for agricultural property within the UAIZ. The California legislation includes the following eligibility requirements:</p> <ul style="list-style-type: none"> -At least 0.1 acre in size and no larger than 3 acres (between 4,356 and 130,680 square feet) -Completely dedicated toward commercial or noncommercial agricultural use -Free of any dwellings and only have physical structures that support the agricultural use of the site -Have an initial term of at least five years <p>The program is similar to Present Use Value (PUV) which is currently in use at the county level in North Carolina.</p>