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EUGENE CITY COUNCIL AGENDA ITEM SUMMARY



Work Session: Sustainability Commission Recommendations

Meeting Date: February 9, 2009
Department: City Manager's Office
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Agenda Item Number: B
Staff Contact: Felicity Fahy
Contact Telephone Number: 682-5017

ISSUE STATEMENT

The Sustainability Commission is proposing its second set of policy recommendations to the City Council to enable the City organization and community to operate more sustainably. The commission requests that the council pursue and approve these recommendations.

BACKGROUND

Introduction

The council adopted Ordinance No. 20379 in February 2007, establishing the Sustainability Commission. The commission, a policy advisory body to the City Council and City Manager, is charged with advising the council on policy matters related to: sustainable practices, businesses that produce sustainable products and services, City building design and infrastructure and related issues that directly affect sustainability efforts considered by the City Council.

On October 8, 2008, the council adopted the Sustainability Commission's first set of recommendations, adopting a carbon neutral goal for City operations and agreeing to undertake a community climate action plan. The current recommendations represent the next priorities for action from the commission. The Sustainable Business Initiative Taskforce (SBI) report, the Portland Peak Oil Task Force Report "Descending the Peak: Navigating the Transition from Oil and Natural Gas" (Portland Peak Oil Report) and information presented to the commission by the community formed the basis for these recommendations and conclude the set initially proposed by the commission's Immediate Action Subcommittee.

As noted in the first set of recommendations, there is a palpable sense of urgency from members of the community and the commission. Sustainability issues are serious and imminent, and must be addressed socially, environmentally and economically. The complex challenges confronting Eugene include climate change, fossil fuel price fluctuations and a very serious recession in the local, national, and global economies. Immediate action is needed, with innovative and creative solutions and working cooperatively with a broad range of community partners. To that end, the Sustainability Commission has established liaisons with over 20 groups and organizations for sharing information and collaborating to address these issues at a community and regional level.

The Sustainability Commission acknowledges and commends the many proactive initiatives within the City and on the part of the council to enable the City organization to operate more sustainably and contribute to creating a more sustainable Eugene. The recommendations from the commission are offered to the council to support and build on this action.

RECOMMENDATIONS

The Sustainability Commission has identified the three recommendations below for council consideration. The commission identified these recommendations as being high priority action that could be taken immediately.

Recommendation 1

The Sustainable Business Initiative (SBI) report identifies waste – including the creation, collection, movement and disposal – as having major social, economic and environmental costs. Further, the report suggests local waste management initiatives could represent an opportunity. There is a high level of community awareness regarding recycling efforts and the local network of public and private waste management organizations. City staff briefed the commission on the City organization's current efforts to reduce, manage and measure waste. The City currently recovers or diverts from the landfill approximately 45 percent of operational waste. The commission is encouraged by the City's proactive waste reduction efforts to date and is confident that the organization is well positioned to achieve the goal recommended below. Attachment A outlines additional background and rationale for this recommendation. The commission recommends that:

The City of Eugene formally adopts the following goal:

The City of Eugene shall increase the volume of waste diverted from landfill from internal operations and facilities from current levels of an estimated 45 percent to at least 75 percent by 2014 and 90 percent by 2020.

Recommendation 2

All eight of the commission's work plan issue areas have direct or indirect ties to energy consumption. The Portland Peak Oil Report, public testimony and other research asserts the world is very near, at or past global "peak oil" production. The steep oil price rises last summer and the increasing petroleum demand from the growing economies of China and India suggest the end of the cheap, fossil-fuel based energy age is near. Under even moderate fossil-fuel supply reductions or modest price increases, Eugene can expect a wide variety of negative social, environmental and economic impacts. The commission both acknowledges and appreciates the long standing cooperative partnership forged between the City and EWEB that has resulted in Eugene's comparatively low dependence on fossil-fuel derived electricity. Nonetheless, the commission's review of the literature leads it to conclude that immediate action is necessary. Eugene must prepare to reduce the impacts of fossil fuel price escalation and supply fluctuations. Attachment B outlines additional background and rationale for this recommendation. The commission recommends that:

The City of Eugene, in conjunction with a wide variety of community partners:

By August 2010, develop a community action plan that aims to reduce total, current community-wide fossil fuel consumption 50 percent by 2030 (as an absolute not a per capita reduction) by (1) establishing targets for achieving that goal; (2) identifying strategies to achieve those targets; (3) identifying necessary adaptations; (4) developing measures for tracking success; (5) identifying financial impacts, and (6) including periodic progress reports back to the community with annual reports of progress to the Sustainability Commission.

Note: If this recommendation is adopted by council the commission recommends that development of the plan be undertaken in conjunction with the community climate action plan (one of the first set

of commission recommendations adopted by the council). Note that the community climate action plan is also being developed with community partners within the same timeframe. The resulting plan would focus on both climate and energy consumption issues.

Recommendation 3

Food security is another priority commission issue. Public testimony regarding the local and regional food system has been consistent and concerned for over a year. Food, and more specifically food security is of great importance to the long-term well being of the community. Eugene faces a variety of potential threats to long-term food security from dramatic cost increases as well as decreases in food availability and supply through a combination of high prices and climate change effecting global food crops. Attachment C outlines additional background and rationale for this recommendation. To begin to address this concern, the commission recommends that:

The City of Eugene shall in conjunction with a wide variety of community partners:

By January 2010, return to the council with a scoping and resource plan for developing a food security^a plan which will (1) identify community partners and form a project advisory committee, (2) review existing policies and food system assessments, (3) develop a market analysis plan, (4) identify benefits and barriers and (5) determine the budget and timeline to complete the plan and identify resources available, including external funding sources.

RESOURCE REQUIREMENTS

If adopted, the recommendations to help the City organization and community become more sustainable will require resources to implement.

- Recommendation 1 implementation would entail the development of a waste reduction plan. Facilities staff have indicated that this project would be a top priority to include in staff work plans this year and FY 2010.
- Recommendation 2 implementation would not require additional resources as it could be undertaken in conjunction with the community climate action plan. An FTE for 18 months has been identified within City staff to undertake this work.
- Recommendation 3 implementation would require resources not currently identified. It is estimated that development of the feasibility study would require 0.3 FTE for five months.

RELATED CITY POLICIES

The Sustainability Commission recommendations build on and add detail to the sustainability-related policies the council has previously adopted, including in particular Resolution No. 4618, which outlines a definition and statement of intent regarding the application of sustainability principles to the City of Eugene, and affirming the commitment of City-elected officials and staff to uphold these principles. The recommendations also align with the council-approved Sustainable Initiative Goal action plan.

^a Community food security is a condition in which all community residents obtain a safe, culturally acceptable, nutritionally adequate diet through a sustainable food system that promotes community self-reliance and social justice. Food security also consists of resilience to sudden changes in food availability and/or cost, such as would be caused by a rise in the price of transportation fuels, a decrease in local production, or decreased access to food imports to the community and the region.

COUNCIL OPTIONS

The council may:

1. Approve the Sustainability Commission recommendations.
2. Approve the recommendations with changes.
3. Request changes to the recommendations before approval.

CITY MANAGER'S RECOMMENDATION

The City Manager recommends Option 1, approval of the Sustainability Commission recommendations.

SUGGESTED MOTIONS

Recommendation 1:

Move to direct the City Manager to adopt the goal of increasing the volume of waste diverted from landfill from internal operations and facilities from current levels of an estimated 45 percent to at least 75 percent by 2014 and 90 percent by 2020 and report back to the council with a work plan for implementation that includes fiscal implications.

Recommendation 2:

Move to direct the City Manager to report back to the council by August 2010, following the development of a community energy action plan in conjunction with the community climate action plan that will aim to reduce total, community-wide fossil fuel consumption 50 percent by 2030 (as an absolute not a per capita reduction) by (1) establishing targets for achieving that goal; (2) identifying strategies to achieve those targets; (3) identifying necessary adaptations; (4) developing measures for tracking success; (5) identifying financial impacts, and (6) including periodic progress reports back to the community with annual reports of progress to the Sustainability Commission.

Recommendation 3:

Move to direct the City Manager to undertake a scoping and resource plan for the development of a food security plan in conjunction with community partners and report back to the council by January 2010.

ATTACHMENTS

- A. City waste recommendation background
- B. Fossil fuel recommendation background
- C. Food security plan recommendation background

FOR MORE INFORMATION

Staff Contact: Felicity Fahy
Telephone: 682-5017
Staff E-Mail: felicity.m.fahy@ci.eugene.or.us

CITY WASTE RECOMMENDATION BACKGROUND

City of Eugene shall increase the volume of waste diverted from landfill from internal operations and facilities from current levels of an estimated 45 percent to at least 75 percent by 2014 and 90 percent by 2020.

Introduction

The Commission seeks to build-on the work already undertaken by city staff to reduce waste from city operations. The recently adopted city sustainable procurement policy (section 6 of the City Administrative orders) provides the framework for continuing to address city waste issues at the “front-end” of decision making. Procurement of fewer products and materials as well as care taken in purchasing reusable or recyclable products are the first steps in reducing the volume of waste going to landfill. Lifecycle analyses undertaken by the USEPA estimate that for every ton of municipal discards wasted, about 70 tons of waste are produced in the life cycle to create and dispose of that product. Any additional action the city can take to reduce the purchase of products will reduce the impact we have on the environment and community.

The intent of the specific recommended reduction targets is to (1) support the rethinking of the need to purchase materials in the first place, (2) enable informed procurement decisions that will reduce the creation of waste, and (3) increase the reuse or recycling of waste that cannot be avoided. The ideal is the creation of closed loop material circulation patterns where non-recyclable or reusable materials are avoided and where materials no longer needed in one product can be reused or recycled into another product.

Why have a waste reduction goal?

A goal provides a focus for waste reduction initiatives and enables measurement of progress towards the stated outcome. Less waste and more recycling is good for the economy, for the environment and therefore good for the community. As noted in the SBI report, research has shown that each step in the recycling process means more jobs, more business expenditure on supplies and services and more money circulating in the local economy. Research undertaken by the EPA in 2001^b indicates there is a 6 to 1 ratio for recycling jobs developed versus land filling jobs for equivalent volumes of waste created by a community. Locally, Julie Daniel, Director of BRING Recycling notes an even greater economic advantage of reuse and recycling over land-filling with a 20 to 1 ratio of jobs created based on anecdotal evaluation around the same time period. BRING is a great local case study. They employ 22 people, plus temporary help from an agency to add to deconstruction crews. They have 3.5 full time equivalents (FTEs) working in recycling to process about 2000 tons of material a year. BRING also has 12 people working in reuse and salvage, including deconstruction, sales staff, receiving staff, managers and forklift drivers to handle 1000 tons of material a year. The other staff are educators, administration, a volunteer coordinator and a development manager. All but one staff member are supported with income earned from reuse and recycling, so at BRING 3000 tons of material provides jobs for 21 FTE's annually. This amount of material could be handled by one FTE in a couple of months if it was land filled.

NextStep Recycling is another excellent local example of the benefit of recycling rather than landfill waste. NextStep employs 18 paid staff, 21 volunteer staff and technicians as well as provides meaningful jobs for over 100 volunteers at any one time. In the last 10 years they have diverted from landfill over 500,000 computers and peripheral devices. NextStep also: educates and empowers low income and disadvantaged Oregonians and others by providing refurbished computers that allow access to technology and the Internet; recycles computer hardware and other electronics in an environmentally sound manner, keeping hazardous waste out of Oregon's soil and water environments; provides skill-training opportunities to those who are considered unemployable, are currently underemployed, and/or are people new to the job market; and offers education to the general public regarding the importance of electronics and polystyrene foam recycling and the impact of these kinds of waste on our environment.

^b Environmental Protection Agency: Recycling is Working in the United States report, 2001 (EPA, 2001)

Recycling in the U.S. is a \$236 billion a year industry. According to the EPA 2001 study more than 56,000 recycling and reuse enterprises employ 1.1 million workers nationwide. The EPA 2001 study also notes that reducing waste and increasing recycling also: reduces pollution and conserves natural resources; saves energy by reducing the need to extract and process virgin raw materials to manufacture new products; reduces greenhouse gas emissions; stimulates the development of greener technology and avoids the cost of waste disposal in landfills. Additional social benefits of waste reduction are outlined in the SBI report as including reduced public health risk associated with air and water emissions that can seep into the soil and waterways from landfills.

Current city recycling initiatives

City staff in all Departments are implementing a number of solid waste reduction and recycling efforts.

A brief summary of current internal city waste reduction initiatives include:

- Sustainable procurement policy
- Periodic waste audits, both for content and volume
- Collection system efficiency improvements
- Staff education and outreach, currently focused on increasing commingled recycling
- Internal recycling website developed
- Tracking volume and cost of office waste and recycling for performance measurement
- Prioritizing next program efforts based on initial waste audit results and LEED-Existing Building implementation
- Convened inter-departmental group to identify other existing waste reduction efforts.
- ISD Electronic Equipment recycling program
- Light bulb, metal and construction waste recycling in City facilities
- City Paper policy requiring double sided printing and use of 100% post consumer waste paper
- Pilot Projects e.g. Library and ISD rigid plastic recycling, Waste Water plastic recycling focused on plastics not accepted by Sanipac in the comingled recycling.

Challenges

The current economic recession has had a marked negative impact on the recycled commodities market. Most recycled materials e.g. plastics, steel, paper, aluminum are worth significantly less than they were six months ago. This has resulted in reduced demand for some products. Local waste haulers are still collecting a full range of recyclable materials but other non-commodity waste (including plastic film, Styrofoam) collection is currently not viable. The future viability of recycling a wide variety of plastics will depend on market conditions. The majority of the collected material is being bailed and stockpiled until commodity markets improve. Fluctuations in global recycled materials markets will impact the volume and type of material the city is able to divert from landfill.

Next Steps

Staff implementation of this recommendation would include the development of an internal city waste reduction plan with strategies to target enhanced city action on waste reduction and diversion and metrics to enable measurement and reporting on progress. Financial, social and environmental impacts of the proposed action plan would need to be assessed prior to implementation.

FOSSIL FUEL REDUCTION RECOMMENDATION BACKGROUND

By August 2010, develop a community action plan that aims to reduce total, current community-wide fossil fuel consumption 50 percent by 2030 (as an absolute not a per capita reduction) by (1) establishing targets for achieving that goal; (2) identifying strategies to achieve those targets; (3) identifying necessary adaptations; (4) developing measures for tracking success; (5) identifying financial impacts, and (6) including periodic progress reports back to the community with annual reports of progress to the Sustainability Commission.

Introduction

Businesses, government agencies and other organizations, households and many not for profit groups make decisions based on the assumption that oil and gas will remain plentiful and affordable - so starts the Portland Peak Oil taskforce report^c of March 2007. In the past few years evidence has emerged that suggests global production of oil and natural gas is likely to reach its peak or has already peaked. This issue is often described as "peak oil". This is coupled with the continuous rise in global demand for fossil fuels and the huge role they play throughout our community, including production and transportation of many of the goods and services used in Eugene, food production, energy generation and road construction. The spike in fuel prices during spring and summer 2008 gives an indication of how quickly prices can change. The subsequent price reduction is likely to be short-lived as global demand for fossil fuels continues to increase and there are no significant new oil fields being discovered or going into production.

In 2006 Portland City Council convened a citizen Peak Oil taskforce that was tasked with examining the potential economic and social consequences of peak oil in Portland and developing recommendations to mitigate the impacts of rising energy costs and declining supplies. The Portland Task Force used the United States Department of Energy report from 2005, Peaking of World Oil Production: Impacts, Mitigation, & Risk management (commonly referred to as the "Hirsch report") for the starting point of its discussions. The Sustainability Commission reviewed the taskforce report and found the recommendations contained were also very relevant to Eugene. The three main sectors identified in Portland - transportation, heating of buildings and industrial activities that use these fuels, will also be the ones directly affected by fossil fuel prices rises and potentially supply fluctuations in Eugene.

Why develop a community plan to reduce fossil fuel use?

The Portland Peak Oil taskforce report noted that while all the recommendations in the report were important, achieving a significant reduction in oil and natural gas use is a necessity for easing the transition to an energy constrained future. There is increasing global discussion around and demand for reduction of carbon emissions. Since most of the climate changing carbon emissions are from fossil fuel use, the issues of climate change and fossil fuel use are closely linked. A community response to reducing carbon emissions will therefore need to include widespread reductions of fossil fuel use.

Unemployment is also highlighted in the Portland taskforce report as a major economic and social issue that is likely to increase as fossil fuel prices increase, noting particular concern since social services are already stretched to their limits. The number of vulnerable and marginalized community members are likely to grow, as well as be the first and hardest hit by rising oil prices.

As noted in the Portland Peak Oil taskforce report, a 50 percent reduction in fossil fuel use over the next 25 years is a meaningful goal from the perspectives of both peak oil and climate change. The reduction rate is in accord with the Oil Depletion Protocol which is a proposed international agreement under which nations would reduce

^c Descending the Oil Peak: Navigating the Transition from Oil to Natural Gas. Report of the City of Portland Peak Oil Task Force, March 2007.

their consumption at the rate at which known oil reserves are being depleted. This rate is estimated to be 2.6 percent annual reduction, or approximately 50 percent over the next 25 years. The Western Climate Initiative, a collaborative of seven US governors and four Canadian premiers has already released a proposed cap and trade system for carbon emission that will be discussed during the 2009 legislative session in Oregon. Reducing Eugene's fossil fuel dependency will help us build a more resilient community and keep ahead of any state or federal policy changes.

It is acknowledged that the proposed 50 percent fossil fuel reduction is a challenging target. In suggesting this goal for Portland the task force report suggests this target is achievable for a number of reasons outlined below. These same reasons make the target also challenging but achievable in Eugene.

- Over 25 years, the vehicle fleet in the region will turn over approximately twice. Similarly, older and less efficient appliances and furnaces will also require replacement.
- New construction is more energy efficient than the existing building stock due to state energy code. Green buildings are dramatically surpassing the energy code.
- Adoption of the 2030 Challenge by the American Institute of Architects and U.S Conference of Mayors. The program calls for all new buildings to reduce fossil fuel use by 50 percent with a goal of reaching carbon neutrality for all new and existing buildings by 2030.
- 50 years ago the average American home was half the size it is today. A partial reversal in this house-size trend could result in significant reductions in home energy use.
- In other wealthy countries such as Denmark and the United Kingdom, per capita energy consumption is already half the level in the United States.

Next Steps

The Eugene community greenhouse gas inventory completed in 2007 identified that transportation fossil fuel use accounted for half of all greenhouse gases emitted in Eugene, while approximately 37 percent of the community emissions were from use of natural gas in building heating and cooking. The recommendation to develop a community action plan that will aim to reduce total, community-wide fossil fuel consumption 50 percent by 2030 is complementary to the commitment from Council for the City in conjunction with a wide variety of community partners to develop a community climate action plan.

Education of the community about energy use and the need to reduce consumption to increase community resilience to price increases and supply fluctuations would be an important component of developing the community climate and energy action plan.

FOOD SECURITY PLAN RECOMMENDATION BACKGROUND

By January 2010, return to council with a scoping and resource plan for developing a food security^d plan which will (1) identify community partners and form a project advisory committee, (2) review existing policies and food system assessments, (3) develop a market analysis plan, (4) identify benefits and barriers and (5) determine the budget and timeline to complete the plan and identify resources available, including external funding sources.

1. Introduction - What is food security?

Food is one of the basic human needs. Access to food is an issue that affects the entire community. Planning for food security is a proactive initiative that can be described as a comprehensive strategy to address the many problems that arise in a community due to an unsustainable and unjust food system that relies too heavily on outside food systems functioning at full capacity rather than focusing on community self-reliance.

The North American Community Food Security Coalition outlines the six basic principles of community food security as:

- Community resource focus: community food security builds up a community's food resources to meet its own needs. These resources include: supermarkets; farmer's markets; gardens; community-based food distributing and processing ventures; and urban farming.
- Local agriculture: a stable local agricultural base is key to a community responsive food system. Farmers need access to markets that pay them a decent wage for their labor, and farmland needs planning protection from suburban development. Building stronger ties between farmers and consumers gives consumers a greater knowledge and appreciation of their food's source.
- Broad goals: addressing a broad range of problems affecting the local food system, community development, and sustainability issues such as rural community disintegration, unsustainable suburban sprawl, and pollution from unsustainable food production and distribution patterns.
- Low income food needs: meeting the food needs of low income sectors of the community, improving individual health, and reducing the hunger problem.
- Self-reliance/empowerment: community food security seeks to build upon community and individual assets, rather than focusing on their deficiencies. Food security plan development engages community residents in all phases of project planning, implementation, and evaluation.
- Systems-oriented: community food security projects typically cross many boundaries and call for collaboration between many different groups and agencies.

2. Why do we need a food security plan?

Food is a critical resource for us all. Not having enough food or a nutritionally adequate diet has major social, economic and environmental impacts for the whole community. The creation and implementation of a food security plan can increase community resilience to food price rises and availability fluctuations through enhancing local food production, storage, processing, transportation and sale.

The US food system has become highly dependent on fossil fuels for food production, processing, distribution and sale. The availability and cost of food in Eugene could be significantly impacted by a number of factors including rising fuel prices affecting transportation, processing and fertilizer. Since World War II production of food has also become increasingly more industrialized with fewer small family farmers and an increase in large, corporation owned agricultural holdings. In Eugene and the lower Willamette valley we are fortunate to have a

^d Community food security is a condition in which all community residents obtain a safe, culturally acceptable, nutritionally adequate diet through a sustainable food system that promotes community self-reliance and social justice. Food security also consists of resilience to sudden changes in food availability and/or cost, such as would be caused by a rise in the price of transportation fuels, a decrease in local production, or decreased access to food imports to the community and the region.

number of productive organic and conventional farms, but still we are highly dependent on food imported from outside the Valley. Today, we grow only 2-5 percent of our annual food consumption within the Willamette Valley. In contrast in the 1950's and 1960's more than 75 percent of the food we ate was grown in the Willamette Valley.

Under the current food system, Eugene is also vulnerable to food borne diseases. Outbreaks of E. coli and other bacteria have become common from food imported into the US. There is also an increasing number of food contamination issues and associated food recalls for products made outside the US.

Eugene and the lower Willamette Valley have fertile soils and a mild climate suitable for growing a wide variety of foods, ranging from vegetables and orchard fruits to beans and grains. It is estimated that with our current agricultural acreage the Willamette Valley could provide food for all of its residents. Although staples such as vegetables and grains were once grown in quantity in our valley, for the past three decades, due to the economics of industrialized agriculture, valley farmers have specialized in ornamental grass seed production which now accounts for approximately 60% of the acreage farmed. Food crops currently only occupy 18% of the Willamette Valley agricultural lands.

In Lane County we are fortunate to have a number of productive organic and conventional farms, but still we are highly dependent on food imported from outside. In Eugene today, only 2-5 percent of our annual food consumption is grown within the Willamette Valley. In contrast to the 1950's and 1960's when more than 75 percent of the food we ate was grown in the Willamette Valley.

There are currently 40,000 people in Lane County below the poverty line, at risk of hunger and malnutrition. The current economic recession is putting even more families at risk of hunger. A food security plan for Eugene/Lane County would take steps to ensure that the needs of the whole community as well as the most vulnerable families and individuals are more adequately met in the future.

If a natural disaster or local catastrophic emergency occurred in Eugene or surrounding Lane County the local food system is not sufficiently prepared to feed our local community for more than a few days. For example, if Interstate Five became unusable due to an emergency the local food supply in supermarkets would be expended within an estimated 3 to 4 days. This highlights an urgency for food security to be addressed now to help avoid lack of preparedness during an emergency.

3. How Would a Food Security Plan Benefit the Community?

The local economy would benefit from a more secure food system. The localization of much of our food supply would increase local agricultural viability, enhancing crop diversity and providing local consumers with more of their produce from local sources. An expansion of our local farmer's market system could create local jobs as well as encouraging many local farmers to grow more food crops for the community reaping the benefits of direct sales of their product to the consumer. Rather than sending 95% or more of the 48 million dollars a month spent on food in Lane County out of the region, it would be a boost to our local economy to keep as many of those dollars circulating locally as possible.

In a soon-to-be-released book titled, "Community Food Enterprise: Local success in a global market place", it's noted that, "A growing body of literature highlights the importance of local ownership for lasting economic development in the U.S. and abroad. Compared to non-local businesses, locally-owned enterprises produce more community wealth by spending more money at home, build stability by staying put for the long term, contribute to rising labor and environmental standards by adapting to new expectations more readily, and foster greater community resilience by reinforcing political participation and entrepreneurship."

Both the Federal government and Oregon Department of Energy have stated that in the next few years petroleum prices are highly likely to increase. These fuel price rises will probably continue to increase the cost of food while decreasing its availability to some people within the community. The recent trend of rising food prices has

closely followed the trend of rising fuel prices over summer, this is mostly attributable to the distances that food must travel to reach consumers.

Nationally the average grocery store produce travels an average 1,500 miles before reaching a consumer's table. With the implementation of a food security plan, the distance food travels to reach the community would be minimized, therefore lessening the impact of rising costs on the people of Eugene and Lane County. Every mile that food travels, fossil fuels are consumed and greenhouse gases are emitted.

In addition to positively contributing to the local economy increased use of local food resources also decreases greenhouse gas emissions, and community dependence on imported fossil fuels.

All of the deficiencies in our current state of community food security, or lack thereof, can be addressed through the rebuilding of our regional food system. A complete regional food system increases a region's food self-reliance, increases the safety and health of foods consumed, encompasses an interconnected agricultural bio-system that produces more diverse foods capable of sustaining local populations, and strengthens local economies. It also reduces the use and reliance on diminishing fossil fuel resources and the related toxins and soil depletion that further threaten population health. A complete regional food system insures that in times of emergencies, adequate food stores are close by and immediately available. It also strengthens the ability for regional farm surpluses to be managed locally for the feeding of the needy or homeless.

4. Potential Partners

Eugene has many different groups and organizations that focus on community food issues. Below are some of the groups the city could partner with in the development of the food security plan.

Lane County Food Policy Council (LCFPC)

The Food Policy Council works with many different parts of the community food system that would need to be coordinated in order to develop and implement a food security plan, including farmers, processors, retailers, anti-hunger organizations, nutritionists, researchers, government representatives, and other community members. The Food Policy Council is currently preparing a community food system assessment for Lane County, including: Geographic Information System soil mapping; inventory and capacity of growers, CSAs, grocery markets, farmers markets, distributors, processors, and storage facilities; list of Federal Food Assistance Programs; breakdown of food dollar—for buyer and producer; community garden map; environmental factors; appraisal of food waste systems; evaluation of food accessibility, availability, and affordability; neighborhood readiness; and local assistance to the vulnerable.

Southern Willamette Valley Bean and Grain Project

This consortium of farmers, agencies, non-profits, community organizers and business owners believes growing nutritionally dense beans and grains in the Willamette Valley and selling them to local markets makes good sense: agriculturally, economically, and for long term regional food security. In an effort to start a movement to transition agricultural acreage currently in ornamental grass seed back into food crops, two farmers in Benton County have grown a diverse array of bean and grain crops over the past three years. Other project members have worked to create local markets for these crops (to date there is more demand than product), develop buyer/seller relationships, evaluate gaps in the local food infrastructure such as processing and storage capacity, and educate other farmers about the importance of crop diversity and the economic opportunities of the emerging markets.

Willamette Farm and Food Coalition

The Willamette Farm and Food Coalition (WFFC) is a community non-profit that facilitates and supports the development of a secure and sustainable food system in Lane County. The coalition connects local farmers and consumers at all levels (individuals, businesses, and institutions), serving as a matchmaker and broker between buyers and sellers. WFFC publishes *Locally Grown*, a directory of foods & wines in Lane County, and distributes 30,000 copies per year. The coalition is currently conducting a detailed inventory of the agricultural lands in Lane

County and how they are being used. In addition, they have convened a Year-round Farmers' Market Task Force to consider how we might increase the number of venues for local farmers to sell in Eugene.

FOOD for Lane County

FOOD for Lane County (FFLC) is a 501(c) 3 organization that operates as the food bank for Lane County. The FFLC mission is to eliminate hunger by creating access to food. This is accomplished through: soliciting, collecting, rescuing, growing, preparing and packaging food for distribution through over 85 member agencies and programs; increasing public awareness around hunger and community food security; education and community advocacy; and through a number of programs that improve the ability of limited-income families, seniors and other challenged populations to obtain an adequate supply of wholesome, nutritious food. FOOD for Lane County operates food self-sufficiency programs including three educational community gardens where they work with youth and adults to grow food for the food bank, and a youth-run farm stand and CSA.

Willamette Valley Sustainable Foods Alliance (WVSFA)

The WVSFA works to pool the resources and knowledge of sustainably-focused local food related businesses to aid each other to become more sustainable. The alliance has good potential to offer local business expertise to the development and implementation of a food security plan.

Community Food Security Coalition (CFSC)

Based in Portland, Oregon, the CFSC has helped many cities and communities create their own food security plans nation-wide. A partnership with the CFSC would be beneficial in many aspects of the creation of an action plan. They have many resources, including assistance with federal funding streams available.

The ECOS Urban to Farm Connection Project

The ECOS Urban to Farm Connection Project is run by Aleta Miller. This is a valuable model for creative cooperative food production. The Urban to Farm Connection builds teams of Eugene residents to cultivate and harvest multi-acre garden plots inside or outside the city. The teams work as cooperatives, sharing work, produce, and produce sales profits.

Lane County Farmers Market

The mission of the Lane County Farmers' Market is to further the health of the entire community by enhancing the viability of producing and marketing Oregon grown fruits, vegetables, herbs, flowers, plants & animal products, through a democratic association which advances the shared values of the Market community. The Farmers' Market gives local growers access for directly marketing to the buying public through a centralized location. The Market also provides an opportunity for the community to purchase fresh, in-season locally grown and produced farm products, while interacting directly with the growers and producers.

5. Common steps taken by other cities in developing food security plans.

- A comprehensive evaluation of the local land's potential for growing food as well as an evaluation of the essential food system infrastructure which includes storage and distribution facilities.
- A renewed focus on food safety and emergency preparedness including community food programs like FOOD for Lane County.
- An expansion in the overall size and number of farmer's markets functioning in the community.
- Work with public organizations as well as build strong private partnerships within the local food system.
- Expansion of community supported agriculture programs including the use of local youth through youth empowerment and education programs.
- An increase in the number of community gardens and urban farming plots.
- Development of a local movement for localization of food crops by educating consumers, farmers and markets of the food security issue.
- Applying for USDA community food projects grants.

Since 1996 the Community Food Security Coalition has awarded 240 grants to communities throughout the US to address food security, including preparing food security plans. FOOD for Lane County received a grant in 2002

and undertook community-based food assessments in six Lane County cities and initiated the current Lane County Food Policy Council. This would provide background information for the development of the food security plan and may need to be updated as the information is now five years old.

6. Next Steps

Undertake a feasibility study for the development of a food security plan and report back to council early 2010 on the resources required as well as the benefits of creating a food security plan.

Groups and individuals consulted in the development of this recommendation:

Dan Armstrong – author, community food researcher and advocate

Linda Kelley - Food for Lane County

Lynne Fessenden - Willamette Food and Farm Coalition

Deb Sheldon Johnson - Lane County Food Policy Council

EUGENE CITY COUNCIL AGENDA ITEM SUMMARY



Work Session: Sustainability Commission Recommendations to Council

Meeting Date: October 8, 2008
Department: City Manager's Office
www.eugene-or.gov

Agenda Item Number: 1
Staff Contact: Felicity Fahy
Contact Telephone Number: 682 5017

ISSUE STATEMENT

The Sustainability Commission is proposing its first set of policy recommendations to the City Council to enable the city organization and community to operate more sustainably. The Council is requested to pursue and approve these recommendations.

BACKGROUND

Introduction

In January 2007 Council adopted the Sustainability Initiative goal with the focus to develop the Office of Sustainability and the Sustainability Commission to support sustainable practices and businesses producing sustainable products and/or employing sustainable practices.

The Council adopted Ordinance No. 20379 in February 2007, establishing the Sustainability Commission as a policy advisory body to the Council and City Manager to assist in the development of programs to create or enhance sustainable practices within the community. The Sustainability Commission is charged with advising Council on policy matters related to: sustainable practices; businesses that produce sustainable products and services; city building design and infrastructure; and related issues that directly affect sustainability efforts considered by the City Council.

On May 8, 2008, Council adopted the Sustainability Commission's work plan. The work plan outlines a framework of eight broad priority issues organized into three main component areas: internal city operations, community, and education and outreach. The Commission is currently researching some of the issues identified before recommending specific actions to Council. However, the Sustainability Commission believes that there are several issues with sufficient information to support the policy recommendations detailed below.

Since its first meeting on November 28, 2007, the Commission has received a variety of reports, presentations and public testimony regarding many of the proactive policies and positive actions being implemented across Eugene, Portland and other communities nationwide. In addition, the Commission has reviewed and discussed a range of social, economic and environmental issues that pose a variety of complex and interconnected threats to our local, regional and global wellbeing. Throughout Commission deliberations there has been a palpable sense of urgency from members of the Commission and the community regarding the serious and imminent nature of these threats. The 2007 Community Survey results also reflect the need and desire for more action from the City on sustainability issues.

When asked how important it was to them that the city engage in environmentally sustainable practices over three quarters (76%) of respondents selected 4 or 5 (on a scale where 5 is very important and 1 is not important). However only 43% selected 4 or 5 (on a scale where 5 is excellent and 1 is poor) when asked how would you rate the city performance employing such practices. In short, while there is much for Eugene to be proud of and celebrate related to our sustainability efforts to date, *many of the challenges we face require a radical and immediate departure from our current methods of operation and decision making.*

Immediate Action Subcommittee

On May 21, 2008 the Sustainability Commission created a subcommittee tasked with developing a set of recommendations to present to council as soon as possible. Specifically, the Commission directed the subcommittee (1) to review the Sustainable Business Initiative Task Force (SBI) Report, the Portland Peak Oil Task Force Report “Descending the Peak: Navigating the Transition from Oil and Natural Gas” (PPOR) and requests for action brought before the Commission by the public and (2) to prepare a package of recommendations for the Commission to forward to Council for consideration. In addition to reviewing the documents and information described above, the subcommittee also received staff briefings on the City’s sustainable procurement policy (related to SBI Recommendations 5 and 6) and the City’s waste assessment and reduction efforts (related to SBI Recommendation 7). The full Commission received a staff briefing on the community greenhouse gas inventory, completed in July 2007. The subcommittee met four times over a six week period.

Recommendations

The Immediate Action Subcommittee identified seven recommendations and numerous individual example actions that Council could consider. The Commission identified the recommendations below as being the highest priority at this time. The remaining recommendations for immediate action, which focus on food security, the availability and cost of oil, building efficiency and waste management will be brought to council later this fall.

In addition to these recommendations, the Commission has included a list of “example actions” as Attachment A. The Commission’s intent in including this list is to offer solutions that can be immediately championed by individual councilors, the city manager, or staff as appropriate.

Recommendation 1

Climate Change has been identified as an important issue by the Sustainability Commission. The SBI report and many other scientifically reputable reports find that the observable rise in global temperature can be linked to a similar rise in human induced greenhouse gas emissions. The SBI report concludes that proactively addressing climate change through mandatory reductions in greenhouse gas emissions and specifically carbon^a emissions will have positive economic, social and environmental impacts on our community. The City has been very proactive in reducing its carbon emissions in a number of significant ways including through active energy management, use of hybrids in the city fleet, capture and use of methane at the waste water treatment plant and providing free bus passes to employees. The City has just completed updating a greenhouse gas inventory for city operations. A summary of initial findings as included as Attachment B. The final report will be completed by late October 2008. The report findings include that emissions have remained the same from 2000 to 2005 despite the increase in city employees and services provided to the community. However the City still produces significant

^aCarbon is a shortened form of carbon dioxide equivalent emissions. All greenhouse gases including carbon dioxide, methane, nitrous oxide and others can be described in terms of carbon dioxide equivalency, the amount of CO₂ that would have the same global warming potential, when measured over a specified timescale (generally, 100 years).

volumes of greenhouse gas throughout its operations. A specific emissions reduction goal and a coordinated city approach will enhance the internal effort to decrease emissions and identify additional ways to ensure wise use of resources.

Based on its review of the SBI report and other relevant information, the Commission recommends that immediate action to further reduce the amount of carbon generated by City of Eugene facilities and operations is needed. Therefore the commission recommends the following:

The City of Eugene shall formally adopt the following goal and annually report to the Sustainability Commission on progress made to reach the goal:

All City-owned facilities and City operations shall be “carbon neutral” (i.e. shall reduce net carbon emissions to zero, or if that is not possible cancel all remaining emissions through the funding of approved local offset mechanisms or the purchase of approved offsets) by 2020.^b

Recommendation 2

While City facilities and operations contribute to local carbon emissions, our collective impact at the community, metro and regional level is of far greater significance. The City in conjunction with several community partners completed a Eugene Community Greenhouse Gas Emissions Inventory Report in July 2007. The August 2007 memo to Council and Inventory Report is included as Attachment C. The next steps section of the August 2007 memo to Council noted it was vital to have in-depth discussions with community members and local agencies in order to identify reduction strategies and ways to get there.

While the Commission recognizes that the City is limited in its jurisdictional authority to regulate outside its boundary, it also recognizes that Eugene must be a leading participant in moving our region toward carbon neutrality. While Eugene has relatively low carbon emissions compared with many other North American cities, much of that is due to the excellent work of EWEB to provide us with primarily low carbon emission hydro and wind power and their focus on energy conservation since the 1970's. However, based on the review of the SBI report and other relevant information, the Commission has determined that immediate action to develop a community climate action plan, including a community carbon emission reduction goal is needed. Therefore the commission recommends the following:

The City of Eugene shall, in conjunction with a wide variety of community partners:

Develop a community climate action plan, within 18 months that will (1) set a carbon emission reduction goal and establish targets for achieving that goal, (2) identify strategies to achieve those targets, (3) identify necessary adaptations, (4) develop measures for tracking success and (5) include periodic progress reports back to the community with annual reports of progress to the Sustainability Commission.

^b (1) Carbon emissions of City facilities and operations shall be defined as all Scope I and Scope II emissions as defined by the General Reporting Protocol of The Climate Registry. (2) The policy shall prioritize the reduction of City emissions at source, then funding of offset-style local mitigation (i.e., carbon/ greenhouse gas-reducing) projects over the purchase of offsets from projects that do not result in decreased local emissions or increased local carbon sequestration. Any selected local mitigation project shall consider and address the major concerns of national and global markets for offsets, including but not limited to additionality, permanence, leakage, monitoring and verification, double counting, and transparency.

RELATED CITY POLICIES

The Sustainability Commission recommendations build on and add detail to the sustainability related policies the Council has previously adopted, including in particular Resolution No. 4618, which outlines a definition and statement of intent regarding the application of sustainability principles to the City of Eugene, and affirmed the commitment of City elected officials and staff to uphold these principles. The recommendations are also in alignment with the Council approved Sustainable Initiative goal action plan.

COUNCIL OPTIONS

The council could:

1. Approve the Sustainability Commission recommendations, or
2. Approve the recommendations with changes, or
3. Request changes to the recommendations before approval.

CITY MANAGER'S RECOMMENDATION

The City Manager recommends Option 1, approval of the Sustainability Commission recommendations.

SUGGESTED MOTIONS

Recommendation 1:

Move to direct the City Manager to formally adopt the goal of making all city owned facilities and city operations carbon neutral by 2020.

Recommendation 2:

Move to direct the City Manager to develop a community climate action plan within 18 months, that will (1) set a carbon emissions reduction goal and establish targets for achieving that goal, (2) identify strategies to achieve those targets, (3) identify necessary adaptations, (4) develop measures for tracking success and (5) include periodic progress reports back to the community with annual reports of progress to the Sustainability Commission.

ATTACHMENTS

- A. Example actions to implement recommendations
- B. City of Eugene Internal Operations Greenhouse Gas Emissions Inventory: Summary of Initial Findings (September 2008)
- C. August 2007 Memo to Council and Eugene Community Greenhouse Gas Emissions Inventory Report (July 2007)

FOR MORE INFORMATION

Staff Contact: Felicity Fahy
Telephone: 682 5017
Staff E-Mail: felicity.m.fahy@ci.eugene.or.us

Attachment A: Example actions to implement recommendations

In addition to the primary recommendations included in the AIS, the Commission has included the following list of “example actions,” to support the recommendations. These suggestions are not comprehensive of all possible actions, but rather the Commission’s intent is to offer suggestions of some ways to consider in implementing the recommendations. These recommendations could also be used by community groups, business leaders, other public agencies and members of the public to incorporate sustainability efforts into their own business and personal activities.

The following example actions are presented for consideration by Council and Staff:

Recommendation 1:

The City shall formally adopt the following goal:

All City-owned facilities and City operations shall be “carbon neutral” (i.e. shall reduce net carbon emissions to zero, or if that is not possible cancel all remaining emissions through the funding of approved local offset mechanisms or the purchase of approved offsets) by 2020.

Example actions:

- Prioritize and fully fund the development and implementation of the internal climate action planning process currently underway.

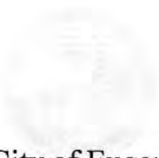
Recommendation 2:

The City of Eugene shall, in conjunction with a wide variety of community partners:

Develop a community climate action plan that will (1) set a carbon emission reduction goal and establish targets for achieving that goal, (2) identify strategies to achieve those targets, (3) identify necessary adaptations, (4) develop measures for tracking success and (5) include periodic progress reports back to the community.

Example actions:

- Identify new (or re-envisioned) funding sources for alternative transportation projects.
- Formally adopt a community-wide “no idling” policy and encourage other jurisdictions to do the same
- Dedicate funds to improving bike and pedestrian accessibility
 - Develop more safe bike zones
 - Improve biking safety corridors to schools
- Install roundabouts instead of stop signs at new intersections (to reduce use of brakes)
- Create incentives for businesses to provide bus passes for employees



Attachment B

City of Eugene Internal Operations Greenhouse Gas Emissions Inventory: Summary of Initial Findings
(September 2008)

Attachment C

August 2007 Memo to Council and Eugene Community Greenhouse Gas Emissions Inventory Report
(July 2007)



City of Eugene
Sustainability Commission recommendations
2008/2009

October 8, 2008

1. All City-owned facilities and City operations shall be "carbon neutral" (i.e. shall reduce net carbon emissions to zero, or if that is not possible cancel all remaining emissions through the funding of approved local offset mechanisms or the purchase of approved offsets) by 2020.¹
2. Develop a community climate action plan, within 18 months that will (1) set a carbon emission reduction goal and establish targets for achieving that goal, (2) identify strategies to achieve those targets, (3) identify necessary adaptations, (4) develop measures for tracking success and (5) include periodic progress reports back to the community with annual reports of progress to the Sustainability Commission.

February 9, 2009

3. The City of Eugene shall increase the volume of waste diverted from landfill from internal operations and facilities from current levels of an estimated 45 percent to at least 75 percent by 2014 and 90 percent by 2020.
 4. By August 2010, develop a community action plan that aims to reduce total, current community wide fossil fuel consumption 50 percent by 2030 (as an absolute not a per capita reduction) by (1) establishing targets for achieving that goal; (2) identifying strategies to achieve those targets; (3) identifying necessary adaptations; (4) developing measures for tracking success; (5) identifying financial impacts, and (6) including periodic progress reports back to the community with annual reports of progress to the Sustainability Commission.
 5. By January 2010, return to the council with a scoping and resource plan for developing a food security plan which will (1) identify community partners and form a project advisory committee, (2) review existing policies and food system assessments, (3) develop a market analysis plan, (4) identify benefits and barriers and (5) determine the budget and timeline to complete the plan and identify resources available, including external funding sources.
-

DRAFT

City of Eugene Food Security Scope



**Solid Waste and Green Building
Planning and Development Department
City of Eugene**

Executive Summary

2/10/10 Update: Executive Summary will be completed as all edits and comments are evaluated and addressed.

Purpose

In February, 2009, the Eugene City Council adopted recommendations from the Eugene Sustainability Commission to complete a Food Security Scoping and Resource Plan. This document responds to this charge with scoping elements and further resources necessary for developing a Community Food Security Plan.

Introduction

The direction given to staff from the City Council is to complete the following motion:

By January 2010, return to council with a scoping and resource plan for developing a food security plan which will (1) identify community partners and form a project advisory committee, (2) review existing policies and food system assessments, (3) develop a market analysis plan, (4) identify benefits and barriers and (5) determine the budget and timeline to complete the plan and identify resources available, including external funding sources.

Background

Food security is defined by the Community Food Security Coalition as a strong, sustainable, local and regional food system that ensures access to affordable, nutritious, and culturally appropriate fresh food for all people at all times. It is a condition in which all community residents obtain a safe, nutritionally adequate diet through a food system that promotes community self-reliance and social justice.

A number of local groups, researchers and government agencies have worked on initial elements of a Community Food Security plan. This project brought together these stakeholders as a project Advisory Committee to capitalize on the work already accomplished, identify planning gaps and to gain support for the final Scoping Document. For the purpose of this project, the Advisory Committee agreed that the goal of a Community Food Security Plan is to promote and enable a secure local food system.

The local food system and food security are seen as long-term inspirational goals of a collaborative community effort. The current local food system is in similar condition to that of communities' throughout the country. The region enjoys tremendous benefits from a variety and bounty of locally produced foods, yet we continue to experience food scarcity in disadvantaged populations, receive a majority of our foods from outside the local region, and remain susceptible to interruptions in the food supply due to natural disasters or price fluctuations.

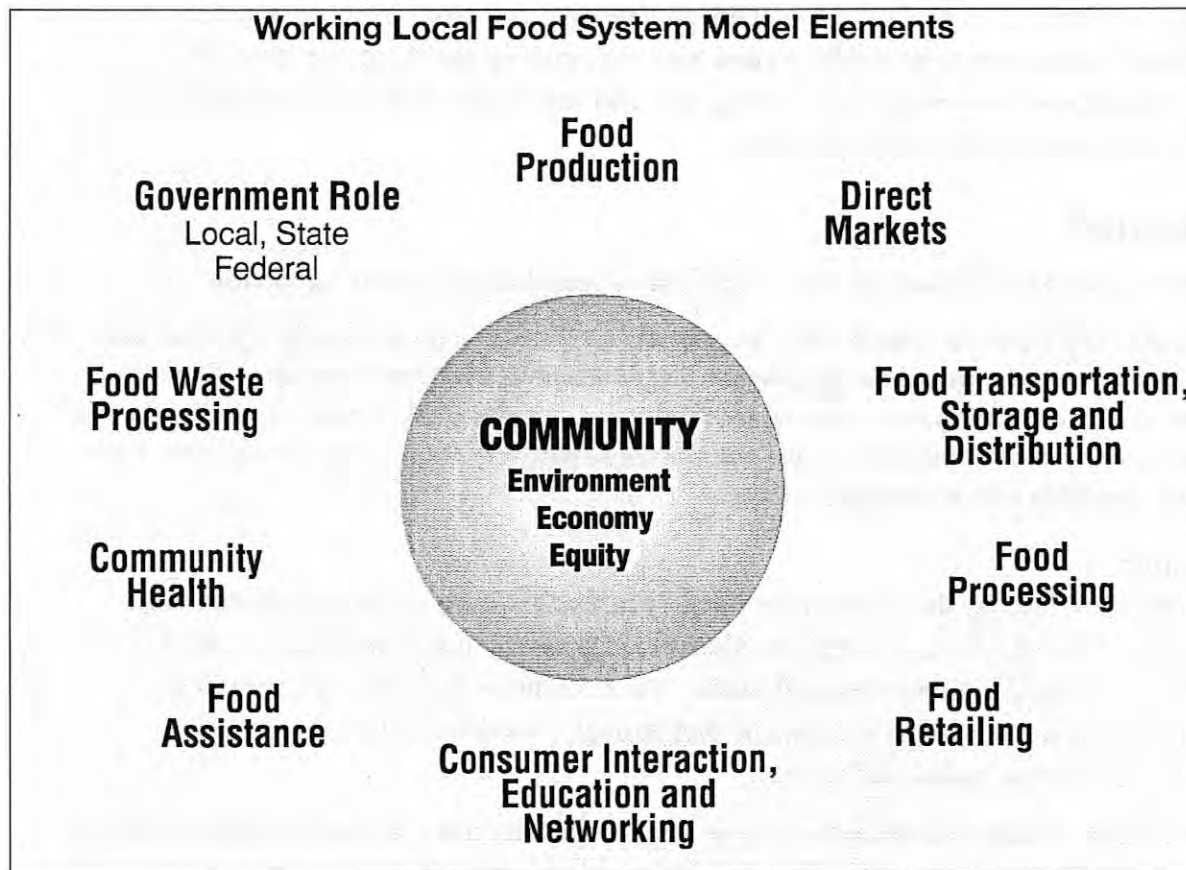
The Advisory Committee agreed that a first step in developing the scope of a Community Scale Food Security Plan is to create a foundational understanding of the breadth of the local food system, by establishing a food system model.

Food System Model

Establishing a working local food system requires a wide variety of inputs, activities, and resources. The Advisory Committee agreed to utilize and expand an existing Food System

Model (Figure 1) as a method to organize the various activity clusters within the local food system.

Figure 1: Food System Model¹



Primarily, the model provides a template to characterize and evaluate the variety of activities related to a local food system, and therefore a food security plan. This is accomplished through categorization of activities and identification of cross-category linkages (e.g. the intersection of actions). Secondly, the model provides a lens to respond to the various elements outlined in the Council Action. The model is utilized throughout this document to provide consistency and examples of activities. A brief identification of the major activities of each cluster is provided below.

1. **Food Production:** Soil, water, amendments, seeds, starts, livestock, skills, knowledge and labor, machinery, capital equipment, business models, sustainable practices, urban agriculture, certifications (Salmon Safe, Pesticide Free, Organic, OMRI, TILTH, etc), greenhouse gas emissions.
2. **Direct Markets:** Community supported agriculture, Farm stands, Farmers Markets, direct sales, Food Hub.

¹ From: Jessica Chaney, "Planning our Food Future: The Role of Food Policy Councils" 2005.

3. **Food Transportation, Storage and Distribution:** Transportation system (air, land, water), storage infrastructure, greenhouse gas emissions.
4. **Food Processing:** Minimal food processing at farm level, value-added processing, and packaging.
5. **Food Retailing:** Institutional buyers, grocery stores and supermarkets, restaurants, marketing of local foods.
6. **Consumer Interaction, Education and Networking:** Access issues to low-cost healthy foods, home scale food preservation, training programs, community equipment, local food events and programs, knowledge of greenhouse gas emission sources in supply chain.
7. **Food Assistance:** Food pantries, food recovery, meal sites, meal delivery, emergency planning and response.
8. **Community Health:** Hunger and malnutrition, disease prevention, labor force productivity, adult longevity and activity, ecosystem and animal health.
9. **Food Waste Processing:** Composting, energy production, landfill management, animal feed.
10. **Government Role-Local, State, Federal:** Laws, policy, financial incentives, technical assistance, adult education, K-12 school curriculum and school gardens, university research.

Overview

The structure of this scoping document utilizes each of the five elements identified in the Council Action. Each element is provided a section for a high level discussion of the major issues and a corresponding appendix(s) with additional details. Additionally, the strategies and work items for approaching these various elements at times overlap or are very similar in scope. The authors have tried to clarify these linkages within each element.

For the purposes of this project, the Advisory Committee identified the southern Willamette Valley within Lane County as the project's geographic scope. This helped to define the inquiry and response to each element, but also presented a challenge to incorporating and evaluating the regional resources that directly influence our local food system.

Lastly, the literature and local knowledge on food security and the food system can be widely divergent. Given this fact, the Advisory Committee and staff worked to find common ground on the variety of items that were addressed. Additionally, each element needed further clarification from the Sustainability Commission, City of Eugene staff, and Advisory Committee members to clarify the intent of the element. Each of the sections provides staff and the Committee's interpretation of the questions and tasks presented. Any omissions or misinterpretations of information are the sole responsibility of City of Eugene staff working on this project.

Element 1: Community Partners and Resources

Through discussions with the Sustainability Commissioners, the goal of “*identify community partners and form a project advisory committee,*” was interpreted by staff to identify the local organizations involved in food security community discussions and form an advisory committee for this Scoping Project. Members of the Advisory Committee brought a great deal of knowledge of existing partners and resources available to inform the discussion on local food systems. Their collective involvement provided greater detail within this document, which ultimately provides increased benefit to the development of a Food Security Plan.

This section provides a brief overview of the Advisory Committee, a short discussion of local resources, and recommendations of next steps.

Community Advisory Committee

Advisory Committee members included representatives from Lane County Food Policy Council, Willamette Farm and Food Coalition, OSU/Lane County Extension Service, Lane County Farmers Market, City of Eugene Sustainability Commission, Lane County, Lane Council of Governments, Eugene Water and Electric Board, City of Eugene Planning and Development Department, and FOOD For Lane County. The Advisory Committee met once per month from (July through November) to discuss and review the development of this Scoping Document.

This group of individuals does not represent all the stakeholders within a working local food system, but they do represent the majority of organizations involved in local food security discussions. The intent of this document is to serve as a next step in an ongoing discussion that will ultimately involve the entire community.

A list of the members and their organizations is provided as Appendix A.

Local Food System Resources

The Advisory Committee provided information on existing community partners, programs, and projects related to the local food system and food security in general. The local area is well served by community groups, public agencies, and private non-profits working together to strengthening elements of the local food system. Community based organizations work to integrate the various elements of the local food system and identify where resources are needed most. A few organizations and activities are identified below, with more exhaustive lists provided in Appendix B-D.

- The Lane County Food Policy Council (LCFPC) provides the local community with a joint citizen and governmental advisory body that reviews and recommends policy to strengthen the local food economy and improve access to healthy and nutritious food. Council members represent the diversity of stakeholder involved in the food system, including farmers, processors, retailers, anti-hunger organizations, nutritionists, governments and citizens.
- The Willamette Farm and Food Coalition produces the *Locally Grown Guide* and works to increase the economic viability of local farms, meat, and dairy producers through

strengthening access to farmers markets, community supported agriculture (CSA), and institutional, restaurant and grocery buyers. Through their work, they've seen the number of farm listings increase through the years, and CSA programs have grown from 7 to 20 in the past ten years.

- Local Faith Based Initiatives include weekly dinners, breakfasts, community gardens, food pantries, sack lunch programs, a That's My Farmer event to support CSA's, and a public policy advocacy program through Ecumenical Ministries of Oregon.
- Huerto De La Familia strives to alleviate poverty and hunger among low-income Latino families by assisting them to grow their own organic food, and is one of the few agencies working with minority populations.
- FOOD for Lane County emergency distribution program works to meet the needs of hungry in Lane County. They distributed 6.5 million pounds of food through their partner agencies in 2008-09, which included food for 3,958,659 meals at emergency food pantries; 420,241 meals through emergency shelters and meal sites; 130,514 healthy snacks during the school year through the Cereal for Youth program; and 140,273 meals for children through the Summer Food Program. At their meal site, the Dining Room, they served 57,343 hot meals, or an average of 309 per night. They rescued and packaged 608,710 pounds of prepared food and harvested 158,000 pounds of fresh, organic produce from their three community gardens. They also recruited, trained and mobilized thousands of community volunteers who donated over 66,900 hours to their hunger relief effort.
- Within the City of Eugene, the Community Gardens Program provides growing space for over 300 residents, and additional food producing gardens exist within supporting agencies such as FOOD for Lane County, and local school districts. On a per-capita basis for plots, Eugene compares favorably with Portland and Seattle.
- Appendix B: Southern Willamette Valley Food System Members.
- Appendix C: Organizations and Services working on Food Security Related Initiatives.
- Appendix D: Local Food System Collaborative Projects

Recommendations

Currently, the City of Eugene does not have an identified liaison for food system related programming. Staff involved with this scoping project came from the Planning and Development Department and required substantial time and effort to become knowledgeable on the local food system and produce this scoping document. Given the magnitude of food system activities, identified community interest in the City of Eugene's involvement (8% of respondents in Eugene Counts 2010 identified "thriving local food production" as an outcome), and the preliminary recommendations from the Community Climate and Energy Action Plan's (CEAP) Food and Agriculture Section; staff recommends that an organizational program unit be formally identified to provide food system related services.

Program emphasis could include increasing urban agriculture, facilitating neighborhood level agriculture organization, acting as the liaison with food security community groups, administering and increasing the community gardens program, volunteer coordination for food bank garden projects, and developing self-sufficiency/emergency preparedness programs.

Additionally, it is recommended that information from this project including background documents, other program links, grant opportunities, etc. should be consolidated onto either the identified program's website to provide information to interested community members.

Staff estimates that a .5 FTE Program Coordinator position would meet the resource needs for this program. City programs that currently provide similar type of services include the Community Gardens Program in PW Parks and Open Space Division, the Compost Specialist position with PDD Building and Permit Services Division, and the Neighborhood Program within the City Manager's Office. A cost and resource estimate is provided under Element 5: Budget and Timeline.

Element 2: Policy and Assessments

Element Two's charge is to "*review existing policies and food system assessments,*"

This element includes four sections including policy analysis, system assessments, plan metrics and recommendations. To provide greater benefit to the City Council's deliberation on this issue, the Advisory Committee defined local policy options, gaps in plan assessments, and a framework for evaluating the health of the local food system. This element posed the greatest challenge to the Committee due the breadth of policy (international to local) impacting the operation of our local system. Our approach was to identify immediate action items that would address local policy and assessment opportunities, while developing the lens by which to incorporate future research projects.

Policy Analysis

Food security policy has an established legacy in national and international hunger and disaster mitigation. The expanding aim of food security policy has been to address the broader systemic issues associated with conventional food systems (production, processing, transportation, access, etc).

Just as food is in almost every element of what we do, public policy affects the food system in uncountable ways. Some of the effects are fine-grained and (perhaps) more easily influenced—such as the number of chickens citizens are allowed to have in an urban setting. Others are less tractable at the local scale even if the issue is nominally a local one, such as decisions to expand urban growth boundaries or the aggregate result of rural parcelization. Lastly, some regulatory and subsidy/incentive structures are beyond local influence and must be addressed at county, state, or national levels.

Utilizing the food system model as a guide, a list of policy issues is provided below. This list is meant as a guide to the possible policy related initiatives or actions that could take place at the local, regional, or state level, not simply the City of Eugene.

Table 1: Food System Related Policy

Category	Example of Policy Issue
Food Production	<ul style="list-style-type: none"> • Update Eugene City Code (ECC) to increase urban homesteading options.² • Evaluate urban/rural reserve and county policy on rural land development to determine impacts on farming on urban fringe.*² • Support collaboration of city, county, and state agencies to update farm worker health, safety, and living wage policies.*^{1,2} • Support the development of state-wide ethical livestock treatment standards for meat, dairy, and egg production*² • Lobby ODA to establish a moratorium on livestock producers relying on the regular use of sub therapeutic antibiotics and synthetic growth hormones in healthy animals*^{2,3} • Develop regional economic development plan that includes fruit and vegetable production (specialty crops)*^{2,3} • Establish edible landscaping on city and county-owned property*^{2,3} • Require Planned Unit Development projects to dedicate common space for gardening, using guidelines such as LEED© Neighborhood Developments (ND) as a reference^{2,6}
Direct Markets	<ul style="list-style-type: none"> • Pass local jurisdiction resolution recognizing the importance of local, healthy, low carbon and sustainably produced food^{1,2,3,5} • Specify in jurisdiction's procurement policies the prioritization of local and/or low carbon foods for internal purchasing or as part of a service contract.^{1,2,3,5} • Evaluate the impacts of local use of local food as an economic development strategy for the region.*^{1,2,5}
Food Transportation, Storage, & Distribution	<ul style="list-style-type: none"> • Review regional rail infrastructure for opportunities for enhancing direct access for agricultural products distribution.*² • Examine local transportation consolidation of refrigerated trucking and alternative fuel sources*² • Develop targeted tax incentives for local food storage facilities*²
Food Processing	<ul style="list-style-type: none"> • Evaluate the economic impact of increasing the number and capacity of local food processing facilities*^{1,2}
Food Retailing	<p>Determine what (if any) economic development incentives could be provided that would:</p> <ul style="list-style-type: none"> • Attract supermarkets and grocery stores to underserved neighborhoods.^{2,4} • Enable current small food store owners in underserved areas to increase or carry locally produced, healthy, affordable food items^{2,4}
Consumer Interaction, Education, and Networking	<ul style="list-style-type: none"> • Evaluate opportunities (e.g. outreach programs or regulations) that provide standards on food advertising to children in public settings (i.e., governmental offices, civic centers, schools)² • Consolidated (city/county/state) support for: <ul style="list-style-type: none"> ○ an increase in the per pupil federal reimbursement rate for school meals, and ○ updating the federal Child Nutrition Act to provide schools

	<p>with a “commodity letter of credit” to increase local schools oversight and flexibility with the use of federal meal funds.⁴</p> <ul style="list-style-type: none"> • Encourage employers and local institutions to purchase local foods and promote nutrition education and healthy eating practices*^{2, 6} • Support community efforts (including funding requests) for nutrition education, gardening training, food preservation and to establish community access commercial kitchens for self-sufficiency/micro-business opportunities.²
Food Assistance	<ul style="list-style-type: none"> • Create a comprehensive map of city’s distribution food system^{2, 6}
Community Health	<ul style="list-style-type: none"> • Encourage non-chain restaurants to provide consumers with calorie and nutrition information on in-store menus and menu boards^{2, 4} • Support community-based initiatives like “Healthy Corner Store”² • Adopt policy supporting city/county/state health screening of children for diet related disease prevention*²
Food Waste Processing	<ul style="list-style-type: none"> • Update ECC and administrative rules to divert food waste from landfill and into compost production and/or energy recovery. *^{1, 2} • Implement a community composting initiative with composting bins for residents and businesses through neighborhood networks*^{1, 2, 3}
Government Role (Local, State, Federal)	<ul style="list-style-type: none"> • Evaluate local Emergency Management plans to determine if new policy/plan is required to address food access during disaster response.*^{1, 2} • Review and incorporate food indicators in existing municipal and county accountability monitoring protocols*^{1, 2, 6} • Identify city/county programs and staff that can liaison with community initiated food security efforts and collaborate with local, state and federal efforts to build sustainable local food system capacity*^{1, 2, 6}
* Requires city/county coordination	
Sources: ¹ Community planning documentation for the inception of the LCFPC; ² partner input in the Food Security Scoping process; ³ Muller, M., Tagtow, A., Roberts, S. L., & MacDougall, E. (2009). Aligning Food Systems Policies to Advance Public Health. <i>Journal of Hunger & Environmental Nutrition</i> ; 4:225-240; ⁴ Institute of Medicine & National Research Council (2009). Local Government Actions to Prevent Child Obesity; http://www.nap.edu/catalog/12674.html ; ⁵ Woodbury County Local Food Policy Resolution; ⁶ Stringer, S. M. (February, 2009). Food in the Public Interest: How New York’s City’s Food Policy Holds the Key to Hunger, Health, Jobs and the Environment.	

From this list, two policy items were identified as a priority due to the amount of community interest, funding availability, and ability to impact local conditions. These two items are also included in the draft recommendations from the CEAP: Food and Agriculture section. These include the revision of Eugene City Code to allow greater numbers and type of animals for urban homestead use and the creation of a regional disaster food distribution plan. These two are discussed in summary below with budget elements included in Section 5: Budget and Timeline.

Land Use Code Update

Staff within the City of Eugene Planning and Development Department have long identified the need to update and/or revise the land-use code to allow increased opportunities raising “micro-livestock” within the city limits. The community interest in this topic has increase recently due to the economic recession, interest in self-sufficiency and homegrown foods, and as a climate change adaptation measure.

To amend the code (EC section 9.5250, *Farm Animal Standards* and EC Table 9.2010, *Agricultural Zone Uses and Permit Requirements*) would require a Type V Process. Type V applications provide for a legislative review by the Planning Commission and City Council of changes to the land use code. The process includes public notice and a public hearing before the Planning Commission, which forwards a recommendation to the City Council. The City Council holds a public hearing before making a final decision.

City of Eugene Planning Division staff estimated the project would require 6-9 months to complete (see Element 5 for budget details) and is currently not included in their FY11 work plan/budget. While the internal process is well documented, some assistance is available from the completion of a white paper on the subject. University of Oregon Law School professor Mary Wood and students from the Environmental and Natural Resources Program completed an in-depth review of current urban homesteading literature and comparative analysis of municipal code to create a model ordinance for the City of Eugene (See Appendix E). This information could assist City staff in the development of the code revisions and possibly reduce the cost and or time-line to complete the project.

Emergency Management System Food Security

Local emergency management systems (EMS) prioritize the life/safety elements of disaster response. This includes clearing roads, fixing broken water and sewer mains, and restoration of electricity and gas power, rescue operations, and emergency medical response. For the provision of non-life threatening support (food/shelter) the EMS relies on prevention (educating/assisting citizens on being prepared) and on agencies such as the American Red Cross and local food banks. The standard prevention advice is for community members to have a three-day supply of food on hand, while the availability of food from the Red Cross and food banks is dependent upon what is on-hand during the emergency.

Research done in Whatcom County, Washington² in 2008, estimated that during a wide-spread or prolonged disaster, grocery store shelves would be empty within 1-3 days, emergency food banks within the same timeline, and even middle and upper income households would likely exhaust supplies within 3-7 days. Given the magnitude of recent disasters such as Hurricane Katrina (2005), US Midwest flooding (2009), and Haitian earthquake (2010), the probability of a pro-longed disaster resulting from a Cascadia Subduction Zone earthquake is above average.

² Abby Vincent, Chris Phillips, Matt Hoss, Casey Desmond, *Issues in Emergency Food Distribution for Whatcom County, WA* (2008)

Currently, there exists no comprehensive local analysis of emergency food capacity or plan for emergency food distribution during a pro-longed (longer than 3 days) disaster. Staff contacted the Oregon Partnership for Disaster Resilience at the University of Oregon to estimate the time and cost of conducting research to create a needs assessment for food access and distribution during a prolonged disaster (see Element 5 for details). Due to the widespread impact of this issue, staff recommends completing the analysis with cooperation from and under guidance of the City of Eugene and Lane County Emergency Managers.

Local Food System Assessments and Research

A Community Food Security Assessment (CFSA) is a collection of data to provide answers to questions about the ability of existing community resources to provide sufficient and nutritionally sound amounts of culturally acceptable foods to households in the community.³ The result of the assessment is a community profile that highlights positive and negative outcomes of current methods to satisfy household food needs.

Most assessments include profiles of community socioeconomic and demographic characteristics, the community's food resources and production capacity, an assessment of food accessibility (cost and availability) at the household level. These assessments should provide the basis for food security policy decisions and create the foundations for a long-term monitoring system.⁴

Descriptive studies of various components and capacities of the local food system have been completed over the last two decades. A compilation of these assessments are listed below:

- *Lane County Food Security Assessment* (2009). Dan Armstrong, Lane County Food Policy Council.
- *The Lane County Food Policy Council and Re-Framing Food Security* (2008) Kara C. Smith. MS Thesis, Department of Political Science, University of Oregon.
- *Planning our food future: The role of food policy councils* (2005). Jessica D. Chanay. Terminal Project. Department of Planning, Public Policy and Management, University of Oregon.
- *Community Food Security Assessment* (2005). Natalie S. White, Kate Darby, Nathan McClintock, Sarah Graham, and Karen Pettinelli, with advisory support by Jude Hobbs and Jack Gray. Report for the Willamette Farm and Food Coalition Research Committee.
- *Bringing everyone into the foodshed: Improving low-income community members' access to local food in Lane County, Oregon* (2005). Kate Darby. M.S. Terminal Project, Environmental Studies Program, University of Oregon.
- *Lane County food system assessment report: A compilation of findings and suggestions for future research* (2003). Lauren K. Maul. Willamette Farm and Food Coalition.

³ This is consistent with the United States Department of Agriculture definition.

⁴ Lane County Food Coalition Research Committee, *Community Food Security Assessment* (2005).

- *Growing the natural foods industry in Lane County: A report for the Lane County Sustainable Business and Jobs Project (2003)*. Tim Shinabarger. Program for Watershed and Community Health Institute for a Sustainable Environment, University of Oregon.

A review and synthesis of these cumulative studies has not yet been completed. The methods employed, however, rely on developing varied portraits of features in the local food system and use of different forms of publicly available data. As such, they serve as partial snap-shots of food security indicators in Lane County without the capacity to provide an integrated data schema to track need and progress over time. All of these assessments were conducted by members of local non-profit organizations or higher education students affiliated with the University of Oregon. Studies by municipal, county, and state governments are significantly absent in this portfolio of work for community and regional food system planning.

Currently, UO Honors College Student, Belinda Judelman, is completing a Phase One Gap Identification of the existing assessments utilizing criteria included in Appendix F: Community Food Security Assessment Frameworks. Her estimated completion date is June 2010, at which time the gap identification will be incorporated into this scope as an Appendix.

Indicators and Measurements

A number of comprehensive research assessments tools have been developed and are capable of local adaptation, many based on USDA recommended indicators. Appendix G: Food System Assessment Matrix is proposed as a local measurement framework. Additionally, Judelman's list of assessment criteria (Appendix F) provides a more comprehensive listing, but without identification of focus, variables or data sources.

A recommended feature to this assessment is that the information be identified and compiled in an ongoing data structure, and used to inform and direct local and regional public policy. This will require a host repository for data and a formal decision making process and body to maintain and manage the data. Further development of the indicators and measures requires a more robust scoping process than possible in this document.

Recommendations

Due to the nature of public agency work, the policy and assessment realm provides the greatest level of opportunity for future engagement. To this end, staff recommends the following action items based on the discussion above. Estimated costs and timeline associated with various recommendations are included in Element 5: Budget and Timeline.

1. Review the actions identified in the final CEAP: Food and Agriculture section to prioritize future projects including but not limited to:
 - Revision of ECC 9.5250 for increased "micro-livestock" raising within the city limits.
 - Conducting research and analysis on the local capacity for food distribution and access during a pro-longed emergency.

- Completing an Emergency Food Distribution plan for the local area.
2. Staff recommends utilizing this scoping document and Judelman's Gap Identification as a basis for grant proposals to secure federal, state, or foundation funds to support the completion of a comprehensive Community Food Security Assessment (CFSA). See Element 5 for budget estimate. Program staff within identified organizational unit for food system related services (see Element 1 recommendations) would be responsible for developing grant proposals as opportunities become available.
 3. At the completion of a comprehensive CFSA and utilizing information from the Market Analysis, city staff (as identified above) should create the scoping document for the development of an indicator and measurement program. To be successful, this will require collaboration with staff from Lane County, Lane Council of Governments, and the Lane County Food Policy Council.

Element 3: Market Analysis Plan

The broad definition of a food security market analysis plan required staff to research and develop a scope of work that provided specific elements and methods for a local food market study. Staff interviewed members of the Sustainability Commission to clarify the intent and objectives of the original Commission recommendation.

In the process of developing a scope of work, staff met with Robert Parker, Director for the Community Service Center (CSC) at the University of Oregon, to discuss graduate research opportunities involving food markets. The CSC had received a grant from the US Economic Development Agency (EDA) to provide match funding for community sustainable economic development research projects. After discussing opportunities for leveraging funds between City of Eugene, EWEB, and Lane County staff, the attached Food Market Study Scope (Appendix H) was completed.

The overview of the project will be to characterize the local market opportunities for a select grouping of locally grown products. This will involve an analysis of the market demand and supply economics for each of the products. The objective is to identify products that can provide a generalized account of a group of local products. Additionally, the study will provide as detailed characterization as possible of the local market's demand for locally grown products. Lastly, the project will evaluate the price elasticity of identified products to determine the likely penetration rate within the local institutional and retail produce market.

Budget and timeline are included in Element 5. Staff plans to finalize project agreements in February with a final project deliverable due in late July, 2010.

Element 4: Benefits and Challenges

Element 4's charge is to, "*identify benefits and barriers* (to a food security plan)."

Need for Plan and the benefit to local community

A plan assesses where we are, where we need to be and how to move forward. It creates a common understanding of the vision, links community resources, synchronizes organizational efforts, and synergizes ideas. The plan must include measurable elements to determine progress in meeting stated goals and objectives.

Food Security Plans include steps to address the identified gaps in a local food system and should include environmental, social equity, and economic elements, or what is typically referred to as the triple bottom line. These triple bottom line elements will be different for each community and will change over time based upon the internal capacity of a local food system and the ever changing external conditions.

Challenges

As discussed in Element One, Food Security Plans by nature are very complex, require incredible amounts of data, collaboration and funding, and will change over time. In addition to these functional challenges, the local political environment precludes a simple agreement of 1) what food security means and 2) what the priorities for action should be.

Definitions of food security range from availability of emergency food supplies, to low carbon diets, to organic/non-genetically modified foods, to locally produced foods, to low cost and wide variety foods, to the health index and balanced diet of households and the community. All of these definitions provide a facet of the food system and are invaluable to the operation of the system. Yet, when there are such a wide variety of topics within the discipline, the creation of an overarching plan is very difficult and costly.

This is evident in a literature review on existing food security related planning documents. The majority of these are either food system assessments (e.g. Alameda County, CA; Detroit, MI, Portland, OR/Southern WA area) or market analysis documents (e.g. Seattle, WA; Louisville, KY). Some are regional land-use planning documents (King County), while the more comprehensive documents are from large metropolitan areas such as New York City.

Integration

The way forward is based on incremental steps focusing on high value projects that can be integrated into a regional framework. The Advisory Committee completed a Strengths, Weaknesses, Opportunities and Threats exercise at the first meeting (see Appendix I). This exercise helped the team to identify the gaps in our research and planning documents. We believe that the recommendations in this document move the local food security discussion further in a rational and cost-effective manner.

Element 5: Budget and Timeline

Element 5's charge is to, "*determine the budget and timeline to complete the plan and identify resources available, including external funding sources.*"

To accomplish this goal the Advisory Team determined that to develop a budget for a comprehensive Food Security Plan based on the Food System Model (Figure 1), would require an immense level of resources, be extremely complex and take years to complete. The alternative pathway was to characterize the comprehensive framework and relationships between various sections and then identify and prioritize the most cost-effective projects to pursue in the near term. Budget estimates for recommended next steps are included below. Possible funding sources, if not identified below, are contained in Appendix J: Funding Opportunities and Resources.

Recommendations for Next Steps

The Advisory Team identified specific projects seen as crucial to the next steps for building food security plan and possessed the most interest, available funding, or link to existing activities. These became the recommendations within the various Elements in this scoping document. A description of each project is provided in the Element with the budget and time estimates included below.

Element 1 Recommendations

Staffing and Program Unit: This recommendation will require the identification of a program unit to manage the service and agreement on the funding source for the program staff. If adequate funding for staffing and operations can be identified, the impact to existing organizational units should be manageable.

The position as outlined would require a .5 FTE at the very least and if incorporated into existing staffing positions and activities expand to 1 FTE. The grade level for the position is recommended as a represented Program Coordinator position. For FY11 the cost for 1 FTE program coordinator is \$75,500 including wages, insurance and benefits. A .5 FTE would be roughly 60% of this total at \$45,000. Additional funds for program outreach, materials and supplies, vehicle and office space would be an additional \$15,000 to \$20,000 depending upon the level of programming provided. Funding could come from a variety of existing and new sources such as:

- Solid waste license fees (nexus is the diversion of organic material from the landfill and into compost production).
- Stormwater management fees (nexus is increased on-site use of street leaves).
- Increase or start new user fees (charge for delivery of leaves to private residents, community garden plots, training course registrations, etc.)
- General Fund
- Federal Grants (for start-up costs, not on-going operations).

Element 2 Recommendations

CEAP integration: The integration of the final recommended action items in the Eugene Climate and Energy Action Plan can be accomplished through 1) the identified program unit in Element 1 or 2) by the Climate and Energy Action coordinator identifying existing organizational units with services that align with the steps required to implement the action items. Either process will be through existing organizational positions and would require a marginal amount of staff time to integrate into annual work plans.

The implementation of the recommended items will require additional resources which are outside of this scoping document and would be part of a Phase Two for either this scoping document or the CEAP.

Initial Food Security Assessment Gap Analysis: University of Oregon Honors College and Environmental Studies student Belinda Judelman will be completing her Undergraduate Honors Thesis this winter/spring 2010. Her project will utilize the assessment framework in Appendix I to identify the gaps within the existing local food security assessments. Her work will be completed in June, 2010 and will inform the scope development for the Community Food Security Assessment outlined below. No financial resources are allocated for this project and minimal staff time is required for completion.

Land Use Policy Revision: City of Eugene Planning Division staff estimate that this Type V planning process would take 6-9 months to complete, require approximately 145 hrs from Planning staff @ a cost of \$60/hour, and a Materials and Supply budget of \$1,300, for a total of \$10,000. If Measure 56 Notice (a state law that requires the city to send notice to all affected properties owners if a code amendment may affect permissible uses) is required to be sent, that would add an estimated \$28,500 to the total.

Disaster Food Access and Distribution Analysis + Plan: Oregon Partnership for Disaster Resilience (OPDR) staff estimate that to complete a project based on the methodology in the Whatcom County report would best be accomplished through working with the Community Planning Workshop (CPW) at UO with a team of graduate students with OPDR staff support. Such a project typically costs \$50,000 and will require 6-9 months for completion. OPDR and CPW could begin the project in January 2011.

Initial discussions separated the analysis activity from the planning activity. City of Eugene staff believes that a scope of work with CPW and OPDR can be created that would conduct initial analysis to determine the scope and then complete a Food Preparedness Plan during the same time for roughly the same cost.

Community Food Security Assessment: For a City of Eugene staff member to complete a comprehensive community food security assessment would require the time of a Management Analyst 2 @ \$45/hr for a total of 1,000 hours over the course of 6-9 months and a Materials and Supply budget of approximately \$2,000, for an estimated total of \$47,000. This is a similar style of project that the CPW program excels in. To complete a CFSA, staff estimates a CPW team to take 6-9 months with a budget of \$50,000.

Indicator and Measurement Project: The scope for this project will be based on the outcomes from the CFSA, the Market Analysis, and the Distribution Analysis. If the project were to advance independent of the others, a rough estimate would be \$25,000 to create the centralized database and determine the areas of measurement as well as the methods utilized to obtain the data. The process of gathering and analyzing data would require a more robust scope but could cost over \$75,000 to complete.

Element 3 Recommendations

Food Market Analysis: This is a collaborative project involving the Community Planning Workshop (CPW) at the University of Oregon, EWEB, Lane County and City of Eugene. UO Graduate students from the Planning and Public Policy Management and the Lundquist School of Business with support from program staff will take 6 to 9 months to complete the project. Minimal agency staff time is required. The funding contribution from each agency is \$10,000 and the UO providing a 1:1 match with federal Economic Development Agency funds of \$30,000, for a project total of \$60,000. The final deliverable (as outlined in Appendix X) will be available in late July, 2010.

Appendix A: Food Security Advisory Committee Members

Name	Organization	Organization Description
Shawn Boles	City of Eugene Sustainability Commission	The Sustainability Commission works to create a healthy community now and in the future by proposing measurable solutions to pressing environmental, social and economic concerns to the City of Eugene, its partners and its people.
Lynne Fessenden	Lane County Food Policy Council	The Food Policy Council works with many different parts of the community that would need to be coordinated in order to develop and implement a food security plan, including farmers, processors, retailers, anti-hunger organizations, nutritionists, researchers, government representatives, and other community members.
David Richey	Lane Council of Governments	Lane Council of Governments (LCOG) is a one-stop destination for services to local governments and agencies in the Lane County region and beyond. Experienced LCOG staff serve a variety of roles to help members complete a broad range of projects.
Deb Johnson-Sheldon	Willamette Food and Farm Coalition	The Willamette Farm and Food Coalition (WFFC) is a community non-profit that facilitates and supports the development of a secure and sustainable food system in Lane County. The coalition connects local farmers and consumers at all levels (individuals, businesses, and institutions), serving as a matchmaker between buyers and sellers.
David Turner	Lane County Farmers Market	The mission of the Lane County Farmers' Market is to further the health of the entire community by enhancing the viability of producing and marketing Oregon grown fruits, vegetables, herbs, flowers, plants & animal products, through a democratic association which advances the shared values of the Market community.
	FOOD for Lane County	FOOD for Lane County (FFLC) is a 501(c) 3 organization that operates as the food bank for Lane County. The FFLC mission is to eliminate hunger by creating access to food.
Mike Mckenzie-Bahr	Lane County	Lane County Economic Development Manager.
Karl Morgenstern and Nancy Toth	Eugene Water and Electric Board	Municipal water and electric utility.
Ethan Nelson and Anne Donahue	City of Eugene-Planning and Development Dept.	The City of Eugene commits to promoting a sustainable future that meets today's needs without compromising the ability of future generations to meet their needs.

Ross Penhallegon	OSU Lane County Extension Service	The Oregon State University Extension Service provides research-based knowledge and education that strengthens Lane County's economy, sustains natural resources, and promotes healthy communities, families, and individuals.
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Appendix B: Southern Willamette Valley Food System Members

Regional food system members include: farmers, processors and wholesale distributors, grocers and other retailers, institutional food purchasers, restaurants, farmers markets, food banks and other food assistance organizations, and organizations offering agricultural support.

The following businesses purchase from Lane County farms:

Wholesale

Eugene Local Foods
Emerald Fruit and Produce
Glory Bee Foods
Hummingbird Wholesale
McDonald Wholesale
Organically Grown Company

Retail

Capella Market
The Kiva
Market of Choice
Red Barn Grocery
Sundance Natural Foods

Processors

Emerald Fruit and Produce
Glory Bee Foods
Grain Millers
Hummingbird Wholesale
Stahlbush Farms
Sweet Creek Foods
Truitt Brothers
Springfield Creamery

Institutional Food Buyers (currently purchasing from local growers)

Eugene 4J School District
Springfield Public Schools
Bethel School District
Crow Applegate Lorane School District
University of Oregon
Lane Community College

Sacred Heart Medical Center

Restaurants

Adam's Sustainable Table
Belly
Café Lucky Noodle
Café Soriah
Café Yumm!
Cornucopia
Davis Restaurant
Excelsior Inn
Glenwood
Hideaway Bakery
Holy Cow Café
Koho Bistro
Laughing Planet
Marche
Mazzi's
Park Street Café
Ratatouille Bistro
Red Agave

Food Assistance

Catholic Community Services
Food for Lane County
Gleaning Projects/Tree by Tree
Huerto de la Familia

Opportunities for growers/farm direct sales

Community Supported Agriculture Programs (17 in Lane County)

Eugene Local Foods (on-line market selling products from 25 area farms)

Farmer's Markets (10 in Lane County)

Farm to School Program (Willamette Farm and Food Coalition)

Food Hub (on-line market for all of Oregon)

Locally Grown Guide (Foods & Wines of Lane County, published by Willamette Farm and Food Coalition)

Local Food Connection event

Oregon Solutions Lane County Food Distribution Project

Southern Willamette Valley Bean and Grain Project

Appendix C: Organizations and Services working on Food Security Related Initiatives.

Aprovecho Research Center www.aprovecho.net

Aprovecho is a non-profit research and education center located outside of Cottage Grove, Oregon. Our 40 acre rural campus is the classroom for our ongoing educational programs. At Aprovecho you will experience live, working examples of appropriate technology, sustainable forestry, organic agriculture, permaculture, and the interconnectedness that is shared by these systems and with the land.

Cascadia Food Not Lawns www.foodnotlawns.com

Food Not Lawns is a loosely affiliated cluster of grassroots gardeners in and around the Willamette Valley, just west of the Oregon Cascades. We work together toward an ecologically, socially, and perpetually thriving bioregion, using theories and techniques derived from permaculture, kinship gardening, ecological design, and biodynamics. We also develop and test our own ideas, and offer a wide range of educational, organizational, and hands-on services

Cascade Pacific Resource, Conservation & Development www.cascadepacific.org

Cascade Pacific RC&D is a nonprofit organization dedicated to supporting positive environmental, social and economic changes in local communities. Serving six counties (Benton, Lane, Linn, Lincoln, Marion and Polk), projects focus on improving water quality, enhancing fish and wildlife habitat, supporting renewable energy, promoting a sustainable local food system, and creating and maintaining rural jobs.

City of Eugene Community Gardens www.eugene-or.gov/parks

The Community Gardens' mission is to provide a rewarding gardening experience for all who rent a garden plot and join the community gardens family. The rental comes with access to a plot, water, and tools. Each gardener then decides what to plant in his or her plot and how to cultivate it.

City of Eugene Composting Resources www.eugenerecycles.org/Composting

The Solid Waste and Recycling Program actively promotes composting at home and at commercial businesses. We have a variety of programs which provide education and the technical assistance necessary to help you get started if you are new to composting, or supplement your current composting efforts. This page provides tips for backyard and worm composting. It also has links to other resources for composting information.

Community Food Security Coalition (CFSC)

Based in Portland, Oregon, the CFSC has helped many cities and communities create their own food security plans nation-wide. A partnership with the CFSC would be beneficial in many aspects of the creation of an action plan. They have many resources, including assistance with federal funding streams available

Environmental Center of Sustainability (ECOS) <http://www.ecoseugene.org>

ECOS develops and implements integrated strategies and programs to sustainability challenges

in Oregon. Partnerships and collaborations are key to enable the networking of solutions in areas reflecting environmental, food security, economic, relocalization and cultural changes that affect our region.

Eugene Permaculture Guild www.eugenepermacultureguild.org

The Eugene Permaculture Guild seeks to educate the community and ourselves in the principles of sustainable living. We offer presentations, potlucks, an annual Plant and Seed Swap and Bio-Regional Gathering. Another goal is to create and maintain living examples of permaculture designs which incorporate efficient and productive integration of plants, animals, structures, and people.

Eugene Veg Education Network www.eugeneveg.org

Eugene Veg Education Network is devoted to educating the general public about the impact of their food choices. We believe the right information in the hands of caring people lets them make compassionate, intelligent and informed choices for themselves, the animals, and the planet. EVEN hopes to serve as a resource to provide factual information about the benefits of a plant-based diet, acting as a conduit to connect the person asking the question with an informed answer.

FOOD for Lane County www.foodforlanecounty.org

Food for Lane County works to alleviate hunger by creating access to food. We accomplish our mission by soliciting, collecting, rescuing, growing, preparing and packaging food for distribution through a countywide network of social service agencies and programs; and through public awareness, education and community advocacy.

FOOD for Lane County Gardens Program www.foodforlanecounty.org/Programs/Gardens

The FOOD for Lane County Gardens Program provides a multi-faceted approach to reduce hunger and fulfill the basic need for nutritious food in our community through a unique combination of services. The Churchill Community Garden, GrassRoots Garden and Youth Farm provide opportunities for limited-income adults to work with others to grow food for themselves and the food bank; education, job training and mentoring of limited-income and at-risk youth; and the creation and distribution of healthy, nutritious emergency and supplemental food to Lane County families, individuals and children.

Helios Resource Network www.heliosnetwork.org

Helios Resource Network is a nonprofit organization promoting community livability by empowering local groups and businesses working toward sustainability.

Huerto de la Familia (The Family Garden) <http://www.heurtodelafamilia.org>

Huerto de la Familia strives to alleviate poverty and hunger among low-income Latino families by assisting them to grow their own organic food.

Institute for Sustainability Education and Ecology <http://iseesustains.org>

Partners for Sustainable Schools works to integrate sustainability in all aspects of K-12 education in Lane County, providing young people with opportunities to develop life skills that build wonder, hope, and vision.

Lane Coalition for Healthy Active Youth (LCHAY) <http://www.lchay.org>

LCHAY's mission is to prevent childhood obesity and related disease by mobilizing the community to adopt active lifestyles and healthful nutrition.

Lane County Extension Service <http://extension.oregonstate.edu/lane>

The OSU Extension Service of Lane County provides Oregonians with research-based knowledge and education to strengthen communities and economies, sustain natural resources, and promote healthy families and individuals.

Lane County Extension Service Nutrition Education Program

<http://extension.oregonstate.edu/lane/nutrition>

The Lane County Extension Nutrition Education Program helps limited-resource individuals, children, and families learn about the importance of making healthy food choices. Classes are taught in a variety of settings from youth in local public school classrooms to adult groups in a nearby church. The **Expanded Food and Nutrition Education Program (EFNEP)** focuses on families including eligible parents, pregnant women, and youth in kindergarten through high school. EFNEP also serves child-care providers who are caring for children from limited-resource families.

Lane County Farmers' Market <http://lanecountyfarmersmarket.org/>

The Lane County Farmers' Market can trace its beginnings back to the first public market in this part of Oregon, the Eugene Producers Market, which began in 1915. Today, the Market is comprised of nearly 160 growers and producers. Membership is open to anyone who is an Oregon resident and complies with our rule that you must grow and produce anything you bring to the Market.

Lane County Food Policy Council <http://www.fpclanecounty.org>

Working to foster food security and food system development, the Food Policy Council is a joint citizen and government advisory body that reviews and recommends policies to strengthen the local food economy and improve access to healthy and nutritious food.

Lost Valley Educational Center www.lostvalley.org

The mission of Lost Valley Educational Center is to create and foster mutually beneficial relations between humans and all parts of the web of existence. We believe that these relationships provide a means to well-being as well as survival. In fulfilling this mission, our purpose is to create and maintain an intentional community, including affordable housing, and an educational center dedicated to three goals which guide us in all activities.

Northwest Coalition for Alternatives to Pesticides (NCAP) www.pesticide.org

The Northwest Coalition for Alternatives to Pesticides protects the health of people and the environment by advancing alternatives to pesticides.

Oregon Tilth www.tilth.org

Oregon Tilth is a nonprofit research and education membership organization dedicated to biologically sound and socially equitable agriculture. Primarily an organization of organic

farmers, gardeners and consumers, Tilth offers educational events throughout the state of Oregon, and provides organic certification services to organic growers, processors, and handlers internationally.

Oregon Department of Agriculture www.Oregon.gov/ODA/

The mission of the Oregon Department of Agriculture is 1) to ensure food safety and provide consumer protection; 2) to protect the natural resource base for present and future generations of farmers and ranchers, and 3) to promote economic development and expand market opportunities for Oregon agricultural products. The three broad policy areas of the mission statement are interdependent. Without a strong and healthy natural resource base—particularly land and water—there is little or no agricultural production to promote and market. Without assurance that the food produced in Oregon is safe, there is little chance that many agricultural products will be of interest to potential customers.

School Garden Project of Lane County <http://www.schoolgardenproject.org>

A grassroots, non-profit organization dedicated to fostering hands-on, schoolyard-based learning experiences for children by creating vibrant and sustainable school gardens and habitats.

Slow Food - Eugene Convivium www.slowfoodeugene.org

Slow Food is an international movement dedicated to Taste, Tradition, and the Honest Pleasures of Food. Based in New York City, Slow Food USA provides support and promotion to local chapters; each called a "convivium," that carry out the Slow Food mission on a local level. Each convivium advocates sustainability and bio-diversity through educational events and public outreach that promote the appreciation and consumption of seasonal and local foods and the support of those who produce them.

Ten Rivers Food Web <http://www.tenriversfoodweb.org>

A non-profit providing strategic leadership to build an economically and environmentally sustainable local food system in Benton, Linn and Lincoln Counties.

Upper Willamette Soil and Water Conservation District

Soil and Water Conservation Districts (SWCDs) are legally defined as subdivisions of state government, but they function as local units. In Oregon, there are 45 SWCDs working to put conservation efforts on the ground. The results include cleaner water, improved crop land, pastures, forests and restored wildlife habitat. The Upper Willamette District represents East Lane County.

Victory Gardens for All <http://www.victorygardensforall.org>

A volunteer run, community based garden assistance in a pay-it-forward model. For a small fee they will help clear your ground and plant your garden, providing soil amendments, seeds, and starts. And all they ask is that you help assist in planting the next garden. Enhancing food security, one yard at a time!

Weston A. Price Foundation, Eugene Chapter <http://www.krautpounder.com>

Wise Traditions in food, farming and the healing arts. The Foundation is dedicated to restoring

nutrient-dense foods to the human diet, and supports accurate nutrition instruction, organic and biodynamic farming, pasture-feeding of livestock, and community-supported farms.

Willamette Farm and Food Coalition (WFFC) <http://www.lanefood.org>

WFFC is a community non-profit that facilitates and supports the development of a secure and sustainable food system in Lane County. Our projects and services facilitate greater understanding of the social, economic, and environmental impacts of our food choices, and promote the purchase of locally grown and produced foods to keep our small farms viable and to strengthen the local economy. WFFC publishes the annual *Locally Grown* guide (available online) and runs the Farm to School Program in Lane County.

Willamette Valley Sustainable Food Alliance (WVSFA) <http://www.wvsfalliance.org>

A regional business association that promotes and supports natural food businesses in Lane County through relationships, education and sustainable business practices. The alliance has good potential to offer local business expertise to the development and implementation of a food security plan.

Appendix D: Local Food System Collaborative Projects

CAST (Communities and Schools Together)

Funded by the National Institutes of Health, CAST is a five-year project of the Oregon Research Institute and several community partners addressing childhood obesity in the Bethel School District. The project is conducting a food system assessment of the area, and also supporting efforts to get local produce into the Bethel District schools.

Farm to School <http://www.lanefood.org/farmentoschool>

A program of the Willamette Farm and Food Coalition, Farm to School partners include the School Garden Project of Lane County and the Lane County Extension Service Nutrition Education Program. Farm to School seeks to improve student nutrition by providing children with fresh, locally grown foods at school while simultaneously teaching them about where their food comes from. Students are given the opportunity to grow their own fruits and vegetables in a school garden, tour local farms, participate in garden-based nutrition lessons, and to sample and prepare fresh produce from their garden and the farms they visit. Currently operating in four Lane County school districts (Eugene 4J, Springfield, Bethel, Crow Applegate Lorane).

Farmland Preservation

Willamette Farm and Food Coalition is partnering with the Lane County Food Policy Council to conduct GIS mapping of Lane County's remaining high value agricultural lands, to document current food production and estimate future food production, and to create educational materials for policy makers and planners.

Food Hub <http://www.ecotrust.org/foodhub>

An online marketplace (developed by Portland-based Ecotrust) aimed at connecting institutional food buyers with Oregon farms. The three-tier system will include an online directory of buyers and sellers, a platform for making online purchases, and a network for aggregation and distribution. Debuts in September 2009. EWEB has given financial support, WFFC has served in advisory role and will encourage farms and institutional food buyers in Lane County to sign up and test the system.

Local Food Connection <http://www.cascadepacific.org/lfc.htm>

Annual farmer-chef connection event for the southern Willamette Valley, linking farmers, fishers, and food buyers. One day event in early February, hosted by Cascade Pacific RC&D, and sponsored by EWEB, Oregon Tilth, and LCC, with planning support from Ten Rivers Food Web, Willamette Farm and Food Coalition, and the Good Company (2010 will be 4th year).

Oregon Solutions Lane County Food Distribution Project

Initiated by EWEB, Willamette Farm and Food Coalition and Ecotrust as an initial step toward building larger markets for locally grown foods, this series of round table discussions brought

farmers, distributors, and institutional food buyers together to address some of the barriers to getting local foods into our schools, colleges, and hospitals. Facilitated by Oregon Solutions, a program of the governor's office, the process identified opportunities for sales of local crops to institutions in the 2009 growing season and culminated in a written declaration of cooperation with specific commitments made by all participants of time, resources, and intent to source local.

Southern Willamette Valley Bean & Grain Project

<http://www.mudcitypress.com/beanandgrain.html>

A consortium of farmers, non-profit organizations, community members, and wholesale food buyers working to stimulate the cultivation and local marketing of organically grown dry beans and grains to provide year-round food resources in the Willamette Valley. In an effort to start a movement to transition agricultural acreage currently in ornamental grass seed back into food crops, two farmers in Benton County have grown a diverse array of bean and grain crops over the past three years. Other project members have worked to create local markets for these crops (to date there is more demand than product), develop buyer/seller relationships, evaluate gaps in the local food infrastructure such as processing and storage capacity, and educate other farmers about the importance of crop diversity and the economic opportunities of the emerging markets. (Ten Rivers Food Web, Willamette Farm and Food Coalition, Sunbow Farm, Stalford Seed Farms, Hummingbird Wholesale)

That's My Farmer <http://www.lanefood.org/thats-my-farmer.php>

That's My Farmer! is a unique partnership between 16 Eugene faith communities and 13 area farms. This annual 'meet the farmers' event is held every April to showcase local Community Supported Agriculture Programs (CSAs) and encourage people to buy direct from their farmers. Households pay at the beginning of the growing season to share the risk with farm families and give them much needed cash flow to sustain their farm businesses. In return, investing families receive a box of fresh farm products each week throughout the growing season. Most CSA programs deliver fruits and vegetables; some include products such as meat, eggs, honey, cheese and bread. All proceeds from this event benefit the **That's My Farmer Low Income Fund**, which subsidizes CSA shares for families in need. Anyone can contribute to the TMF Low Income Fund at any time throughout the year.

Tree by Tree www.ecoseugene.org/tree-by-tree/

A fruit tree planting, care and gleaning project in the Bethel-Danebo neighborhood of Eugene. Organized by ECOS (Environmental Center for Sustainability).

Urban to Farm Connection Project www.ecoseugene.org/urban-farm-connection/

A valuable model for creative cooperative food production, the Urban to Farm Connection builds teams of Eugene residents to cultivate and harvest multi-acre garden plots inside or outside the city. The teams work as cooperatives, sharing work, produce, and profits from produce sales. A project of ECOS (Environmental Center for Sustainability)

Appendix E: White Paper on Urban Homesteading and Model Ordinance.

2/10/10: This deliverable is still being edited by UO ENR and City of Eugene staff, but will be available for the final Report.

Appendix F: Community Food Security Assessment Framework (Belinda Judelman-2010)

POPULATION PROFILE

Demographic Characteristics

Total Population (Number)	Citizenship
Age	Total Households
Race/Ethnicity	People/Household

Socioeconomic Characteristics

Employment Status	Number of total occupied housing units by ZIP Code
Income	Median annual family income
Poverty Status	Percentage of single parent households
Total number of persons by ZIP Code	Percentage of Households spending more than 30% of their income on shelter
Number of persons living below the poverty line by ZIP Code	Number of homeless

PROFILE OF FOOD SOURCES

Number and location of community gardens (in relationship to low-income or high-density Neighborhoods)	Average farm size
Number and location of school-based gardens	Top five crops (hectares)
Number and location of community-supported agriculture programs, waiting lists	Percentage of Organic farms
Number and location of farms	Extent of producers' debt
Number and location of dairies and fisheries	Average age of farmers
Number and location of food manufacturers and distributors	Contribution of agriculture to the region's Economy
Total area of farms (hectares)	Existence of local policies or regulations around food, agriculture, and land usage
	Measures of food imports/exports to and from the city

PROFILE OF FOOD DISTRIBUTION

Availability of authorized food stamp retailers	Location of supermarkets and convenience stores
Number, type, and location of retail food stores	Number of people who use charitable food resources on a monthly basis
Number of Wholesalers	Percent of household income that is spent on food
Number of Farmer's markets	Existence of food buying cooperatives or community-owned food retail outlets
Locally-grown fruits and vegetables that are most widely available	Percent of eligible people enrolled in food assistance programs
Number of community Kitchens	

PROFILE OF COMMUNITY FOOD ASSISTANCE PROGRAMS

Federal Food Assistance Programs—Number and Location

Number and location of Food Stamp Program application sites	Number and location of TEFAP and CSFP distribution sites
Number and location of WIC clinics	Number and location of WIC Farmers' Market Nutrition Program sites
Number and location of schools with National School Lunch Program	Number and location of Food Distribution Program on Indian Reservations (FDPIR) sites
Number and location of schools with School Breakfast Program	Number and location of elderly nutrition programs
Number and location of Child and Adult Care Food Program (CACFP) providers	
Number and location of Summer Food Service Program sites	

Federal Food Assistance Programs—Participation

Participation in Food Stamp Program	Participation in TEFAP distribution
Participation in WIC Program	Participation in WIC Farmers' Market Nutrition Program
Participation in National School Lunch Program	Participation in Commodity Supplemental Food Program (CSFP)
Participation in School Breakfast Program	Participation in Food Distribution Program on Indian Reservations (FDPIR)
Participation in CACFP	
Participation in Summer Food Service Program	

Participation in Meals On Wheels Program

Emergency Food Assistance Providers

Number, location, participation in, and times of operation of food banks, soup kitchens

Number, location, participation in and times of operation of food pantries

Number, location, participation in and times of operation of emergency kitchens

Shelters w/ meals for residents

Mobile Kitchens

Food Rescue Programs (see diversion)

TRANSPORTATION

Number of vehicles per occupied housing unit by ZIP

Number, type, routes, frequency, and per ride cost of public transportation resources (buses, trains, subways)

Number, type, routes, frequency, and per ride cost of para-transit resources (store shuttles, taxis, etc.)

Transportation available for food shopping

Walkability

FOOD DISPOSAL AND RECOVERY

Specific Waste disposal, recycling, composting rates

Percentage of food surplus that is donated

Number of local gleaning programs

Amount of food collected from local/regional gleaning programs

OTHER

Health/nutrition outreach/referral services

Food / nutrition related projects

Prevalence of dietary-related disease

Rates of obesity/overweight

Rates of Low birth weight

Existence and nature of local policies around food, agriculture, and land usage.

Appendix G: Food System Assessment Matrix

Category	Focus	Variables	Data Collection Sources/Process
<i>Community or Neighborhood built environment characteristics</i>	Spatial characteristics of neighborhoods	TBD	Census tract data, (LCOG)
	Food outlets	Food grocers, restaurants, fast food establishments, schools, institutions	Public health data, (LCOG)
	Public and private transportation	TBD	TBD
<i>Socioeconomic makeup</i>	Demographics	Income, employment, vehicle ownership	Census tract data, ODOT data (LCOG)
<i>Community hunger resources and services</i>	Emergency food service information	Emergency food distribution outlets, food pantries, government food assistance outlets, community-based outlets (e.g., faith-based assistance, gleaning, community and school gardens, senior centers)	WFFC, FFLC, LCFPC
<i>Population health indicators</i>	Obesity and malnutrition related disease incidence	TBD	TBD (LCOG)
<i>Community health and nutrition</i>	Quality of diets/nutritional status of households	TBD	Lane County Survey (City of Eugene, Springfield, Lane County)
	Hunting/fishing food acquisition	TBD	Fish and Wild Life registrars (LCOG)
<i>Community Food Health Services</i>	Health and nutrition outreach and referral system	TBD	CAST
	Community food/nutrition projects	TBD	CAST, LCHAY, WFFC
<i>Conventional food system</i>	Retail food sector	Employees, sales, wages, types of stores, drinking places, prices, type of foods, point of origin	TBD (LCOG)
	Food wholesale	Employees, wages, types	TBD

	sector	of firms	
	Food manufacturing	Employees, wages, value-added, types	TBD
	Institutional food services	Hospitals, schools, senior centers, employee food services	TBD
<i>Community-based local food system</i>	Production	Local/regional agriculture status (numbers, acres of farms, products (e.g., corn, soybean, chickens, eggs), scale of agriculture, historical and current changes, etc.	Market analysis study
		Gaps in locally produced food system (staples; seasonal variation of fruit/vegetables; % produced locally compared to consumption	
		Local storage capacity and processes	
		Nutritional qualities of local products (organic, genetically altered)	
		Safety monitoring of local foods	
	Processing	Agricultural links to local /regional processors distributors	
	Distribution	Links of products to local/regional distributors	
	Transportation modes	Rail, truck, etc.	
<i>Community food institutional resources</i>	Public and private sector institutions	University programs, research centers, foundations, consumer organizations, environmental organizations	TBD
<i>Community food economic development</i>	Food System and Activity	Entrepreneurial urban agriculture, food processing, business development, educational services	Market analysis study
<i>Environmental food system Activity</i>	Waste	Disposal/recycling/Composting	Market analysis study
	Water	Water quality and purification facilities	

	Air	Air Quality measures	
	Land	Contamination areas due to pesticides, fertilizers, hazardous waste	
		Land use	

Appendix H: Market Analysis Scope of Work

Market Analysis and Implementation Strategies to Develop Local Markets for Local Produce in the southern Willamette Valley in Lane County

Background

The topic of community food security and re-localization of food systems are gaining local and national attention. The purpose of this project is to provide a better understanding of local opportunities for growing, processing, and consuming more food items locally. This is accomplished by conducting an economic and consumer analysis of the local market.

Several community groups are actively working on the food security issue, and the City of Eugene, Lane County, and Eugene Water and Electric Board (EWEB) have taken formal action supporting, in principle, additional study of the issue. Directly, these actions are manifested in the City of Eugene Food Security Plan Scoping Project, the Lane County Fairgrounds Evaluation, and the EWEB/Oregon Solutions Food Hub Project. This project will compliment these efforts, but will proceed independently of them.

While local support exists related to increasing the understanding and operation of a local food system, little information is available on what opportunities exist, what is economically feasible, and the barriers to establishing new food markets locally.

In collaboration with the City of Eugene, Lane County, and EWEB, the University of Oregon's Community Planning Workshop developed this proposal to address a crucial first step in the process: a local market assessment. This scope of work describes how CPW would approach the project, a project schedule, and a project budget.

Project understanding and approach

The core objective of this project is to characterize the demand and supply elements of the local food market and identify future opportunities to increase local production and consumption based on increased population and use of local products.

This project will focus on a market analysis for selected local food products. The emphasis will be on transitional products—those that have the market potential to attract interest from public or private investor in the near term (1-5 years). The results of this study should provide foundational information that will be useful to explore topics related to food security and the local food system.

The specific elements of this study include:

1. Evaluate the market potential (i.e., the capture rate) of consumers and institutional buyers for selected produce items;
2. Identify price elasticity's of retail and institutional buyers for selected produce items;
3. Identify existing capacity and current and/or future gaps in the local supply chain, including agricultural infrastructure (e.g., processing and storage facilities) and the economic/operational factors influencing pricing.

Conduct an economic analysis of the key barriers to increasing local purchase and consumption of locally grown produce items. Our work plan intends to capitalize on current funding opportunities to complete the research project—and will involve contributions from the City of Eugene, Lane County and EWEB to match funds from a UO economic development grant.

Due to the lack of local market data, a good deal of exploratory research is required. Our work program includes a range of primary and secondary data collection activities that should address the core objectives of the market assessment. However, we anticipate that there will be some areas where no useful data exist. In these instances, we will assess the importance of the data and propose methodologies for future phases of the project.

Proposed work program

The CPW team will work under the direction of Robert Parker, CPW Director, Amanda West, CPW Project Coordinator, and Tom Osdoba, Director of the Center for Sustainable Business Practice. The CPW team will include faculty from the Department of Planning Public Policy and Management and the Lundquist College of Business, graduate students from both the Community and Regional Planning and MBA Programs at the University of Oregon.

Robert Parker will serve as project director and will be responsible for overall coordination of the UO team, review of products, contractual issues, and quality control.

Task 1: Project Kickoff

After execution of agreements with the project funding partners, we will meet with their representatives to review the project goals and objectives, the project approach and schedule. The purpose of this discussion is to refine our understanding of the project and ensure that the work program will result in the desired products. At this early stage, we will gather any relevant data and documents.

CPW will facilitate a discussion at the kick off meeting on key questions the funding partners want the research team to explore. CPW will work with the funding partners to prioritize this list of questions and agree on a final list that will be addressed during this project. We will also work with the funding partners to identify potential participants for the expert panel (See Task 3).

We will also prepare a draft outline of the final report for review for discussion at the kickoff meeting. This task may result in a refined work program, methodology, or project schedule.

Product(s): Draft report outline

Schedule: January 2010

Meetings: One with project partners,

Task 2: Literature Review

To inform the project as a whole, educate the team, and develop a basic understanding of the food product market in the southern Willamette Valley, we will conduct a literature review. Literature included in this review will include that recommended by the client groups, ODA, and others. The literature review will examine three main topic areas. These include:

1. Identification of particular products to examine in more detail in the demand analysis.
2. Provide an overview of national trends in consumer preference for food products, as well as regional food spending, demographic and socio-economic variation.

Product(s): Literature review chapter

Schedule: February 2010

Meetings: None

Task 3: Technical Input and Review

To inform our research, we will meet with a panel of experts. These experts may include representatives of the Oregon Department of Agriculture, Oregon State Cooperative Extension, Oregon State University, and other technical experts. We propose to meet with the technical panel twice during the project: once in February to get input and suggestions about the project approach, and again in May or June to review our findings and get input on implementation strategies.

Product(s): Minutes from meetings summarizing key points, directions for research, and feedback from preliminary results

Schedule: January 2010; June 2010

Meetings: One meeting before conducting the literature review and one to share preliminary results

Task 4: Supply Analysis

The supply analysis will focus on the southern Willamette Valley in Lane County and accomplish two objectives. The first is to provide an overview of food production and associated infrastructure within the southern Willamette Valley. The second objective is to identify end markets for 4-6 select locally produced products. CPW will work with the funding partners to identify the products and explore potential criteria for selection including (but not limited to) (1) market viability, (2) suitability for growth and processing locally, and (3) other factors as identified by CPW and the project sponsors. The emphasis will be on products where markets can be developed or expanded in the near term (1-5 years). CPW will also use data from the Literature Review (Task 2) and Demand Analysis (Task 5) to help inform the choices. The overview will:

- Detail the current status of agriculture in the southern Willamette Valley, including acreage, type of crops, number of farms, economic value of products, if they are available. Use the Census of Agriculture and ODA data, identify acres of farmland by type and capacity
- Detail the type, size and location of processing and storage facilities within the local area. Identify the year built, annual through-put, and capacity for each facility. Include these in geo-code database.
- Identify what the local market penetration level is for a sample of typical locally grown products. This step will be based on existing data sources, as well as interviews with growers, buyers (grocery chains), and members of the technical panel. Product selection will be a result of discussions with project partners and from initial research conducted through the literature review and the demand analysis

Product(s): Report chapter summarizing existing and potential supply, geo-code database, and descriptive maps.

Schedule: February-April 2010

Meetings: One with the Technical Advisory Team and the project partners.

Task 5: Demand and Price Elasticity Analysis

Demand analysis is performed in advance of a project to determine whether implementing a project is reasonable. Factors that affect demand include general socioeconomic trends in the market area, current and projected participation trends, current and projected activity by user groups, use in comparable markets, and future use as indicated by potential customers. This task will include basic analysis of demand and market trends, and more focused analysis of the price elasticity of the selected produce crops.

Base Demand Research and Market Trends

This research will identify general socioeconomic trends and local food market trends in the southern Willamette Valley. We recognize that good local data may not be available, so the research will rely on readily available consumer expenditure reports and interviews with local grocers. This step will include a description of end markets for a sample of high value locally produced products.

A key issue in this research will be market segmentation and price elasticity for various products. We will explore price and income elasticity data, food budget shares, and other data generated by the USDA Economic Research Service. This research will allow a better understanding of price points needed to increase local share of consumption of the key products identified in Task 4.

This data source will be important, and we should consider offering non-disclosure agreements for data access, and reporting only aggregated information. We can also look to indirect data sources, such as shelf space/retail space allocation shifts, possibly differentiating between standard and specialty retail, and include volumes from farmer's markets. The UO team will review trade publications to identify appropriate indicators for indirect measures.

According to OregonProspector, more than \$525 million dollars is spend in Lane County each year for food consumed at home.⁵ The research will include a more detailed evaluation of the total annual economic value of food purchases within the study area. It will provide detail on the types of foods purchased and household food budget as percentage of the Area Median Income. Using PSU population estimates for the region, the research will determine what the total value of household spending would be in 5, 10, and 20 years. This is intended to be a high-level analysis that provides an indication of the size of the Eugene and Lane County food market. To accomplish this task, CPW will use consumer expenditure data for Eugene and Lane County from Claritas or a similar data vendor that provides disaggregated expenditure data for classes of food products. If Claritas data are used, CPW will use the five-year projection (probably for 2015) of consumer expenditures to document the market size. To the extent data allow, we will use population projects, combined with assumptions about price and income trends, to estimate the market size in 2030.

Price Elasticity Analysis

A key objective of this study is to better understand local price elasticity's for the selected crops. The Price Elasticity of Demand (PEoD) measures the rate of response of quantity demanded due to a price change and is calculated as follows:

$$\text{PEoD} = (\% \text{ Change in Quantity Demanded}) / (\% \text{ Change in Price})$$

This task will require some local research. We will focus on two markets: institutional and consumer. We will gather data on both through personal interviews or surveys. The initial research will focus on institutions and produce managers at grocery chains. We may chose to conduct an optional consumer survey if the quality of the information that is available is not of sufficient detail to understand price elasticity's.

Institutional Survey

This task will start with a review of a survey of local buyers and producers conducted for EWEB by The Good Company. We will talk with EWEB and Good Company staff to better understand the purpose and scope of their work and to identify any gaps that exist in their survey. We will build the survey from those discussions and focus on the information gaps.

This online survey will potentially investigate current food sources for institutional buyers. It will determine the average monthly monetary value of purchases, what types of products are purchased, and where these purchases are occurring. It will also investigate institutional buyer interest in local products, and what requirements these purchases would need to meet (e.g. food quality/quantity restrictions, certification, price elasticity, and insurance and delivery

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http://www.oregonprospector.com/ed.asp?cmd=demognei2&selcounty=41039Lane+County&report=Consumer_Expenditures

requirements). The survey will focus on non-retail institutional buyers, such as schools, hospitals, and other large buyers.

Consumer Survey (Optional)

This online survey will investigate current food sources for individual consumers. It will determine the average monthly monetary value of purchases, what types of products are purchased, and where these purchases are occurring. It will also investigate customer interest in local products. CPW will work with the client groups to determine the specific methods (i.e., sample frame, sample size, etc) and the content. If the client groups desire a mailed survey, we propose selecting a random sample of 1,400 registered voters in Eugene and stratifying that sample by age.

Supply Chain Analysis

As local and regional food production gains increasing prominence in our thinking about agriculture in the Lower Willamette Valley, one critical element is a robust and ongoing focus on supply chains and system efficiencies. This focus could contribute to cost savings, improved linkages between producers and end users, and greater economic resilience among farmers. These benefits become tangible as the scale of activity increases, and the consideration of these opportunities can help bolster the institutional support necessary for investments in supporting infrastructure and consumer outreach and education.

The initial focus will be on a select number of products, likely reflecting early traction in the marketplace; ultimately this analysis could be expanded based on production factors (such as soil suitability) to a broader range of products. It will also incorporate work EWEB is involved in on farm operation efficiency (e.g. energy efficient water pumps, etc)

Product: Report chapter; appendices summarizing survey results

Schedule: March – May 2010

Meetings: None

Task 6: Case Studies

To better understand the issue of food re-localization, we will conduct three case studies of other areas that are working to implement food security plans and re-localize their food systems. These case studies will identify best practices for food re-localization programs that may act as models for next steps for Eugene and Lane County. The case study analysis will directly evaluate the economic impacts local communities found (including changes in food economic activity locally, affordability of local food products, and related public policy enacted to stimulate food economic activity.)

Product: Case Study Appendix

Schedule: February-April 2010

Meetings: None

Task 7: Prepare Implementation Strategies

The CPW team will use the results of Tasks 2 through 6 to identify key opportunities, barriers, and issues. This information will be provided to a team of students in the MBA program to develop ideas for implementation that will include potential business models, funding, locations, and other factors. The implementation strategies will address both short-term actions (1-3 years) and longer term actions (4-6 years).

Inclusion of explicit business strategy development is a fundamental value to this effort, as it helps individual farmers and producers to understand not only their own market opportunities, but the potential value associated with cooperative approaches to marketing and buying production inputs. Individual farmers have strong cultural identification, but their ability to engage in collaborative business models is essential to deeper connections with their customers, particularly when seeking to offer higher value products or to create enduring producer-customer relationships. Further, advanced business planning could contribute substantial value to producers, and to processing and storage enterprises, by identifying new or emerging finance options, based on reorientation among capital investment markets, both in terms of sustainability in general and local food in particular.

Product: Implementation Strategies Chapter

Schedule: April-June 2010

Meetings: Two meetings each with growers/producers and processors

Task 8: Draft and Final Products

CPW will provide draft products for review by the client group throughout the project. We propose to consolidate all of the work on this project into a single report. We will provide a draft report in late June for review by the client group, and will provide a final report by August 2010. The CPW team will be available to present the findings to the client group and the client group's respective elected board, commission, or council if the opportunity arises.

Schedule: June-August 2010

Meetings: Presentation to client groups

Product: Draft and final report

Project Schedule

Table 1 presents our proposed project schedule. CPW proposes to initiate work on the project in January 2010 and to complete the project by September 2010.

Table 1. Proposed Schedule

Task	Description	Schedule
1.	Draft Report Outline	January
2.	Literature Review	February-March
3.	Technical Input Meetings	January and June
4.	Supply Analysis	February-April

5.	Demand Analysis	March-May
6.	Case Studies	February-April
7.	Economic Benefits Analysis	April-June
8.	Implementation Strategies	April-June
9.	Draft and Final Report	June-August

Proposed budget

The budget for this project is \$60,000. CPW will contribute \$30,000 in funds from our EDA University Center grant, and each of the partners will contribute \$10,000.