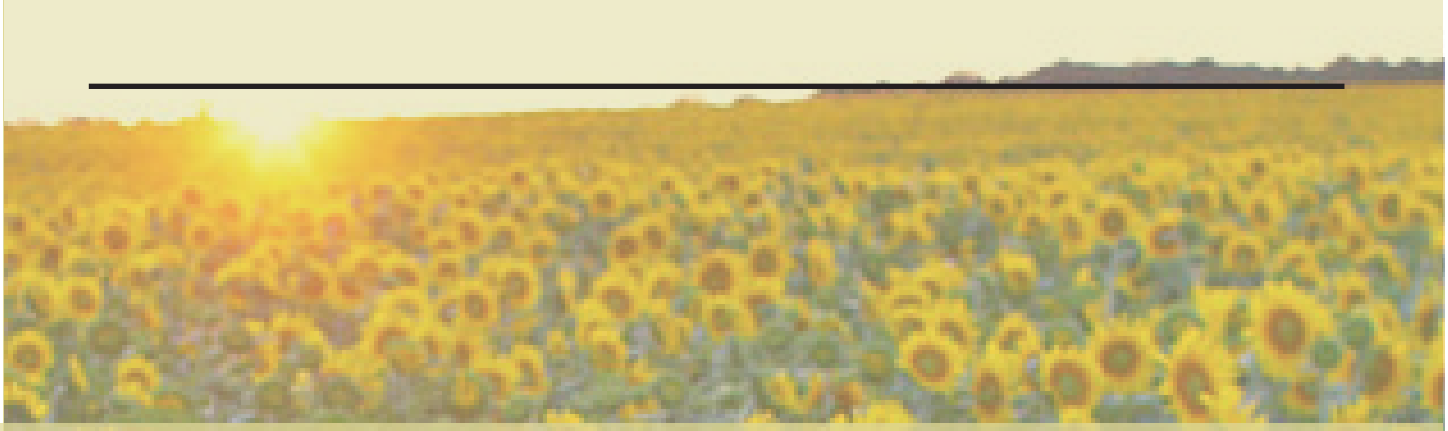

Food System Planning:

Benefits & Recommendations for the City of San Luis Obispo, CA

Food System Planning

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Executive Summary

San Luis Obispo is home to an abundance of agricultural land, farmers, ranchers and food businesses who produce a rich variety of local products. However, on average, growers and ranchers only receive about 7% of money spent on the food they grow. This means that while they may be producing and selling a large quantity of goods, the associated income is not proportional.

So where does the remaining 93% get spent? The basic answer is that it is distributed throughout the country to the multiple businesses and people who process, transport or otherwise handle the food before it is consumed. The system that defines our food in the United States is part of a much more globally complex picture than most people realize. However, in the past decade communities have started to reclaim their food supply, demanding to know its origin and how it is grown. Food policy councils, private groups, universities and government organizations alike are now teaming up to connect local production with the local people.

As a student trained in city and regional planning and interested in the complexities of what we eat, I have spent the past 4 years focusing on where the two fields intersect. At the American Planning Association's (APA) national conference in April of 2013, incorporation of the local food movement into community planning was highlighted repeatedly as an economic development strategy.

Citing this emerging connection and other associated benefits of local food, this report proposes that the City of San Luis Obispo adopt a set of policies that: "encourage the development of the local San Luis Obispo food system by actively supporting the connection between local producers and consumers". In order to gauge the City of San Luis Obispo's capacity to do so, this report discusses existing local infrastructure and organizations that will help. It also provides an overview of the multiple community benefits derived from such work. Two case studies are presented to demonstrate methods already being used by other communities.

Benefits to the local economy, natural environment, community food security and health will result from supporting local farmers, ranchers and food artisans, as well as increasing local purchasing of these products.

As the City of San Luis Obispo is in the middle of updating the Land Use and Circulation Elements of the General Plan, the proposed policies were drafted with the intention of being adopted into the Land Use Element. The work will be presented to the Task Force on June 19th.

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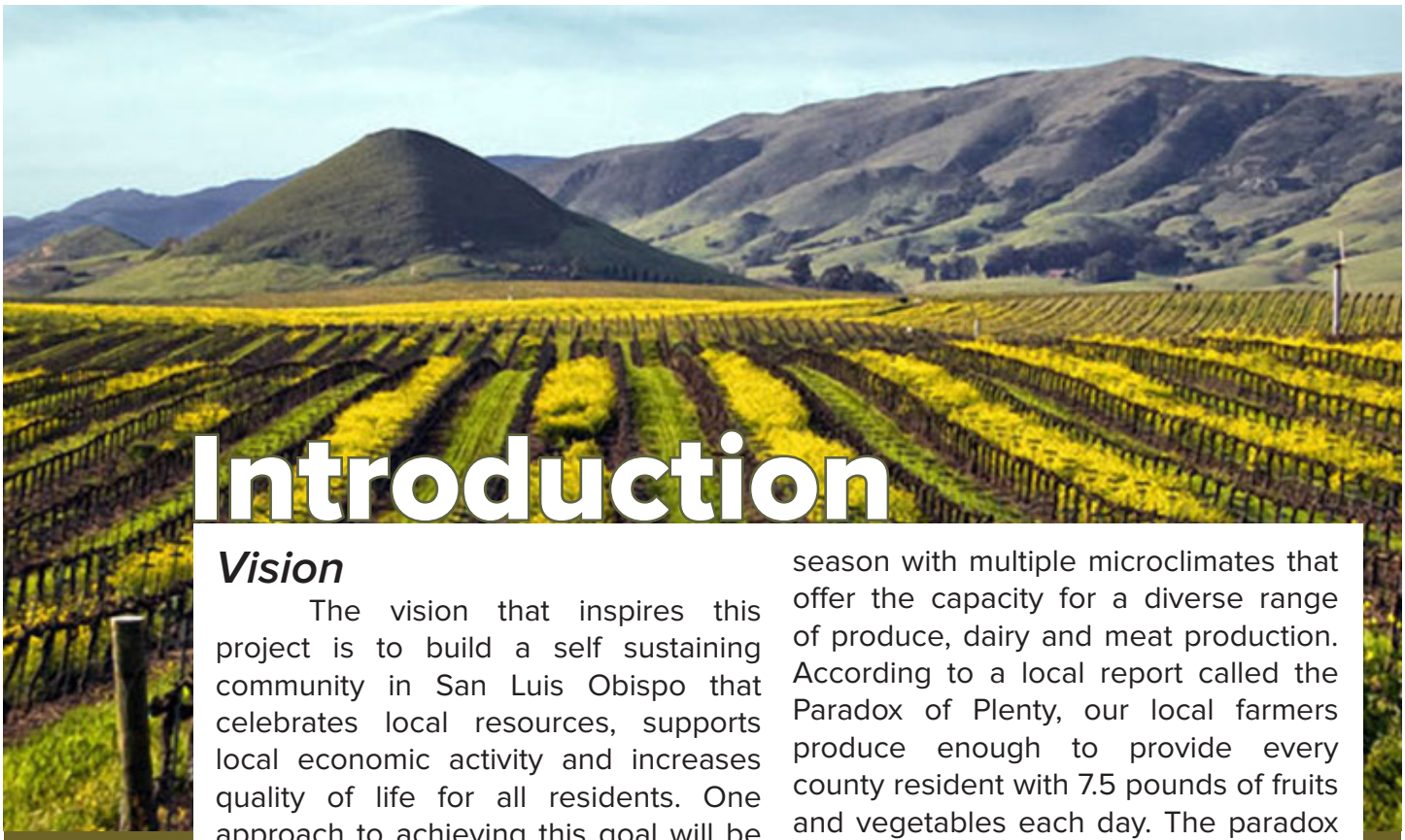

Introduction

Vision

The vision that inspires this project is to build a self sustaining community in San Luis Obispo that celebrates local resources, supports local economic activity and increases quality of life for all residents. One approach to achieving this goal will be through strengthening the local food system. Community leaders will build a city where residents are enabled and empowered (economically and educationally) to discover a connection with their food, produce it themselves, and share it with the local community in a way that is economically viable and equitably distributed. San Luis Obispo will continue as a thriving city through ensuring a sustainable, abundant source of fresh, healthy food to all residents.

Food system

The interconnected web of farmers and businesses that connect food from the farm to the consumer. A localized food system is one where food products are produced, processed and consumed all within one region or community

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Background

San Luis Obispo County has some of the most agriculturally productive land in the country and around the world. The climate enables a year round growing season with multiple microclimates that offer the capacity for a diverse range of produce, dairy and meat production. According to a local report called the Paradox of Plenty, our local farmers produce enough to provide every county resident with 7.5 pounds of fruits and vegetables each day. The paradox this report highlights is that much of the food is exported, while there are about 40,000 people who still go hungry each day or are unsure of where their next meal will come from (Paradox of Plenty, 2012).

What seems like the most rational solution is to connect the abundance of locally produced foods to the local consumers. However, this proves to be much more difficult than it sounds. Currently the production, transportation and marketing used to distribute food from the farm to the consumer even on a local level is influenced by complex national and global systems. For example, the produce grown and sold in San Luis Obispo is often shipped to Los Angeles for preserving, processing and packaging before it is then shipped back to San Luis Obispo and sold as a local product in grocery stores.

This type of inefficiency has sparked community interest in identifying and coordinating local resources to reduce the amount of time, energy and money lost as a result. When the many

phases in between harvesting a product and selling it to the consumer– the steps in a value chain– happen within a community, benefits are reaped by farmers, food businesses and residents alike.

It is important to have an understanding of the local resources and existing value chain in order to make decisions that will have the largest benefit. Informed purchasing decisions and an update of policies will result in a number of additional community benefits including agricultural preservation, economic development, community identity and health, food security, and environmental preservation.

The City of San Luis Obispo municipal government has the ability to strengthen the community's food system by identifying regional resources and possible local action. A successful regional food system will utilize resources outside of the immediate City limits, but decisions and actions may be taken on a smaller, city-wide level.

Methodology

This report is a reflection on the past four years in the City & Regional Planning program at Cal Poly. It is an exploration of how the planning framework, best practices, theories and strategies discussed intersect with local food system issues. The information in this report about food systems has been accumulated in two ways. The first is my active participation in the San Luis Obispo and California Student Sustainability Coalition (CSSC) communities, from leadership trainings, and by starting the Cal Poly club called the Real Food Collaborative. The second way is from research on the emerging connection between city, regional and urban planning and the localization of food and value chains. Most of the research was gathered from the American Planning Association's National Conference, from San Luis Obispo City and County planning documents, from personal discussions with local expertise, and from a number of current reports produced within the last three years that focus on food system issues from a community planning perspective.

These resources were used to define terms and formulate the argument for localizing food systems from a municipal perspective, and specifically in San Luis Obispo. They also provided examples of communities who are taking the lead in this emerging field and that offer support for cities and other communities that wish to follow. The case studies and the "Food Innovation Districts: An Economic Gardening Tool" document specifically provided examples of policy and implementation measures.

After gaining an understanding of why food systems work is important, the research was focused towards the capacity in San Luis Obispo to further

develop the system locally. Community organizations and coalitions were consulted. Additionally an overview of City and County goals, objectives and policies was completed in order to find language which supported or inhibited the proposed food system goal and policies set forth. A major focus was drawn to the Land Use Element of the City of San Luis Obispo General Plan because it is currently in the process of being updated and is most relevant to the policies and implementation measures proposed.

One goal and nine associated policies were developed to address the many facets of a food system from a diverse set of approaches. The report and proposed goals will be presented to the Land Use and Circulation Element update task force on June 19th.

Figure 1.1 Locally grown produce being sold at a farmers' market.

1

Benefits

2

Food system and health issues are emerging in importance and prevalence within the community planning conversation nationally. HEAL-SLO, a 40-member consortium of local groups focused on healthy eating and staying active echoes this conjecture by advocating that local food supports the local economy, preserves agricultural land and ensures fresher, healthier food because it has traveled less distance from where it was grown. As discussed in a study on the benefits of food localization in northeast Ohio, a 25% shift in procurement would provide jobs, expand tax revenue, increase food security and health as well as "significantly improve air and water quality, lower the region's carbon footprint, attract tourists, boost local entrepreneurship, and enhance civic pride" (Schaller, 2010).

However, with countless unresolved challenges that planners are already faced with on a daily basis, how can we justify or even manage prioritizing yet another set of issues, like local food? Municipal policy making that supports the development of regional and local food systems is justified by the great and wide spread benefits it brings. Research now links efforts to strengthen local food systems with economic development, climate change and the environment, food security, and healthy communities. The following section provides an overview of these four community benefits.

Economic Development

Local food system development is an emerging strategy being used by planners as a method of community economic development. Establishing policy based capacity and capital infrastructure for local food systems development will provide economic benefits for the City in multiple ways.

Local food transactions are thought to retain up to 70% more dollars locally compared to money spent on conventional or non local sources (Schaller, 2010). The money retained in the community ends up in the hands of local farmers, residents, food businesses and artisans who are more likely to keep that money circulating locally. On average, 7% of every food dollar spent goes to the grower or rancher, while 73% gets spent on distribution. However, if the distance and length of time is shortened, or in other words the product passes through less hands before reaching the consumer, the cost of production is reduced and the producer receives a larger share of the dollar as a result of less externalities such as processing, storing and transporting (Schaller, 2010).

Local purchases also increase tax revenue and jobs. Each dollar spent

at a local business yields two to four times more jobs, income and wealth locally than when spent at a similar nonlocal business (Schaller, 2010). Each step of the value chain offers another opportunity to generate jobs and make a positive impact on the local economy if the processes occur within the community. Local government can establish local policy and infrastructure which facilitates more direct sales from producer to consumer with the ability for local aggregation, processing and distribution.

Food innovation districts (FID) offer an additional emerging planning technique that capitalize on local food resources as an economic development strategy.

Food innovation districts

A geographic concentration of food-oriented busineses, services, and community activities that is supported by local government to increase economic activity and increase access to local food (Cantrell, 2013).

Food innovation districts generate jobs, connect local food businesses and links in the value chain, as well as build a sense of place and community around regional identity and products. Through appropriate zoning and community organizing, FIDs can produce similar benefits as business clusters do for local food producers, companies and entrepreneurs. They encourage creative collaboration and healthy competition. The businesses in a cluster mutually benefit from being close in proximity and having the ability to share services, infrastructure, ideas and customers. One example of a combination of uses in a food innovation district that could emerge would be an aggregation, storage and processing facility paired with restaurants and small local businesses who buy the produce when it is dropped off by the farmer. Other functions of the district could include a public space for community events and farmers markets and offices that house small business incubators, classroom space and offices for organizations focusing on food

Figure 2.1 Santa Fe's Market Pavilion, which is a space that hosts farmer's markets, gardening workshops, plant sales, community events, and local shops in the Market Building located in the back of the image.

system development. The combination of producer, community and place-oriented activities and attributes results in dynamic social and economic benefits (Cantrell, 2013).

Placemaking is another important tool used by cities as they strive to enrich "the entire live-work-play spectrum that is fundamental to competitiveness in the 21st century's New Economy" (Cantrell, 2013). Increasing local food production and procurement and creating distinct districts and neighborhoods that celebrate local assets can foster a sense of place and regional identity for locals and tourists alike. When patrons relate to the area or cultural environment, they are more likely to visit again, spending more time and money in the community (Cantrell, 2013). In this way placemaking can play a large role in building healthy, economically viable communities.

The County of San Luis Obispo already has economic policy established that sets a foundation for furthering efforts to localize our food system. For example, "the Economic Element of General Plan identifies an ag-based cluster (agricultural services, biotechnology, and food processing) as one of five recommended sectors suggested for business retention, expansion, and attraction efforts" (Paradox of Plenty, 2012). One of the strategies to achieve this was the identification of six business clusters that represent 90% of regional job growth. "Uniquely SLO County" is the cluster which includes food, wine and tourism. This cluster in particular can be supplemented by strategies that attract local food processors, wholesalers, and distributors with development incentives like streamlined permits or tax breaks.

Climate Change & the Environment

Strengthening local food systems provides opportunities to protect and enhance ecological health and reduce carbon emissions. Conversely the national and globalized agriculture and food systems are associated with adverse effects to the air and water quality and the biodiversity of the land. Producers on the national scale grow a specific crop in large enough quantities to supply the rest of the country and other parts of the world. This trend in industrialized agriculture is called monocropping. It clears the land of its biodiversity and in doing so makes the crops more vulnerable to disease. The farmers and ranchers are pressured to produce high quantities with extremely low monetary costs due to market competition and high national and global demand.

Figure 2.1 Rainbow chard grown in San Luis Obispo

The method of growing has to be intensified (using techniques like monocropping for maximum efficiency) which often results in high external or environmental costs such as sediment and chemical build up in the fresh water streams. The affects of this can be seen in the Dead Zone in the Gulf of Mexico where the oxygen levels are too low to support the biodiversity normally living there. The same trends are seen in animal feeding lots that produce meat and dairy for the global markets and result in the excessive and condensed production of manure that contaminates the ground water supply (American Planning, 2007).

Relying on a local food supply eliminates the need for such mass production. Smaller, more diversified farmers working together to respond to local demand allows for a less uniform crop and the use of more holistic agricultural practices. Diversity in agriculture better maintains the biodiversity of the soil and land, and also usually requires less chemical inputs for pest management (Warchall, 2012). Two local examples include Mt. Olive Farm and Windrose Farm in North County.

Transportation needs associated with a globalized food system are also excessive and often more complicated than necessary. For example crops that

are grown in San Luis Obispo County are often shipped down to Los Angeles to be washed, waxed and packaged before distribution when a portion of the harvest is shipped right back up to the stores in San luis Obispo. In fact, it is estimated that the growing, processing and delivering of food consumed by a family of four requires greater than 930 gallons of gasoline or about the amount used to fuel that family's car (American Planning, 2007). Localizing the components of a food system can decrease the distance traveled between where the food is grown and consumed and therefore, decrease the energy and resource input. Developing more comprehensive local food systems would allow for the stages in between producers and consumers to remain in the County, reducing carbon emissions from transportation and retaining the dollars associated with exporting goods and services. Additionally when the goods grown locally are sold locally less preserving, packaging and transportation are required due to the shorter time between harvest and consumption.

Waste is another aspect of the food system that can be addressed locally. This offers an excellent opportunity to work on the waste diversion goals (of 75% by 2020) and increased commercial and residential composting outlined in the City of San Luis Obispo Climate Action Plan. When relationships between local producers and consumers are established, additional benefits can emerge that could not on a national scale. One example is restaurants diverting their food waste from the landfill by composting it at a local farm who can then use the end product as organic nutrients to grow more food for the restaurant client. This type of interaction parallels the concept of "co benefits" established in the City's Climate Action Plan.

Food Security

A local supply of food is needed to assure long term food security and sustainability in the face of climate change and a dependence on natural resources like fossil fuel. Climate change will affect what crops can be grown where, and the length and productivity of each growing season in every region around the world. As natural resources become depleted, the strength of our local systems and independence from global resources will become imperative for a sustainable food supply. In planning for climate change, carbon emissions associated with the growing and distribution of goods can be reduced by localizing value chains and reducing fossil fuel intensive inputs. The development of, and priority for, local

food systems ensures an available food supply for residents and job security for the producers (Paradox of Plenty, 2012).

Depending on local food instead of imports also reduces the risk of disease, foreign pests and food contamination into the local ecosystems and supply chain. The fact that spinach potentially contaminated by ecoli gets shipped to every state in the country can be viewed as matter of national security. Whereas, if that spinach were only consumed locally, the problem would not have a chance to become as wide spread (Warshall, 2012).

Equity & Healthy Communities

There is a direct link between a population's health and the availability of healthy, fresh foods available in a community. Acknowledging this connection in planning is one of the first steps in building successful, thriving communities. Food systems planning can connect the abundance of local, fresh foods with community members in need through land use and transportation decisions, zoning regulations and policy setting. This is important because barriers to healthy food access in a community are often due to a lack of transportation or actual availability in near by stores. While equity and health are less measurable benefits of localizing our food systems, when they are strengthened, social ties and the community as a whole is strengthened as well.

When the value chain is condensed in one area it is easier to identify inefficiencies and excess as local non profit Glean SLO demonstrates in their work. Glean SLO helps connect excess produce that would otherwise rot in the field with people who are food insecure. These types of direct relationships increase transparency and knowledge about our food.

From a healthy communities perspective, supporting economic development through local food business has secondary health benefits versus supporting economic development in general. Social and community health (civic engagement) is enhanced through elements of a localized food system based on the way it enhances social interaction, a sense of place and belonging, and identity with the local region. For example farmers' market turns the grocery shopping experience into a social learning, interacting and relationship-building experience with local producers and neighbors.

Local Capacity

Value chain

San Luis Obispo is home to many of the necessary components of a local food system with countless farmers, ranchers and food artisans. However, the community lacks some of the necessary infrastructure related to the steps in between the farm and the consumer, such as production and processing facilities, locally based distribution and marketing outlets. While it is possible for consumers to purchase local goods either directly or indirectly from producers, the convenience, the affordability and the local identity surrounding this process could be strengthened.

This section is an assessment of what a value chain is and the existing capacity in San Luis Obispo to connect the links in the value chain thus making a regionalized food system thrive. Value chains begin with the capacity for growing and cultivating agricultural production, and end with markets, where consumers buy products and then eventually dispose of the associated waste. The supply or value chain encompasses all of the intermediate steps which connect the producer to the consumer, as conveyed in Figure 3.1.

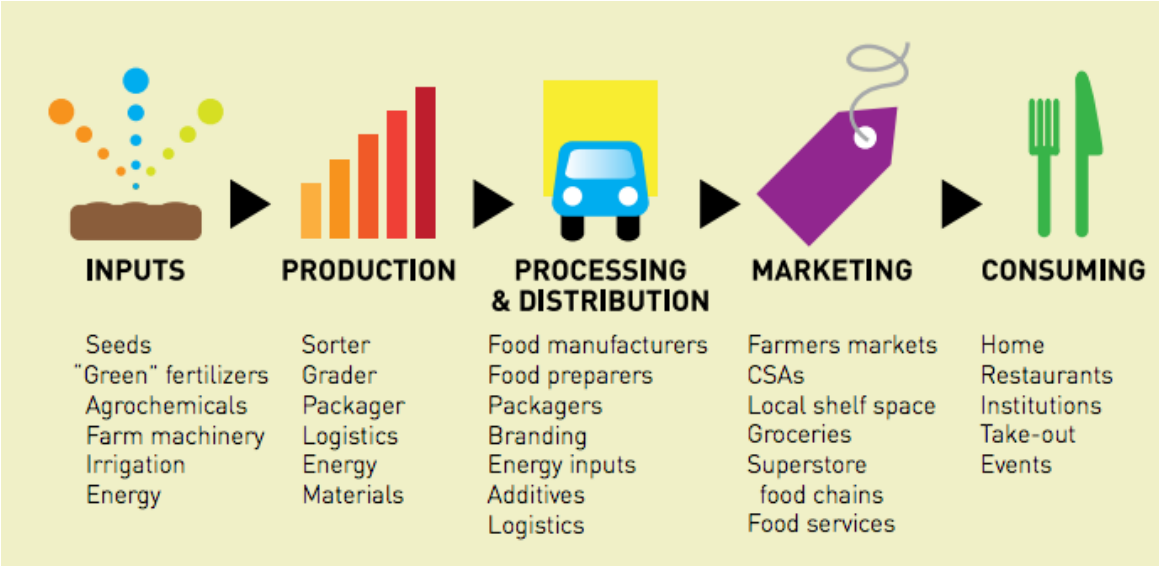


Figure 3.1 The inputs associated with each step in a food value chain (Warshall, 2012).

3

Available space

The amount of agriculturally productive land available is the first necessary input to a food system. San Luis Obispo is rich with agriculturally productive soil. Within the County there are approximately 62,000 acres of land used for irrigated agriculture (Framework, 2012). The County has right-to-farm regulations that apply to existing agricultural land and protect it from public opposition based on incompatibility with neighboring land uses. In July of 2012, the City of San Luis Obispo approved and leased 19 acres of agricultural land within the City limits to non-profit Central Coast Grown. The piece of land is now called the SLO City Farm and will be used to help new farmers start up.

Additionally, as development encroaches on agricultural land, innovative solutions to food production are becoming more popular and the options for growing food are expanding. Vacant spaces within the City can be used for community gardens and small scale production. Rooftops, yard space and urban farming operations like Chumash Farms in Los Osos that grow vegetables vertically to maximize space. There are four community gardens in San Luis Obispo which provide over 100 plots all of which currently have waiting lists. Other community gardening efforts are coordinated by a non profit called One Cool Earth through their garden "match-making" program. These gardens are maintained by neighborhoods and community members who share their land with others that do not have personal yard space. Additionally, there are a number of empty sites in the City limits that are vacant and have potential for production.

Input

The inputs to grow and or produce a product include energy, water, machinery and irrigation, fertilizers, pesticides, seeds, feed for animals and labor. Inputs play a large part in greenhouse gas emissions associated with a product. Dairy and meat tend to be more energy and water (input) intensive than produce (Warshall, 2012). The methods and type of input also determines whether a product is organic, biodynamic, conventional or somewhere on the spectrum in between.

Beyond the scope of this report, strengthening a local value chain should look at generating energy and sourcing water locally as well as sourcing or producing other inputs within the community. Local seeds are available on a small scale through the Seed Bank, which collects and saves seeds as a means to community food security.

Production

The production phase includes aggregation of products by farmers, cooperatives or newly forming entities

called food hubs, which help local producers get their product to market. The production and aggregation prepare the products for processing, packaging and distribution. The products gets sorted, graded and packaged according to where they will be sold (grocery stores or food manufacturers). This step in the value chain includes the additional use of energy, water and other materials.

Many products are raised and grown locally on the abundance of agricultural land in San Luis Obispo. Basic processing like sorting and bagging of produce are also completed locally. However, local aggregation is limited because of the lack of cold storage and warehouses.

Processing

The processing phase transforms the raw ingredients into the intended product for sale such as milk into cheese or apples into apple sauce. In this phase raw ingredients are mixed, altered and preserved into the items found at a grocery store. Raw produce for distribution is packaged in this phase in sizes and containers accepted by a particular distribution channel.

Processing is usually done by businesses who have access to specialized equipment and expertise, while there are some farmers who do it themselves. In San Luis Obispo, a mobile meat processing unit enables farmers with as few as six head of cattle to save money by doing their own butchering on site instead of transporting their cattle to other facilities. San Luis Obispo also has a number of commercial grade kitchens that offer small businesses or farmers access to processing facilities.

Local food and value-added products are produced and distributed locally as well. San Luis Obispo County is home to countless artisanal businesses whose products are most readily accessible through farmers' markets. The products available include jams, fruit and nut bars, breads and baked goods, cheeses, soups, sauerkrauts and sauces. Ranchers and farms like Hearst Ranch and Happy Acres are examples of one larger and one smaller operation locally. In addition to local products made and sold in San Luis Obispo, a number of the restaurants such as Bliss Cafe, Big Sky, Sally Loo's and Luna Red, make an effort to source local ingredients and be a vendor for other locally made goods. With over 10 weekly farmers markets there are available outlets for marketing this product.

Distribution

Distribution takes the final products from where they are processed to where they will be sold to consumers.

Distribution channels require vehicles and appropriate road infrastructure. Globally, the distribution system is interwoven by modes of transportation and countries of origin– demonstrated by the garlic grown in China to where it is finally sold in California after being transported by boat or plane over the water and driven by truck from the port to the store. This system is highly energy intensive and is responsible for most carbon emissions associated with the food system.

Locally, in San Luis Obispo there are a number of distribution outlets such as All About Produce, which sources from the region when possible. Community supported agriculture (CSA) and personal local produce delivery services which buy product directly from farmers or local businesses to distribute to individuals are also increasing in popularity. Farmers who sell their own produce also act as distribution outlets. In San Luis Obispo, a number of restaurants buy products directly from farmers at the market and personally deliver the product to their business location.

These distribution outlets are all relatively decentralized. Distribution infrastructure including coordinated aggregation to a local warehouse and transportation fleets large enough to serve restaurants, hospitals, schools and grocery stores are still needed.

Marketing

Marketing is typically the first point in the value chain where the consumer becomes involved in the experience. Marketing is the strategy to reach customers, and appeal to their values. It involves presentation and communication about the product. The marketing techniques are used by farmers at markets, grocery stores of all sizes, food service and suppliers, restaurants, local businesses and food hubs. Product design, education and the story behind local products are used for marketing.

Consumption

One of the last phases in a food value chain is when the consumer purchases a product. Sales can be direct or indirect. When food is purchased from the grower, rancher or artisan, it is a direct sale. This interaction puts more money in the pocket of the producer by eliminating the cost of processing, distribution or marketing services. Indirect sales take place at grocery stores, cafeterias, and restaurants where the food has been purchased from a wholesale distributer or a farmer and part of each dollar is spent on labor, processing, packaging or transportation.

People buy and eat food from restaurants, grocery stores, farmers' markets, events and institutions. Retail oriented department store chains, corner stores, gas stations and hardware stores

now even have food and food products for sale. Consumers are constantly subject to advertisements and marketing strategies related to food.

Waste

An additional phase of a food's life cycle that should be addressed is food waste and disposal. Cities like San Francisco have mandatory residential composting programs which divert waste from the landfill. The compost must be processed in a facility and can then be used to grow more local crops. This mutually benefits the growers and the City by reducing waste. The IWMA is looking at the potential of integrating a composting program in San Luis Obispo and the City of San Luis Obispo authorized the first restaurant downtown to compost their own food scraps on site in March of 2013.

Government & Organizations

San Luis Obispo has a number of government-led initiatives and local organizations that address community access to healthy, local food by strengthening and connecting the links in the value chain. Following is a brief overview of existing capacity in the community.

City and County planning documents include land use and agricultural protection goals and policies supportive of building local food systems. These documents include the County's Agriculture Element, the County Local Food Purchase Policy, the City's Climate Action Plan (CAP), and the City's Land Use Element of the General Plan.

County Agriculture Element

The purpose of the County Agriculture Element is to support agricultural production, to protect agricultural land and resources, and to encourage public education and participation. The two main challenges that face these goals are the increasing desire of residents to live in rural areas of the County and the privately owned parcels which predate the subdivision act and are therefore available to develop in place of the agriculturally suitable land they sit on (Agricultue Element, 2010). This Element also responds to the State Food and Agriculture code which acknowledges the unique productivity and importance of the agriculture industry in California. The code also states that "the economic strength of California's agricultural industry depends on farmers and ranchers being able to profitably market the commodities and products raised" (Agriculture Element, 2010).

To achieve this, communities within the state must consider planning and preservation methods as well as supporting farmers through increased resources and beneficial land use decisions. The Agriculture Element cites a number of reasons to preserve agricultural land including the County right-to-farm ordinance, agriculture is a major component of the County's economy, planning for the future, agriculture contributes to the County's character, positive secondary benefits to the environment, and increasing quality of life for residents (Agriculture Element, 2010).

Local Food Purchase Policy

The County of San Luis Obispo has also demonstrated its support for local food with its recently passed Local Food Purchase Policy. The policy prioritizes local produce in all County institutions when available and feasible. The County intended to provide a model policy for its municipalities to adopt (as proposed in the Policy Recommendations section of this document) and kick start a county-wide shift in purchasing practices.

Climate Action Plan

The City of San Luis Obispo's Climate Action Plan (CAP) is a strategy document used to guide policy towards reducing the greenhouse gases emitted in the City in accordance with the California Global Warming Solution Act (AB 32). Localizing food systems can be used as a strategy to accomplish greenhouse gas reductions.

City General Plan

The City of San Luis Obispo General Plan has a number of goals and policies that encourage local agriculture. A discussion of how the existing General Plan policy and the policies proposed in this document support one another can be found in the "Policy Recommendations" and Appendix 1. Appendix 1 provides a list of policy in the Land Use Element of the General Plan that support the capacity for increasing local food production and purchasing.

In addition to the local public agencies in San Luis Obispo addressing food system issues, there are also multiple private organizations actively working to build capacity. These organizations teamed up to produce a report called the Paradox of Plenty. The report is a strategic plan of the Food Bank Coalition of San Luis Obispo County and addresses regional food security and nutrition issues. The major partner agencies who helped draft the plan included the Food Bank, Central Coast Ag Network (CCAN), STRIDE, HEAL SLO, the SLO County Farm Bureau and the Cal Poly Center for Sustainability. These are the major players in the City working towards localizing our food system.

Paradox of Plenty Report

The Paradox of Plenty aims to ends hunger for SLO County residents through building a more sustainable regional food system. The Food Bank and its partners conducted three assessments that looked at food insecurity, nutritional needs and food resources available in the County. A food policy council called the SLO County Food Systems Coalition (FSC) was formed in partnership with non profit Central Coast Ag Network and STRIDE in order to create the plan and continue addressing food access issues in San Luis Obispo. "This is a community plan… it will require the work and participation of the whole community including individuals, non-profits and institutions such as schools and hospitals, along with policy changes at the government level" (Paradox of Plenty, 2010).

The Paradox of Plenty is divided into five sections including Access to Sufficient Food, Nutrition and Hunger, Local Food System, Root Causes of Hunger, and the SLO County Food System Coalition of which the third being most relevant to the present document.

The goals and objectives set forth in the Paradox of Plenty were used to guide the San Luis Obispo Food System Assessment which reports on the region's ability to build and sustain the profitability, equitability, resilience and health of our local food system. "It is intended to serve as a planning tool for community-based change" and therefore should be understood by the City of San Luis Obispo as a resource. The full report can be found at the link in the Cited Sources section.

County Food Bank

The SLO County Food Bank coordinates a number of programs and working groups in San Luis Obispo which connect local farmers and excess produce with hungry people in the community. They are also a key player in the Food Systems Coalition which is working to strengthen and build a healthy, sustainable, economically viable food system in San Luis Obispo.

Central Coast Ag Network

Central Coast Ag Network CCAN's mission is to build a "sustainable local and regional food system to ensure a nourishing, diverse and abundant supply of food that is resilient, safe and secure" (Central Coast, 2013). The energy they have behind local agricultural production offers a strong resource for the City and opportunity for collaboration in this work as the organization's vision encompasses local food production, processing, storage and distribution, all right here in the City. The SLO City

Farm will also increase the amount of local produce immediately available and education surround local agriculture.

STRIDE

STRIDE, or Solutions through Translational Research in Diet and Exercise, is a Cal Poly research group that focuses on reducing obesity rates through healthy eating and encouraging physical activity. They develop research partnerships between faculty, students and local organizations to increase knowledge about these subjects (5).

HEAL-SLO

HEAL (Healthy Eating Active Living)- SLO is another organization that addresses physical activity and healthy eating, specifically in children. They approach this work through addressing policy, environmental and behavioral change, and socioeconomic status. The group's first policy initiative called Buy Local intends to "promote economic vitality and support local agricultural interests, to promote optimal public health by making fresh and nutritious produce readily available, and to protect our natural resources" (Healthy Eating, 2013).

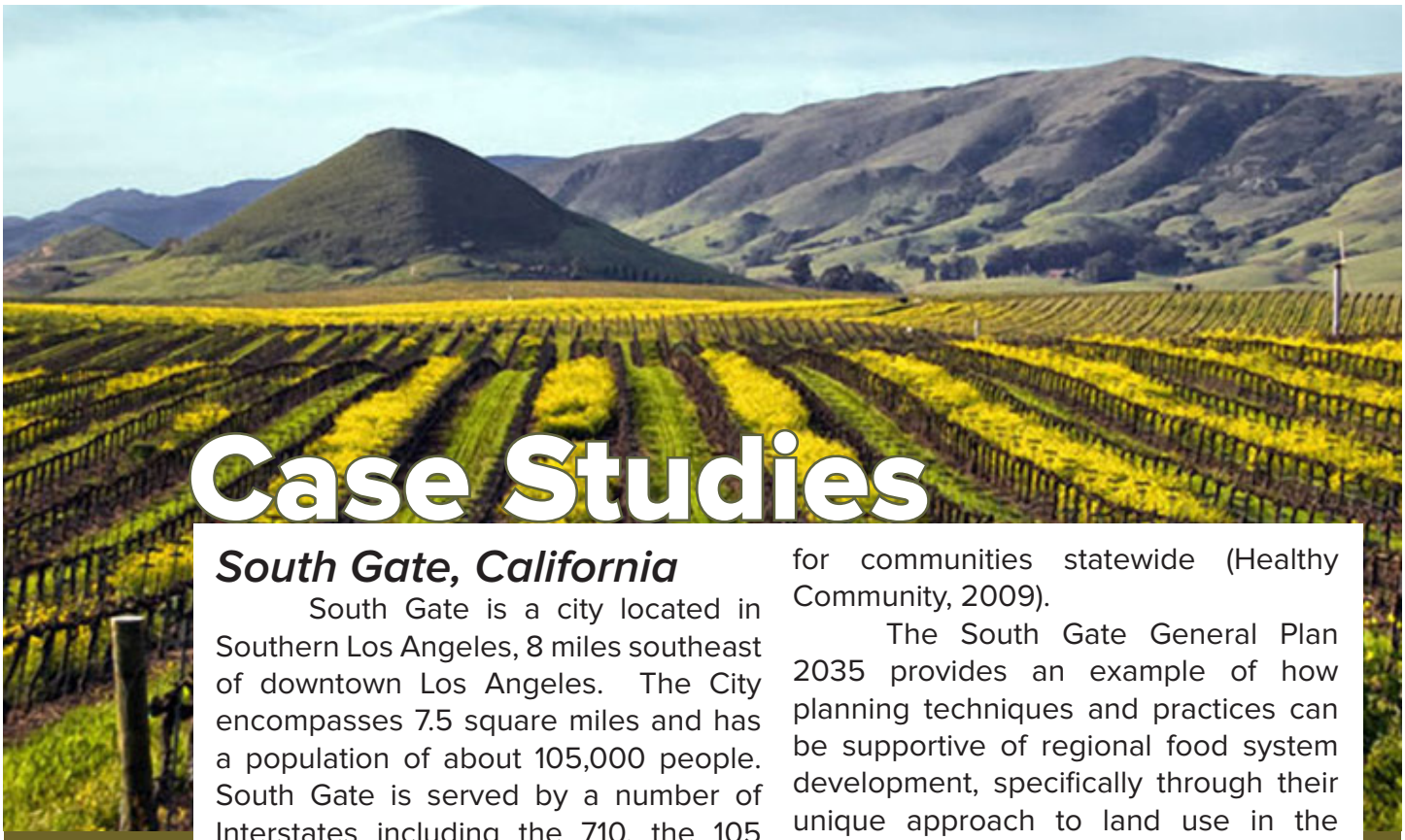
County Farm Bureau

San Luis Obispo County Farm Bureau "is a non-governmental, non-profit, voluntary membership corporation that's purpose is to protect and promote agricultural interests throughout San Luis Obispo County and to find solutions to the problems of the farm, the farm home and the rural community." The Farm Bureau is a resource for local producers and consumers on information about health, safety and agricultural news and events within the County (County Farm, 2013).

Center for Sustainability

The Center for Sustainability in Cal Poly's College of Agriculture, Food and Environmental Sciences (CAFES Center) focuses on a holistic approach to agriculture and embrace the "People, Planet, Prosperity" approach to creating sustainable communities. The Center works with interdisciplinary groups of students and offers opportunity for hands-on learning in the community and on campus (Center, 2013).

San Luis Obispo has a strong foundation to build a local food system based on the public and private work already being done. However, municipal and regional government both have the ability to play a much larger leadership role in the future, and strong partnerships between public and private groups will be necessary to adequately address the complexity of strengthening our local capacity. The next section provides two case studies of how government bodies are already approaching this work.



Case Studies

South Gate, California

South Gate is a city located in Southern Los Angeles, 8 miles southeast of downtown Los Angeles. The City encompasses 7.5 square miles and has a population of about 105,000 people. South Gate is served by a number of Interstates including the 710, the 105 and the 110. The City is served by the LA Metropolitan Transit Authority and is accessible nationally and internationally through its proximity to four airports and two ports all located less than 20 miles away. It is clear that access to the global market is vital to South Gate because the two major economic drivers, based on number of employees, are manufacturing and wholesale/retail trade.

The South Gate General Plan 2035 describes the City's vision and purpose over the next twenty years with a strong focus on health of the environment and its residents. The Plan acknowledges that the design and function of a city has strong implications on sustainability, public health, physical activity and access to nutritious food for its residents. Decisions made about the future of South Gate will have an impact not only locally but regionally and globally as well. Through their own responsible planning goals, objectives, policies and implementation strategies, South Gate strives to set an example for communities statewide (Healthy Community, 2009).

The South Gate General Plan 2035 provides an example of how planning techniques and practices can be supportive of regional food system development, specifically through their unique approach to land use in the Community Design Element and policy in the Healthy Communities Element.

The Community Design Element divides the parcels in the City into unique neighborhoods, districts and corridors based on the existing geography and characteristics of the community. By assigning allowable land uses and densities to these zones instead of individual parcels, the sites as a whole become more flexible and a distinct sense of place emerges. Additionally, a distinct vision statement, set of policies, and design guidelines, referred to as "Place Types", are assigned to each neighborhood further defining what type of environment the City hopes to achieve in that area. An appropriate location for a food Innovation district could easily be defined and developed in the context of this type of land use strategy. Furthermore, creating social and cultural places, revitalization, and enhancing neighborhood character and a sense of identity are all goals of South Gate's Land Use Element that may be

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accomplished through applying these strategies to food innovation districts.

The Healthy Communities (HC) Element of the South Gate General Plan responds to recent research, which shows the strong connection between a city's built environment and the health and well being of its residents with regards to rising trends in obesity and other illnesses. The Element addresses all facets of life in a city including where people live and work, how they travel, what they eat and where and when they are physically active and social. It also acknowledges that land use decisions can impact access to grocery stores, farmers markets, community gardens and healthy or unhealthy foods.

The Healthy Community Element addresses healthy food access in multiple ways. First the municipality commits to acting as a model employer by offering these options in their facilities. Secondly, the Plan proposes economic development and land use incentives that favor and increase the number of healthy food retailers like farmers' markets and grocery stores.

Goal HC 5: Safe, convenient access to healthy foods for all residents outlines four objectives and seventeen policies which collectively work towards increasing the availability of healthy, fresh foods through the strategic location of grocery stores, farmers' markets and unhealthy food retailers in relationship to residential and school zones; through leading by example and education; and through providing opportunity for community gardens and local food production (See Appendix 2a for full set of objectives and policies under Goal HC 5).

Lastly, the Healthy Community Element is further supported through an Implementation Actions section which most notably establishes HC 3: create guidelines for healthy food at city buildings and events; HC 4: create City-sponsored programs that set challenges for residents and employees; and HC 5: develop a business attraction strategy to bring more healthy food choices to the City. HC 3 could be used as a template in creating guidelines for local, healthy food at city building and events; HC 4 could be used to establish local food challenges and educational programs; and HC 5 could provide guidance for a business attraction strategy that encourages locally sourced ingredients (See Appendix 2b for Implementation Action HC 1-10).

The policies set forth for South Gate provide a framework for addressing health and food policy in planning. Many of the policies in the HC Element could easily be applied to another city. While the focus is on healthy food options in South Gate, this goes hand in hand with local goods and new policy may be defined as such in San Luis Obispo.

Lessons Learned:

•Zoning by district instead of individual parcel is an effective way to increase flexibility and create neighborhoods each with their own sense of place.

•Land use decisions have an impact on every aspect of life in a city.

•Through land use decisions, a municipality can influence the type and accessibility of food.

•Municipalities can lead by example with their purchasing practices and daily actions.

Cleveland, Ohio

Cleveland, Ohio is in Cuyahoga County and located along the shore of Lake Erie. The City has a population of about 390,000 people and encompasses 77.7 square miles. Since the 1950's the population in Cleveland has dramatically declined from about 915,000 people (United States Census).

Cleveland and other cities in the rust belt also experiencing this phenomenon are referred to as "shrinking" cities. The trend is most apparent through the large amount of vacant and abandoned land becoming available throughout these midwestern cities for the first time. Without many examples or planning strategies to learn from, Cleveland is stepping up to this challenge with strategies that focus on revitalization and economic development through utilizing empty space for urban agriculture. The efforts provide excellent and relevant examples for communities working to strengthen their own local food systems whether they are growing or shrinking (Schuering, 2011).

In 2004 the City of Cleveland first started prioritizing local food on a municipal level with their campaign to improve community health through neighborhood-based assessment, outreach, and education called Steps to a Healthier Cleveland. This program and others initiated by Case Western Reserve University, Cuyahoga County Board of Health and the three local health care institutes increased the amount of community gardens and healthy and local food options available in the City. Then in 2007, the Cleveland-Cuyahoga County Food Policy Coalition (CCC-FPC) formed and was initially funded by the City of Cleveland Steps program. The CCC-FPC Land Use and Planning working group, in partnership with city and county government, has since developed several landmark policies to support local food systems, including: a new zoning category for urban gardens and farms, local purchasing policies, and legislation permitting urban chicken-raising, bee-keeping and animal husbandry (Schaller, 2010).

Zoning category

The Coalition's Land Use and Planning working group developed new and modified zoning codes that encourage community gardens and the growth of food within the City. In 2007 the nation's first community garden zoning category was adopted by the City of Cleveland. The new Urban Garden District zoning ordinance made it more difficult for developers to replace community garden sites with their projects by making the rezoning of a garden site a public process, ensuring that the gardeners have a voice. The open space zone on its own proved inadequate to ensure community gardening and food production because other uses that would build over food production such as soccer fields or ice skating rinks were allowed.

Multiple groups and individuals such as Julia Barton with the Ohio State University Extension were responsible for planning, drafting, and proposing the zoning ordinance. Barton expresses that "the gardens give [the gardeners] food security" by producing an average of $500-1000 in fruits and vegetables per year (Brady, 2007). The anecdote highlights the importance of collaboration between public, private, non profit and community groups in making a lasting impact on local food production.

Local Purchasing Policy

The Local Purchasing working group of the CCC-FPC worked with the Cleveland City Council and the Mayor's Office to develop and pass their City's version of a food purchasing policy that prioritizes local goods. Cleveland offers up to a 4% bid discount to businesses who are locally-based or source at least 20% of their food locally (Food Policy, 2010). (See Appendix 3a and 3b for two examples of local food purchasing policies).

Permitting Urban Husbandry

In 2009 Cleveland passed an ordinance that updated the zoning and health codes to allow raising small livestock and bees in the neighborhoods of the City. The ordinance allows the typical residential lot to have one beehive and up to six chickens, while any household on a one-acre lot or larger may have larger animals like pigs, sheep, goats and geese. Called the "Chickens and Bees" ordinance, fifteen applicants were approved in the first year after it was passed.

Other policy recommendations

Other policy recommendations that were adopted by Cleveland City Council and the Cleveland Planning Commission in December 2008 to encourage local food production included:

•Community gardens in walking distance (1/4 mile) of every resident
•An affordable water policy for urban gardens and farms
•Revision of the land bank process for greening projects
•Long term leases and land tenure for urban agriculture

One implementation response to these recommendations was a partnership between the CCC-FPC and Cleveland Division of Water to reduce water prices at community gardens. This lowered the expense and increased accessibility for low income individuals to start gardening (Food Policy, 2010).

The CCC-FPC advisory board meets quarterly to receive updates from the working group leaders, discuss food policy related activities and develop policy recommendations which are presented to the City and County government bodies. The advisory board currently includes one member from the Cleveland City Council and participating

Figure 4.1 Heirloom tomatoes for sale at farmers' market

organizations listed on the CCC-FPC website include City of Cleveland Office of Sustainability, Planning Commission Department of Economic Development, Cuyahoga County Planning Commission and the Solid Waste District among others. Additionally, representation within the many working groups includes people from governmental agencies, non-profit organizations, educational institutions, businesses, farmers, and consumers. This demonstrates the importance and success when people from all sectors are involved.

Community Gardens

Cleveland is also increasing capacity for local food production and purchasing through their extensive system of over 170 community gardens coordinated by the Summer Sprout program of the Ohio State University Extension. While these community gardens range in size, they are meant to provide local food for, and are maintained by, community members.

Cleveland also has a number of market gardens which are different in that they are designed specifically to grow and cultivate products for sale at farmers' markets, to restaurants or other direct sales outlets. This is a strong business development strategy that the City has allowed to take place on land traditionally used for public space, open space or recreational purposes.

In 2010 the City of Cleveland joined in a partnership with the USDA, the Ohio Department of Agriculture, OSU Extension, and Burten, Bell, Carr Development, Inc. to develop the Cleveland Urban Agriculture Incubator Pilot Project that started out by cultivating six acres of property donated by the City.

Funded by a collaborative grant and $100,000 from the City of Cleveland, the Incubator Project prepared the land and provides farming infrastructure like water on site to the 1/4 acre parcels leased to farmers. The Beginning Entrepreneurs in Agricultural Networks (BEAN) program parcelled 20 market garden sites designated to new farmers to subsidize the large start up costs of small food and farming businesses (Schaller, 2010).

Lessons learned

•Specifically, having someone within the city or county government who actively supports this work such as Councilman Joe Cimperman in Cleveland, is imperative.

•Market gardens and expanding community gardens have strong individual and collective benefits in a city.

•Through zoning, a city can protect urban gardening spaces and allow residents to participate in personal food and animal raising.

Encourage the development of the local San Luis Obispo food system by actively supporting the connection between local producers and consumers.

Policy & Programs

In order to capitalize on local resources, strengthen the City's economy and ensure future health of the community, the City of San Luis Obispo should focus on building the local food system from a municipal position. The City should adopt the following goal:

To encourage the development of the local San Luis Obispo food system by actively supporting the connection between local producers and consumers.

The proposed goal may be inserted into the Community's Values section of the Land Use Element as Goal #28 in the Society and Economy section.

Policies are proposed that support the goal in three ways: flexible land uses, increasing accessibility to local food, and municipal purchasing practices. The policies are followed by implementation strategies or an explanation of the specific policy in italics.

Flexible Land Use:

POLICY 1.1 Allow for flexible land use regulations so that commercial, agricultural and related light industrial uses may locate in the same area and create local food-based business clusters.

This will allow for producer, community and place oriented enterprises to coexist in one district or neighborhood and capitalize on the benefits of clustering. Uses such as commercial kitchens, wholesale, retail, restaurants, gardening space, indoor and outdoor educational space, community events and farmers' markets, residential units, and churches may all be included in a place with flexible zoning as seen in The Detroit Eastern Market in Michigan.

POLICY 1.2 Pursue and encourage the development of a district or hub in San Luis Obispo that consolidates all aspects of food aggregation, distribution, processing and sales of locally produced goods.

Appendix 4 is an example of a conceptual food hub proposed to be located on 1350 Walker Street. The proposal provides one example of a potential mix of uses that focuses on marketing and distribution, as well as education surrounding local food.

The positioning of a district focused on local food surrounding the proposed location supports Policy 4.1 "Downtown's Role" in the City's Land Use Element which "wants its commercial core to be economically healthy, and realizes that private and public investments in

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the downtown support each other". A food innovation district or hub on the proposed site would foster an economic and social setting within walking distance of the two downtown districts designated by the City in their 2012-2013 outreach efforts for the update of the Land Use and Circulation Elements of the General Plan. Additionally, the site on Walker Street is just five blocks south of new development currently expanding south down Marsh Sreet towards the proposed food hub location.

Policy 4.4 "Public Gatherings" in the Land Use Element states that "downtown should have spaces to accommodate public meetings, seminars, classes, and similar activities in conjunction with other uses. Downtown should provide a setting which is festive and comfortable for public gatherings". Enriching the local food context in the downtown core as proposed by the food hub project in Appendix 4 also supports this goal through its mix of indoor and outdoor spaces that accommodate group gatherings and meetings, educational opportunities and social interaction.

POLICY 1.3 Allow for market gardens, or gardens designed specifically to grow and cultivate products for sale at farmers' markets, to restaurants or other direct sales outlets.

This is a strong business development strategy that the City of Cleveland has used to allow to take place on land traditionally designated for public space, open space or recreational purposes.

Improved accessibility:

POLICY 1.4 Encourage shoppers to purchase local products by increasing coordination between SLO City Transit routes and weekly farmers' markets.

•Strategy 1.4.1 Reroute or add transit routes and stops close to farmers' market locations during the time of the market.

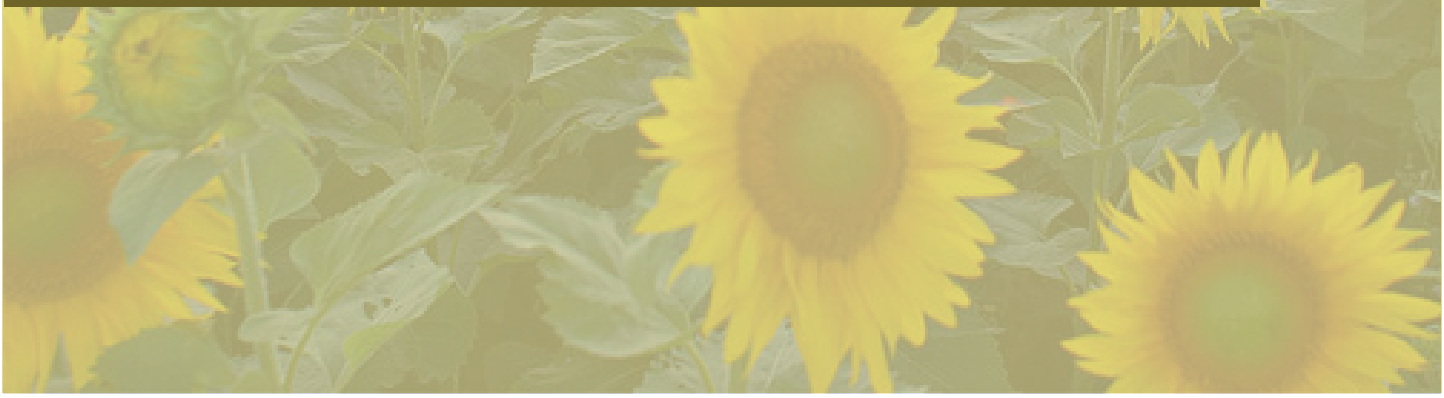
POLICY 1.5 Enable low income residents to access and purchase local produce.

•Strategy 1.5.1 Partner with the Farmers' Market Associations to establish EBT booths and capabilities at the markets in the City of SLO.

•Strategy 1.5.2 Work with SLO City Transit to waive or decrease bus fares during farmers' market hours on routes which stop at the market.

Policy 1.4 and 1.5 will improve the community's ability to access local and healthy food options while simultaneously expanding the customer base for producers.

POLICY 1.6 Support and expand opportunities for residents to produce their own food.



•Strategy 1.6.1 Residents will be allowed to grow their own food in front and rear yards.
•Strategy 1.6.2 Update Section A. "Poultry and Rabbits" in Municipal Code 6.28.060 "Keeping of animals—Limitations and regulations" to allow residents within the City limits to keep a limited number of rabbits and chickens.

POLICY 1.7 The City will increase the availability of community gardening and food production space within the City limits.
•Strategy 1.7.1 Identify publically owned land that is not in use and pursue efforts to establish new community garden sites. Partner with local groups and individuals for support.

In 2009, in Cleveland and Cuyahoga County an "estimated $2.6-3.0 million worth of fresh fruits and vegetables were grown on 56 acres—about 2% of the vacant land in Cuyahoga county." Resulting "connections between urban farming and other issues—economic development, public health, community empowerment, biological diversity, productive greenspace, and stormwater retention" (Schaller, 2010) are emerging. The amount of vacant land and the productivity potential in San Luis Obispo are significantly smaller than Cleveland, but the population needing these services is also proportionately smaller.

Strategy 1.7.2 Coordinate community garden efforts by partnering with existing organizations such as One Cool Earth to make gardening space available to the Community Garden waitlists.

POLICY 1.8 Encourage common open space in new residential development to include garden and food production facilities (i.e. open space, small tool storage, spigots, garden plots)
•Strategy 1.8.1 Provide incentives to residential development that includes these features with expedited or discounted permits and streamlined development review.

POLICY 1.9 The City will work to ensure that every residential parcel is within 3/4 miles of an outlet that offers fresh produce.

While it is not feasible to regulate business inventory, allowing markets and grocers that sell produce and other food items to locate within close proximity to residential zones increases the opportunity for residents to access these goods. Additionally, this policy will decrease vehicle miles traveled and increase health of residents by being able to walk or bike to the store.

Municipal purchasing:

POLICY 1.9 Prioritize local food through municipal purchasing and decision making

•Strategy 1.9.1 The City should adopt a city-wide Local Food Purchase Policy based on the County's Policy adopted on July 24, 2012.

•Strategy 1.9.2 The City should provide local and healthy food options in all municipal facilities and at meetings and events.

Existing Support: Community Values

The "Community Values" section and a number of the goals in the existing Land Use Element of San Luis Obispo's General Plan already support a municipal commitment to the local food policies proposed. A number of examples follow.

According to the "Community Values" section, a high quality of life is closely tied to the natural environment and in 1983, 73% of voters said the city should protect sensitive hillsides and consider purchasing open space in order to preserve it. In 2005, these priorities were echoed when a majority of the City voters opposed rezoning for development over prime farmland within the City's Urban Reserve, thereby rescinding previous City development approvals (Land Use, 2010).

Additionally when asked where they would be willing to see a reduction in quality of life in place of economic development, residents said they would accept no reduction in environmental factors including development on farmland and ranchland (Land Use, 2010). This suggests strong community support for local agricultural above economic development. However, the issue can be reframed from looking at economic development and preservation of agricultural land as mutually exclusive to understanding how local agriculture and related business can actually serve as an economic tool as previously suggested.

The goal to develop the local food system also fits into San Luis Obispo's Vision of being "a sustainable community, within a diverse natural and agrarian setting" (Land Use, 2010). An agrarian setting is defined as pertaining to the advancement of agricultural groups which is directly achieved through support of our local producers and consumers.

Many of the "Community's Goals" already directly or indirectly work towards maintaining local agriculture but most focus on land preservation and do not address the subsequent parts of the value chain to the consumer. The newly proposed goal will work well with the following goals in the Land Use Element to create a comprehensive approach to building a healthy, localized food system.

Existing Support: Land Use Element Goals

A number of goals in the Land Use Element of the City's General plan support the commitment to local food system work as the proposed goal and policies recommend.

San Luis Obispo should:
Goal 5. Recognize the importance of farming to the economy of the planning area and the county, protect agriculture from development and from incompatible uses, and protect remaining undeveloped prime agricultural soils

Goal 12. Emphasize more productive use of existing commercial buildings and land areas already committed to urban development.

Goal 20. Enrich community cultural and social life by accommodating people with various backgrounds, talents, occupations, and interests.

Agriculture and the related goods and services are a large part of the cultural and social identity in San Luis Obispo. The goal to enhance the local food system and further connect local consumers and producers will enrich cultural and social life by encouraging new economic clusters, particularly within the food sector of the economy, as well as by creating new jobs and occupations for a diversity of skill sets surrounding local assets and character.

21. Provide a resilient economic base, able to tolerate changes in its parts without causing overall harm to the community.

A resilient economic base requires one that is diverse and flexible. This goal will be supported by through developing local food systems and experimenting with new ways to connect local producers and consumers. As people's preferences change and shift towards local food and the community becomes more environmentally and health conscious, San Luis Obispo should adapt and evolve to reflect that. Additionally the community's economic base will be stronger and more independent through capitalizing on local resources, as they become depleted on a global scale (Land Use, 2010).

Appendix 1 provides a more detailed look at the policies in the Land Use Element which are supportive of the newly proposed goal.

Appendix 1

Supportive Land Use Element Policies

City of San Luis Obispo

Policy from the Land Use Element of the San Luis Obispo City General Plan.

LU 1.6.3 Interim Uses

Expansion areas should be kept in agriculture, compatible with agricultural support services, or open-space uses until urban development occurs, unless a City approved specific plan provides for other interim uses.

1.7.1 Open Space Protection

Within the City's planning area and outside the urban reserve line, undeveloped land should be kept open. Prime agricultural land, productive agricultural land, and potentially productive agricultural land should be protected for farming. Scenic lands, sensitive wildlife habitat, and undeveloped prime agricultural land should be permanently protected as open space.

1.7.3 Commercial Uses

Commercial development shall not occur, unless it is clearly incidental to and supportive of agriculture or other open-space uses.

1.8.1 Agricultural Protection

It is the City's policy to encourage preservation of economically viable agricultural operations and land within the urban reserve and city limits. The City should provide for the continuation of farming through steps such as provision of appropriate general plan designations and zoning.

1.9.1 Basis for Variation

In the greenbelt, the City will allow, and encourage the County to allow, smaller parcel sizes and more dwellings only when:

1. All new dwellings will be clustered contiguously;
2. The area outside the cluster is permanently protected as open space;
3. Agricultural easements are placed on prime agricultural lands outside the cluster.

1.9.4 Design Standards

Cluster Development shall.... C. Be located on other than prime agricultural land and be situated to allow continued agricultural use

2.2.8 Natural Features

Residential developments should preserve and incorporate as amenities natural site features, such as land forms, views, creeks, wetlands, wildlife habitats, and plants.

2.2.12 Residential Project Objectives

Residential projects should provide.... B. Adequate usable outdoor area, sheltered from noise and prevailing winds, and oriented to receive light and sunshine

2.2.13 Non-Residential Activities

Residential areas may accommodate limited non-residential activities which generally have been compatible, such as child day care, elementary schools, churches, and home businesses meeting established criteria.

Community gardens & food sales should be added.

2.3.1 Specific Plans

Specific Plans for the Margarita Area and Orcutt Area residential expansions shall include: C. Measures to protect resources and open space, including, among other types, permanent wildlife habitats and corridors, and farm fields; H. Public parks and open space, and other land that is not to be built on, such as yards, and community gardens for multifamily areas

3.1.5 Specialty Store Locations

Most specialty retail stores should be downtown, in the Madonna Road area, or the Los Osos Valley Road area, and in other community shopping areas identified by the Community Commercial district (see the Community Commercial section below) where they will not detract from the role of the downtown as the City's primary concentration of specialty stores; some may also be in neighborhood shopping centers so long as they are a minor part of the centers and serve neighborhood rather than citywide or regional markets.

3.2.1 Purpose and Included Uses
The City should have areas for Neighborhood Commercial uses to meet the frequent shopping demands of people living nearby. Neighborhood commercial uses include smaller-scale grocery stores, laundromats, and drug stores. Neighborhood commercial uses should be available within about one mile of all residences. These uses should be located on sites not exceeding about four acres, unless the neighborhood to be served includes a significant amount of high density residential development. Small-scale specialty stores may be located in areas designated for neighborhood commercial uses as long as they will not be a major citywide attraction or displace more general, convenience uses.

3.2.4 Stores in Residential Areas
Small, individual stores within established residential areas may be retained when they are compatible with surrounding uses. Other isolated commercial uses which are not compatible with residential surroundings eventually should be replaced with compatible uses.

3.6.1 Purpose
The City should have sufficient land designated for Services and Manufacturing to meet most demands of the City, and some demands of the region, for activities such as business services, medical services, wholesaling building contractors, utility company yards, auto repair, printing, food manufacturing and other light manufacturing, and retail sales of large items, bulk quantities, and items often stored outdoors (vehicles, building materials, plants). Areas reserved for these uses may also accommodate convenience restaurants and other activities primarily serving area workers.

3.8 Mixed Uses
Compatible mixed uses in commercial districts should be encouraged.

3.9.11 Tourism: The City will:
A. Encourage sufficient conference and meeting space to accommodate the demand;
B. Work with the Performing Arts Center in promoting arts oriented tourism;
C. Develop aggressive tourism marketing programs;-should focus on local food production, processing and sales
D. Develop concepts such as rail tours, sea cruises, historical tours, and bicycle tours;

5.1.1 Grouping for Convenience
Government offices that provide similar types of services should be grouped for efficient service delivery.

5.1.3 Joint Projects
Government agencies should cooperatively plan for new or expanded facilities. They should consider joint projects when mutual objectives can be met.

Appendix 2a
South Gate, CA Healthy Community Goal 5

Objective HC 4.2:
Improve pedestrian, bicycle and vehicle safety around schools in South Gate.

Policies

P.1 The City will pursue and support Safe Routes to Schools programs.

P.2 The City will work to implement traffic calming in areas immediately around schools.

P.3 The City will, where feasible, work with the Los Angeles Unified School District (LAUSD) and the East Los Angeles College (ELAC) District to improve transportation safety around schools.

P.4 The City will encourage the creation of "Walking School Bus"/"Biking School Bus" programs, where parents take turns accompanying a group of children to school on foot or via bike.

P.5 To the extent possible, the City will prioritize safety and roadway improvements around schools as funding is available.

"Walking school buses" have the co-benefits of increasing the physical activity levels of students, reducing the amount of driving, and reducing sources of air pollution.

Goal HC 5:
Safe, convenient access to healthy foods for all residents

Objective HC 5.1:
Encourage safe, convenient opportunities to purchase fresh fruits, vegetables and healthy foods in all neighborhoods.

Policies

P.1 The attraction and retention of high quality grocery stores and other healthy food purveyors should be pursued as an economic development strategy for the City. Healthy food outlets include full-service grocery stores, regularly-held farmer's markets, fruit and vegetable markets, and convenience stores or corner stores that sell a significant proportion of healthy food.

P.2 The City, to the extent possible, will seek to increase city-wide access to healthy food choices, such that every residential parcel is within ¼ -mile of a healthy food outlet.

P.3 The City should expand access to certified farmers markets. This includes working to expand the hours of the existing farmer's market, pursuing new farmers markets in transit-accessible locations, supporting expanded transit service to bring residents to and from the famer's markets, and allowing farmers markets on public property at minimal cost to the vendors.

P.4 Partnerships between local merchants and farmers' markets to increase the availability of healthy food choices in South Gate's stores will be supported and encouraged by the City.

Farmer's markets are just one way of increasing access to health foods.

Objective HC 5.2:
Encourage and support healthy eating habits and healthy eating messages.

Policies

P.1 The City should provide healthy food options at all municipal buildings and at city events where food is made available by the City.

P.2 The City should explore partnering with the local school districts to create or implement educational programs for kids about healthy eating, such as edible school yards and healthy cooking classes.

P.3 The City should encourage local employers to provide healthy food options for employees in vending machines and at private events.

Unhealthy food sources, such as fast-food restaurants, should be limited and healthy food sources, such as the farmers' market pictured earlier, should be encouraged.

Objective HC 5.3:
Avoid concentrations of unhealthy food retailers and liquor stores within the City.

Policies

P.1 The City will encourage LAUSD, ELAC and others to provide healthy food choices within schools and to minimize the sale of carbonated beverages, processed foods, and foods containing partially hydrogenated oils (e.g., transfats).

P.2 New drive-through restaurants should be discouraged from locating near public and private schools.

P.3 The City will avoid concentrations of liquor stores in all areas of the City.

P.4 The City will continue to update or enforce tobacco control laws that pertain to location and retailing practices, smoking restrictions and smoking-free home and workplace laws.

P.5 The City will encourage the expansion of tobacco and alcohol abuse cessation and treatment services for South Gate residents. This may include building partnerships, educating the public about local services and working to locate these services in appropriate areas of the City.

Objective HC 5.4:
Provide opportunities for community gardens and local food production.

Policies

P.1 The City will support the use of public and private vacant lots, including school yards, for community gardens, as feasible or appropriate.

P.2 The City will strive for community gardens to be evenly distributed throughout the City.

P.3 Residents will be allowed to grow food (fruits and vegetables) in rear yards so long as there are not significant negative impacts to adjacent property owners.

P.4 New residential and non-residential buildings will be encouraged to use "green roofs," which allow for growing plants, stormwater retention, and reduced heat island effect.

Appendix 2b
South Gate, CA Implementation Action 1-10

Implementation Actions

Action HC 1:
Review City codes and ordinances for their impact on health.

Following adoption of the General Plan, the Community Development Department and other relevant departments will review the City's existing codes and ordinances (including the Zoning Code and the Building Code) and make recommendations on how they can be improved to create more positive health outcomes in the City. Topics that should be addressed include:

- Minimum clearances.
- Location of fast food restaurants and liquor stores.
- Standards for improved indoor air quality resulting from pollution such as toxics, VOCs, mold, paint, asbestos, smoking, and other chemicals.
- Encouragement for HVAC systems that achieve high levels of indoor air quality.
- Reduction of dust and other emissions from construction sites and unpaved industrial areas of the City.
- Standards for multi-family buildings that locate along freeways or truck routes or near hazardous materials.
- Standards and regulating mechanisms to limit concentrations of liquor stores.
- Allowances to grow food on parcels within the City.
- Allowances to operate farmers' markets on parcels within the City.
- Internal circulation within buildings to encourage inhabitants to use stairs between floors whenever feasible.
- Reducing barriers to childcare facilities and allowing licensed childcare centers or family childcare facilities by right in all appropriate areas of the City.

Action HC 2:
Create a land development review checklist.

Develop or adopt a land development review checklist to ensure that projects enhance public health outcomes. The checklist should address topics such as the pedestrian environment, building siting, access to transit, access to parks, proximity to healthy food sources and proximity to existing or potential sources of pollution (such as freeways and land uses that use hazardous materials).

Action HC 3:
Create guidelines for healthy food at city buildings and events.

Develop guidelines for the types of foods that should be served at city-sponsored events and in City vending machines. At minimum, the guidelines should require that there are healthy food options available.

Action HC 4:
Create City-sponsored programs to address employee health.

Develop and continually implement a series of health programs and activities for city employees. Such programs could include weight loss challenges, exercise challenges, lunchtime exercise programs, sponsoring bike and walk to work days, and providing transit passes for employees.

Action HC 5:
Develop a business attraction strategy to bring more healthy food choices to the City.

The City's Economic Development Director will develop a program of incentives to locate, establish and expand new and maintain existing grocery stores and other healthy food purveyors. Part of this strategy will be to strive, to the extent possible, for an equal distribution of healthy food stores throughout the City.

Action HC 6:
Develop a business attraction strategy targeted towards hospitals and health care facilities.

The City's Economic Development Director will pursue a program of incentives and outreach to attract a hospital and/or health care facilities to the City.

Action HC 7:
Update the Natural Hazards Mitigation Plan.

Implement the actions of the plan maintenance chapter of the Natural Hazards Mitigation Plan and incorporate modifications to the Natural Hazards Mitigation Plan recommended by FEMA Region IX.

Action HC 8:
Create an inventory of health resources in the City.

Work with the Los Angeles County Department of Public Health and other service providers to create and regularly update a list of health resources in the City. The information should be both available in print form and included on the City website.

Action HC 9:
Hold an annual health fair.

Host an annual Health Day Fair with information, health care screenings and services, and activities celebrating an active lifestyle. The event should be sponsored by the City and involve a wide range of service providers. The health fair should have a strong focus on preventative health care, healthy eating and active living.

Action HC 10:
Analyze unsafe pedestrian and cycling areas.

The Public Works Department and the Police Department will analyze the locations of crashes involving pedestrians or cyclists over the last several years, attempt to identify the causes of the collisions and develop a priority list of future physical improvements. The City should also include on the priority list areas where it deems there to be a high risk of pedestrian or cyclist danger, even if collisions with cars have not yet occurred. This priority list should be incorporated into the City's Capital Improvement Plan.

Appendix 3a
Cleveland, Ohio Local Purchase Policy

C OF C 125-174

FIRST READING ORDINANCE REFERRED

Ordinance No.1660-A-09
(As a substitute for Ord. No. 1660-09)

Mayor Jackson and
Council Member Cimperman

AN ORDINANCE

To supplement the Codified Ordinances of Cleveland, Ohio, 1976, by enacting new Sections 187A.01 to 187A.06 and 187A.99, relating to the Local Producer, Local-Food Purchaser, and Sustainable Business Preference Code.

WHEREAS, large purchasers of goods and materials such as the City of Cleveland can strengthen the regional economy by procuring a greater percentage of their purchases from local businesses; and

WHEREAS, purchasing local products will reduce the City of Cleveland's carbon footprint by reducing the distance that goods travel from factories and farms to the city, thereby decreasing the amount of harmful emissions; and

WHEREAS, the Greater Cleveland region has a vibrant manufacturing, industrial, and food production history and we are continuing to strengthen our local economy by supporting local producers; and

WHEREAS, purchasing local goods and materials will increase the City of Cleveland's self-reliance and resiliency, as well as acting as a model for local purchasing policies that support both local and regional business development and economic growth; and

WHEREAS, encouraging local businesses to follow sustainable practices will expedite their participation in high-growth sectors of the economy such as renewable energy, recycling, green building, zero waste and other sustainable businesses, which in turn will encourage more graduates to remain in the Greater Cleveland region and attract new talent to the region; now, therefore

BE IT ORDAINED BY THE COUNCIL OF THE CITY OF CLEVELAND:

Section 1. That the Codified Ordinances of Cleveland, Ohio, 1976, are supplemented by enacting new Sections 187A.01 to 187A.06 and 187A.99, to read as follows:

Ordinance No.1660-A-09

(As a substitute for Ord. No. 1660-09)

Mayor Jackson and
Council Member Cimperman

CHAPTER 187A
LOCAL PRODUCER, LOCAL-FOOD PURCHASER, AND SUSTAINABLE BUSINESS PREFERENCE CODE

Section 187A.01 Definitions of Terms

As used in this Chapter, the following words, phrases, and terms shall be defined as set forth below:

(a) "Bidder" means a Person offering or proposing to contract with the City respectively in response to an invitation to bid or to a request for proposals.

(b) "Bid Discount" means the application of a percentage discount to the total amount of a bid submitted by a Bidder for a Contract solely for the purpose of bid comparisons when determining the lowest and best bid, or lowest responsible bid. The use of a Bid Discount for Bid Comparison does not alter the total amount of the bid submitted by a Bidder or the Contract executed based on a bid.

(c) "Business Enterprise" means a firm, sole proprietorship, partnership, association, corporation, company, or other business entity of any kind including, but not limited to, a limited liability corporation, incorporated professional association, joint venture, estate, or trust.

(d) "City" means the City of Cleveland, Ohio.

(e) "Commercially Useful Function" means when a Local Producer or Local-Food Purchaser:

(1) Assumes the actual and contractual responsibility for furnishing the supplies or materials;

(2) Is recognized as a provider of the contracted supplies and materials by the industry involved;

(3) Owns or leases a warehouse, yard, building or other facilities for stocking inventory or otherwise conducts business in a manner which is usual and customary in the industry and market for the supplies or materials; and

(4) Distributes, delivers, and services products primarily with its own staff and/or equipment.

(f) "Commissioner" means the Commissioner of Purchases and Supplies or the Commissioner's designee.

(g) "Contract" means a binding agreement executed on or after the effective date of this Local Producer, Local-Food Purchaser, and Sustainable Business Preference Code by which the City either grants a privilege or is committed to expend or does

expend its funds or other resources, or confers a benefit having monetary value including, but not limited to, a grant, loan, interest in real or personal property, or tax incentive in any form for or in connection with any work, project, or public purpose including, but not limited to, a contract for the:

(1) Construction of any public improvement, including change orders or subsidiary agreements approved by the City during the performance of such Construction;

(2) Purchase of personal property;

(3) Purchase of any supplies, equipment or services; or

(4) Lease of any personal property.

"Contract" shall include a binding agreement, funded or benefited by the City, between a party to a Contract and a third party, but shall exclude contracts with other public entities, except as provided in Section 187.09.

(h) "Contracting Department" includes any administrative department under charge of the Mayor or any office, board, or commission treated or construed as a department of City government for any purpose under the Charter or ordinances of the City for the benefit or program of which the City enters into a particular Contract.

(i) "Contractor" means a separate or distinguishable Business Enterprise employing one or more persons and participating in the performance of a Contract and shall include a Person in privity of contract with a Contractor for implementation of a Contract.

(j) "Director" means the official authorized to enter into a Contract on behalf of a particular Contracting Department.

(k) "Evaluation Credit" means a predetermined number of points in the evaluation of proposals submitted by a Bidder for a Contract to be added solely for the purpose of proposal comparison when evaluating competing proposals. The use of Evaluation Credits does not alter the amount of the proposal submitted by a Bidder or the Contract executed based on the proposal.

(l) "Local Contracting Market" or "Contracting Market" means the geographic market area consisting of Cuyahoga County, Geauga County, Lake County, Lorain County, and Medina County, Ohio; provided, however, that with respect to growers or producers of food only, the geographic market area shall include: Erie County, Huron County, Richland County, Ashland County, Wayne County, Holmes County, Stark County, Summit County, Portage County, and Tuscarawas County.

(m) "Local Food" means and includes food that is grown, extracted, produced, recycled or manufactured within the Local Contracting Market.

(n) "Local Producer, Local-Food Purchaser, and Sustainable Business Preference Code", "Preference Code", "Code" or "Chapter" means all of the provisions of this Chapter 187A of the Codified Ordinances of Cleveland, Ohio, 1976.

(o) "Local Producer" means a Person that:

(1) has its principal office (headquarters) located physically in the Local Contracting Market and whose highest executive officers and highest level managers maintain their offices and perform their respective executive and managerial functions and duties in the Local Contracting Market; and

(2) A. grows food or fabricates goods, whether or not finished, from organic or raw materials;

B. processes goods, materials, food or other products so as to increase their commercial value by not less than 50%;

C. supplies goods by performing a Commercially Useful Function; or

D. provides, by its qualified full-time employees, maintenance, repair, personal, or professional services.

(p) "Local-Food Purchaser" means a Business Enterprise that, in implementation of its City contract, purchases Local Food in an amount comprising not less than twenty percent (20%) of the Business Enterprise's City Contract amount.

(q) "Local Sustainable Business" means a Business Enterprise that:

(1) has its principal office (headquarters) located physically in the Local Contracting Market and whose highest executive officers and highest level managers maintain their offices and perform their respective executive and managerial functions and duties in the Local Contracting Market; and

(2) has established sustainability goals for itself and is a member of or signatory to a nationally-recognized sustainability program, which goals and program have been determined acceptable by the City Chief of Sustainability or other officer designated by the Mayor.

(r) "OEO Director" means the Director of the Office of Equal Opportunity of the City.

(s) "Person" means and includes a natural person, a Business Enterprise or other entity, unless the context or usage requires otherwise.

Section 187A.02 Preference for Local Producers, Local-Food Purchasers, and Sustainable Businesses

Ordinance No.1660-A-09

(As a substitute for Ord. No. 1660-09)

Mayor Jackson and
Council Member Cimperman

(a) Application of Bid Discount - A Contracting Department shall apply a Bid Discount of two percent (2%) to a bid received from a Local Producer; two percent (2%) to a bid received from a Local Sustainable Business; and two percent (2%) to a bid received from a Local-Food Purchaser; provided that the maximum total Bid Discount applied under this division (a) shall not exceed four percent (4%). Bid Discounts applied under this division (a) shall be in addition to any Bid Discount applied under Sections 187.03 and 187.05. The maximum amount of any Bid Discounts applied to a bid under this division (a) shall not exceed $50,000.00, provided, however, that the maximum cumulative amount of all Bid Discounts applied to the bid under this division (a) and under Sections 187.03 and 187.05 shall not exceed $75,000.00.

(b) Application of Evaluation Credit - A Contracting Department shall apply an Evaluation Credit of two percent (2%) of the total points awarded for a proposal received from a Local Producer, two percent (2%) of the total points awarded for a proposal received from a Local Sustainable Business, and two percent (2%) of the total points awarded for a proposal received from a Local-Food Purchaser; provided that the maximum total Evaluation Credit applied under this division (b) shall not exceed four percent (4%).

Section 187A.03 Duties of Director of Office of Equal Opportunity; Compliance Monitoring

(a) In addition to those duties specified in Section 123.08 and Section 187.02, the OEO Director, through the Office of Equal Opportunity employees as necessary, shall implement and enforce the provisions of this Code. The OEO Director's duties shall include, but not be limited to:

(1) Reviewing all submittals and other information required or necessary under this Code to determine whether a particular Person qualifies for certification or approval as a Local Producer or a Local-Food Purchaser or a Local Sustainable Business and is in compliance with this Code;

(2) Notifying an affected Contracting Department that the certificate or approval pertaining to a particular person is or is not currently effective with respect to the matters for which the same were issued;

(3) Initiating and receiving complaints of non-compliance with this Code; and

(4) Investigating complaints pertaining to non-compliance with this Code and recommending appropriate sanctions.

(b) The OEO Director shall monitor a Contractor's compliance with its bid representations of its qualification(s) as a Local Producer or Local-Food Purchaser or Local Sustainable Business during the performance of a Contract it was awarded because of applying a Bid Discount or Evaluation Credit under Section 187A.02. If the OEO Director determines that there is cause to believe that a Contractor failed to qualify as a Local Producer or Local-Food Purchaser or Local Sustainable Business as represented in its bid or proposal, the OEO Director shall notify the Contractor of the

apparent breach of or default under the contract. The OEO Director may require a Contractor or Bidder to submit such reports, information and documentation as reasonably necessary to determine its status as a Local Producer or Local-Food Purchaser or Local Sustainable Business in the performance of its Contract.

(c) The OEO Director shall maintain complete and accurate records of the use of Local Producer's or Local-Food Purchaser's or Local Sustainable Businesses' goods, materials, supplies, or services in performance of the Contracting Department's Contracts, including the dollar value of orders supplied by Local Producers or Local-Food Purchasers or Local Sustainable Businesses, the nature of the goods, materials, supplies, or services provided, and the name and address, and the qualifications of each Local Producer or Local-Food Purchaser or Local Sustainable Business as such.

Section 187A.04 Sanctions for Noncompliance

If the OEO Director determines that a Contractor is in breach or default with respect to any representation regarding its status as a Local Producer or Local-Food Purchaser or Local Sustainable Business when the Contractor would not have been the lowest bidder or recommended proposer for a Contract but for application of any Bid Discount(s) or Evaluation Credit(s) based upon that status, the OEO Director, in addition to other remedies available with respect to the foregoing or other defaults under any Contract in question, may recommend that the Contracting Department Director cancel the contract and declare a forfeiture of any performance bond.

Section 187A.05 Responsibilities of Commissioner and Contracting Departments

The Commissioner and each Contracting Department shall:

(a) Endeavor to maximize the purchase of Local Producers, Local-Food Purchasers, and Local Sustainable Businesses goods, materials, supplies, or services in Contracts of $10,000 or less; and

(b) Develop lists of Local Producers, Local-Food Purchasers, and Local Sustainable Businesses for whose goods, materials, supplies, or services the City typically contracts.

Section 187A.06 Contracts with Other Governmental Entities as Contractors

Contracts or other agreements between the City and other political subdivisions, governmental, or quasi-governmental agencies, under which those entities receive money from or through the City for the purpose of contracting with Business Enterprises to perform projects in the City, shall encourage Business Enterprises to comply with the provisions of this Chapter in awarding, administering, and implementing the contracts.

Ordinance No.1660-A-09

(As a substitute for Ord. No. 1660-09)

Mayor Jackson and
Council Member Cimperman

Section 187A.99 Violations; Penalty

(a) No Person shall willfully falsify, conceal or cover up by a trick, scheme, or device a material fact, or make any false, fictitious, or fraudulent statements or representations or make use of any false writing or document knowing the same to contain any false, fictitious, or fraudulent statement or entry in any matter administered under this Chapter.

(b) No Person shall fraudulently obtain, attempt to obtain, or aid another Person fraudulently obtaining or attempting to obtain a Local Producer's or Local-Food Purchaser's or Local Sustainable Business' Bid Discount or Evaluation Credit.

(c) Any Person who violates the provisions of this section is guilty of a misdemeanor of the first degree.

(d) In addition to other remedies available with respect to violations of divisions (a) and (b) of this section, the OEO Director may recommend to a Contracting Department Director, and a Contracting Department Director may:

(1) Recommend to the Director of Law that the City take such legal action, whether civil or criminal, as the Director of Law deems appropriate;

(2) Disqualify a Bidder, Contractor, or other Business Enterprise from eligibility as Contractor, subcontractor, or Local Producer or Local-Food Purchaser or Local Sustainable Business for providing goods, materials, supplies, or services to the City for a period not to exceed two (2) years; or

(3) Make a claim for payment of damages, including but not limited to any liquidated damages specified in the Contract.

Section 2. That Sections 187A.01 to 187A.06 and 187A.99 of the Codified Ordinances of Cleveland, Ohio, 1976, shall take effect and be in force sixty (60) days after passage of this ordinance.

Section 3. That this ordinance shall take effect and be in force from and after the earliest period allowed by law.

Directors of Office of Equal Opportunity, Finance and Law; Committees on Employment, Affirmative Action, and Training, Legislation, Finance.

Without objection, substitute ordinance agreed to. Ordinance No. 1660-09 Laid on the table.

JBM:RFH:nl
01-25-10
FOR: Mayor Jackson

Ord. No. 1660-A-09 (As a substitute for Ord. No. 1660-09)

REPORT
after second Reading

Mayor Jackson and Council Member Cimperman

AN ORDINANCE

To supplement the Codified Ordinances of Cleveland, Ohio, 1976, by enacting new Sections 187A.01 to 187A.06 and 187A.99, relating to the Local Producer, Local-Food Purchaser, and Sustainable Business Preference Code.

READ FIRST TIME REPORTS
and referred to **Directors of Office of Equal Opportunity, Finance and Law; Committees on Employment, Affirmative Action, and Training, Legislation, Finance.**
by the council **January 25, 2010.**

CITY CLERK

READ SECOND TIME
by the council

CITY CLERK

READ THIRD TIME
by the council

PRESIDENT

CITY CLERK

APPROVED

MAYOR

Recorded Vol. **97.** Page
Published in the City Record

Appendix 3b
San Luis Obispo County Local Purchase Policy

COUNTY OF SAN LUIS OBISPO
GENERAL SERVICES AGENCY

Title: *Local Food Purchase Policy*

Effective Date: July 24, 2012
Drafted by: Caryn Maddalena, Purchasing Supervisor
Prepared by: Caryn Maddalena, Purchasing Supervisor
Kathleen Karle, Division Manager, Public Health Department
Review Date: December 2014
Approved by: Board of Supervisors

1. **PURPOSE**

The "Local Food Purchase Policy" of the County of San Luis Obispo is intended to promote economic vitality and support local agricultural interests, and to promote optimal public health and safety of its citizens by making fresh and nutritious produce readily available, and to protect our natural resources so that future generations will have an opportunity to thrive.

2. **DEFINITIONS**

2.0a. "Producer" refers to the local farmer who grows the produce and may market and distribute directly to the County.
b. "Broker" refers to local enterprises which purchase produce from the local farmer and sell it to the County.
2.1 "Local Produce" refers to fruits and vegetables.
2.2 "Local" is defined by the following tiers. The first preference would be to purchase Tier 1 produce. If that is not available, then Tier 2 produce would be acceptable. If Tier 2 produce is not available, then Tier 3 produce would be acceptable. If no local produce is available in any of the tiers, then purchasing produce outside the tiers would be allowed.

- Tier 1 –produce grown by the local farmer and processed within San Luis Obispo County
- Tier 2 –produce grown by the local farmer and processed within 5 neighboring counties – Monterey, Kern, Kings, Ventura, and Santa Barbara
- Tier 3 – produce grown and processed within the State of California

2.3 "Reasonable" means that the Purchasing Department will work with the Producer and/or Broker to ensure that local produce is purchased, at prices that are fair to all parties concerned, before purchasing elsewhere.

3. **SCOPE**

3.1 Buying Local Supports Our Local Economy:
Supporting local Producers benefits our County by keeping local dollars spent by farm and business owners recycling back into our local economy, thereby multiplying consumer demands locally. In the case of direct sales, the Producer receives a greater share of the consumer dollar as externalities related to storage and distribution may be reduced or eliminated. Supporting local Producers will help sustain the viability of Central Coast agriculture, and help to preserve this important economic and cultural resource so that we can continue to rely on a dependable local food supply.

3.2 Buying Local Increases Food Security:
The Central Coast is fortunate to have a year-round growing season and many different microclimates where a wide variety of food can be produced. The county's suitable soil, amenable climate and commitment by farmers to excellence in land stewardship ensure quality produce that is nationally recognized; however, our arable land is rapidly being lost to development. Seven thousand (7,000) acres of farmland were converted to urban sprawl in just two years, from 2000 to 2002[1]. Preserving our agricultural landscape and our ability to feed ourselves will come as a result of increased support of our local food Producers.

3.3 Purchase of Local Produce decreases travel distances, shortens supply chains, and has the potential to confer multiple benefits including:

3.3.1- Flavorful Food: In the global food system, fruits and vegetables travel an average of 1,500[2] miles from farm to fork and certain foods, such as apples, may remain in controlled atmosphere storage facilities for up to a year[3] before they reach a grocery store. In our local food system where transportation and storage may be minimized, Producers can allow their fruits and vegetables to ripen naturally while providing us with a variety of fruits and vegetables. Access to flavorful produce choices helps fight the obesity epidemic by providing healthy and tasty alternatives to processed foods.

3.3.2- Fresh Food: Global-scale produce has been bred and selected for transportability, shelf-life and the ability to ripen artificially. Buying local produce decreases travel distances, can reduce handling and storage requirements, and could allow for a more natural ripening process and consumption closer to the harvest date.

3.3.3- Decreased Travel Distances: Decreased travel distances can enhance conservation efforts by reducing the need to ship and store, which translates into energy savings. In San Luis Obispo County, we can grow many crops year-round. We

[1] Pasciuto, Kimberly. 2010. "Central Coast Foodshed Guide, Information and Resources for the Development of a Foodshed Identity for the SLO County Region"
[2] Hendrickson, John. 1996. "Energy use in the U.S. food system: A summary of existing research and analysis."
[3] North Carolina Ag Extension Service. "Post-Harvest Cooling and Handling of Apples" http://www.bae.ncsu.edu

can choose to consume produce that is grown locally and in abundance. In some cases, we can reduce our dependence on fossil fuels by choosing locally grown minimally processed and packaged produce. Promoting the purchase of local food is also an adaptation strategy listed in "*Integrated Climate Change Adaptation Planning in San Luis Obispo County".*

4. **PROCEDURE**

4.1 The County Request for Proposal (RFP) will state a preference and standards for the purchase of Tier 1 produce, to be used at the jail and juvenile services center.

4.2 The Purchasing Department may consult and collaborate with other appropriate county departments and/or industry experts to prepare a list of local Producers and Brokers who meet the definitions above. Reasonable efforts will be made to accommodate Producers to provide food for the jail and juvenile services center.

4.3 The Purchasing Department may utilize cooperative buying opportunities as available.

4.4 The General Services Agency Director is authorized to update the policy every other year.

5. **OTHER AGENCY INVOLVEMENT**

The Healthy Eating Active Living Coalition (HEAL-SLO) actively supports the adoption of this policy. The General Services Agency (GSA) was consulted and supports the adoption of this policy. The Sheriff's office was consulted and supports the adoption of this policy. The Central Coast Agricultural Network (CCAN) was consulted and supports the adoption of this policy. The San Luis Obispo County Farm Bureau was consulted and supports the adoption of this policy. The County Department of Agriculture/Weights and Measures was consulted and provided input into this policy.

RELATED DOCUMENTS

Tips for Institutional Buyers

6. **EXCEPTIONS**
None

7. **REVISION HISTORY**

Version	Date	Chapter/Section	Details
1.0	July 24, 2012	All	New Policy

Appendix 4
Conceptual Food Hub Proposal

The Food Hub
The Next Generation of Food Equality

In a broad sense of the term, a Food Hub is defined as facilities that manage the aggregation, storage, processing, and distribution or marketing of locally and regionally produced foods. Food Hubs are an emerging concept in the United States and the USDA estimates that over 100 food hubs are operating in the country today ("What's a Food Hub?").

Ultimately, the goal of any given Food Hub is to provide small to medium size family farmers with the additional support they need to get their goods into the local stream of commerce. The United States as seen a decline in these "middle farmers," which are the family farms producing $10,000 to $99,000 in sales in recent years. The unification of vital food processing systems, under a Food Hub model, helps reverse the rapid decline of these family farmers across the nation.

Regionally, Food Hubs have been developed in various forms responding to the individual needs according to the individual communities they serve. A key feature of all Food Hubs is that they are based on the cooperation and strengthening of the existing infrastructures. In many cases, Food Hubs encompass all of the systems we currently associate with the growing food movement. Farmers Markets, CSA drop-off/pick-up points, sorting and packaging centers, community gardens, demonstration farms, and community teaching kitchens are a few of these systems integrated into a Food Hub. However, it is not required that a Food Hub embody all of these systems in order to be successful, in fact, many of them focus on a few and provide support to local organizations who run the others.

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Glossary

Food System:
A food system refers to all of the complexities today involved with growing, processing, transporting and finally, consuming food. The people and places involved in growing, harvesting, storing, packaging, processing, distributing, financing, marketing, selling, consuming and disposing of food all make up the intricate web that is the food system. Most food consumed today is part of an industrialized food system defined by global imports and exports and maximum efficiency for the minimum monetary cost. The many pieces of the web may be located in different cities, states or even countries. A localized food system is one where food products are produced, processed and consumed within a specific region.

Food supply chain:
The chain of events necessary for a raw ingredient to get from farm to table. The supply chain is generally defined by inputs, production, processing and distribution, marketing and consumption.

Food Value chain:
Another term for supply chain, a food value chain implies more direct and personalized connections with the person who grows and produces the food and what happens to the product before it reaches the consumer. Instead of solely focusing on quantity and price, the value chain focuses more on quality of the product and the social and environmental externalities of the processes that take place.

The Greenhouse Gas Value Chain for agriculture traces the same path from grower to consumer but looks at all of the points where greenhouse gases are emitted providing transparency on places where they could potentially be minimized.

Business cluster:
Business clusters form naturally around multiple companies close in proximity with similar interests and needs. The businesses mutually benefit from being close to collaborators and competitors. They also get the benefit of sharing resources with related institutions, suppliers and customers that locate in a cluster.

Food innovation district:
A food innovation district mimics the benefits of a business cluster with a specific focus on the local and regional food sector of the economy. This is an emerging concept introduced by Northwest Michigan Council of Governments which defines a food innovation district as “a geographic concentration of food-oriented businesses, services, and community activities that local governments support through planning and economic development initiatives in order to promote a positive business environment, spur regional food system development, and increase access to local food” (Cantrell, 2013).

Food hub:
A business or organization, or group of businesses and organizations, that manages the complex value chain of a food system within a community. They coordinate the aggregation, distribution and marketing of locally or regionally produced products in order to enhance producer viability and increase their capacity for sales.

Food Deserts:
Communities or neighborhoods are considered food deserts when a sufficient,

fresh supply of groceries is unavailable within 35 to 70 miles of a given household depending on who defines it. Food desserts result in poor access to a substantial and nourishing supply of food and are linked to higher rates of poor health.

Food desserts come about when there is a lack of available public or private transportation, and individual does not have the time or money to make the commute or there is only access to fast food and corner stores. Ideally, residents should have to walk or ride no more than one mile to a full service grocery store.

Food Security:

When someone has access to a safe and adequate amount of food for an active, healthy lifestyle they are food secure.

Food insecurity:

When someone is unsure where their next meal will come from or does not have access to enough nutritious food for an active, healthy lifestyle.

Local:

The definition of local is largely dependent on context. The national movement called the Real Food Challenge defines local food as being "produced, processed and distributed within 150 miles" (Real Food, 2013) of the location it is being consumed. Local food is described by the USDA Economic Research Service more generally as, "food produced, processed, and distributed within a particular geographic boundary that consumers associate with their own community." Local food system work being done in the San Luis Obispo community often addresses local and regional coordination from the County level which is a useful lens when building food system capacity from a municipal and County government perspective. The actions proposed in this document will pertain to San Luis Obispo's city limits, but with regards to building a "local" and regional food system, local will refer to the County.

According to the recently adopted County of San Luis Obispo Local Food Purchase Policy local food is defined in tiers as follows:

Tier 1 –produce grown by the local farmer and processed within San Luis Obispo County

Tier 2 –produce grown by the local farmer and processed within 5 neighboring counties Monterey, Kern, Kings, Ventura, and Santa Barbara

Tier 3 – produce grown and processed within the State of California"

Monoculture:

The agricultural practice of cultivating or growing a single crop or species usually across an expansive piece of land for multiple years in a row. The practice is used in industrialized agriculture and can be attributed to reducing the labor input while increasing the quantity of harvest. However, it is also more receptive to the spread of disease, it eliminates natural biodiversity in the soil and on the land, and it has a number of external environmental and social costs.

Biodiversity:

The diversity of plant and animal species in a particular habitat or the world as a whole; a high level of biodiversity is desirable for environmental health

Producer:
Producer refers to local farmers or artisans who grow the produce or prepares, processes and markets the product and may sell and distribute directly in the region.

Direct Sales:
A transaction that takes place between a producer and consumer where the consumer purchases the product directly from the producer. This type of transaction is typical of a farmers' market or a farm's produce delivery service.

Indirect Sales:
A transaction that involves the consumer purchasing a product from a producer through a third party source. This type of transaction takes place at a grocery store or restaurant.

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