

- GREATER -
PITTSBURGH
**FOOD
ACTION
PLAN**





The Pittsburgh Food Policy Council's (PFPC) mission is to build a just, equitable and sustainable food system that supports our communities, economy and environment. As a collective impact organization, our members are our most important asset, and include various government, non-profit, food business, co-operative, university, and farm entities from Southwestern Pennsylvania.

Staff

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| Dawn Plummer | Executive Director, PFPC | Qiyam Ansari | Outreach & Communications, PFPC |
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PFPC Executive Director Dawn Plummer introduces Emma Clippinger and Jennifer Benson from the Harvard Food Law and Policy Clinic to PFPC members.

FOOD ACTION PLAN CONTRIBUTORS

We are grateful to the many people and institutions who have contributed to this Food Action Plan, including the community members who attended the engagement sessions, stakeholders who attended the roundtable meetings, and the following contributors:

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LETTER FROM RICH FITZGERALD AND BILL PEDUTO



September 2020

Dear Friends:

We are delighted to introduce the Greater Pittsburgh Food Action Plan. This comprehensive plan addresses that need and establishes a vision for the entire county. It sets forth specific goals, recommendations and strategies to make the plan a reality.

Food is at the nexus of many of our region's most pressing issues. Access to healthy and safe foods that are available to all communities is a critical need and contributes to our county's overall health. Thirteen percent (13%) of county residents and 16% of children experience food insecurity on a regular basis. On a more global scale, transportation and economic development policy also impacts food access as many communities lack access to fresh and healthy food. The COVID-19 pandemic has heightened the urgency of this issue. It also underscores the critical importance of building a strong and resilient regional food system that meets the needs of all residents.

We have a long way to go, but as is typically the case in our region, there are many individuals, groups and organizations that are working collaboratively and cooperatively to find solutions to these challenges. With the participation of many public, private, academic, non-profit and cooperative entities that are working on these issues, we will create a just, equitable, and sustainable food system. We are grateful to have our respective offices be part of this initiative. We commend all of the members of the Pittsburgh Food Policy Council for the work that resulted in this plan.

Over 100 food system stakeholders and 600 residents provided input into this plan. The Greater Pittsburgh Food Action Plan brings together all of those efforts and, through a great deal of work and initiative, have crafted this coordinated plan. We welcome each of you to join us in this effort so that we can make the vision of our community a reality.

Sincerely,

Rich Fitzgerald, County Executive
Allegheny County

William Peduto, Mayor
City of Pittsburgh

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INTRODUCTION

The Greater Pittsburgh Food Action Plan is a community-centered set of strategies that prioritize healthy, affordable, and sustainable food for all. The plan provides a comprehensive look at Allegheny County’s food system and details recommendations for how it can be made more just, equitable, and sustainable. This document is the culmination of two years of research, planning, and community engagement led by the Pittsburgh Food Policy Council in collaboration with dozens of Council member organizations and community partners. As such, the plan reflects the diverse input of the many people who helped to create it.

The inspiration for this plan came from the recognized need for a shared vision and greater coordination among the many entities working to create food systems change across Southwestern Pennsylvania. As a member based, collective impact organization, the Pittsburgh Food Policy Council was well positioned to lead this effort. The three core values at the heart of this vision and plan are: **Justice, Equity, and Sustainability**.

- A just food system counters systemic economic, racial and gender-based disparities.
- An equitable food system is one in which healthy, culturally-appropriate foods are accessible and affordable for all.
- A sustainable food system operates with care for human beings, the environment, and the financial well-being of everyone throughout the system.






The final writing of this plan occurred mostly at the end of 2019 and beginning of 2020. Since the majority of the plan was written, the context to which it will be shared has changed dramatically. We face a COVID-19 pandemic that has laid bare the vulnerabilities of our consolidated food supply chains and exacerbated existing inequalities, but has also shown the responsiveness and resilience of regional food systems. We see a rising demand to end the pervasive racism that exists throughout our society, including the food system. Now is the time to make deep and meaningful changes to our food system. The Greater Pittsburgh Food Action Plan provides us with a roadmap for how to make these changes.



Duquesne Mayor Nickole Nesby (far left) participates in the McKeesport GPFAP community engagement session along with fellow residents.

3 GOALS

The Goals of the Greater Pittsburgh Food Action Plan are:

| | | | | |
|---|---|---|--|---|
| <h2>1</h2> <p>Enhance coordination and communication among existing food systems' resources and agencies</p>  | <h2>2</h2> <p>Center the roles of equity, sustainable agriculture and environmental stewardship in a healthy food system</p>  | <h2>3</h2> <p>Support a robust regional food economy that benefits all</p>  | <h2>4</h2> <p>Improve food security and public health by increasing availability and accessibility of nutritious, high-quality, affordable and locally sourced food</p>  | <h2>5</h2> <p>Build community power based on the principle of food sovereignty for all residents</p>  |
|---|---|---|--|---|

4 GPFAP TEAM

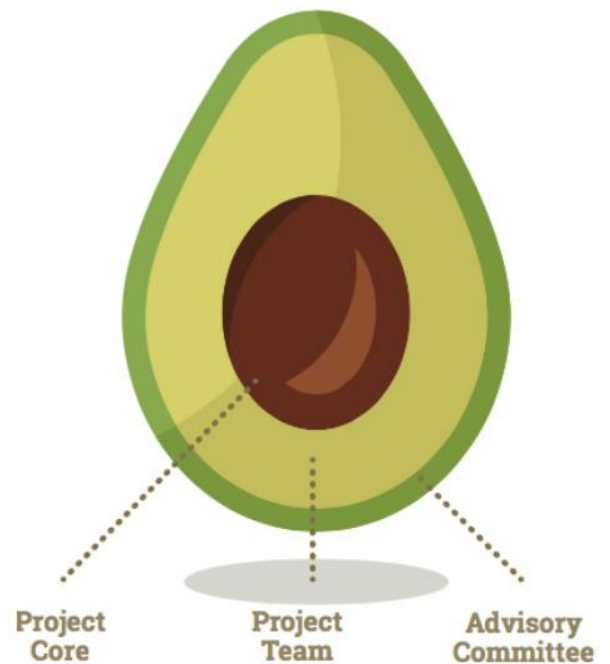
This project has been guided by a robust leadership team, the structure of which takes the shape of an avocado with three distinct levels of engagement: the Project Core, the Project Team, and the Advisory Committee.

Project Core: consists of PFPC staff, two consultants (Project Coordinator and Data Coordinator), two Emerson Hunger Fellows, and a Penn State University Study Away Intern

Project Team: consists of PFPC Steering Committee members and representatives from government and academic sectors who met monthly throughout the process.

Advisory Committee: consists of elected officials and decision makers from public health, economic development, environment, and planning sectors who met annually throughout the process.

GREATER PITTSBURGH FOOD ACTION PLAN TEAM STRUCTURE

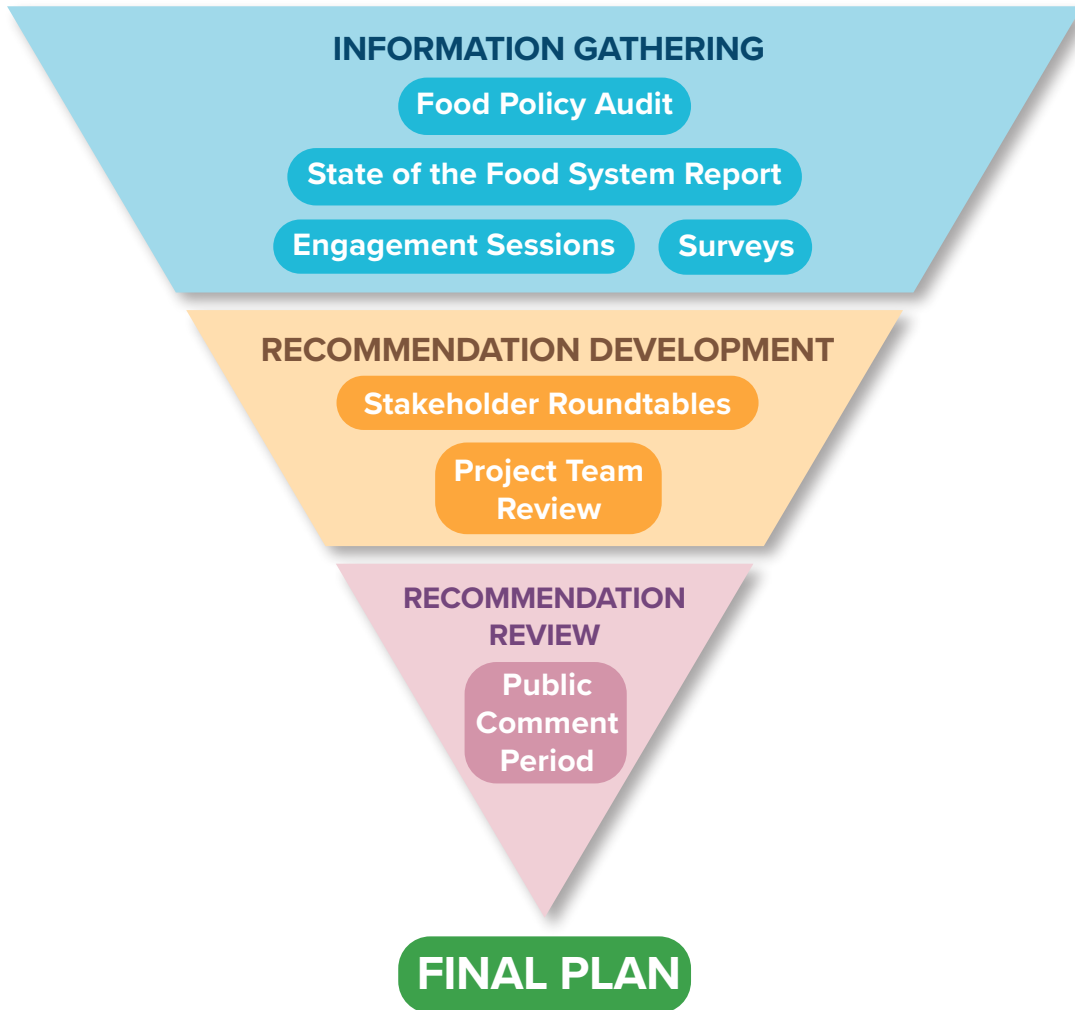


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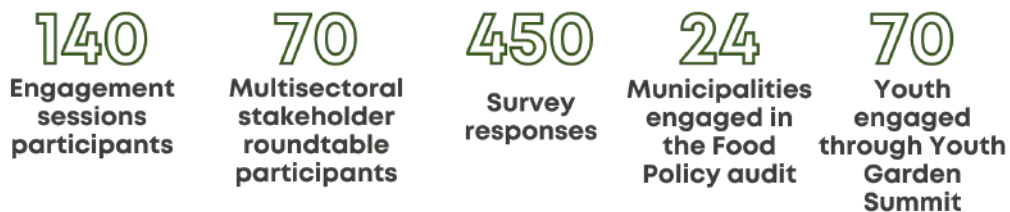
GPFAP INPUT OVERVIEW AND TIMELINE

There have been many inputs that have informed the recommendations and strategies in the GPFAP. This image shows how these different inputs all related to each other and contributed to the final plan. A description of each individual input can be found on the following pages.

GPFAP PROCESS



GPFAP BY THE NUMBERS



GREATER PITTSBURGH FOOD ACTION PLAN TIMELINE



September 2020



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FOOD POLICY AUDIT: KEY FINDINGS

A Food Policy Audit is a tool, originally developed at the University of Virginia, to assess the strengths, gaps and opportunities in local food system policies, and to identify community priorities for next steps to strengthen the local food system. Since its creation in 2010, the tool has been modified and adopted by a number of different entities.

The Allegheny County Food Policy Audit, developed and distributed in collaboration between the Pittsburgh Food Policy Council, Allegheny County Government Community Relations Office, and the Allegheny County Councils of Government (COG), consists of a 40 question survey, which was sent to each of the 130 municipalities within Allegheny County. The questions covered the following categories:

1. Coordination and Communication (5 questions)
2. Public Health (4 questions)
3. Economic Development (8 questions)
4. Environmental Impacts (5 questions)
5. Social Equity (7 questions)
6. Land Conservation (11 questions)

Responses: A total of 24 valid responses were received, representing an 18.5% response rate.

1. The most frequently cited policies are in the areas of healthy food and food access initiatives.

For example:

- 47% of municipalities have a comprehensive plan or zoning code that allow local farmers' markets, tailgate markets, or farm stands.
- 43% of municipalities are Live Well Allegheny Communities.
- 37% of municipalities have farmers markets or grocery stores that accomodate WIC, Senior Nutrition coupons, or EBT.

2. The least frequently cited policies are in areas relating to environmental impacts. For example:

- Only 3% of municipalities have a policy to support and encourage land conservation, including easements for food production, such agricultural security areas.
- Only 3% of municipalities are aware of preserved farms in their community.
- Only 3% of municipalities have policies or goal to reduce its "foodprint" (i.e., the environmental impact of food, including the amount of land required to sustain a diet).

3. Many municipalities expressed interest in opportunities to better collaborate and communicate about food resources. For example:

- 33% of municipalities are interested in having a directory of emergency food providers.
- 30% of municipalities are interested in having procedures and/or guidelines for directing or referring people in need of food to the places that can offer assistance.
- 27% of municipalities are interested in publishing a local food guide.

STATE OF THE FOOD SYSTEM REPORT: KEY FINDINGS



The State of the Food System Report assessed the food system in Allegheny County based on nine sectors: **Growing, Processing, Distributing, Retail - Grocery, Retail - Direct Marketing, Retail - Restaurants, Community Food Resources, Cooking and Eating, and Managing Food Waste.** Additionally, the report highlighted social and environmental concerns that affect the food system in Allegheny County. The [full report can be found online](#), but some key findings are listed below:

STRENGTHS



Growing: Nearly 4,000 acres of County farmland has been preserved by farmland preservation programs since 2002.



Social Concerns: Immigrant residents are 47.5% more likely than US-born residents to be entrepreneurs. Many of these immigrant-owned businesses are food-related.



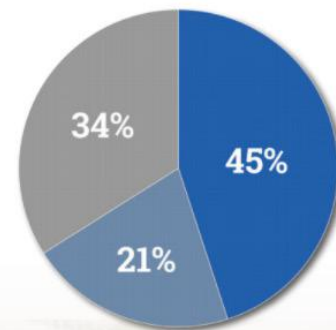
Retail-Direct Marketing: Pennsylvania ranked third in the nation in direct to consumer sales at \$224 million in 2015.



Retail - Restaurants: From 2014 to 2018, the County health department doubled permits for food trucks from 50 to 100.



Processing: In Allegheny County, bakeries (45%) and beverage manufacturing (21%) are the two most common types of processors.



● Bakeries ● Beverage Manufacturers ● Other

AREAS FOR IMPROVEMENT



Growing: The number of farms in Allegheny County has declined from 428 to 389 between 2012-2017.



Growing: 278 of the 389 farms, or 72%, in the County report operating at a loss.



Cooking & Eating: In Allegheny County, only 25% of adults report eating 3 or more servings of vegetables in a day in the past week.



Processing: 0 commercial processors for fresh produce in the County.



Retail - Restaurants: At \$2.83 for tipped workers and \$7.25 for non-tipped workers, Pennsylvania's minimum wage is the lowest among all surrounding states.



Food Waste: In 2013, Pittsburgh landfilled over 46,000 tons of wasted food.



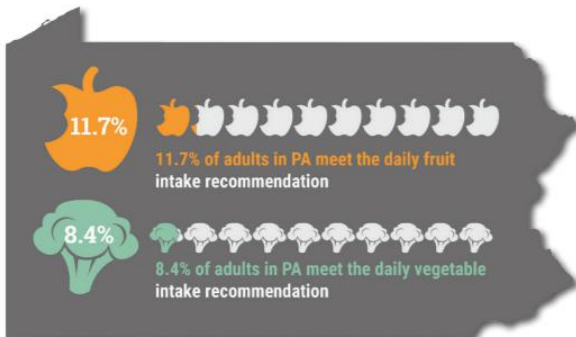
Social Concerns: There is significant overlap between low-income, low-access food areas and higher African-American populations.



Environmental Concerns: In Allegheny County, 34% of leases for oil and gas development, including fracking and the related infrastructure, are on land zoned for agriculture.



Community Food Resources: 13.1% of Allegheny County residents are food insecure, including 16.3% of children.



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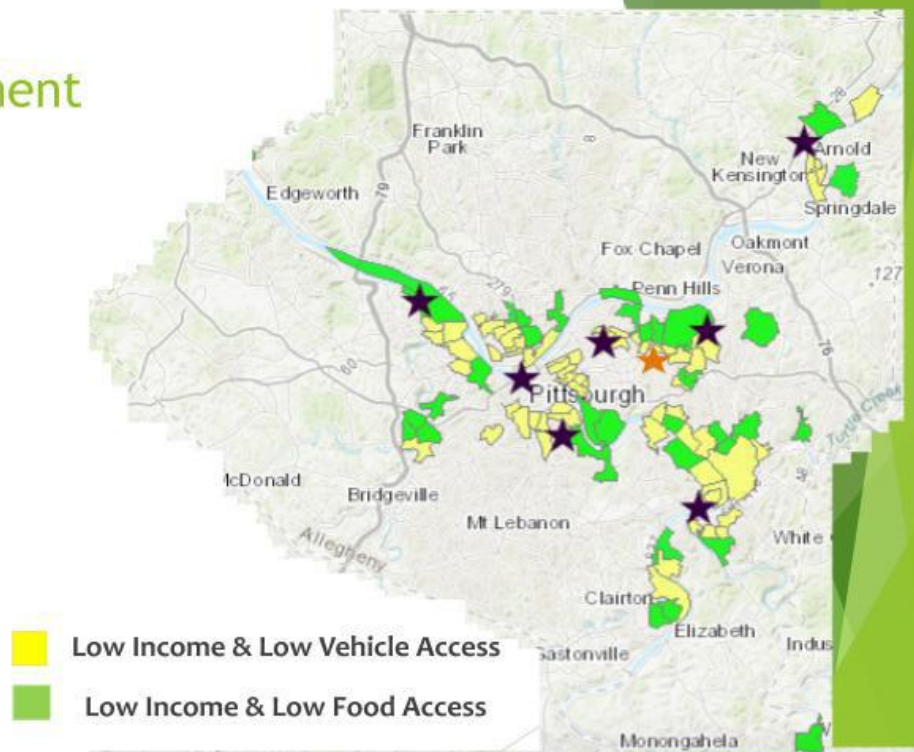
ENGAGEMENT SESSIONS: SUMMARY OF FINDINGS

Eight community engagement sessions were held throughout Allegheny County, with an emphasis placed on low income/low food access communities, geographic diversity, and public transportation accessibility. The locations of the engagement sessions can be seen in the image below.

Community Engagement Sessions

8 community meetings across Allegheny County:

- Downtown
- East End
- Penn Hills
- Mon Valley
- Baldwin
- McKees Rocks
- Natrona Heights
- ★ Youth Garden Summit



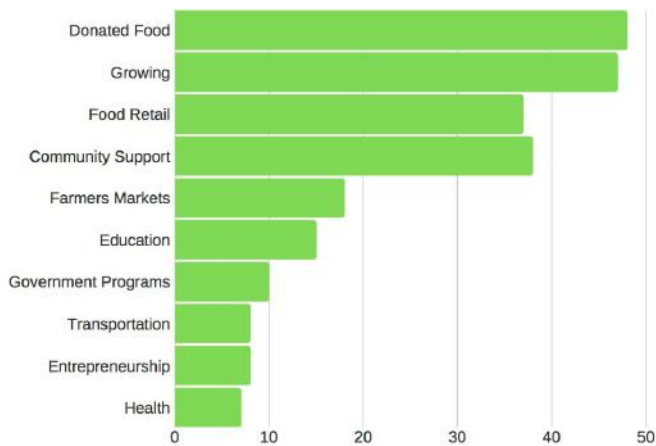
During these sessions participants were asked the following questions:

1. What is working well?
2. What are your needs and challenges?
3. What are your top priority issues?
4. What ideas for solutions do you have?

The Project Core and Engagement Sessions Subcommittee developed a coding system to organize participant's responses, wherein twenty unique topic-based tags were created, and each response was assigned one or two tags. Examples of these tags can be seen on the y-axis of the following bar graphs, where the number indicates which type of comments were mostly commonly received for each question.

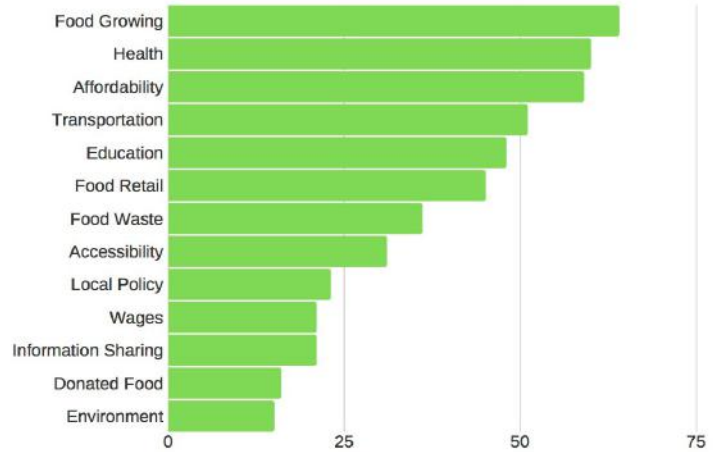
What's working well?

The following responses were received:



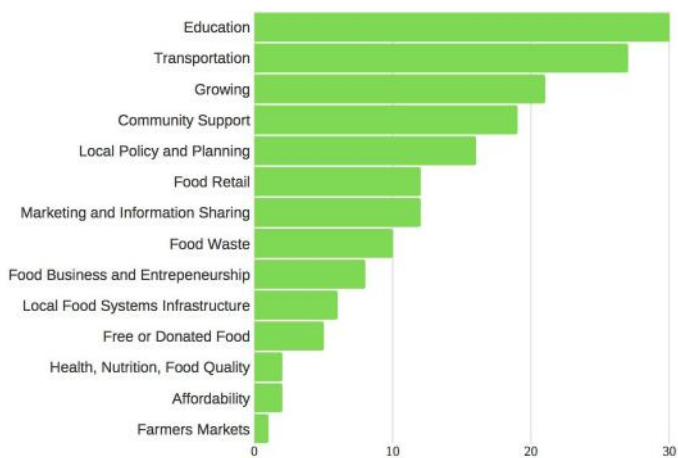
What are your challenges?

The following responses were received:



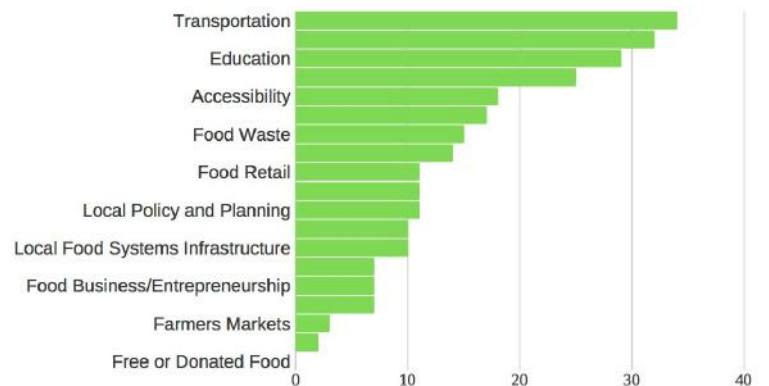
What are your priorities?

The following responses were received:



What are your solutions?

The following responses were received:



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SURVEY: KEY FINDINGS

To expand engagement efforts and gain as much community input as possible, the Pittsburgh Food Policy Council created a survey in an effort to understand how individuals perceive their current food environment. The survey consisted of six demographic questions and 19 content questions, covering topics from food production, definitions and barriers to healthy food eating, summer and school meals, food purchasing preferences and habits, and composting. The survey was distributed primarily online and was also available in paper during the community engagement sessions. A total of 475 responses were received. Below is a brief overview of some key findings.

DEMOGRAPHICS

Most zip codes in Allegheny County (62%) had at least one respondent. Zip codes with the most responses tended to be within the city of Pittsburgh, mostly central or East End locations.

86.9% of survey respondents identified themselves as white. The second largest group among respondents (7.1%) was Black or African American.

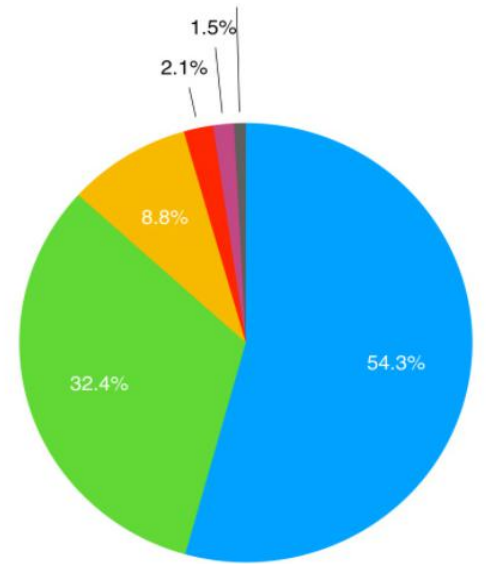
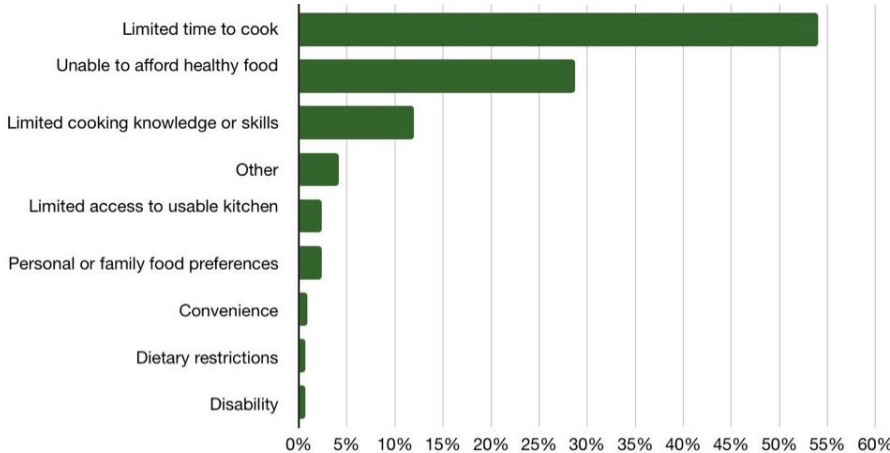
81.1% of survey respondents identified themselves as female. The second largest group (15.6%) identified as male.

HEALTHY FOOD

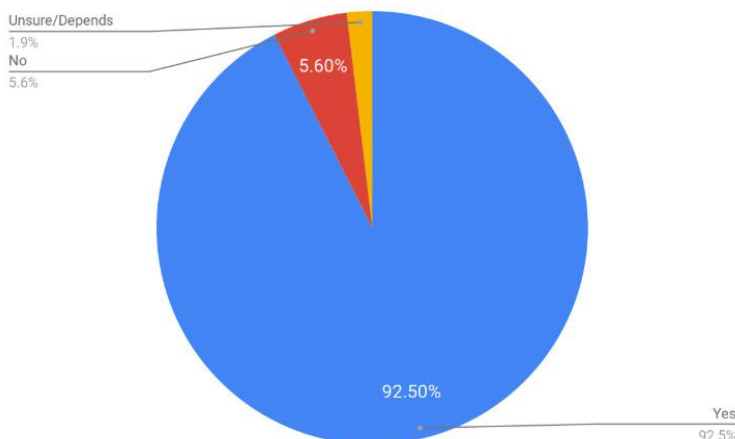
Survey participants were asked what “healthy food” meant to them in a free-text format. The most common responses mentioned unprocessed, nutritious, and fresh.

Based on the definition they provided, participants were asked what challenges, if any, they faced in eating healthy food. **Nearly 55% of respondents identified limited time as a challenge.**

What challenges, if any, do you face in eating healthy food?



Support for higher minimum wage



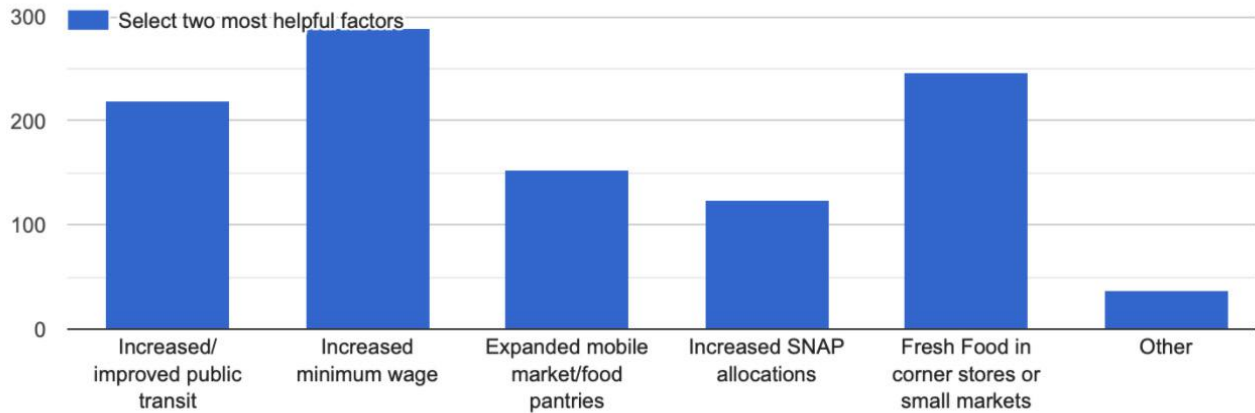
- Frequently (daily)
- Sometimes (1x week)
- Rarely (1x month)
- Regularly (2 or 3x week)
- Not often (2 or 3x month)
- Did not answer

WAGES

92.5% of respondents said that they support higher minimum wage in the context of food industry workers.

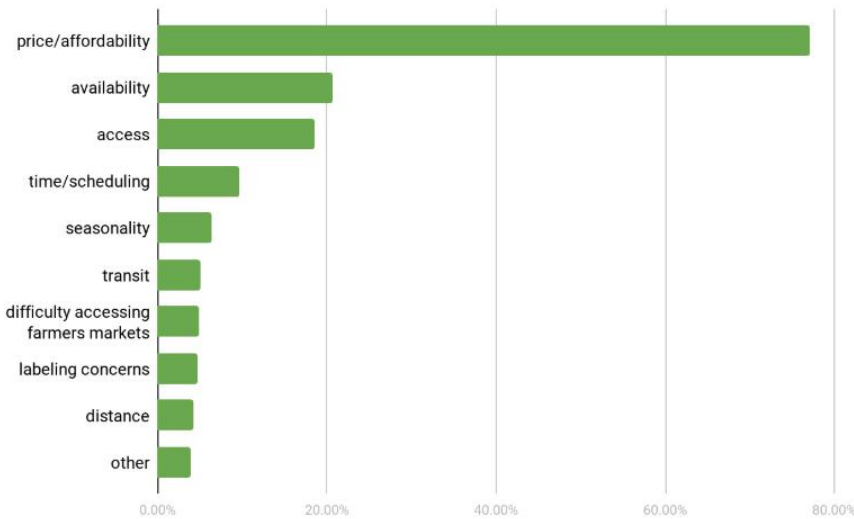
BARRIERS

56.2% of participants face at least 1 problem accessing food. The most common barriers identified were the high cost of food, lack of time to purchase food, and lack of fresh food available. Participants then selected what they thought could mitigate these barriers and reduce hunger in their communities.



LOCAL & ORGANIC FOOD

A majority of participants responded that locally and/or organically grown food was important to them in some capacity but many (58.95%) noted that they face at least 1 barrier in obtaining local and/or organic food. Price/affordability was the overwhelming majority.



FOOD WASTE & COMPOSTING

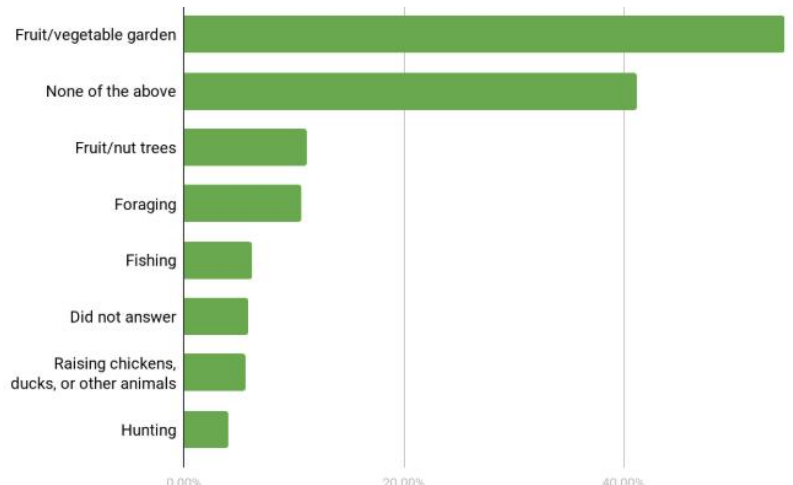
30.4% of respondents were unaware that wasted food in the landfill is a large contributor to climate change and **43.9% indicated that they had limited knowledge on how to compost**, indicating an educational opportunity within the county around food waste. Other major barriers to composting were lack of space to self-manage and lack of options to deliver/drop off food scraps.

CLIMATE CHANGE/ LAND CONSERVATION

94.4% of survey participants responded that they would support expanding programs and funding to preserve farmland in Allegheny county.

83% of respondents said they were concerned or very concerned about the impact of climate change within the region.

Does your household produce its own food in any of the following ways?

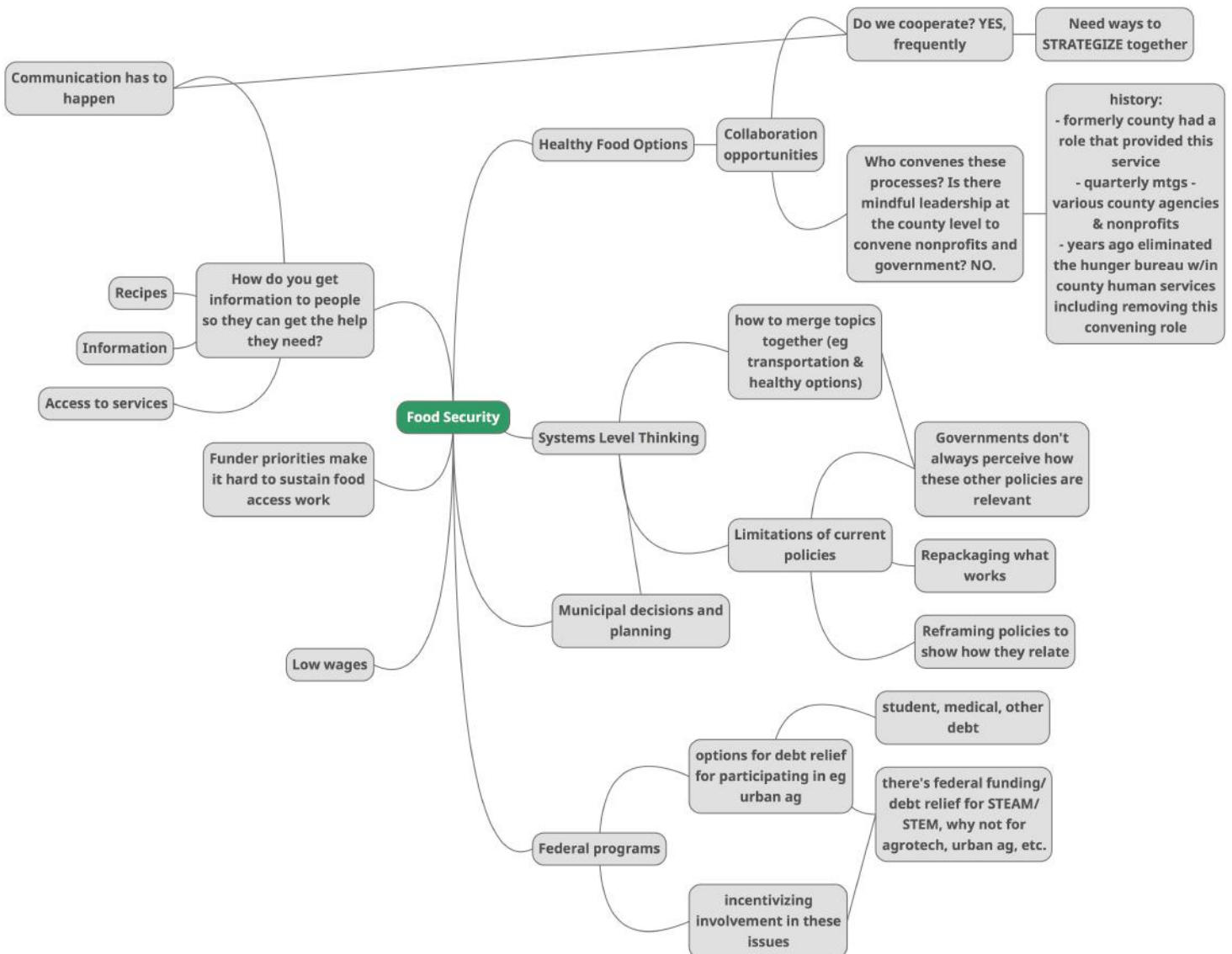


STAKEHOLDER ROUNDTABLES: SUMMARY OF FINDINGS

Seven stakeholder roundtable conversations were convened on the topics listed to the right, with an average of 10 participants per conversation. Unlike the other inputs, the roundtables did not produce independent, reportable outcomes. Instead, these conversations focused on reviewing the data gathered in the food policy audit, State of the Food System Report and community engagement meetings, determining what gaps, if any, existed, and developing draft recommendations for the final plan. Concept-mapping was used as a tool to capture conversation during these roundtables, an example of which can be seen below.

ROUNDTABLE TOPICS

1. Composting
2. Growing
3. Transportation
4. Local Food Systems Infrastructure
5. Retail - Grocery
6. Food Security
7. Food Business



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PUBLIC COMMENT OVERVIEW

The PFPC held a 30-day public comment period to ensure the accuracy and relevance of the GPFAP. This allowed stakeholders and community members to submit comments, questions, or concerns regarding the Plan prior to its official publication. A Google Form was created and gave respondents the change to leave very detailed, specific comments regarding recommendations and strategies as well as general comments. The survey also asked participants if there were any strategies they were currently working on or would be interested in implementing.

The Plan and link to the Google Form was shared with stakeholders mentioned in the Plan, people who attended roundtables or engagement sessions, and the full PFPC membership. Those who received a direct form of outreach were encouraged to share the plan and form with people in their network. The public comment period was also advertised on Facebook and the GPFAP website.

Over the 30 day period, the PFPC received a total of 15 comments, 11 submissions through the Google Form and four comments submitted by email. The Project core responded to comments and made a number of edits based on feedback received.

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DOCUMENT GUIDE

There are three levels of information provided in the plan: Goals, Recommendations, and Strategies.

- There are five total Goals which provide the overall structure and framework for the vision of the plan.
- Each Goal includes 3 to 15 Recommendations (listed on pages 18 and 19), all listed under their corresponding Goal.
- For each Recommendation, there are specific Strategies that detail various ways the recommendation can be achieved.



OVERVIEW OF PLAN RECOMMENDATIONS

Based on the information gathered throughout the GPFAP process, we have developed a list of recommendations to strengthen the food system in Allegheny County. The recommendations are organized by the five goals of the GPFAP, and each recommendation includes specific, targeted strategies. Some of these strategies are directed towards policy makers at federal, state, or local levels, some identify research needs, and some outline programmatic opportunities.

GOAL 1. Enhance coordination and communication among existing food systems' resources and agencies.

Recommendations:

- 1.1** Increase the leadership capacity of local government to address food systems challenges.
- 1.2** Identify existing and create new funding mechanisms to support regional food systems development.
- 1.3** Strengthen the capacity of Pittsburgh Food Policy Council to serve as backbone organization to implement the Greater Pittsburgh Food Action Plan.

GOAL 2. Center the roles of equity, sustainable agriculture and environmental stewardship in a healthy food system.

Recommendations:

- 2.1** Improve access to land and capital for farmers, including new and beginning farmers and farmers of color.
- 2.2** Make education, training and mentorships available for beginning and seasoned farmers.
- 2.3** Promote and incentivize conservation practices and soil health.
- 2.4** Conduct municipal waste audits.
- 2.5** Advocate for legislation to support a reduction in food waste.
- 2.6** Support business and institutional efforts to divert food waste into compost.
- 2.7** Provide compost education and support to the general public.
- 2.8** Support household efforts to divert food waste into compost.
- 2.9** Increase the numbers of edible trees and native plants on city and county public land.

GOAL 3. Support a robust regional food economy that benefits all

Recommendations:

- 3.1** Streamline resources and support available to food entrepreneurs.
- 3.2** Work with lenders to create new opportunities to support small scale food entrepreneurs.
- 3.3** Support food entrepreneurs from historically marginalized communities.
- 3.4** Encourage restaurants to adopt sustainable practices.
- 3.5** Reduce barriers to food safety regulatory compliance for growers and value added producers.
- 3.6** Provide support for increased capacity, operations, and communication for farmers markets.
- 3.7** Advance farm viability, sales & marketing.
- 3.8** Increase connections between growers and buyers.
- 3.9** Expand processing capacity in the region.
- 3.10** Leverage the power of institutional procurement to strengthen our regional food system.
- 3.11** Improve sourcing infrastructure for smaller grocers.
- 3.12** Provide public resources to small retail businesses that provide healthy food.
- 3.13** Protect and expand food systems worker rights in the State of Pennsylvania.
- 3.14** Invest in food systems workforce development infrastructure.
- 3.15** Increase our region's capacity to conduct rigorous, relevant food systems research.

GOAL 4. Improve food security and public health by increasing availability and accessibility of nutritious, high-quality, affordable and locally sourced food.

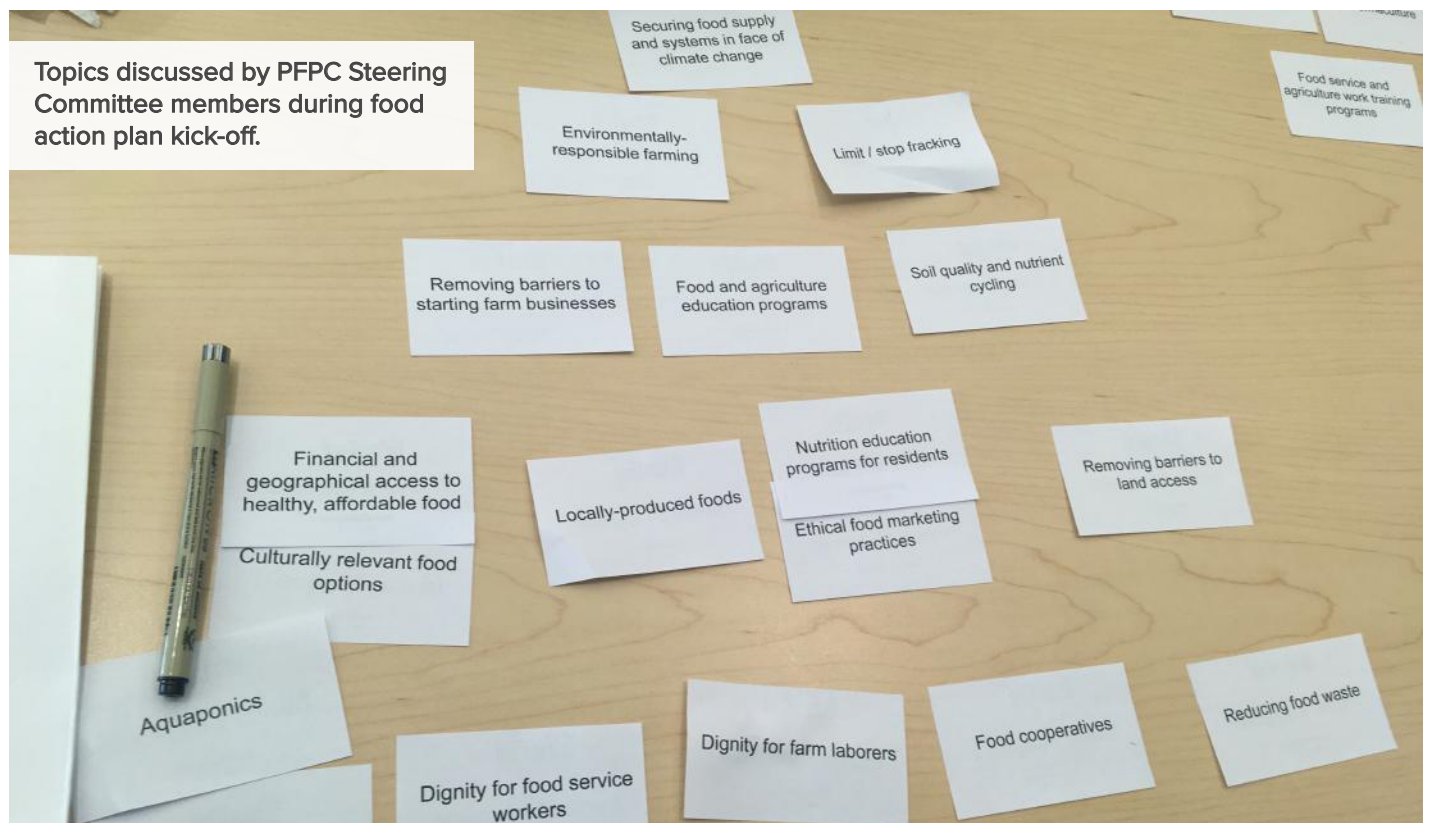
Recommendations:

- 4.1 Improve food retail environment in communities experiencing food apartheid.
- 4.2 Increase the ability of food pantries to meet the needs of their clients.
- 4.3 Work with schools to increase access to healthy food for children and families.
- 4.4 Improve quality and availability of food offered through child nutrition programs.
- 4.5 Advocate for strengthening and expanding the Supplemental Nutrition Assistance Program.
- 4.6 Advance food security through prioritizing equity in the planning, development, and funding of public investments.
- 4.7 Reduce cost and increase accessibility of public transportation.
- 4.8 Improve partnerships and communication capacity of municipal governments to connect residents to community food services.
- 4.9 Explore opportunities to disincentivize the purchasing of sugary beverages.

GOAL 5. Build community power based on the principle of food sovereignty for all residents.

Recommendations:

- 5.1 Build food sovereignty and food democracy.
- 5.2 Promote dignity and fairness across our food system for all.
- 5.3 Elevate the voice and build power of food systems workers in our region.
- 5.4 Work to ensure the right to clean air and water for all citizens.
- 5.5 Create opportunities for community celebrations of food.
- 5.6 Increase local government support for community and backyard gardens.
- 5.7 Improve coordination, collaboration, and training of food education program providers.
- 5.8 Expand food systems literacy throughout the County.



GOAL

1

Enhance coordination and communication among existing food systems' resources and agencies.

RECOMMENDATION 1.1 — Increase the leadership capacity of local government to address food systems challenges.

STRATEGY 1.1.1: Identify key existing positions in local government that oversee food systems issues.

Our public sector has a demonstrated commitment to advancing our food system and addressing its challenges. To increase transparency and coordination, it is necessary to identify where work is already happening within local government.

STAKEHOLDERS

Public sector: Allegheny County, City of Pittsburgh

Contributors: Pittsburgh Food Policy Council

CURRENT STATUS

Community Food Strategies in North Carolina has developed a tool as a model highlighting the role of local government in their food system.

NEXT STEPS

Develop tool that clearly identifies the roles of local government in our food system.

Utilize tool to reframe the role of government to lead food systems advancement.

POTENTIAL EVALUATION MEASURES:

1. Does the tool exist? [Yes/No]

1a. Number of key government roles identified by the tool.



Kretschmann's Farm (left) and Grow's Pittsburgh's Braddock Farm (right).

STRATEGY 1.1.2: Create a full time Food Systems Coordinator position within County government.

Many County agencies touch on aspects of the food system, but lack staff capacity, clear authority and a regular mechanism for coordinating efforts.

STAKEHOLDERS

Public sector: Allegheny County

Contributors: Pittsburgh Food Policy Council

CURRENT STATUS

Columbus Ohio and Franklin County developed a City-County Local Food Board after completing their Food Action Plan. Other cities, such as Baltimore, have full-time staff dedicated to food policy.

NEXT STEPS

- Identify areas of overlap with the food system among county-level agencies.
- Meet with county leadership to develop proposal.
- Present proposal to relevant audiences.

POTENTIAL EVALUATION MEASURES:

1. Has a proposal for a position been developed? [Yes/No]
2. Has the proposal been presented to relevant audiences? [Yes/No]
3. Was a position established based on the proposal? [Yes/No]

STRATEGY 1.1.3: Create a full time Food Systems Coordinator position within City government.

Many City agencies touch on aspects of the food system, but lack staff capacity, clear authority and a regular mechanism for coordinating efforts.

STAKEHOLDERS

Public sector: City of Pittsburgh

Contributors: Pittsburgh Food Policy Council

CURRENT STATUS

Columbus Ohio and Franklin County developed a City-County Local Food Board after completing their Food Action Plan. Other cities, such as Baltimore, have full-time staff dedicated to food policy.

NEXT STEPS

- Identify areas of overlap with the food system among city-level agencies.
- Meet with city leadership to develop proposal.
- Present proposal to relevant audiences.

POTENTIAL EVALUATION MEASURES:

1. Has a proposal for a position been developed? [Yes/No]
2. Has the proposal been presented to relevant audiences? [Yes/No]
3. Was a position established based on the proposal? [Yes/No]

STRATEGY 1.1.5: Support the development of a statewide Pennsylvania Food Policy Council

The creation of a Pennsylvania Food Policy Council would increase multisectoral collaboration throughout the state. A proposed structure for this entails the establishment of two separate bodies. One, a Pennsylvania Food Systems Advisory Council, would consist of Governor-appointees representing government and non-government food system sectors. Two, a Pennsylvania Food Policy Council, would be a multisectoral network of community-based state and local food representatives.

This structure would ensure that community-centered collaboration is represented, housed, and able to operate outside of government and can endure changes in administration, legislature, and political will through the Pennsylvania Food Policy Council. At the same time, the Pennsylvania Food Systems Advisory Council, would allow for a statewide team to support food policy initiatives, reflecting current administration priorities and advancing recommendations that strengthen healthy food for all Pennsylvanians through Pennsylvania agriculture, local food systems, and local economies. These two Councils will coordinate, evaluate, and communicate food issues to stakeholders throughout the Commonwealth. They will specifically focus priorities to support and continually improve upon a healthy, fair and sustainable food system for all Pennsylvanians.

STAKEHOLDERS

Public sector: Pennsylvania Departments of Agriculture, Education, Health and Human Services

Contributors: Erie Food Policy Advisory Council, Lehigh Valley Food Policy Council, Philadelphia Food Policy Advisory Council, Pittsburgh Food Policy Council, York County Food Alliance

CURRENT STATUS

A Food Policy Council Exploration Team brought together food policy councils, key state government officials and other food systems stakeholders to assess the need for and give shape to a proposal for a statewide food policy council. This group convened nearly 300 food systems stakeholders from across the state to inform the proposal, which has been shared with the Pennsylvania Governor's office for feedback. While the COVID-19 pandemic underscores the need for increased communication and coordination, further development of a Pennsylvania Food Policy Council has been paused.

NEXT STEPS

- Convene a multisectoral, geographically inclusive launch team tasked with setting a calendar for 1-2 year(s) of goals and activities.
- Coordinate with the office of the Pennsylvania Secretary of Policy and Planning and the Governor's Office to determine structure, membership, and criteria for the Pennsylvania Food Systems Advisory Council.
- Establish communications infrastructure for the Pennsylvania Food Policy Council.
- Develop a budget and fundraising plan to stabilize the Pennsylvania Food Policy Council that would cover the cost of backbone support and coordination, activities and communications.
- Host the first Pennsylvania Food Policy Council convening.

POTENTIAL EVALUATION MEASURES:

Has a launch team come together and determined action steps? [Yes/No]

1a. Has a calendar of goals and activities for 1-2 years been established? [Yes/No]

Have the structure, membership, and criteria for the Pennsylvania Food Systems Advisory Council been established? [Yes/No]

Have communications infrastructure, such as a listserv, Facebook page and/or website been created for the Pennsylvania Food Policy Council? [Yes/No]

Have a budget and fundraising plan for the Pennsylvania Food Policy Council been developed?

Has the Pennsylvania Food Policy Council hosted its first convening? [Yes/No]

RECOMMENDATION 1.2. — Identify existing and create new funding mechanisms to support regional food systems development.

STRATEGY 1.2.1: Develop resource of funding opportunities relevant to food systems development.

Diverse funding streams exist, including from federal and state governments and a variety of private foundations. While opportunities are circulated, there is limited coordination around the opportunities that are available.

STAKEHOLDERS

Contributors: Pittsburgh Food Policy Council, Pittsburgh Food Policy Council member organizations

CURRENT STATUS

No work has been done to date to categorize funding sources to support local food systems development.

NEXT STEPS

- Reach out to stakeholders to assemble working team.
- Develop list of currently utilized funding sources.
- Research other available funding sources.
- Create mechanism to encourage partnerships in seeking funding.
- Develop plan for distribution and utilization of the funding list.

POTENTIAL EVALUATION MEASURES:

1. Has a list of funding resources been generated? [Yes/No]
2. Has a plan for distribution of the list been created? [Yes/No]

Once resource is available:

1. Change over time in number of applications submitted to funding sources on the list from our region [Number. Requires a baseline. May be difficult to collect.]
2. Page views of resource list [Number]



The Bhutanese Association of Greater Pittsburgh hosts Pennsylvania Secretary of Agriculture Russell Reading and Wasi Mohammed from the Pennsylvania Commission on Asian Pacific American Affairs at the Mt.Oliver Community Garden

STRATEGY 1.2.2: Create a transparent and inclusive mechanism to catalyze financial support to advance strategies outlined in the Greater Pittsburgh Food Action Plan.

The Greater Pittsburgh Food Action Plan is intended to bring clarity to strategies, identify priorities and accelerate the advancement of our food system. It is the aim of this project also to use the collective power built to increase support (public, private, in-kind, etc) to advance the strategies identified.

STAKEHOLDERS

Public sector: Allegheny County, City of Pittsburgh

Contributors: Pittsburgh Food Policy Council member organizations, Pittsburgh Food Policy Council Steering Committee

CURRENT STATUS

No grant applications have yet leveraged the findings from the Greater Pittsburgh Food Action Plan. The intention of the GPFAP is to utilize this collective effort to leverage support to key stakeholders and strategy leads for successful implementation.

NEXT STEPS

- Steering Committee of the Pittsburgh Food Policy Council to develop mechanism.
- Pittsburgh Food Policy Council to advertise this opportunity to member organizations.
- Organizations interested in partnering with the Pittsburgh Food Policy Council or referencing the GPFAP should contact the Pittsburgh Food Policy Council.

POTENTIAL EVALUATION MEASURES:

- 1a. Has a mechanism been created? [Yes/No]
- 1b. Has this mechanism had input from diverse stakeholders?[Yes/No]
2. Has the Pittsburgh Food Policy Council made this mechanism available to member organizations, partners, and other potential stakeholders? [Yes/No]
3. Number of funding applications developed through this mechanism [Number]
4. Amount of money secured through applications developed through this mechanism [Amount in dollars]



STRATEGY 1.2.3: Advocate for increased public investment in food systems development.

More stable and secure public funding for food systems infrastructure is necessary in order to build a stable and just local food system.

STAKEHOLDERS

Public sector: Allegheny County, City of Pittsburgh, Pennsylvania Department of Agriculture, Pennsylvania State Legislature

Contributors: Penn State Extension, Pittsburgh Food Policy Council

CURRENT STATUS

The first Pennsylvania Farm Bill, passed in 2019, allocated funding for a variety of programs, including urban agriculture, meat and dairy processing, education, and others.

Recent regional discussions of the Green New Deal framework and related public policies have highlighted their intersection with food systems.

NEXT STEPS

- Advocate for the PA Farm Bill.
- Advocate for other funding commitments from City and County governments, potentially by sharing best practice funding options from other counties/cities.

POTENTIAL EVALUATION MEASURES:

1. Number of advocacy programs or campaigns developed in support of the PA Farm Bill [Number]
2. Number of advocacy programs or campaigns in support of funding commitments for food systems from municipal and county governments [Number]
3. Amount of money committed from various government agencies to funding food systems development. [Amount in dollars. This amount cannot be attributed solely to implementation of the strategy.]

PFPC staff and member organizations visit the state capital in Harrisburg to lobby for the first ever Pennsylvania Farm Bill. Pictured from left to right Karen Gardner (National Young Farmers Coalition), Dawn Plummer (PFPC), Pomaj Chakmam Jahalaji (Black Urban Gardeners and Farmers of Pittsburgh Coop), Karlin Lamberto (PFPC), Hannah Smith-Brubaker (Pennsylvania Association of Sustainable Agriculture).



RECOMMENDATION 1.3. — Strengthen the capacity of Pittsburgh Food Policy Council to serve as backbone organization to implement the Greater Pittsburgh Food Action Plan.

STRATEGY 1.3.1: Secure financial support to facilitate implementation of the Greater Pittsburgh Food Action Plan.

Dedicated staff will be needed to support the coordination, communications, and logistical work necessary to advance the recommendations put forward in the Greater Pittsburgh Food Action Plan.

STAKEHOLDERS

Contributors: Pittsburgh Food Policy Council

CURRENT STATUS

The Pittsburgh Food Policy Council received funding in 2017 to lead the effort to develop a Greater Pittsburgh Food Action Plan.

NEXT STEPS

- Develop staffing plan and budget through a transparent process that engages Pittsburgh Food Policy Council members.
- Secure long-term funding commitments from a diversity of revenue sources including public funding, foundation grants, gifts, and earned revenue.

POTENTIAL EVALUATION MEASURES:

1. New funding for Pittsburgh Food Policy Council committed to implementation [Number in dollars]
2. Staff effort dedicated to GPFAP implementation [Number in FTEs?]

STRATEGY 1.3.2: Strengthen communications infrastructure to advance implementation of the Greater Pittsburgh Food Action Plan

We have much work to do in our region to understand systemic roots of current challenges, disparate lived experiences and to lift up solutions. Also, while our networks have a broad reach, there is significant opportunity to create deeper connections in order to maximize impact.

STAKEHOLDERS

Contributors: Pittsburgh Food Policy Council

CURRENT STATUS

The Pittsburgh Food Policy Council will launch a communications committee in 2020 that will develop a strategy and approach for improving communication and coordination.

NEXT STEPS

- Formalize Pittsburgh Food Policy Council Communications Committee.
- Define scope of work.

POTENTIAL EVALUATION MEASURES:

1. Does an inclusive Communications Committee exist? [Yes/No]
2. Has a scope of work been created? [Yes/No]

The Pittsburgh Food Policy Council staff in City Council chambers for Proclamation of Pittsburgh Food Day.



STRATEGY 1.3.3: Research best practices for institutionalizing relationships between the Pittsburgh Food Policy Council and local government agencies.

The PFPC has a long history of collaboration with local government partners, including the City and County partners who have aided in the development of the Greater Pittsburgh Food Action Plan. To date, these collaborations have all been project based. Establishing more formal relationships will lead to greater collaboration and impact.

STAKEHOLDERS

Public Sector: Allegheny County, City of Pittsburgh

Contributors: Pittsburgh Food Policy Council

CURRENT STATUS

The Pittsburgh Food Policy Council currently has two ex-officio seats for government representatives on the Steering Committee.

NEXT STEPS

- Research the relationship between food policy councils and governments in other cities.
- Develop a proposal.
- Share proposal with relevant authorities.
- Implement proposal.

POTENTIAL EVALUATION MEASURES:

1. Has a research report on food policy council-government relationships been generated? [Yes/No]
2. Proposal:
 - 2a. Developed?[Yes/No]
 - 2b. Shared?[Yes/No]
 - 2c. Implemented? [Yes/No]
3. Number of local governments, departments and agencies integrated [Number; List]

GOAL 2

Center the roles of equity, sustainable agriculture and environmental stewardship in a healthy food system

RECOMMENDATION 2.1 — Improve access to land and capital for farmers, especially new and beginning farmers and farmers of color.

STRATEGY 2.1.1: Utilize a buy, protect, lease strategy to make farmland available to farmers at affordable rates.

Development pressure has resulted in a reduction in the availability of high quality agricultural land and an increase in the cost of land, making it difficult for farmers to access and afford land. Structural racism has and continues to increase these barriers for farmers of color. For some farmers, long-term lease models provide the best opportunity for accessing desirable land for cultivation.

STAKEHOLDERS

Public Sector: Pittsburgh Urban Redevelopment Authority

Contributors: Allegheny County Conservation District, Allegheny Land Trust, Western PA Conservancy, Three Rivers Agricultural Land Initiative

CURRENT STATUS

Currently, the Western Pennsylvania Conservancy Farmland Initiative Program, Three Rivers Agricultural Land Initiative, and the PA Farmland Preservation Program programs all work to address land access challenges.

NEXT STEPS

- Advocate for additional funding and resources for existing programs.
- Connect farmers to existing programs and opportunities.
- Increase awareness of farm leasing opportunities among new and beginning farmers and connect farmland leasing initiatives with young farmer and farm apprenticeship networks.

POTENTIAL EVALUATION MEASURES:

1. Was an advocacy campaign or campaigns executed? [Yes/No]
2. Was an education and awareness campaign among farmers executed? [Yes/No]
3. Number of farmers connected to existing programs annually [Number] (No baseline data currently available; extant programs may be able to provide information that allows a baseline to be created.)



STRATEGY 2.1.2: Pay farmers to permanently protect existing farmland with easements.

Allegheny County lost 5,867 acres of farmland between 2012 and 2017. Farmland preservation makes it easier for farmers to pay off loans and mortgages, plan for transition to the next generation, and afford modernization or adaptation of farming operations while permanently protecting the land from development. In addition, 94.43% of GPFAP survey respondents indicated they support expanding farmland preservation in Allegheny County.

STAKEHOLDERS

Contributors: Allegheny County Conservation District (Farmland Preservation Program), Allegheny Land Trust, Pennsylvania Land Trust Association, Western Pennsylvania Conservancy

CURRENT STATUS

The Allegheny County Farmland Preservation program is administered by the Allegheny County Conservation District. The program contains 2 parts: purchasing conservation easements from local farmers and creating agricultural security areas, which are municipal based and must occur before a farm can be preserved.

NEXT STEPS

- Advocate for more resources towards existing programs.
- Connect farmers to existing programs and opportunities.

POTENTIAL EVALUATION MEASURES:

1. Develop a targeted increase in preserved farmland in Allegheny County [Acreage increase over baseline]
- 2a. Does a promotional program exist for this targeted increase? [Yes/No]
- 2b. Does an advocacy program exist for this targeted increase? [Yes/No]
3. Community awareness of program [Survey]



STRATEGY 2.1.3: Provide incentives for sales of farmland to new and beginning farmers and farmers of color.

Selling farmland for continued agricultural use is often less profitable than selling for other uses. Incentives can help to mitigate the loss of farmland and ensure more land stays in agricultural use. Discriminatory lending practices from the USDA have resulted in black operated farms accounting for only 4.7 million acres of farmland, or .5% of the U.S. total.

STAKEHOLDERS

Public Sector: Pennsylvania Department of Agriculture, United States Department of Agriculture

Contributors: National Young Farmers Coalition

CURRENT STATUS

A Beginning Farmer Tax Credit was passed in spring of 2019, providing a tax credit to agricultural land and asset owners who sell or lease to beginning farmers. The Pennsylvania Department of Community and Economic Development is implementing the tax credit and has not yet released the applications. Additionally, the PA Farm Bill created a real estate transfer tax exemption for sales of land to beginning farmers. Expanding on these opportunities as well as promoting financing for buyers will increase farmer to farmer sales.



PFPC Emerson Hunger Fellow Mariama Badjie and Qaadir Anderson at the Sankofa Village Community Garden.

NEXT STEPS

- Work with ag associations and the PA Department of Agriculture to codify real estate transfer tax exemption as a permanent benefit.
- Increase financial incentives for new farmers.

POTENTIAL EVALUATION MEASURES:

1. Use state-level measures of Beginning Farmer Tax Credit participation & PA Farm Bill transfer tax exemption programs to understand initial impact of these programs.

STRATEGY 2.1.4: Create a central source of information on farmland availability and funding opportunities for farmers.

A variety of resources and information are available, but are scattered and can be difficult to navigate. A centralized information hub would save time and make opportunities more well known.

STAKEHOLDERS

Public Sector: Pennsylvania Department of Agriculture

Contributors: National Young Farmers Coalition, PA Farm Link, Pennsylvania Association for Sustainable Agriculture, Pittsburgh Food Policy Council

CURRENT STATUS

No centralized hub currently exists. Some available resources include: PA Farm Link, which allows property owners to list land for a fee; the PA Dept of Ag Farm Vitality Planning Program; and the Preserved Farm Resource Center.

NEXT STEPS

- Research existing models for this type of information hub.
- Meet with relevant stakeholders to identify available resources and capacity.
- Identify lead organization.

POTENTIAL EVALUATION MEASURES:

1. Was a report on existing models created? [Yes/No]
2. Have stakeholders been identified and convened? [Yes/No]
3. Current status of information hub?

Once hub exists:

- 4a. Consider web analytics to understand use patterns
- 4b. Consider post-use surveys of hub visitors to understand qualitative response to hub

STRATEGY 2.1.5: Improve public awareness of and outreach for various land access programs within and outside of Pittsburgh.

Adopt-A-Lot, Farm-A-Lot and other programs exist, but often residents are unaware of these programs, their process, and land availability. In the GPFAP Survey, 42.6% of respondents reported limited access to land was a barrier preventing them from growing food.

STAKEHOLDERS

Public Sector: City of Pittsburgh, Pittsburgh Urban Redevelopment Authority

Contributors: Congress of Neighboring Communities, Grow Pittsburgh, Pittsburgh Food Policy Council

CURRENT STATUS

While the City's Adopt-A-Lot program has grown over time, there remains an abundance of underutilized land. Less work has been done in municipalities outside of Pittsburgh to develop robust land access programs.

NEXT STEPS

- Define growth goals for existing programs.
- Determine increased capacity necessary to meet goals.
- Develop a plan for outreach and promotion of programs.
- Build connections between adopt-a-lot and community resources, such as the Garden Resource Center.

POTENTIAL EVALUATION MEASURES:

1. Baselines for public awareness should be established.
2. Existing program growth over a defined time period [Annual tracking]
- 3a. Does a plan for outreach and promotion exist? [Yes/No]
- 3b. What is the status of plan execution?
- 3c. If the plan has been executed, what were the outcomes? [Requires outcomes measures of plan to be well-defined]

STRATEGY 2.1.6: Provide longer term land access via transition from Adopt-A-Lot or local incubators like the Hilltop Urban Farm to Farm-A-Lot.

Short term leases through Adopt-A-Lot Program discourage lease holder sweat equity and financial investments in properties.

STAKEHOLDERS

Public Sector: City of Pittsburgh, Pittsburgh Urban Redevelopment Authority

Contributors: Grow Pittsburgh, Hilltop Urban Farm, Pittsburgh Food Policy Council

CURRENT STATUS

The Urban Redevelopment Authority developed the Farm-A-Lot program in 2017 with the assistance of the Pittsburgh Food Policy Council's Urban Ag Working Group. Transitioning projects from Adopt-A-Lot to Farm-A-Lot was identified as a strategy that has yet to be developed.

NEXT STEPS

- Reconnect with the URA regarding the goals and future of this program.
- Establish a list of Adopt-A-Lot leases that want to transition.

POTENTIAL EVALUATION MEASURES:

Evaluation measures for this strategy may be based on outcomes evaluations of City of Pittsburgh, URA, and Hilltop Urban Farm programs.

STRATEGY 2.1.7: Work with municipalities to support zoning and municipal code changes that allow agricultural activities in places that do not have the right to farm established.

University of Pittsburgh Institute of Politics and the Allegheny County Conservation District formed the Urban Agriculture Special Committee to develop a guide to explain the benefits of urban agriculture and how to add permissive language to existing zoning ordinances. The report, Urban Agriculture: A Guide for Municipalities was published in October of 2017.

STAKEHOLDERS

Contributors: Allegheny County Conservation District, Allegheny League of Municipalities, Council Of Governments, The Congress of Neighboring Communities

CURRENT STATUS

The Municipal guide that was created has been shared with each municipality within the County. To date, two have used it to make adjustments to their zoning.

NEXT STEPS

- Review previous outreach.
- Create an updated outreach plan that includes more stakeholders.
- Present at relevant conferences and events.

POTENTIAL EVALUATION MEASURES:

1. Has an updated outreach plan been created? [Yes/No]
2. How many events and conferences have had a presentation or poster about the guide? [Number]
3. How many municipalities in the county have adopted or are in the process of adopting urban agriculture codes based on the guide? [Number]

STRATEGY 2.1.8: Research mechanisms to improve access to capital for farmers.

Farming is a capital intensive business, requiring significant investments in equipment and infrastructure to start or maintain any operations. As such, one of the biggest challenges for all farmers, especially farmers of color, is access to capital.

STAKEHOLDERS

Public Sector: Pennsylvania Department of Agriculture

Contributors: Allegheny County Conservation District, farmers, National Young Farmers Coalition, Penn State Extension, Pennsylvania Association for Sustainable Agriculture, Pittsburgh Food Policy Council

CURRENT STATUS

Traditional finance mechanisms with strict guidelines are often not appropriate or overly restrictive for farmers. No research has been done in our region to consider the development of alternative financing mechanisms.

NEXT STEPS

- Convene stakeholders to outline scope of research.
- Conduct research and draft proposals.
- Share research findings and proposals with relevant audiences.

POTENTIAL EVALUATION MEASURES:

1. Have stakeholders been convened [Yes/No]
2. Has research been conducted [Yes/No]
3. Have proposals been drafted? [Yes/No]
4. Have proposals been shared with relevant audiences? [Yes/No]

RECOMMENDATION 2.2 — Make education, training and mentorships available for beginning and seasoned farmers.

STRATEGY 2.2.1: Support and expand existing farmer training and mentorship opportunities including business planning and financial management.

Farmers in our region have clearly stated a need for ongoing educational opportunities on marketing, aggregation, labor, and distribution. This need for training is expressed at every level: exploring, planning, start-up, journey person, and veteran.

STAKEHOLDERS

Public Sector: Pennsylvania Department of Agriculture

Contributors: Farmers, Grow Pittsburgh, Hilltop Urban Farm, PA Wagn, Penn State Extension, Pennsylvania Association for Sustainable Agriculture

CURRENT STATUS

There is an insufficient exchange of information and learning experiences among farmers, especially between generations, that leads to knowledge loss.

There are a number of mentor/apprenticeship opportunities that exist such as the PASA Vegetable Farmer Apprenticeship, Hilltop Farmer Incubator Program, Grow Pittsburgh New Farmer Training program, informal apprenticeships on farms, and Penn State Extension courses. Increasing the capacity of these programs would help meet the growing need for farmer education.

NEXT STEPS

- Identify opportunities for collaboration between existing programs.
- Identify populations served by existing programs, and gaps that currently exist.
- Develop ways to meet identified gaps.
- Create appropriate training opportunities that speak to each stage of farm development and a forum for sharing knowledge and lessons learned in an ongoing way.

POTENTIAL EVALUATION MEASURES:

- 1a. Has a gap analysis report on current programs been produced? [Yes/No]
 - 1b. Does a plan exist for addressing identified gaps? [Yes/No]
- Evaluation measures for this strategy may be based on outcomes evaluations for existing and newly created programs.



STRATEGY 2.2.2: Bridge gap between existing training programs and land access opportunities.

Farmers who complete mentorship and training opportunities often face difficulty acquiring land to begin their own farming businesses.

STAKEHOLDERS

Public Sector: Pennsylvania Department of Agriculture

Contributors: Allegheny County Conservation District, Allegheny Land Trust, Bidwell Training Center, Grow Pittsburgh, Penn State Extension, Pennsylvania Association for Sustainable Agriculture, Western Pennsylvania Conservancy

CURRENT STATUS

While farm apprenticeship and land access programs exist, they are independent of one another and not intertwined in terms of programming. The next step is to encourage connectivity between programs by making land access a part of an apprenticeship curriculum, effectively integrating land access opportunities and programs into apprenticeship programs.

NEXT STEPS

- Convene stakeholders to identify best ways to integrate.

POTENTIAL EVALUATION MEASURES:

1. Were stakeholders convened to identify integration needs and goals? [Yes/No]
2. Were needs and goals identified? [Yes/No]
3. What is the status of a plan or program to address the needs and goals?



Robert Grey of Grow Pittsburgh in a high tunnel at Braddock Farms.



Pomaj Chakmam Jahalaji (Black Urban Gardeners and Farmers of Pittsburgh Coop), Nick Lubecki (Grow Pittsburgh), and Dawn Plummer (PFPC) attend Ag Progress Days in Harrisburg.

STRATEGY 2.2.3: Create a “new farmer pipeline” to connect training opportunities across a farmers lifespan.

There are programs that offer farm based training and education to young children, high school aged youth, early adults, and offer professional development, but there is a lack of infrastructure to connect them in meaningful ways. These connections should be developed with a focus on racial equity to reduce barriers faced by farmers of color.

STAKEHOLDERS

Public Sector: Pennsylvania Department of Agriculture

Contributors: Bidwell Training Center, Braddock Youth Project, Grow Pittsburgh, Operation Better Block, Penn State Extension, Pennsylvania Association for Sustainable Agriculture, Pennsylvania Vegetable Growers Association, Sankofa Village Community Garden

CURRENT STATUS

Collaborations between many of these stakeholders are commonplace. The new farmer pipeline was identified as a way to deepen these collaborations, but has not yet been formally established.

The Pennsylvania Departments of Agriculture and Education have established a Commission for Agricultural Education Excellence to identify the current status and future needs for agricultural education in Pennsylvania. The Commission has put forward recommendations to increase children’s exposure to agricultural education, empower the leaders providing agricultural education, and align educational systems with industry needs.

NEXT STEPS

- Convene stakeholders to determine interest and capacity.
- Outline opportunities to integrate connections between programs.

POTENTIAL EVALUATION MEASURES:

- 1a. Have case studies of students/new-farmers transitioning from one stage/program to other stages been created? [Yes/No]
- 1b. Have programmatic changes or plans been developed to address lessons learned from the case studies?
- 1c. What is the status of these programs or plans?

STRATEGY 2.2.4: Expand reach and scope of the Pittsburgh Urban Growers Professional Development Scholarship fund.

The urban growers scholarship fund creates opportunities to invest in the development of growers and communities advancing food sovereignty by increasing individual and collective capacity to produce food. Strengthening this scholarship to provide more professional development opportunities to urban growers will expand social justice in Pittsburgh via increased food access and community well being in communities that experience food apartheid.

STAKEHOLDERS

Public Sector: Pennsylvania Department of Agriculture

Contributors: Allegheny County Conservation District, East End Food Coop, Grow Pittsburgh, Pennsylvania Association for Sustainable Agriculture, Pittsburgh Food Policy Council

CURRENT STATUS

The Pittsburgh Urban Growers Professional Development Scholarship fund has been in place for two years. The modest fund has been supported by revenue raised from the Pittsburgh Urban Farm Tour, a few small fundraisers, and donations from contributing organizations. The scholarship has supported 9 professional development opportunities for urban ag practitioners as well as travel for 18 youth to attend the first ever Youth Summit as part of the 2019 Pennsylvania Association for Sustainable Agriculture Conference.

NEXT STEPS

- Research and apply for ways to fund this scholarship.
- Develop and implement communication plan to raise awareness of scholarship for applicants and donors.

POTENTIAL EVALUATION MEASURES:

1. Have additional funds been applied to for this scholarship [Yes/No]
2. Has a communications plan been:
 - a. Developed? [Yes/No]
 - b. Implemented? [Yes/No]
3. Number of opportunities funded and participant testimony.



Grow's Pittsburgh's Braddock Farm

RECOMMENDATION 2.3 — Promote and incentivize conservation practices and soil health.

STRATEGY 2.3.1: Promote improved soil quality by creating a peer-reviewed certification mechanism for nutritious, regenerative soil.

Regenerative agriculture allows farmers to be able to maintain high yields and produce nutrient dense crops despite climate change shocks such as drought and flooding.

STAKEHOLDERS

Public Sector: Pennsylvania Department of Agriculture

Contributors: Farmers, National Young Farmers Coalition, Pennsylvania Association for Sustainable Agriculture

CURRENT STATUS

The Rodale Institute has developed standards for a regenerative organic certification.

NEXT STEPS

- Gather information about existing models.
- Outreach to local growers to establish a level of interest/willingness to participate.
- Establish a working team and develop proposals.
- Explore opportunities to provide financial incentives for farmers that meet certification standards.

POTENTIAL EVALUATION MEASURES:

1. Has a report on existing models been generated? [Yes/No]
- 2a. Has an analysis of local interest among growers been generated? [Yes/No]
- 2b. Have actions been developed based on interest levels? [Yes/No]. Actions will require outcomes-based evaluation measures.

STRATEGY 2.3.2: Increase public awareness of soil testing services.

Urban soils in particular have high levels of contaminants and poor nutrient levels. In fact, 15% of GPFAP survey respondents reported that contaminated soils were a barrier to growing more food. As backyard growing increases it is critical that residents do soil testing before growing food for themselves and their families. Increased awareness of this issue is critically important in order to protect public health.

STAKEHOLDERS

Contributors: Allegheny County Conservation District, Grow Pittsburgh, Penn State Extension

CURRENT STATUS

There are several options and opportunities for soil testing but outreach needs to be expanded to reach more residents throughout Allegheny County.

NEXT STEPS

- Create a central resource for soil testing opportunities and information.
- Share resource with residents.

POTENTIAL EVALUATION MEASURES:

1. Establish a baseline of soil testing awareness in the county [Survey, etc.]
2. Has a central resource been created? [Yes/No]
- 3a. Did a comprehensive outreach and awareness program take place? [Yes/No]
- 3b. Establish post-outreach campaign soil testing awareness compared to baseline [Survey]

STRATEGY 2.3.3: Develop an urban soils management guide.

Urban soils are often contaminated with metals and other toxins as well as low in vital nutrients. It is important to ensure people know the best practices to garden safely and effectively. This guide will be a general resource for residents and groups working with urban soils (farmers, community projects, backyards).

STAKEHOLDERS

Contributors: Allegheny County Conservation District, Phipps Conservatory, Pittsburgh Urban Soils Working Group

CURRENT STATUS

The Allegheny County Conservation District is leading this effort with collaboration from partners including the Pittsburgh Urban Soils Working Group, an interdisciplinary collaborative focused on soil science and education.

NEXT STEPS

- Distribute the guide as well as relevant training and workshop opportunities via networks.

POTENTIAL EVALUATION MEASURES:

1. Has the urban soils guide been completed? [Yes/No]
2. How many soils training have been held? [Number]
- 2a. How many people have been trained? [Number]
3. How many soil workshops have been held? [Number]
- 3a. How many attendees have there been? [Number]



Pomaj Chakmam Jahalaji facilitating the kickoff GPFAP community engagement session at the Kingsley's Center in East Liberty.

STRATEGY 2.3.4: Develop program to pay farmers for ecological production practices.

Payments for ecosystem services (PES) are economic arrangements used as a reward for the conservation of ecosystem services and the benefits received. This system puts a price on previously un-priced benefits and encourages farmers to use best practice methods to enhance these natural services, such as clean water, food, air quality, and disease regulation.

STAKEHOLDERS

Public Sector: Pennsylvania Department of Agriculture

Contributors: Allegheny County Conservation District, National Young Farmers Coalition, Penn State Extension, Pennsylvania Association for Sustainable Agriculture, Pittsburgh Food Policy Council

CURRENT STATUS

Several different types of PES schemes have been developed, including direct payments, certification programs, tax incentives, and ecosystem service markets. Currently, none of these schemes exist in Southwestern Pennsylvania.

NEXT STEPS

- Convene stakeholders to outline scope of work.
- Research PES schemes and methods currently in use.
- Develop a payment program that is best suited for the region.

POTENTIAL EVALUATION MEASURES:

1. Have stakeholders been convened? [Yes/No]
2. Has research into PES methods been conducted? [Yes/No]
3. Has a payment program for the region been developed? [Yes/No]



Bioshelter at Garfield Farm.

RECOMMENDATION 2.4 — Conduct municipal waste audits.

STRATEGY 2.4.1: Conduct municipal waste audits to develop baseline data for waste reduction strategies.

Many other cities with robust composting programs started their efforts by conducting waste audits.

STAKEHOLDERS

Public Sector: Allegheny County, City of Pittsburgh, Pennsylvania Department of Environmental Protection

Contributors: 412 Food Rescue, AgRecycle, Greater Pittsburgh Community Food Bank, landfill operators, Local Government Academy, Pennsylvania Resources Council, Zero Waste Wrangler

CURRENT STATUS

Some research projects have been done to attempt to quantify food waste in our region. The City of Pittsburgh has established waste reduction goals through the Climate Action Plan and the Roadmap to Zero Waste. The state of Pennsylvania conducts A Waste Characterization Study every 20 years, and will be doing one again soon. Other cities and counties that have conducted waste audits can serve as resources, such as Sevier County, Tennessee, and New York City.

NEXT STEPS

- Research best practices for waste auditing.
- Assess cost and develop proposals for waste audit in municipalities throughout Allegheny County.

POTENTIAL EVALUATION MEASURES:

1. How many municipalities have conducted waste audits? [Number, percentage, percentage of population] [Create targets over time, eg. “All Allegheny County municipalities will have completed a waste audit by 2030. Audits may be joint audits with other municipalities.”]
2. What were the results of the audits? [Comparison of municipalities; waste generated per resident]

RECOMMENDATION 2.5 — Advocate for legislation to support a reduction in food waste.

STRATEGY 2.5.1: Advocate for increased landfill tipping fees.

Tipping fees in Pennsylvania are substantially lower than the national average. While small increases have occurred, low landfill costs are a significant barrier to waste reduction efforts.

STAKEHOLDERS

Contributors: AgRecycle, Grow Pittsburgh, PennEnvironment, Pennsylvania Resources Council, Pittsburgh Food Policy Council

CURRENT STATUS

Governor Tom Wolf recently proposed raising statewide municipal waste tipping fees by \$1/ton, with the increased revenue being used to support the Hazardous Sites Cleanup Fund.

NEXT STEPS

- Build a coalition of interested parties.
- Develop strategies and advocacy approaches.
- Outreach to State Representatives.

POTENTIAL EVALUATION MEASURES:

1. Have advocacy groups created targeted outreach around this issue? [Yes/No]

STRATEGY 2.5.2: Develop a model land use policy supportive of composting.

Composting is often not addressed or not allowed in land use codes. As a first step it needs to be expressly allowed to remove ambiguity.

STAKEHOLDERS

Contributors: AgRecycle, Allegheny County Conservation District, Grow Pittsburgh, PennEnvironment, Pennsylvania Resources Council, Pittsburgh Food Policy Council

CURRENT STATUS

The City of Pittsburgh recently updated the municipal code to allow for composting. Composting operations on over 5 acres of land require more arduous permitting applications from the Pennsylvania Department of Environmental Protection.

NEXT STEPS

- Research policies from other municipalities.
- Bring together stakeholders to develop model policy.
- Share findings with municipal leaders.

POTENTIAL EVALUATION MEASURES:

1. Has a model land use policy supporting composting been developed? [Yes/No]
2. How many municipalities have implemented the model policy (or another similar policy) [Number, percentage, percentage of population]

STRATEGY 2.5.3: Advocate for policies that mandate food waste reduction.

Given the lack of incentives for private industry to reduce food waste and the many significant associated problems, policy based solutions are necessary to create meaningful change.

STAKEHOLDERS

Public Sector: City of Pittsburgh, municipal governments, State Legislature

Contributors: Farms, municipal waste management services, PennEnvironment, Pennsylvania Resources Council, Pittsburgh Food Policy Council

CURRENT STATUS

Zero waste planning is being done by the Pennsylvania Resources Council through the Zero Waste of Pennsylvania program (ZWPA). The City has established waste reduction goals through the Climate Action Plan and the Roadmap to Zero Waste. California recently became the first state to mandate universal composting services for residents and businesses, establishing goals of reducing organic waste disposal by 75% and recovering 20% of edible food that is currently thrown away by 2025.

NEXT STEPS

- Create a formal collective of stakeholders for support, action and lobbying.
- Identify champions in local and state government.
- Create a policy proposal.

POTENTIAL EVALUATION MEASURES:

1. Does a comprehensive policy/plan proposal exist? [Yes/No]
2. Which local/regional/state governments have adopted the proposal? [Number, percentages, percentage of population living under proposal]
3. Which businesses and institutions are participating in donations of surplus? [Number, percentages]



RECOMMENDATION 2.6 — Support business and institutional efforts to divert food waste into compost.

STRATEGY 2.6.1: Create incentives for institutions and businesses to compost their food waste.

Low landfill tipping fees, limited space, and restrictive rental agreements all result in business and institutions sending food waste to landfills instead of being composted.

STAKEHOLDERS

Contributors: AgRecycle, institutions (schools, hospitals, and universities), restaurants, Sustainable Pittsburgh, Zero Waste Wrangler

CURRENT STATUS

Sustainable Pittsburgh is currently piloting a program that subsidizes the composting costs for restaurants in Lawrenceville. Unfortunately, the program has seen an unexpected low pickup rate. San Francisco and King County, Washington have both established programs to reference as models.

NEXT STEPS

- Research examples of programs in other cities.
- Survey needs and challenges for businesses and institutions to compost.
- Build a coalition to advocate for incentives.

POTENTIAL EVALUATION MEASURES:

1. Has a report on other cities been generated? [Yes/No]
2. Does a coalition of elected leaders behind a policy solution exist? [Yes/No]
3. Has a list of “low-hanging fruit” for businesses and institutions been developed and prioritized? [Yes/No]

RECOMMENDATION 2.7 — Provide compost education and support to the general public.

STRATEGY 2.7.1: Increase awareness about Pennsylvania waste related policies and funding.

Many citizens don't have a baseline understanding of the 1988 Municipal Waste Planning Recycling and Waste Reduction Act (101) or the funds generated by it. This understanding is necessary in order to determine if the public agrees with the allocation of funds or would prefer to see tax dollars spent on other priorities.

STAKEHOLDERS

Contributors: AgRecycle, DECO Resources, Pennsylvania Resources Council, Phipps Conservatory, Pittsburgh Food Policy Council, Sustainable Pittsburgh, Worm Return, Zero Waste Wrangler

CURRENT STATUS

Pennsylvania Department of Environmental Protections and Pennsylvania Resources Council have some general information about waste related policies available on their websites.

NEXT STEPS

- Examine existing outreach and resources available.
- Convene stakeholders to create messaging that is accessible to the general public.
- Create and distribute information campaigns.

POTENTIAL EVALUATION MEASURES:

1. Were stakeholders convened? [Yes/No]
2. Was the campaign created and implemented? [Yes/No]
3. Pre- and post-campaign surveys of target population [Percentages]



STRATEGY 2.7.2: Develop targeted educational and awareness campaigns on the value and benefits of compost

Public awareness, buy-in and practical knowledge regarding the benefits and how to's of composting are necessary to establish successful composting programs. 30% of GPFAP survey respondents were not aware that wasted food in landfills is a significant contributor to climate change.

STAKEHOLDERS

Public Sector: City of Pittsburgh

Contributors: AgRecycle, DECO Resources, Grow Pittsburgh, Penn State Extension, Pennsylvania Resources Council, Phipps Conservatory, Urban Soils Working Group

CURRENT STATUS

AgRecycle's website is being updated to include educational resources for citizens. Pennsylvania Resources Council has educational materials on composting and has led backyard composting workshops for over 20 years. Grow Pittsburgh has developed a Master Composter Program that will begin in the spring of 2020.

NEXT STEPS

- Identify leaders and contributors for this work.
- Identify funding for campaigns.
- Identify specific areas and target groups.
- Design campaigns.

POTENTIAL EVALUATION MEASURES:

1. Has a listing of leaders and contributors been generated? [Yes/No]
2. What funding streams have been identified? [List]
- 3a. What are the target audiences?
- 3b. Are the target audiences diverse on measures of race, gender, income, municipality of residence, age, other measures? [List, demographics information]

STRATEGY 2.7.3: Create a statewide helpline to support residents and community groups with questions pertaining to composting.

Establishing a helpline would streamline the dissemination of best practices for composting and provide practitioners with a reliable source of information. Nearly 44% of GPFAP survey respondents claimed limited knowledge was a barrier to their own composting efforts.

STAKEHOLDERS

Public Sector: Pennsylvania Department of Environmental Protection

Contributors: Allegheny County Conservation District, Grow Pittsburgh, Pennsylvania Resources Council, Phipps Conservatory

CURRENT STATUS

Penn State Extension and the PA Department of Environmental Protection (DEP) have some capacity to field these inquiries but primarily serve larger scale agricultural operations and community sites. There is a need for a resource that can also serve backyard composters. The Pennsylvania Resources Council manages the DEP Statewide Recycling Hotline.

NEXT STEPS

- Identify lead organization to implement helpline.
- Identify experts to establish resource bank for helpline.
- Establish funding for a helpline to operate.

POTENTIAL EVALUATION MEASURES:

- 1a. Does the helpline exist? [Yes/No]
- 1b. Number of questions answered annually [Number]
- 2. Is reliable funding established for the helpline? [Yes/No, details]



Catering from Arnold's Tea at the initial GPFAP Advisory Team meeting.

RECOMMENDATION 2.8 — Support household efforts to divert food waste into compost.

STRATEGY 2.8.1: Develop central drop off locations for residential compost.

Many residents would like to compost but don't have the space or skills to do so. In fact, 39% of GPFAP survey respondents reported a lack of options for drop off composting facilities was a barrier to their composting efforts. Central drop off locations would make it easier for people to compost, and would support existing local composting businesses.

STAKEHOLDERS

Public Sector: City of Pittsburgh, Department of Environmental Protection

Contributors: AgRecycle, Deco Resources, Farmers Markets, Larimer Consensus Group, Pittsburgh Garden and Composting Company, Shadyside Worms, Worm Return, Zero Waste Wrangler

CURRENT STATUS

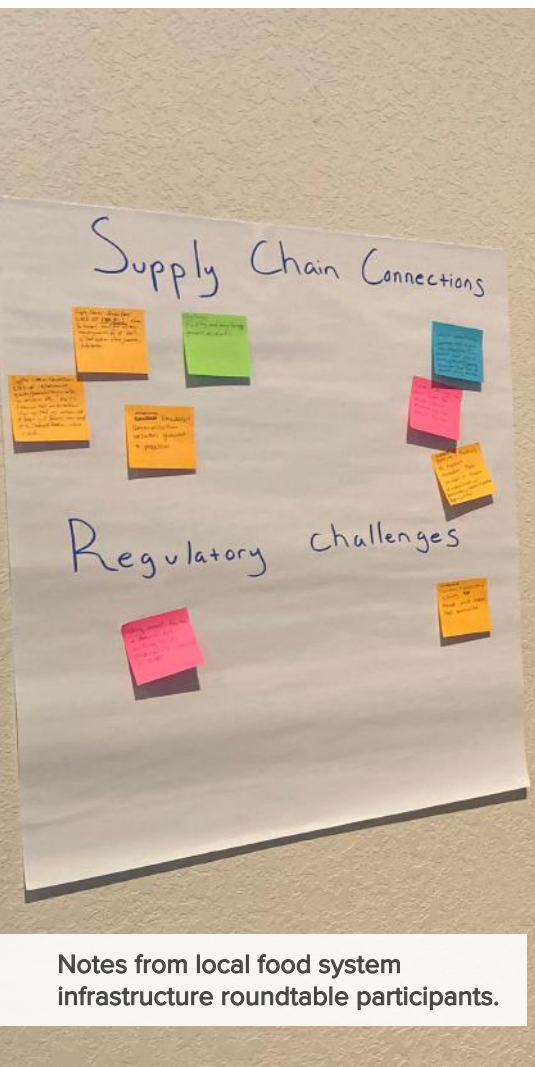
The City has established waste reduction goals through the Climate Action Plan and the Roadmap to Zero Waste. Limited composting drop offs are available at some farmers markets. The Larimer Consensus Group has demonstrated interest in this work. The City of Philadelphia is opening Pennsylvania's first composting center in a dense urban area in the spring of 2020, in partnership with the Pennsylvania Department of Environmental Protection and the Pennsylvania Recycling Markets Center.

NEXT STEPS

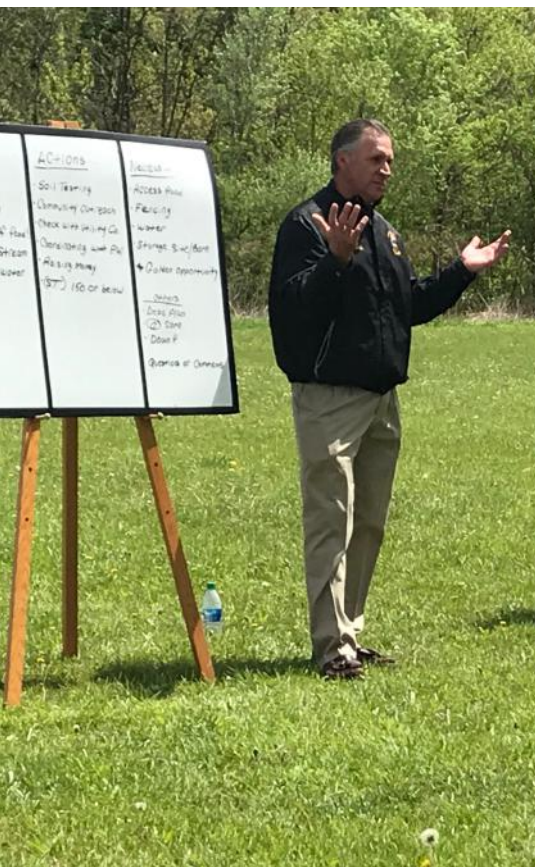
- ▢ Research lessons from the development of the Philadelphia community composting facility.
- ▢ Seek public investment to support private composting operations. These investments could support staff at collections sites and provide long term land access for composting activities.
- ▢ Pilot small commercial composting operation in Larimer.
- ▢ Create mechanism for neighbors to benefit from activity through jobs or ownership of enterprise.

POTENTIAL EVALUATION MEASURES:

1. Number of drop-off locations available to the general public [Number]
2. Average cost to participants of using drop-off locations [in dollars]
3. Measures for small commercial pilots should be developed in conjunction with operators of the pilot. Suggested measures include: weight of waste accepted for composting, weight of compost generated, sales in dollars, weight of un-compostable waste removed from compost stream, triple-bottom-line sustainability analysis.
4. Has a report on Philadelphia community composting facility partnership with DEP been generated? [Yes/No]



Notes from local food system infrastructure roundtable participants.



STRATEGY 2.8.2: Continue to explore the potential and feasibility of municipal composting programs.

Many cities in the US have implemented municipal composting for residents.

STAKEHOLDERS

Contributors: AgRecycle, Allegheny County, City of Pittsburgh, Deco Resources, Pennsylvania Resource Council, Pittsburgh Food Policy Council, Pittsburgh Garden and Composting Company, Shadyside Worms, Worm Return, Zero Waste Wrangler

CURRENT STATUS

Initial conversations to identify challenges and opportunities have occurred. The City of Pittsburgh has submitted a variety of proposals to conduct feasibility studies and develop pilots for composting and biodigester projects.

NEXT STEPS

- Research how other cities have implemented municipal composting programs.
- Synthesize the information about challenges and opportunities for municipal leaders.

POTENTIAL EVALUATION MEASURES:

1. Has a report on how other cities have implemented municipal composting programs been generated? [Yes/No]
2. Has a synthesis document (either separate from or with the above report) been generated? [Yes/No]
3. Have next steps been determined? [Yes/No]

STRATEGY 2.8.3: Research ways for municipalities to provide financial incentives to residents to compost as a waste reduction measure.

Financial incentives encourage action while acknowledging the economic and environmental value of keeping food waste out of landfills.

STAKEHOLDERS

Public Sector: Municipal leaders

Contributors: Community/neighborhood associations, composting businesses, Local Government Academy, Pennsylvania Resources Council, waste management departments

CURRENT STATUS

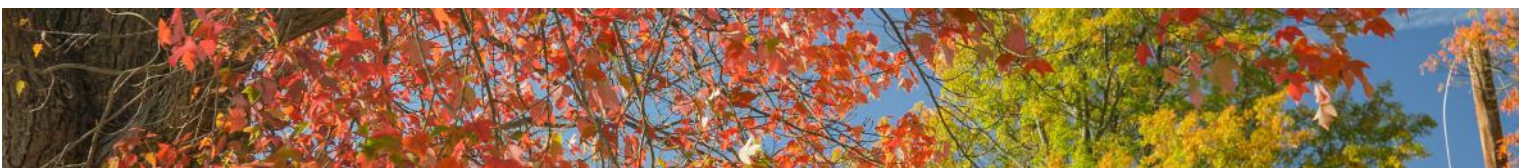
No research of this kind currently exists in our region.

NEXT STEPS

- Research programs from other cities.
- Share findings with relevant stakeholders.

POTENTIAL EVALUATION MEASURES:

1. Status of regional research



RECOMMENDATION 2.9 — Increase the numbers of edible trees and native plants on city and county public land.

STRATEGY 2.9.1: Research the benefits and process of establishing edible food forests and trails.

Edible food forests have become popular across the country, as they offer many social and environmental benefits.

STAKEHOLDERS

Public Sector: Allegheny County (Parks Department), City of Pittsburgh, O'Hara Township

Contributors: Allegheny County Parks Foundation, Grow Pittsburgh, Lawrenceville United, Penn State Extension, Phipps Conservatory, Pittsburgh Botanical Garden, Pittsburgh Parks Conservancy, Tree Pittsburgh, Western Pennsylvania Conservancy

CURRENT STATUS

O'Hara Township created an edible trail in Woodland Park which opened in 2018. In 2013, the Upper Lawrenceville planning process identified Duncan Park as a potential site for community green space. Lawrenceville United's multi-year improvements to Duncan Park have included the creation of a community orchard and herb garden. The orchard includes native trees such as serviceberry and pawpaw, plus pear and plum trees. The Philadelphia Orchard Project is installing a large food forest park.

NEXT STEPS

- Research opportunities to develop and expand edible food forests and edible trails in Allegheny County.

POTENTIAL EVALUATION MEASURES:

1. Has a report or proposal guide on edible food forests and edible trails been generated? [Yes/No]
- 2a. Number of food forests in Allegheny County? [Number]
- 2b. Number of food forests on public land in Allegheny County? [Number]
3. Number of public edible trails in Allegheny County [Number]

STRATEGY 2.9.2: Prioritize edible trees and native plants in landscaping projects.

Native plants can help to reduce soil erosion and sedimentation, reduce the spread of non-native invasive plants, and provide improved habitat for wildlife.

STAKEHOLDERS

Public Sector: Allegheny County, City of Pittsburgh

Contributors: Allegheny County Parks Foundation, Penn State Extension, Phipps Conservatory, Pittsburgh Parks Conservancy, watershed improvement organizations

CURRENT STATUS

Phipps has extensive education programs around native plants. Penn State Extension native plants program includes pollinator garden certification. Watershed improvement organizations frequently focus on native plants for water infiltration, stream restoration, bioswales, and other environmental benefits.

NEXT STEPS

- Research policies that prioritize planting native plants.
- Build a coalition of native plant-promoting organizations and develop community outreach campaigns.

POTENTIAL EVALUATION MEASURES:

1. Has a report or policy guide on native plant prioritization policies been generated? [Yes/No]

GOAL 3

Support a robust regional food economy that benefits all

RECOMMENDATION 3.1 — Streamline resources and supports available to food entrepreneurs.

STRATEGY 3.1.1: Develop a centralized hub to provide a comprehensive, easily-accessible guide of information and resources available for new and emerging food businesses in Allegheny County.

Allegheny County has a myriad of resources available for food entrepreneurs, but they are disparate and not well connected. It is hard for food entrepreneurs to know what resources are available and where to access them. For example, a recent report from the Center for Regional Agriculture and Food Transformations found a general disconnect between available shared use kitchens and food entrepreneurs who are seeking kitchen space, largely due to a lack of advertising of shared use kitchens.

STAKEHOLDERS

Public Sector: Allegheny County, City of Pittsburgh, Urban Redevelopment Authority

Contributors: All for All, Bridgeway Capital, Center for Regional Agriculture, Food, and Transformation, Chatham Center for Women’s Entrepreneurship, Economic Development South, Farm to Table Western PA, Fulton Commons, Galley Group, Honeycomb, Institute for Entrepreneurial Excellence at the University of Pittsburgh, Invest in Her, KIVA, La Dorita, Penn State Extension, Small Business Development Center, The Bakery Society

CURRENT STATUS

La Dorita has a “Guide to Starting a Food Business in Allegheny County” and has hosted information sessions for aspiring food entrepreneurs. The City of Pittsburgh’s OneStopPGH permits, applications, and business license portal provides a non-food-focused portal for businesses operating within the city. The City of San Francisco launched a Business Portal to organize all the resources available for food entrepreneurs, which can serve as a model to reference.

NEXT STEPS

- Bring resource providers together to define scope of work.
- Collect information about resources and determine best way to distribute.
- Develop a plan for updating and maintaining information.

POTENTIAL EVALUATION MEASURES:

1. Does the hub exist? [Yes/No]
2. Is a person or organization assigned to maintaining and regularly updating the website? [Yes/No]
3. What is the update schedule for the website? [Semi-annual, annual, bi-annual, other]
4. Provisions have been made for equitable information and application access:
 - 4a. Resources available through the hub can be easily printed for offline access? [Yes/No]
 - 4b. Locations for physical pickup of forms are clearly stated? [Yes/No]
 - 4c. A phone number is clearly listed for information access and requesting information and forms by physical mail? [Yes/No]

STRATEGY 3.1.2: Create a joint City-County food business liaison staff position.

Food business owners in the City of Pittsburgh must adhere to regulations from the Allegheny County Health Department, the City of Pittsburgh Department of Permitting, Licensing, and Inspections, and the United States Department of Agriculture. There is little communication between these regulatory agencies, and often confusion about who has the authority to regulate what, creating a system that is inefficient and cumbersome for business owners to navigate.

STAKEHOLDERS

Public Sector: Allegheny County, City of Pittsburgh

Contributors: Small Business Development Center, Pittsburgh Food Policy Council

CURRENT STATUS

Washington D.C., Minneapolis, and San Francisco have all created staff positions or departments to help implement food business programs.

NEXT STEPS

- Bring relevant City and County agencies together to outline scope of position.
- Draft job description.

POTENTIAL EVALUATION MEASURES:

1. Have agencies been convened? [Yes/No]
- 2a. Has a job description been drafted? [Yes/No]
- 2b. Posted?
- 2c. Filled?



Sarah Buranskas of the PFPC and Malik Hamilton of Pittsburgh Public Schools tabling at the School Nutrition Association of PA's annual meeting.

STRATEGY 3.1.3: Design financial literacy education specific to food businesses and food entrepreneurs.

Food businesses often run on very small margins. The knowledge and training for how to manage a food business's finances is essential to their success.

STAKEHOLDERS

Contributors: Bridgeway Capital, Institute for Entrepreneurial Excellence at the University of Pittsburgh, Small Business Development Center

CURRENT STATUS

While some of this training is currently available, it does not meet existing demand. Developing a better understanding of the needs of different food entrepreneurs would help determine how to expand the current offerings.

NEXT STEPS

- Survey food entrepreneurs to determine financial training needs.
- Work with resource providers to build on already-existing courses.

POTENTIAL EVALUATION MEASURES:

- 1a. How many spots are available in courses? [Number]
- 1b. Average cost of attending a course? [Price in dollars]
- 1c. How many spots are available to economically disadvantaged entrepreneurs? [Number]
- 1d. What support is available to economically disadvantaged entrepreneurs? [List; scholarships, etc.]
2. What are the demographics of course attendees? [Racial, Gender, Income demographics. Target should be equal or more diverse than industry average.]
3. What is the ratio of spots available to estimated demand? [Ratio. Target should be close to 1.]

STRATEGY 3.1.4: Develop networks for strengthening connections and information sharing between food entrepreneurs.

There are limited opportunities for food entrepreneurs to come together and share tips, concerns, and support each other.

STAKEHOLDERS

Contributors: All for All, Center for Regional Agriculture, Food, and Transformation, Duquesne Small Business Network, Farm to Table Western PA, Food and Beverage Network, Invest in Her, Pittsburgh Food Policy Council, Restaurant Opportunities Center, Stone Soup, Sustainable Pittsburgh

CURRENT STATUS

The Food and Beverage Network has a mentorship program, and All for All is working on an immigrant food business network.

NEXT STEPS

- Bring partners together and build on existing efforts.
- Identify gaps and opportunities, as well as partners to fill them

POTENTIAL EVALUATION MEASURES:

- 1a. Presence of networks [Yes/No]
- 1b. Number of members in networks [Number; use as baseline for future analysis]
- 2a. Has a gap analysis been generated? [Yes/No]
- 2b. Has an opportunity analysis been generated? [Yes/No]

RECOMMENDATION 3.2 — Work with lenders to create new opportunities to support small scale food entrepreneurs.

STRATEGY 3.2.1: Identify gaps in existing sources of capital.

While startup and early growth capital are generally available, financing options to expand an established business are lacking.

STAKEHOLDERS

Contributors: Blue Tree Allied Angels, Bridgeway Capital, Hollymead Capital, Honeycomb Credit, Idea Foundry

CURRENT STATUS

No comprehensive effort has been undertaken to identify and fill these funding gaps.

NEXT STEPS

- Create a matrix of existing sources of capital and needed capital to understand gaps.
- Create a case for filling these gaps and work with area funders to increase these capital resources.

POTENTIAL EVALUATION MEASURES:

1. Does the matrix of capital sources and gaps exist? [Yes/No]
2. Does report and analysis supporting filling these gaps exist? [Yes/No]
- 3a. Have area funders been contacted about the gap analysis? [Yes/No; Number]
- 3b. How many have agreed to make changes to fill identified gaps? [Number]
4. Has funding for food businesses improved as a result of filling the identified gaps? [Dollar amounts; Number of businesses funded. Requires baseline data.]

STRATEGY 3.2.2: Research alternative funding methods and best practices for funding food entrepreneurs.

Many small scale entrepreneurs seek loans for \$35,000 and under, which is below the threshold of what banks and traditional funding mechanisms offer. Additionally, as many food businesses aren't profitable for their first two or three years, alternative loan terms should be developed.

STAKEHOLDERS

Public Sector: Allegheny County, Urban Redevelopment Authority

Contributors: Bridgeway Capital, Honeycomb Credit, KIVA, New Sun Rising

CURRENT STATUS

Allegheny County Economic Development has provided low interest loans to restaurants, such as Superior Motors. Additionally, the Urban Redevelopment Authority has long-term low-interest loan programs in the City of Pittsburgh.

NEXT STEPS

- Work with food entrepreneurs to develop proposals for alternative funding models.
- Present proposals to banks, foundations, and other funders.
- Identify and promote grant opportunities (provide an updated portal for this information).

POTENTIAL EVALUATION MEASURES:

1. How many proposals for alternative funding models have been written with PFPC collaboration? [Number]
2. How many of the proposals have been accepted by funders? [Number; percentage]
3. What is the status of a portal or similar system for promoting grant opportunities?

STRATEGY 3.3.2: Increase awareness and accessibility of resources for small business owners across the county's diverse immigrant population.

A recent report from All-for-All found many immigrant food business owners did not know about resources available to them when they began their business. Further, immigrant small business owners expressed the crucial impact of individualized support through mentorship by peer business owners, as well as personal relationships with business development and regulatory agency staff.

STAKEHOLDERS

Public Sector: Allegheny County, City of Pittsburgh

Contributors: All-for-All, Chatham University's Center for Women's Entrepreneurship, Idea Foundry's Equitable Entrepreneurship Program, La Dorita, Small Business Development Center (Duquesne University and University of Pittsburgh), The Welcoming Center for New Pennsylvanians, Vibrant Pittsburgh

CURRENT STATUS

There are a variety of services available for immigrant food entrepreneurs, including: Idea Foundry's Equitable Entrepreneurship Program provides comprehensive business support to immigrants and minority entrepreneurs in the region: 3 months of business development services from their staff, up to \$10,000 in investment loans without collateral or personal guarantees, and with payments based on business success. Carnegie Library offers free services to aspiring entrepreneurs. Duquesne's Small Business Development Center helps immigrant-owned businesses get off the ground, offering workshops in Spanish on how to open a business in the U.S. and targeting services to immigrants specifically. Examples of similar programs from other cities include The Welcoming Center for New Pennsylvanians in Philadelphia, which offers technical assistance to aspiring entrepreneurs and step-by-step guides to opening different businesses in the city, and the Neighborhood Development Center in St. Paul, MN, which acts as a 'one-stop shop' for aspiring low-income, minority, and immigrant entrepreneurs.

NEXT STEPS

- Create opportunities for direct interaction of ACHD Food Safety Program and aspiring/current immigrant business owners so as to facilitate permitting process and answer questions.
- Report on the specific needs of immigrant business owners, building on All for All's work.
- Increase coordination between business development entities to best meet needs of immigrants countywide.

POTENTIAL EVALUATION MEASURES:

- 1a. Has ACHD Food Safety Program created a structured, accessible direct-interaction program for immigrant business owners? [Yes/No]
- 1b. How often does the program operate? [Number of times/year]
- 1c. How many slots are available? [Number]
2. Has a detailed report on the needs of, and gaps experienced by, immigrant businesses owners been generated? [Yes/No]
3. Have business development entities been convened to discuss programs to meet needs of immigrant businesses throughout the county? [Yes/No]

STRATEGY 3.3.3: Translate food resources into languages for immigrant and refugee populations in this area.

Many immigrants start food businesses, but may have difficulty navigating a regulatory framework not in their first language.

STAKEHOLDERS

Public Sector: Allegheny County

Contributors: All for All, Global Wordsmiths, Pittsburgh Food Policy Council

CURRENT STATUS

The Pittsburgh Food Policy Council has worked to offer a Servsafe Certification class in Arabic.

NEXT STEPS

- Work with the Allegheny County Health Department to determine what materials are most important to translate.
- Work with immigrant communities to determine what languages are necessary to translate into.
- Find a service provider to translate identified documents into identified languages.

POTENTIAL EVALUATION MEASURES:

- 1a. Are translated food resource materials available? [Yes/No]
- 1b. In how many languages are food resource materials available? [Number]
- 1c. How are these resources made available? [Online/Neighborhood distribution/At resource centers, etc]

STRATEGY 3.3.4: Explore procurement strategies to make culturally appropriate foods more accessible.

A 2018 report from All-for-All on immigrant owned food businesses found that more than half of the business owners and staff interviewed travel out of state to source products, or sourced products internationally.

STAKEHOLDERS

Contributors: All for All, Bhutanese Community Association of Pittsburgh, Grow Pittsburgh, wholesalers

CURRENT STATUS

There is currently no coordinated effort to support businesses sourcing culturally appropriate food.

NEXT STEPS

- Bring together and/or survey business owners to determine interest, opportunities and product list.
- Work with regional wholesalers and growers to source culturally appropriate foods.

POTENTIAL EVALUATION MEASURES:

- 1. Has an assessment of interest been generated? [Yes/No]
- 2. Has there been outreach and engagement of wholesalers? [Yes/No]



Catering for the GPFAP Advisory Team meeting provided by Arnold's Tea.

RECOMMENDATION 3.4 — Encourage restaurants to adopt sustainable practices.

STRATEGY 3.4.1: Encourage restaurants to pursue their Sustainable Pittsburgh Restaurant designation and improve sustainability practices.

The restaurant industry in Allegheny County is extensive and still growing. Over 54,000 people work in restaurants, and new restaurant openings have been trending upwards over the last five years. There is great potential to influence the practices of this industry to become more sustainable.

STAKEHOLDERS

Contributors: Sustainable Pittsburgh

CURRENT STATUS

The Sustainable Pittsburgh Restaurant Program designates restaurants that have made a commitment to take economic, environmental, and social actions that benefit the region.

NEXT STEPS

- Distribute recruitment materials to community development organizations and throughout business districts.
- Develop partnerships with municipalities throughout Allegheny County to distribute materials to restaurants in their communities.

POTENTIAL EVALUATION MEASURES:

1. Number of restaurants that have earned designation [Number at each level. Target an increase over 2019 baseline, or percentage of county restaurants.]
- 2a. Have CDCs, business district organizations, etc. participated in a program of promoting the program to restaurants in their areas? [Yes/No; List of participating organizations; Number of participating organizations]
- 2b. Have restaurants in those areas increased participation in the Sustainable Pittsburgh Restaurant Program? [Number of inquiries; Number of applications; Number of designations in relevant areas]

STRATEGY 3.4.2: Encourage restaurants to join the Restaurant Opportunities Center's Restaurants Advancing Industry Standards in Excellence (RAISE) Campaign.

RAISE is a community of restaurants committed to raising wages, work conditions, and standards for restaurant workers, of which there are over 54,000 in Allegheny County.

STAKEHOLDERS

Contributors: Pittsburgh Food Policy Council, Restaurant Opportunities Center, Sustainable Pittsburgh

CURRENT STATUS

Two restaurants in Allegheny County are part of the RAISE campaign.

NEXT STEPS

- Increase awareness of RAISE campaign with restaurant owners.

POTENTIAL EVALUATION MEASURES:

1. Increase in number of Allegheny County restaurants in RAISE campaign [Number. Baseline = 2. Target specific number or percentage of county restaurants over various timescales.]

Culminating meal of From Other to Us: Taste of Home Syiran cooking demonstration and workshop, co-hosted by the PFPC and All for All.



STRATEGY 3.4.3: Provide education to chefs and local restaurant owners about local sourcing and sustainable practices.

While consumers have expressed an interest in locally sourced foods, chefs and restaurants face many barriers to meeting that demand.

STAKEHOLDERS

Public Sector: City of Pittsburgh

Contributors: Center for Regional Agriculture, Food, and Transformation, E.A.T. Initiative, Penn State Extension, Sustainable Pittsburgh

CURRENT STATUS

Local foods are becoming more accessible, as distributors such as Sysco and Paragon have developed local food purchasing programs. City of Pittsburgh helps connect chefs and restaurant owners to sustainability information on an informal basis.

NEXT STEPS

- Convene a gathering of distributors such as Paragon and Sysco with interested chefs/restaurants/institutions to allow both parties to define their needs, challenges, and opportunities together.
- Explore other opportunities to provide resources and information about local sourcing and sustainable practices to business owners.

POTENTIAL EVALUATION MEASURES:

- 1a. Have food distributors and chefs/restaurants/institutions convened to define needs and opportunities?
- 1b. Has a report on the needs and opportunities been generated and shared? [Yes/No]
- 2a. Have local and sustainable sourcing education programs for chefs/restaurants/institutions been developed?
- 2b. Number of participants in programs? [Number]
- 2c. Pre- and post-education knowledge surveys. May require shared measurement developed with education providers. Appropriate outcomes measures are dependent on strategies used for education.

RECOMMENDATION 3.5 — Reduce barriers to food safety regulatory compliance for growers and value added producers.

STRATEGY 3.5.1: Advocate for updating Allegheny County Health Department’s cottage food regulations to align with Pennsylvania state standards.

Allegheny County is one of the only counties in Pennsylvania that has stricter food safety requirements than required by state law. These requirements present a significant barrier to starting small scale food businesses.

STAKEHOLDERS

Public Sector: Allegheny County

Contributors: Pittsburgh Food Policy Council, Trellis Legal

CURRENT STATUS

The Allegheny County Health Department seated a Food Safety Advisory Committee to review regulations as part of a larger food code revision happening in 2020.

NEXT STEPS

- Meet with food entrepreneurs to understand the specific regulatory barriers.
- Share findings with Allegheny County Health Department.
- Determine what regulatory changes are possible.
- Consider food permit reciprocity programs with neighboring counties where appropriate.

POTENTIAL EVALUATION MEASURES:

1. Have the regulatory barriers been identified? [Yes/No]
 - 1a. Have the findings about regulatory barriers and suggested changes been shared with the Allegheny County Health Department? [Yes/No]
2. Have suggested changes been incorporated into final change recommendations? [Yes/No]
3. Have food permit reciprocity options been identified? [Yes/No; list of potential counties]



A meeting of the Urban Ag Working Group at the PFPC office.

STRATEGY 3.5.2: Increasing funding and awareness for programs that help growers meet Good Agricultural Practice (GAP) certification standards.

GAP certification is an expensive process that many growers find difficult to afford and comply with, limiting their available markets. While programs exist to support growers in obtaining their GAP certification, increased funding and awareness for these programs would help to strengthen our region's farms and food economy.

STAKEHOLDERS

Public Sector: Allegheny County, Pennsylvania Department of Agriculture

Contributors: Grow Pittsburgh, Pennsylvania Association of Sustainable Agriculture

CURRENT STATUS

The Pennsylvania Association of Sustainable Agriculture and Pennsylvania Department of Agriculture have partnered to offer free training to growers on how to meet Food Safety Modernization Act (FSMA) and Good Agricultural Practice (GAP) standards.

NEXT STEPS

- Develop funding source for additional trainings.
- Widely distribute information about future trainings

POTENTIAL EVALUATION MEASURES:

1. Status of funding source for additional training?
- 2a. Has a program of distributing information about training been planned? [Yes/No]
- 2b. Implemented? [Yes/No]
- 2c. Have participants been surveyed to establish how they became aware of the training opportunity? [Yes/No; results]

STRATEGY 3.5.3: Support Group Good Agricultural Practice (GAP) Certification for small scale growers and gardeners.

Group GAP certification reduces the expense for each individual grower and is more appropriate for smaller scale cooperative growers. However, an additional layer of support and coordination may be necessary to facilitate the group certification process.

STAKEHOLDERS

Contributors: Black Urban Gardeners and Farmers of Pittsburgh Co-op, Grow Pittsburgh, Pittsburgh Food Policy Council

CURRENT STATUS

Group GAP certification is offered to help smaller scale growers working cooperatively to meet food safety standards. More support could be given to encourage growers in our region to take this approach, including providing easy to use certification kits.

NEXT STEPS

- Disseminate information about Group GAP certification.
- Develop funding source to support growers obtaining Group GAP certification.

POTENTIAL EVALUATION MEASURES:

1. Has an outreach and education campaign around GAP certification been developed? [Yes/No]
2. Has a funding source for growers seeking GAP certification been developed? [Yes/No, Funding available in dollars, Number of growers seeking to use funding source annually]

RECOMMENDATION 3.6 — Provide support for increased capacity, operations, and communication for farmers markets.

STRATEGY 3.6.1: Foster collaboration between markets with the development of a Farmers Market Coordination Plan.

There are many farmers markets in Allegheny County, however there is currently limited coordination between them. A network of markets would help to better utilize assets and limit markets competing over customers and vendors.

STAKEHOLDERS

Public Sector: City of Pittsburgh

Contributors: Business district and Community Development organizations, City of Pittsburgh Farmers Market Network, Just Harvest, Penn State Extension, Pittsburgh Food Policy Council

CURRENT STATUS

The City of Pittsburgh convenes a Farmers Market Network for City-run markets.

NEXT STEPS

- Continue conversation among stakeholders.
- Develop scope for network and consistent convener.

POTENTIAL EVALUATION MEASURES:

1. Has a convening organization for a county-wide farmers market network been identified? [Yes/No]
2. Has a scope document been generated? [Yes/No]
3. Have farmers markets committed to the network? [Yes/No; Number of markets]



A visit to the Mt. Oliver community garden as part of PA Urban Agriculture week.

STRATEGY 3.6.2: Increase advertising and promotional efforts for farmers markets.

Foot traffic at some markets has been decreasing, due partially to the lack of advertising these markets.

STAKEHOLDERS

Public Sector: Allegheny County, City of Pittsburgh, Pennsylvania Department of Agriculture

Contributors: Farm to Table Western PA, Just Harvest

CURRENT STATUS

The City of Pittsburgh's Farmers Market Report recommended standardizing and improving promotion of farmers markets. Just Harvest does some promoting of farmers markets, primarily to low-income communities. Eligible families may receive Farmers Market Nutrition Program (FMNP) checks to use at area Farmers Markets. Increased promotion of this program, as well as market location and hours, could help strengthen area markets.

NEXT STEPS

- Identify funding sources to support increasing advertisements
- Develop an advertising campaign.

POTENTIAL EVALUATION MEASURES:

- 1a. Has funding been identified and acquired? [Yes/No]
- 1b. Has an advertising campaign been developed? [Yes/No]
2. Has foot traffic to markets changed compared to baseline at target markets? [Percentage increase or decrease compared to baseline]
3. Does a survey of market consumers indicate awareness of advertising campaign? [Yes/No]
4. Has FMNP check redemption at City of Pittsburgh's Farmers Markets increased? [Yes/No]

STRATEGY 3.6.3: Develop a large, indoor, year-round farmers market.

There are an abundance of farmers markets throughout the summer, but only one year-round indoor market.

STAKEHOLDERS

Public Sector: City of Pittsburgh

Contributors: Farmers Market Co-op of East Liberty, Just Harvest, Penn State Extension, Pittsburgh Food Policy Council

CURRENT STATUS

The Farmers Market Co-op of East Liberty operates an indoor, year-round farmers market on Saturday mornings. The City of Pittsburgh's Farmers Market Report recommended extending the season of one of the flagship City-managed markets to year-round.

NEXT STEPS

- Convene coalition to begin planning for indoor market.
- Identify lessons learned from both the East Liberty indoor market and the Pittsburgh Public Market.

POTENTIAL EVALUATION MEASURES:

1. Has a coalition been convened? [Yes/No]
2. Has a report on the lessons learned been generated? [Yes/No]
3. Status of planning for an indoor market?

RECOMMENDATION 3.7 — Advance farm viability, sales & marketing.

STRATEGY 3.7.1: Explore strategies to incentivize the purchasing of local food.

Smaller, local farms cannot be price competitive with larger, industrial farms. This is reflected in the GPFAP survey, where 67% of respondents noted that purchasing local food was important to them, but 77% said cost was a barrier. As such, strategies to make locally produced food more affordable are necessary.

STAKEHOLDERS

Public Sector: Pennsylvania Department of Agriculture

Contributors: Farm to Table Western PA, Grow Pittsburgh, National Young Farmers Coalition, Pennsylvania Association for Sustainable Agriculture, Pittsburgh Food Policy Council

CURRENT STATUS

There are currently no efforts to incentivize local food purchasing in our region, leaving local farms financially unsustainable. Cities and counties across the country have developed a variety of different local food incentive programs, including: reduced cost CSA shares for specific populations, farmers market coupons, domestic fair trade programs, and tax refunds for restaurants and retailers who buy from local farmers.

NEXT STEPS

- Convene stakeholders to outline scope of work.
- Research impact of incentive programs from other cities and counties.
- Develop proposals based on research findings.

POTENTIAL EVALUATION MEASURES:

1. Have stakeholders been convened? [Yes/No]
2. Has a report on the impact of other incentive programs been generated? [Yes/No]
3. Has a proposal been generated? [Yes/No]



Welcome table at the 3rd annual Pittsburgh Urban Farm Tour. Pictured from left to right: Karlin Lamberto (PFPC), Sarah Buranskas (PFPC), Mariama Badjie (PFPC), Kate Safin (East End Food Co-op).

STRATEGY 3.7.2: Provide funding to reimburse farmers and organizations that provide training to farmers.

Providing incentives to organizations to train farmers will increase farm viability, access to skilled labor, and diverse training opportunities to strengthen our regional farming economy.

STAKEHOLDERS

Public Sector: Pennsylvania Department of Agriculture, State Legislature

Contributors: Black Urban Farmers and Gardeners of Pittsburgh Coop, Grow Pittsburgh, National Young Farmers Coalition, Pennsylvania Association for Sustainable Agriculture

CURRENT STATUS

No such training reimbursement program exists in our region. Other states, such as Colorado and New Mexico, have implemented programs to reference.

NEXT STEPS

- Research Colorado & New Mexico programs.
- Share findings with relevant stakeholders.
- Determine most appropriate funding mechanism.

POTENTIAL EVALUATION MEASURES:

- 1a. Has a report on Colorado & New Mexico programs been generated? [Yes/No]
- 1b. Has the report been shared with stakeholders and/or made public? [Yes/No]
- 1c. Does the report support a clear pathway forward for a regional program? [Yes/No]



PFPC staff members entering the Pittsburgh City County building.

STRATEGY 3.7.3: Increase small and urban farm sustainability funding that provides direct investment in farmers and new food enterprises.

Some grants exist for community gardens, urban farms, and small farms. These opportunities are limited and in smaller increments. As smaller scale operations have thin margins, increasing investment would increase the ability of these farms to achieve viability.

STAKEHOLDERS

Public Sector: Pennsylvania Department of Agriculture

Contributors: Grow Pittsburgh, National Young Farmers Coalition, Western Pennsylvania Conservancy

CURRENT STATUS

Current opportunities include Grow Pittsburgh and Western Pennsylvania Conservancy Sustainability Fund Program and National Young Farmers Coalition Grant program. High demand calls for expansion of these programs.

NEXT STEPS

- ▣ Expand communication and awareness of these resources.
- ▣ Ensure new opportunities have long grant windows and an easy to navigate grant process.
- ▣ Expand funding for these programs and develop new programs.

POTENTIAL EVALUATION MEASURES:

1. Ratio of demand to resources [Ratio improvement over baseline. Target close to 1. Requires baseline ratio to be known.]
2. Develop a target grant window. [Percent of grant opportunities with a grant window of target length or greater.]
3. Funding increase for extant programs [Target increase over baseline. Requires baseline funding to be known.]



Members of the Black Urban Farmers and Gardeners of Pittsburgh Co-op working at the Homewood Historical Farm.



STRATEGY 3.7.4: Support national efforts advocating for fair pricing for farmers and competitive markets.

Many local and small farms are unable to produce at the same quantity of industrial-style farms, leaving farmers to decide between charging higher prices for their products, often making them unaffordable to the consumer, or charging market price and risking their own financial viability.

STAKEHOLDERS

Public Sector: Pennsylvania Department of Agriculture

Contributors: Farm to Table Western PA, Grow Pittsburgh, National Young Farmers Coalition, Pennsylvania Association for Sustainable Agriculture, Pittsburgh Food Policy Council

CURRENT STATUS

Many national organizations have advanced policy platforms that call for fair prices for farmers and competitive markets, such as the HEAL Food Alliance, the National Family Farm Coalition, and the Organization for Competitive Markets.

NEXT STEPS

- Convene stakeholders to outline scope of work.
- Explore current efforts for fair prices among small and local farms.
- Develop the best approach for the regional food system.

POTENTIAL EVALUATION MEASURES:

1. Have stakeholders been convened? [Yes/No]
2. Has a regionally appropriate strategy been developed? [Yes/No]

RECOMMENDATION 3.8 — Increase connections between growers and buyers.

STRATEGY 3.8.1: Facilitate annual/regular convening of growers, distributors, processors, and buyers.

Weak connections between supply chain actors is a bottleneck in local sourcing and market connections for farmers.

STAKEHOLDERS

Public Sector: City of Pittsburgh

Contributors: Aggregators, Allegheny County Conservation District, distributors, Farm to Table Western PA, farmers, Greater Pittsburgh Community Food Bank, Harvie Farms, Penn State Extension, Pennsylvania Association for Sustainable Agriculture, retail and wholesale buyers, Sustainable Pittsburgh

CURRENT STATUS

The City of Pittsburgh, Farm to Table Western PA, and Sustainable Pittsburgh have created a Wholesale Guide that is being updated and expanded to help facilitate connections between growers and buyers, and have hosted grower/buyer meet-ups in the past. These events could be expanded to emphasize creating opportunities to match grower supplies with buyer demands.

The Center for Regional Agriculture, Food, and Transformation holds a lot of data about growers, distributors, processors, and outlets, and is creating maps showing locations and known connections between growers and outlets.

NEXT STEPS

- Meet with the City of Pittsburgh, Farm to Table Western PA, and Sustainable Pittsburgh to understand their intentions for continuing this work.
- Develop timeline (with grower and buyer input) and plan for how to make this work most effective in the future.

POTENTIAL EVALUATION MEASURES:

1. Have stakeholders committed to continuing work connecting growers and buyers? [Yes/No; List of stakeholders; details of commitments]
- 2a. Have growers and buyers been given an opportunity to contribute to developing a timeline and plan for effective work in this area? [Yes/No]
- 2b. Status of a timeline?
- 2c. Status of a plan?



STRATEGY 3.8.2: Research other methods to strengthen connections between farms and purchasers.

In addition to hosting regular convenings, there may be other established best practices to help facilitate connections between growers and buyers.

STAKEHOLDERS

Contributors: Chatham University, Penn State Extension, Pennsylvania Association for Sustainable Agriculture, Pittsburgh Food Policy Council

CURRENT STATUS

There is no research currently happening on this topic in our region.

NEXT STEPS

- Determine lead agency or partners.
- Define scope of research.
- Identify target audience.

POTENTIAL EVALUATION MEASURES:

1. Have lead agencies or research partners been identified and committed to the work? [Yes/No; List of agencies/partners]
- 2a. Has a research proposal been developed?[Yes/No]
- 2b. Have funding sources been identified/applied for/awarded? [Yes/No for each]

STRATEGY 3.8.3: Facilitate connections between schools and farms.

According to recent research from The Food Trust, the average Pennsylvania school district spends 16% of its budget on local products, and many districts have plans to increase that number. Farm to school connections present an opportunity to increase farm sales and viability and children's consumption of fresh fruits and vegetables.

STAKEHOLDERS

Contributors: The Food Trust, Penn State Extension

CURRENT STATUS

The Food Trust recently developed a Guide to Local Produce in Keystone Schools, available online, to connect growers interested in selling to schools with schools interested in buying local food.

NEXT STEPS

- Determine current plan for updating information in the Guide to Local Produce in Keystone Schools. If there is no plan for guide maintenance, create a plan containing information on data sources, contacts, and a responsible party and timeline for updates.

POTENTIAL EVALUATION MEASURES:

- 1a. Has the status of an update plan been determined? [Yes/No]
- 1b. Does a complete update plan exist? [Yes/No]
- 1c. Does the plan identify data sources, assign responsibility for updates, and an update timeline? [Yes/No]

RECOMMENDATION 3.9 — Expand processing capacity in the region.

STRATEGY 3.9.1: Develop proposal for establishment of co-packing facility in Allegheny County.

Contract packing (co-packing) allows small food businesses to grow without having to invest in their own manufacturing and packing facilities. Co-packers provide these services to growers and food entrepreneurs. Limited availability of co-packing facilities results in food waste and lost opportunities for farmers, entrepreneurs, and consumers.

STAKEHOLDERS

Contributors: Center for Regional Agriculture and Food Transformations, Penn State Extension, Center for Regional Agriculture, Food, and Transformation

CURRENT STATUS

Limited co-packing facilities for produce in Allegheny County are regularly identified as a bottleneck in our local food supply chain. Farmers have reported letting produce go to waste because of a lack of centrally located co-packing facilities. Co-packing facilities in nearby counties are limited and may be too distant or too expensive for farmers. There are currently no plans to develop a co-packing facility closer to the consumer base in Allegheny County.

NEXT STEPS

- Aggregate existing research and identify what gaps are missing.
- Complete any additional research to demonstrate demand for the co-packing facility.
- Research sources of funding.

POTENTIAL EVALUATION MEASURES:

- 1a. Has a meta-analysis of current research been generated? [Yes/No]
- 1b. Is further research needed to identify demand for co-packing in Allegheny County and Southwestern Pennsylvania? [Yes/No]
- 1c. What is the status of the further research?
2. What is the ratio of estimated demand for produce co-packing to current supply? [Ratio. Establish a target for future planning. Relies on completion of necessary research.]



The GPFAP retail-grocery roundtable.

STRATEGY 3.9.2: Support expansion of existing processing facilities through public-private partnerships.

Many of the processing facilities in the region are operating at capacity, limiting farmers ability to increase their production or do additional food processing. Expansion of food processing facilities is capital intensive, and should be supported by public investment.

STAKEHOLDERS

Public Sector: Pennsylvania Department of Agriculture

Contributors: Allegheny Conference on Community Development, Center for Regional Agriculture, Food, and Transformation, Penn State Extension, Pennsylvania Association for Sustainable Agriculture, Pittsburgh Food Policy Council

CURRENT STATUS

The 2019 Pennsylvania Farm Bill provided a Very Small Meat Processor Grant and the Dairy Investment Grant Program.

NEXT STEPS

- Identify processors interested in expanding.
- Identify public sources of funding.

POTENTIAL EVALUATION MEASURES:

1. List of regional processors interested in expansion created? [Yes/No]
2. List of potential public sources of funding created? [Yes/No]

STRATEGY 3.9.3: Increase number of freezing facilities and cold storage facilities in Allegheny County.

There are limited processors that offer to freeze produce in Western Pennsylvania, and availability of cold storage is also very limited. These bottlenecks restrict the ability to source local foods outside of the short growing season. Expanding freezing and cold storage facilities would create new markets for farmers, increase the availability of local food to consumers, and create jobs.

STAKEHOLDERS

Public Sector: Pittsburgh Public School District, Allegheny County

Contributors: Large scale purchasers, Pittsburgh Food Policy Council

CURRENT STATUS

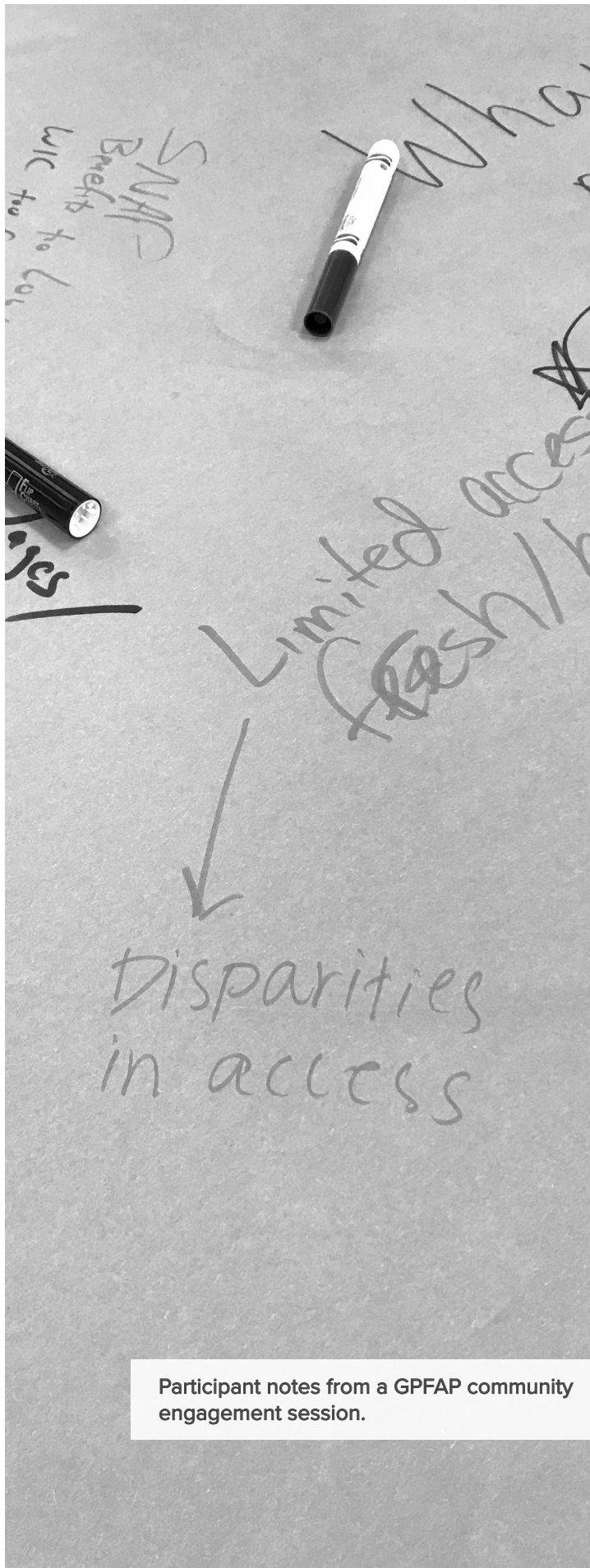
Students from Chatham University completed a report for the Pittsburgh Food Policy Council concluding that there were no processors freezing produce in Western Pennsylvania. The Michigan Farm to Freezer program provides a model to reference.

NEXT STEPS

- Assess the need and impact of freezing and cold storage facilities.

POTENTIAL EVALUATION MEASURES:

- 1a. Analysis of probable regional demand for a freezing facility produced? [Yes/No]
- 1b. Identify the threshold at which demand is high enough to support a sustainable business model.
2. Economic impact analysis of a freezing facility created, including probable number of living wage jobs and overall economic impact? [Yes/No. May require IMPLAN.]



Participant notes from a GPFAP community engagement session.

STRATEGY 3.9.4: Research factors limiting meat processing in Western Pennsylvania.

There are a limited number of USDA certified processors for meats and poultry in the region, restricting farmers’ ability to sell their products, as well as a lack of specialty processors, such as halal slaughter facilities. Consolidation has made it particularly difficult for smaller scale meat processors.

STAKEHOLDERS

Public Sector: Allegheny County, Pennsylvania Department of Agriculture

Contributors: Center for Regional Agriculture, Food, and Transformation, Penn State Extension, Pennsylvania Association for Sustainable Agriculture, Pittsburgh Food Policy Council, Republic Foods

CURRENT STATUS

Allegheny County is one of the only counties in Pennsylvania that has stricter food safety requirements than required by state law, which may be a limiting factor for meat processors. Republic Foods in Fayette County has a mobile meat processing facility. The 2019 Pennsylvania Farm Bill provided a Very Small Meat Processor Grant, administered by the Department of Agriculture, available for meat processing entities with sales of less than \$2.5 million and less than 10 employees or new entities that are planning to be that size. The grant supported up to \$50,000 for projects that help a food processor complete a Federal Hazard Analysis and Critical Control Points (HACCP) plan or offer assistance with part of the cost of equipment that may be needed to implement the plan and open the business.

NEXT STEPS

- Convene research team to outline scope of work.
- Identify barriers to meat processing.
- Propose solutions to identified barriers.

POTENTIAL EVALUATION MEASURES:

- 1a. Has a research team been convened? [Yes/No]
- 1b. Has an outline of the scope of work been generated? [Yes/No]
- 2a. Have barriers to meat processing in Allegheny County been identified? [Yes/No]
- 2b. Have solutions been proposed? [Yes/No]
- 2c. Has a public report on barriers and solutions been generated and released? [Yes/No]

RECOMMENDATION 3.10 — Leverage the power of institutional procurement to strengthen our regional food system.

STRATEGY 3.10.1: Work with universities and hospitals in our region to adopt procurement policies that support the regional food economy.

Five major institutions in our region spend a combined total of \$45 million annually on food and serve 100,000 meals a day. Procurement policies can help to ensure a greater percentage of that money stays within our regional economy. Financial assistance and support is often needed to encourage implementation of these procurement policies, as sourcing locally tends to be more expensive.

STAKEHOLDERS

Public Sector: Pittsburgh Public Schools

Contributors: Carnegie Mellon University, Chatham University, Duquesne University, Parkhurst Dining, Pittsburgh Food Policy Council, Sodexo, University of Pittsburgh, University of Pittsburgh Medical Center

CURRENT STATUS

In June of 2018, the Pittsburgh Food Policy Council convened a gathering of institutions to see if standard procurement policies could be adopted throughout the region. Given the unique circumstance of each institution, it was decided that policies would have to be adopted on a case by case basis. Philadelphia recently launched an effort to redirect \$500 million in contracts from 13 institutions for goods and services, including food, which aims to create 5,000 living-wage, middle-skill jobs in eight to ten years.

NEXT STEPS

- Educate stakeholders on the significance of procurement policies.
- Research and share best practices.
- Partner with institutions one-on-one to adopt new policies.

POTENTIAL EVALUATION MEASURES:

1. Has a plan for educating stakeholders been developed? [Yes/No]
2. Has a report on research into best practices been developed and shared with stakeholders? [Yes/No]
3. Has the PFPC worked with individual institutions to develop new policies? [Yes/No; Number of institutions]



Sarah Buranskas of the PFPC and Malik Hamilton of Pittsburgh Public Schools at the Power of Procurement Conference in Chicago hosted by the Center for Good Food Purchasing.

RECOMMENDATION 3.11 — Improve sourcing infrastructure for smaller grocers.

STRATEGY 3.11.1: Explore opportunities to create sourcing partnerships between small grocers and unconventional wholesalers, such as the Greater Pittsburgh Community Food Bank or Giant Eagle.

Small grocers often have a difficult time procuring fresh produce given order minimums required by commercial distributors. Non-perishable goods, meat, fish, poultry, and locally sourced products have been the most difficult to source.

STAKEHOLDERS

Contributors: Economic Development South, Giant Eagle, Greater Pittsburgh Community Food Bank, Just Harvest, Pittsburgh Food Policy Council

CURRENT STATUS

No partnership of this kind currently exists.

NEXT STEPS

- Meet with small grocers to determine their interests in pursuing this type of partnership.
- Share interests of small grocers with unconventional wholesalers.

POTENTIAL EVALUATION MEASURES:

1. Has the PFPC met with small grocers to determine their interest? [Yes/No]
- 2a. Has a report on the interests of small grocers been generated?
- 2b. Has the report been shared with appropriate entities? [Yes/No]

STRATEGY 3.11.2: Develop a purchasing cooperative of small grocers.

Small grocers often have a difficult time procuring fresh produce given order minimums required by commercial distributors. Combining resources into a purchasing cooperative could create enough buying power to alleviate these challenges. Additionally, a cooperative of stores could develop impactful shared marketing plans and strategies, and strengthen connections with local farms and producers.

STAKEHOLDERS

Public Sector: Allegheny County

Contributors: Economic Development South, Just Harvest, Pittsburgh Food Policy Council, The Food Trust

CURRENT STATUS

There has been some initial research and conversations between stakeholders to explore the feasibility of this co-op. One of the largest barriers has been determining who will take on the risk and burden of coordination of this cooperative.

NEXT STEPS

- Convene small grocers to determine interest level.
- Research and develop cooperative business models.
- Determine sourcing partnerships for the purchasing cooperative

POTENTIAL EVALUATION MEASURES:

1. Has the PFPC met with small grocers to determine their interest? [Yes/No]
2. Has a report on a cooperative business model been generated? [Yes/No]
3. Have sourcing partnerships for a cooperative been identified? [Yes/No]



PFPC tabling at Farm Aid in 2017.

RECOMMENDATION 3.12 — Provide public resources to small retail businesses that provide healthy food.

STRATEGY 3.12.1: Develop a standardized definition of healthy food retail business.

A standard definition for what qualifies a business as a healthy food retailer is necessary to develop incentives and other support programs.

STAKEHOLDERS

Public Sector: Allegheny County

Contributors: Bridgeway Capital, Duquesne University School of Law, Economic Development South, Just Harvest, Pittsburgh Food Policy Council

CURRENT STATUS

Through the Food and Health Equity Working Group, the Pittsburgh Food Policy Council has developed a healthy food business definition that could be used for this purpose. The City of San Francisco developed a healthy food retail business definition that can be referenced.

NEXT STEPS

- Convene stakeholders to review the draft definition.
- Present definition to relevant authorities.

POTENTIAL EVALUATION MEASURES:

1. Have stakeholders reviewed the Healthy Food Business definition produced by the Food and Health Equity Working Group? [Yes/No]
- 2a. Have the relevant authorities been identified? [Yes/No; levels of government]
- 2b. Has the definition been presented to relevant authorities? [Yes/No]

STRATEGY 3.12.2: Develop grants, incentives, and other economic supports from the City and County government for healthy food retail businesses.

Fresh foods are often more expensive and less shelf-stable than lower cost, non-perishable items with less nutritional value. As such, successfully starting and maintaining a healthy food retail business is challenging, even though these businesses bring benefit to their communities.

STAKEHOLDERS

Public Sector: Allegheny County

Contributors: Bridgeway Capital, Duquesne University School of Law, Economic Development South, Just Harvest, Pittsburgh Food Policy Council

CURRENT STATUS

Just Harvest has partnered with the Allegheny County Health Department to implement Fresh Corners, a program to help corner stores in low food access communities provide affordable access to fresh, nutritious, foods.

NEXT STEPS

- Convene stakeholders.
- Draft proposed combination of economic supports, including: reduced permitting fees, tax incentives, and grants.

POTENTIAL EVALUATION MEASURES:

1. Have stakeholders been convened? [Yes/No]
- 2a. Has a draft of proposed economic supports been generated? [Yes/No]
- 2b. Rubric for evaluating draft. Include: policy pathway for economic supports, identified support mechanisms, estimated amount of support needed, etc.



Representatives from the Harvard Food Law and Policy Clinic speaking with Dora Wormsley, former owner of 52nd Street Market, for research to support a Healthy Food Retail Business Report.

RECOMMENDATION 3.13 — Protect and expand food systems worker rights in the State of Pennsylvania.

STRATEGY 3.13.1: Support a minimum wage increase to at least \$15 an hour.

The minimum wage in Pennsylvania is currently \$7.25 an hour, making Pennsylvania one of only 16 states where the minimum wage is the same as the federal minimum wage. Increasing the minimum wage would help reduce poverty and food security. Over 60% of respondents to the GPFAP survey said that increasing the minimum wage would help alleviate hunger in their communities, and 92% said they would support increasing the minimum wage.

STAKEHOLDERS

Public Sector: State legislators

Contributors: Allegheny Conference, Big Burrito Group, business leaders, Eat N' Park, Greater Pittsburgh Chamber of Commerce, Just Harvest, Keystone Research Center, Labor Unions, Levy, One Pittsburgh, Pittsburgh Food Policy Council, Pittsburgh United, Raise the Wage PA, Restaurant Opportunities Center, Sustainable Pittsburgh

CURRENT STATUS

Several recent efforts to raise the minimum wage in Pennsylvania have failed. Governor Wolf included a \$12 per hour minimum wage, with a pathway to \$15 per hour, in his FY 2021 budget proposal. Due to the home rule charter, Pittsburgh is not able to raise the minimum wage via city ordinance.

NEXT STEPS

- Connect the Pittsburgh Food Policy Council network to statewide coalition efforts such as Raise the Wage PA.
- Conduct further research on the impact of a minimum wage increase.
- Educate local and state elected officials on the impact of low wages on food systems workers and advocate for their support of raising the minimum wage.
- Build support for a living wage ordinance at the County level.
- Identify and lift up the work of business leaders who have raised the wages of their employees.

POTENTIAL EVALUATION MEASURES:

1. Have the PFPC/partners/stakeholders developed a partnership with Raise the Wage PA? [Yes/No]
2. Has a report on the impact of raising the minimum wage for food system workers been generated? [Yes/No. May require IMPLAN analysis.]
- 3a. Have outreach and education plans for elected officials been developed? [Yes/No]
- 3b. Implemented? [Yes/No]
4. Have the PFPC/partners/stakeholders participated in support-building for a living wage ordinance at the county level? [Yes/No]
5. Have local business leaders who have raised wages been identified and promoted via any kind of campaign? [Yes/No]



STRATEGY 3.13.2: Advocate for the elimination of exceptions to the minimum wage protections.

For restaurant workers, the sub-minimum tipped wage allows employers to pay tipped employees only \$2.83/hour. Employers are legally required to make up the difference between the tipped minimum wage and the State minimum if a tipped worker doesn't reach \$7.25 an hour with tips, but research shows that this rarely happens in practice. Additionally, farmworkers are currently excluded from minimum wage protections at the federal level.

STAKEHOLDERS

Public Sector: State legislators

Contributors: Business leaders, Just Harvest, Keystone Research Center, labor unions, Pittsburgh United, Restaurant Opportunities Center, Sustainable Pittsburgh

CURRENT STATUS

Some organizations have included an elimination of exceptions to their advocacy for an increased minimum wage.

NEXT STEPS

- Engage and support coalitions to advocate for changes.

POTENTIAL EVALUATION MEASURES:

1. Have the PFPC/partners/stakeholders engaged with coalitions engaged in advocating for eliminating the exceptions to the minimum wage? [Yes/No]

STRATEGY 3.13.3: Advocate for aggressive implementation of earned paid sick days and health care coverage for food systems jobs.

Many of the more than 54,000 restaurant and food service workers in Allegheny County do not have paid sick days or health care.

STAKEHOLDERS

Public Sector: Allegheny County, City of Pittsburgh

Contributors: Business leaders, food system workers, Just Harvest, Keystone Research Center, labor unions, Pittsburgh United, Restaurant Opportunities Center, Sustainable Pittsburgh

CURRENT STATUS

The City of Pittsburgh passed a Paid Sick Leave Act that went into effect on March 15, 2020 for all businesses within the city limits or that do a certain amount of business within city limits. Under this new law, employers with 15+ employees must provide paid sick leave at a rate of 1 hour of leave for every 35 hours worked.

NEXT STEPS

- Monitor and engage with the City of Pittsburgh's implementation plans in order to guarantee best possible protections.
- Advocate for similar county and/or state protections.

POTENTIAL EVALUATION MEASURES:

- 1a. Have the PFPC/partners/stakeholders participated in advocacy for paid sick leave for food systems workers at the county level? [Yes/No]
- 1b. At the state level? [Yes/No]
2. Number of complaints submitted by workers in Pittsburgh regarding noncompliance with the Paid Sick Leave Act? [Number]

STRATEGY 3.13.4: Advocate for an increase in the overtime threshold for salaried workers.

Low and middle income salaried workers are often not paid for their extra time worked.

STAKEHOLDERS

Public Sector: Allegheny County, City of Pittsburgh

Contributors: Business leaders, food system workers, Just Harvest, Keystone Research Center, labor unions, Pittsburgh United, Restaurant Opportunities Center, Sustainable Pittsburgh

CURRENT STATUS

The federal overtime threshold was recently changed to \$34,568 per year, meaning that any workers earning under this amount annually are required to be paid overtime (time and a half) for any hours worked over 40 hours a week. Pennsylvania is currently seeking to raise this threshold to \$45,000 per year, which will impact 200,000 workers. Expansion of similar protections throughout Allegheny County is still needed.

NEXT STEPS

- Participate in advocacy efforts at the state and federal levels.

POTENTIAL EVALUATION MEASURES:

- 1a. Have the PFPC/partners/stakeholders participated in advocacy for raising the overtime threshold at the state level? [Yes/No]
- 1b. At the federal level? [Yes/No]
2. Status of advocacy work?

STRATEGY 3.13.5: Advocate for fair scheduling laws.

Unpredictable, unstable, and often insufficient work hours are a key problem facing many U.S. workers, particularly those in low-wage industries across the food system.

STAKEHOLDERS

Public Sector: Allegheny County, City of Pittsburgh

Contributors: Business leaders, food system workers, Just Harvest, Keystone Research Center, labor unions, Pittsburgh United, Restaurant Opportunities Center, Sustainable Pittsburgh

CURRENT STATUS

PA House Bill 1436 would ensure that workers get two weeks notice of their work schedule, and that if last minute shift changes are made (shifts added or removed), they would receive compensation pay. Philadelphia passed Fair Workweek legislation, which goes into effect in April 2020, to ensure more predictable schedules for 130,000 workers employed by retail, fast-food, and hotel chains. Oregon has model legislation requiring food service, retail and hospitality jobs to give workers at least two weeks notice for schedules, compensation for last minute scheduling changes, additional wages for split shifts, employee input on scheduling and part time parity.

NEXT STEPS

- Participate in advocacy efforts at the state and federal levels.

POTENTIAL EVALUATION MEASURES:

- 1a. Have the PFPC/partners/stakeholders participated in advocacy for raising the overtime threshold at the state level? [Yes/No]
- 1b. At the federal level? [Yes/No]
2. Status of advocacy work?

STRATEGY 3.13.6: Promote stronger enforcement of labor and employment laws.

A 2009 study from the National Employment Law Project found low wage workers in NYC, Chicago, and LA, including many food system workers, face minimum wage violations at a rate of 24%. Additionally, 75% experienced an off the clock violation, meaning they worked without pay before or after their shift began.

STAKEHOLDERS

Public Sector: Allegheny County, City of Pittsburgh

Contributors: Business leaders, food system workers, Just Harvest, Keystone Research Center, labor unions, Pittsburgh United, Restaurant Opportunities Center, Sustainable Pittsburgh

CURRENT STATUS

Data does not exist for Allegheny County on labor law enforcement. However, Restaurant Opportunity Center (ROC) Pittsburgh is currently conducting a Behind the Kitchen Door study which will touch on this issue.

NEXT STEPS

- Conduct local research to understand the volume and impact of local violations, particularly on low-wage earners.

POTENTIAL EVALUATION MEASURES:

- 1a. Has local research been conducted? [Yes/No]
- 1b. Has a report on the volume and impact of labor law violations been generated? [Yes/No]
- 1c. Made public? [Yes/No]

STRATEGY 3.13.7: Support programs that reduce workplace sexual harassment in the restaurant industry.

Gender-based discrimination and sexual harassment in the food industry are major national problems. According to Restaurant Opportunities Center United, 30% of sexual harassment complaints filed with the Equal Employment Opportunity Commission come from the restaurant industry, and 90% of female restaurant workers experience sexual harassment.

STAKEHOLDERS

Contributors: Pittsburgh Action Against Rape, Pittsburgh Gender Commission, Restaurant Opportunities Center United, United States Bartenders Guild

CURRENT STATUS

Pittsburgh Action Against Rape and the Pittsburgh chapter of the United States Bartenders Guild have partnered to offer a training program called Project Last Call to address workplace sexual harassment in the hospitality industry.

NEXT STEPS

- Identify opportunities to support and expand existing programming.

POTENTIAL EVALUATION MEASURES:

1. Percentage of Allegheny County bars and restaurants that have received Project Last Call training [Percentage]
2. Percentage of female restaurant workers in Allegheny County who report experiencing sexual harassment at work [Percentage; May require a survey; Cannot be derived from available data]

RECOMMENDATION 3.14 — Invest in food systems workforce development infrastructure.

STRATEGY 3.14.1: Conduct comprehensive assessment of food system workforce, including existing workforce development investments and projected workforce needs.

While the food system provides almost 76,000 jobs in Allegheny County, our region currently lacks a coherent comprehensive strategy for food system workforce development. It has been difficult to create interest and investment in the food systems workforce, partially due to lower starting wages than other sectors, such as nursing or construction. Further research and deeper collaboration can help strengthen and grow this already robust sector of our local economy.

STAKEHOLDERS

Public Sector: Allegheny County, Pennsylvania Department of Agriculture, Pittsburgh Urban Redevelopment Authority

Contributors: Allegheny Conference, Bidwell Training Center, Community College of Allegheny County, Community Kitchen Pittsburgh, Eminent Hospitality, Fourth Economy, Goodwill Southwestern Pennsylvania, Grow Pittsburgh, Idea Foundry, Partner4Work, Sankofa Village Community Farm

CURRENT STATUS

Allegheny County is home to several innovative training programs that prepare an underskilled workforce for culinary, urban agriculture, and other food systems jobs. Despite this, The Allegheny Conference on Community Development projects a labor shortfall of 80,000 workers in the County by 2025. Qualified applicants for certain positions, especially skilled positions, within the food system may become more difficult to hire. Living wages, training, and promotion opportunities for food system workers will be vital parts of retaining employees in a challenging hiring environment. A more coordinated approach between providers would improve the opportunities currently available.

NEXT STEPS

- Conduct relevant research.
- Convene stakeholders to identify opportunities for further collaboration.
- Identify current funding sources and additional funding sources to support this work.
- Develop a coordinated strategy to expand opportunities for good food jobs.
- Advocate for prioritization of investment in good jobs and job training across the food system in our region.

POTENTIAL EVALUATION MEASURES:

1. Has research been completed to compare workforce training to capacity? [Yes/No]
2. Have stakeholders been convened? [Yes/No]
3. Has scan of current food systems workforce development programs and funding sources been completed? [Yes/No]
4. Has a regional strategy been developed? [Yes/No]
5. Have the PFPC/partners/stakeholders participated in advocacy for investing in good food jobs and job training? [Yes/No]

Training session for the GPFAP community engagement facilitation team.



STRATEGY 3.14.2: Develop a training program for workforce in institutional kitchens to increase their capacity to handle and process fresh, healthy produce.

A barrier to local procurement for large institutions, such as schools and universities, is the lack of a skilled workforce able to handle and process fresh produce.

STAKEHOLDERS

Public Sector: Pittsburgh Public Schools

Contributors: Bidwell Training Center, Community College of Allegheny County, Community Kitchen Pittsburgh, University of Pittsburgh

CURRENT STATUS

Culinary career training programs currently exist through the Bidwell Training Center, Community Kitchen Pittsburgh, and Community College of Allegheny County, however large institutions have still identified the lack of trained employees as a challenge. The Alexandria, Virginia Public School System has implemented a successful training program for their kitchen staff to reference.

NEXT STEPS

- Assess specific needs of institutions.
- Share identified needs with partners who may be able to develop training.
- Improve coordination of training partners and develop strategy to meet identified needs.

POTENTIAL EVALUATION MEASURES:

1a. Has a needs assessment of institutions been completed? [Yes/No. May need to be completed on the individual institution level, similar to procurement.]

1b. Has the assessment been shared with partners who are able to develop training? [Yes/No]

2. Have strategies for improving coordination of training partners and institutions been identified? [Yes/No; List; Implementation status]



Steel Chef Cook-off, an annual cooking competition for teens looking to learn to prepare healthier foods and provide culinary training.

RECOMMENDATION 3.15 — Increase our region’s capacity to conduct rigorous, relevant food systems research.

STRATEGY 3.15.1: Formalize a western Pennsylvania regional research collaborative.

While interest and support for local food has grown in our region, there has been limited research to quantify existing or future demand, our region’s food production capacity, or identify other needs. Access to information on regional consumption and distribution, market trends, and infrastructural needs across the value chain could help drive decisions about public investments and the actions of small scale producers, business owners, and other entities.

STAKEHOLDERS

Public Sector: Pennsylvania Department of Agriculture

Contributors: Center for Regional Agriculture, Food, and Transformation, Chatham University, Penn State Extension, Pittsburgh Food Policy Council, Southwestern Pennsylvania Commission, University of Pittsburgh, Western Pennsylvania Regional Data Center

CURRENT STATUS

In 2018, the PA Department of Agriculture convened several partners to conduct initial research on the Pittsburgh foodshed. The Center for Regional Agriculture Food and Transformation has developed a comprehensive dataset of food systems assets in the Pittsburgh foodshed, and has done some preliminary work on establishing a more permanent regional research collaborative.

NEXT STEPS

- Formalize research collaborative with clear roles, identification of key scholars, and other institutional assets.
- Develop a set of agreements to guide the collaborative.
- Set research agenda informed by the GPFAP.
- Secure research funding for priority projects.

POTENTIAL EVALUATION MEASURES:

1. Has research collaborative been established? [Yes/No]
2. Has research agenda been created? [Yes/No]
3. Has funding been secured for priority projects [Yes/No]



Attendees of the Harvard Food Law and Policy Clinic’s food policy training with the PFPC.

GOAL

4

Improve food security and public health by increasing availability and accessibility of nutritious, high-quality, affordable and locally-sourced food

RECOMMENDATION 4.1 — Improve food retail environment in communities experiencing food apartheid.

STRATEGY 4.1.1: Define and designate Healthy Food Priority Areas to encourage investment into highest need areas.

Healthy Food Priority Areas can be identified based on information about food accessibility in different geographic areas, such as distance to grocery stores or other food sites, vehicle ownership rates, and average income level. This designation can be used to direct investment into areas that have the greatest need for food access interventions.

STAKEHOLDERS

Public Sector: Allegheny County, City of Pittsburgh

Contributors: Greater Pittsburgh Community Food Bank, Just Harvest, Pittsburgh Food Policy Council, Western Pennsylvania Regional Data Center

CURRENT STATUS

The Pittsburgh Food Policy Council has been working with the Western Pennsylvania Regional Data Center to develop a map and app that has the background information necessary to identify Healthy Food Priority Areas. Baltimore and Los Angeles have both developed similar models to reference.

NEXT STEPS

- Complete mapping and data collection.
- Finalize criteria and determine Healthy Food Priority Areas.
- Work with Allegheny County and the City of Pittsburgh to develop ways of directing investment into identified Healthy Food Priority Areas.

POTENTIAL EVALUATION MEASURES:

- 1a. Has a map been finalized? [Yes/No]
- 1b. Have necessary data sets been collected? [Yes/No]
- 1c. Is a plan in place for updating the map and data sets on a regular basis? [Yes/No]
2. Have criteria for Healthy Food Priority Areas been developed? [Yes/No]
3. Have Healthy Food Priority Areas been determined? [Yes/No; Number; Percentage of population living in HFPA]
- 4a. Have the PFPC/partners/stakeholders worked with governments to develop ways of directing investment into HFPA's? [Yes/No]
- 4b. Amount of additional investment in HFPA's as a result of the program? [Amount in dollars]

STRATEGY 4.1.2: Change zoning codes to incentivize the establishment of healthy corner stores.

Development of corner stores is often restricted from residential areas because of zoning codes, preventing an opportunity to bring food into neighborhoods that may be in need. Nearly 52% of GPFAP survey respondents said having fresh food in corner stores would help alleviate hunger in their communities.

STAKEHOLDERS

Public Sector: Allegheny County, City of Pittsburgh

Contributors: Duquesne University School of Law , Pittsburgh Food Policy Council

CURRENT STATUS

The Pittsburgh Food Policy Council is working with students from Duquesne University School of Law to research and propose new zoning language that would allow for small grocery stores in residential communities. Philadelphia, PA and Camden, NJ both passed similar zoning changes to incentivize the development of small, neighborhood grocers.

NEXT STEPS

- Research best practices and effectiveness of this type of intervention from other cities.
- Develop proposed zoning language and share with the City Planning Department.
- Research other possible incentives for small grocers.
- Determine interest and feasibility among other municipalities.

POTENTIAL EVALUATION MEASURES:

1. Has a report on best practices and effectiveness of these interventions been generated? [Yes/No]
- 2a. Has proposed zoning language been developed? [Yes/No]
- 2b. Has proposed zoning language been shared with the City of Pittsburgh? [Yes/No]
- 2c. With other municipalities? [Yes/No]
3. Number of municipalities that have adopted new zoning code [Number]
4. Number of new neighborhood grocers opened in areas with new zoning codes [Number. Several other measures might be useful, including: Number over baseline in the municipality; Number opened per capita vs municipalities without new codes; Demographics of areas under new codes vs. without]



PFPC networking happy hour event.

STRATEGY 4.1.3: Research the impact of Dollar Stores in low income communities throughout Allegheny County.

Dollar Stores have been spreading rapidly across the country, primarily in low-income areas. They rarely provide fresh, nutritious food, and may contribute to food access problems by making it less likely that other food retailers will open in these areas. However, dollar stores may also function as important markets for communities with low food access and provide other necessary items to low-income communities.

STAKEHOLDERS

Public Sector: Allegheny County, City of Pittsburgh

Contributors: Chatham University, Just Harvest, Pittsburgh Food Policy Council, University of Pittsburgh

CURRENT STATUS

New Orleans, Louisiana, Montgomery, Alabama, and Tulsa, Oklahoma all recently passed legislation to limit the development of new dollar stores. A number of other cities are also currently considering similar measures. The effectiveness of these strategies in improving community access to food and other retail is not yet known.

NEXT STEPS

- Assess the current fresh, nutritious food provided by dollar stores in low income communities throughout Allegheny County, potentially utilizing the Healthy Food Availability Index created by the Center for a Livable Future to assess several stores in the county.
- Research the impact of dollar stores in Allegheny County, including the current number of dollar stores in low food access areas and economic impacts.
- Share research findings with relevant stakeholders.

POTENTIAL EVALUATION MEASURES:

- 1a. Has an assessment of fresh, nutritious food in dollar stores been generated? [Yes/No]
- 1b. Made public? [Yes/No]
- 1c. Does the report compare the results to food access in similar communities that do not have dollar stores?
2. Has an impact assessment of dollar stores in Allegheny County been created? [Yes/No. May require IMPLAN analysis.]
- 3a. Have assessments and other research been shared with relevant stakeholders? [Yes/No]
- 3b. Made public? [Yes/No]



PFPC Executive Director Dawn Plummer gives remarks at a public hearing about fair wages for grocery store workers.

STRATEGY 4.1.4: Increase funding for mobile markets.

Mobile Markets are an effective way of bringing food into communities that lack access to fresh produce. 32% of GPFAP survey respondents said increasing mobile markets would help alleviate hunger in their communities.

STAKEHOLDERS

Contributors: Greater Pittsburgh Community Food Bank, University of Pittsburgh Graduate School of Public Health

CURRENT STATUS

The Greater Pittsburgh Community Food Bank currently operates the Green Grocer, which stops in 17 different neighborhoods throughout the county at designated times/days of the week. The Green Grocer accepts cash and credit cards as well as SNAP, Food Bucks, and Farmers Market Nutrition Program checks. Other mobile markets, such as one operated by the Garfield Community Farm, exist as well.

NEXT STEPS

- Determine capacity for expanded mobile markets.
- Confirm highest priority areas/neighborhoods.
- Seek additional funding sources.

POTENTIAL EVALUATION MEASURES:

1. Has a report on the capacity of extant mobile markets been generated? [Yes/No]
2. Number of mobile markets per week [Number. Compared to baseline]
- 2a. Number of Healthy Food Priority Areas with at least one mobile market day per week [Number. Compared to baseline.]
- 2b. Dollar sales at mobile markets in HFPAs. [Amount in dollars, average per week of operation, or amount per year]
- 2c. Pounds sold at mobile markets. [Average per week of operation, or amount per year.]
- 2d. Dollar sales using FMNP, SNAP, EBT, and Food Bucks. [Amount of dollars, average per week of operation, or

STRATEGY 4.1.5: Research feasibility of adding produce markets in alternative locations.

Making fresh food easily accessible can help to mitigate food access challenges, but it can be difficult placing food businesses in low-income neighborhoods. Alternative locations include areas such as public transportation hubs, schools, and other areas people frequent but do not necessarily live.

STAKEHOLDERS

Public Sector: City of Pittsburgh (Planning Department and CitiParks), Port Authority

Contributors: Greater Pittsburgh Community Food Bank, Just Harvest, Pittsburgh Food Policy Council

CURRENT STATUS

Atlanta's Fresh MARTA Market program, established in 2015, places markets in transportation hubs. Fresh MARTA Markets relied on research from New York City's Green Cart mobile vendor program, and both programs could provide models for alternative market locations and formats in Allegheny County.

NEXT STEPS

- Research impact of interventions from other cities.
- Convene stakeholders to outline scope of project.

POTENTIAL EVALUATION MEASURES:

- 1a. Has a report on the effects of alternative market locations in other cities been generated? [Yes/No]
- 1b. Does the report offer recommendations for a similar program in Allegheny County? [Yes/No]
- 2a. Have stakeholders been convened to create project scope? [Yes/No]
- 2b. Project status?

STRATEGY 4.1.6: Support existing small grocers in developing produce stands in other retail locations with limited fresh food offerings.

Convenience stores may be willing to provide space within their stores for fresh food if another vendor can provide and set up the produce.

STAKEHOLDERS

Contributors: Just Harvest, Pittsburgh Food Policy Council

CURRENT STATUS

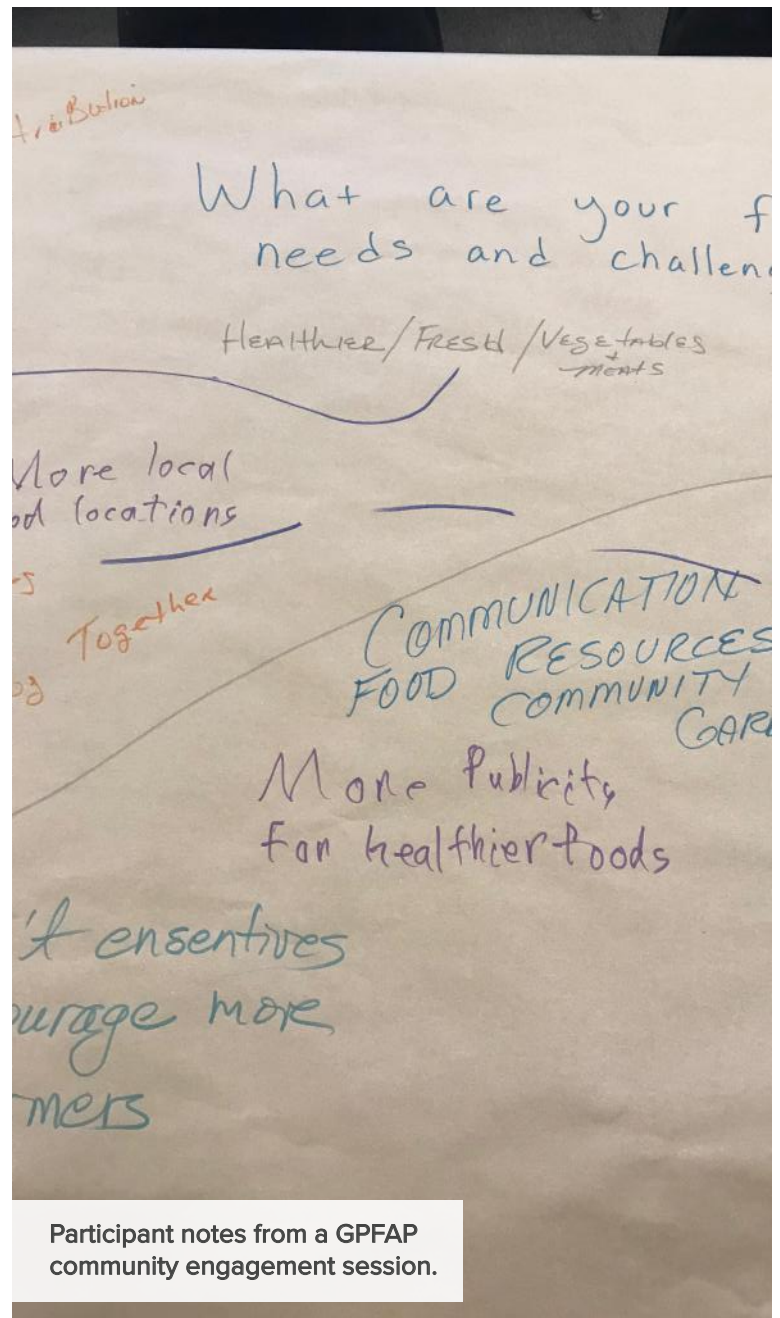
Dylamato's Market in Hazelwood has developed a successful version of this partnership.

NEXT STEPS

- Identify lessons learned from the experience of Dylamato's Market.
- Facilitate information sharing and relationship building among small grocers and producers.
- Provide any necessary support and resources to maintain these relationships.

POTENTIAL EVALUATION MEASURES:

- 1a. Has a collaborative report with Dylamato's Market on the lessons learned from their experience been generated? [Yes/No]
- 1b. Has the report been made public? [Yes/No]
- 2a. Have the PFPC/partners/stakeholders facilitated meetings and relationships between small grocers and producers? [Yes/No]
- 2b. What methods?



Participant notes from a GPFAP community engagement session.



PFPC staff and partners tour Kretschmann's farm as part of Farm Aid.

RECOMMENDATION 4.2 — Expand the impact and reach of food pantry networks.

STRATEGY 4.2.1: Research opportunity to develop a network of food pantries to share resources and best practices.

Food pantries face many challenges, which may include: limited resources, lack of refrigeration space, long lines, and meeting accessibility needs. Through a networked approach, pantries may be able to support each other to face these challenges.

STAKEHOLDERS

Contributors: 412 Food Rescue, Greater Pittsburgh Community Food Bank

CURRENT STATUS

Over four decades, the Greater Pittsburgh Community Food Bank has built a strong network of hundreds of food pantries and other food assistance partners throughout the county. During GPFAP community engagement sessions, people running pantries discussed the many logistical challenges they face, including limited ability to move donations they are unable to use to other pantries. There are opportunities to understand these logistical problems and improve connections between pantries.

NEXT STEPS

- Determine scope and capacity of operating pantries, as well as barriers to operating at full capacity.
- Determine opportunities for increased pantry connectivity and any regulatory hurdles that must be cleared.
- Work with Greater Pittsburgh Community Food Bank and individual pantries to create policies and regulatory approaches that increase logistical efficiency, enhance pantry capacity and connectivity, and reduce food waste in the emergency food system.

POTENTIAL EVALUATION MEASURES:

- 1a. Has a baseline measurement of pantry scope and capacity been created? [Yes/No. Overall scope and capacity in percentage of population served, and ability to serve.]
- 1b. Has an assessment of barriers to operating at full capacity, including regulatory hurdles and logistical issues, been generated? [Yes/No]
- 1c. Have opportunities for increased pantry connectivity been identified? [Yes/No]



Participants at the GPFAP community engagement session in Penn Hills review answers to the question “What is working well in how you connect to the food system?”

STRATEGY 4.2.2: Explore strategies to increase fresh produce available at food pantries.

Given the difficulty of handling, transporting, and storing perishable foods, many food pantries have a hard time providing these products for their clients.

STAKEHOLDERS

Contributors: 412 Food Rescue, Greater Pittsburgh Community Food Bank

CURRENT STATUS

The Greater Pittsburgh Community Food Bank, which supplies food to hundreds of pantries throughout Southwestern Pennsylvania, is actively working to increase the volume of fresh produce which they distribute.

NEXT STEPS

- Support the Greater Pittsburgh Community Food Bank's efforts to increase fresh produce distributed to pantries.

POTENTIAL EVALUATION MEASURES:

1. Fresh produce distributed through the Greater Pittsburgh Community Food Bank and its partners [Amount per year per person served, compared to baseline. Target is increase over baseline. Amount is considered per person served to account for change in number of persons receiving services.]

STRATEGY 4.2.3: Develop and share a best practice model for food security screenings at hospitals and doctors offices.

As food insecurity has significant health impacts, it is important to incorporate its consideration into hospital and doctors visits.

STAKEHOLDERS

Contributors: Allegheny Health Network, Greater Pittsburgh Community Food Bank, Pittsburgh Food Policy Council, University of Pittsburgh Medical Center

CURRENT STATUS

Allegheny Health Network has piloted a food security screening program, with a Healthy Food Center and produce prescription program for patients experiencing food insecurity. Many similar programs exist in other cities, including Cleveland and Philadelphia.

NEXT STEPS

- Research best practices of food security and produce prescription programs.
- Share findings with hospitals and relevant entities.
- Determine any barriers to adoption and how they can be overcome.
- Create uniform model that can be adopted across given geography.

POTENTIAL EVALUATION MEASURES:

- 1a. Has a report on best practices been generated? [Yes/No]
- 1b. Has the report been shared with hospitals and other relevant entities? [Yes/No; List]
- 2a. Have barriers to adoption of food security screenings been identified? [Yes/No]
- 2b. Have barriers to adoption of produce prescription programs been identified? [Yes/No]
- 3a. Has a model been created?
- 3b. Proposed?
- 3c. Adopted?

RECOMMENDATION 4.3 — Work with schools to increase access to healthy food for children and families.

STRATEGY 4.3.1: Streamline the application for the Fresh Fruit and Vegetable Program.

The Fresh Fruit and Vegetable Program (FFVP) is a federally assisted program providing free fresh fruits and vegetables to children at eligible elementary schools during the school day. Programs such as the FFVP are essential for the 32.2% of GPFAP survey respondents who said food is too expensive, or the 28.8% who said they are unable to afford healthy food.

STAKEHOLDERS

Public Sector: Pittsburgh Public Schools, United States Department of Agriculture

Contributors: Pittsburgh Food Policy Council

CURRENT STATUS

Currently, every principal has to complete and sign an application form, and the superintendent must also sign off on each individual school's application. This is a very time-consuming and burdensome process in large school districts, and even in small ones is an unnecessary hurdle to students receiving fresh fruits and vegetables.

NEXT STEPS

- Contact the USDA to advocate for streamlining the process.
- If necessary, identify an existing advocacy group or convene a coalition of schools to advocate for the streamlining of the process for schools.

POTENTIAL EVALUATION MEASURES:

1. Have the PFPC/partners/stakeholders contacted the USDA regarding the process for the FFVP?



Pennsylvania Secretary of Agriculture Russell Reading visits Ballfield Farm in the Northside of Pittsburgh for PA Urban Ag week.

STRATEGY 4.3.2: Research innovative uses for school garden produce.

Many schools with gardens face barriers to using the crops they produce, including limited facilities to wash and prepare produce, food safety liability concerns, and limited production capacity from gardens.

STAKEHOLDERS

Public Sector: Pittsburgh Public Schools

Contributors: Grow Pittsburgh, Pittsburgh Food Policy Council

CURRENT STATUS

It is unclear who has regulatory authority on using school-grown produce in school food programs. Currently, there are no regionally-focused guides for schools on how to use their own garden produce. In addition, school gardens may not have the capacity to produce food at a volume sufficient for full inclusion in school food programs, requiring that the produce be used in innovative ways or that the crops grown be carefully chosen.

NEXT STEPS

- Confirm food safety regulations for school garden produce at school district level, Allegheny County Health Department, and with the Pennsylvania Department of Education.

If using school garden produce is possible:

- Work with school districts to hire cafeteria staff and purchase equipment to wash and prepare produce from the garden.
- Encourage school districts to create school garden manager positions.
- Encourage school gardens to focus on high volume, quick-producing crops such as lettuce that could be more easily integrated into school meals.
- Connect school gardens to other school food programming, such as the Harvest of the Month program.

POTENTIAL EVALUATION MEASURES:

1. Has research into food safety regulations been conducted? [Yes/No]



STRATEGY 4.3.3: Promote 30 minute minimum lunch period in schools.

Some schools have lunch periods of less than 30 minutes, which may not give enough time for students to eat their food, especially those who have to wait in line to buy lunch.

STAKEHOLDERS

Public Sector: Allegheny County (Live Well Allegheny), School Districts throughout Allegheny County

Contributors: Allies for Children, Let's Move Pittsburgh, Parent Organizations

CURRENT STATUS

The Alliance for a Healthier Generation, a national leader in promoting children's health, recommends children have 20 minutes to eat lunch from the time students are seated, not when the period starts. To be most effective, this language should be written into a school district's wellness policy. Pittsburgh Public Schools will be revising their wellness policy in 2020. The wellness policies of other school districts in the county, and whether they address school lunch period length, is unknown.

NEXT STEPS

- Advocate for increased lunch time during Pittsburgh Public School's wellness policy revisions.
- Share best practice recommendations with other school districts within Allegheny County.

POTENTIAL EVALUATION MEASURES:

- 1a. Did the PFPC/partners/stakeholders participate in a campaign to include increased lunch time in the PPS wellness policy? [Yes/No]
- 1b. Did PPS include increased lunch time in their wellness policy or in another school policy? [Yes/No]
2. Was a report on school lunch best practices created and shared with school districts in Allegheny County? [Yes/No]

STRATEGY 4.3.4: Increase use of school backpack programs.

School backpack programs, through which food insecure children are given a backpack full of food on Friday afternoons, have proven to be helpful for families.

STAKEHOLDERS

Contributors: 412 Food Rescue, Greater Pittsburgh Community Food Bank, National Association for the Education of Young Children, School Districts

CURRENT STATUS

The Greater Pittsburgh Community Food Bank operates a Backpack Program in 21 schools, reaching more than 3,000 students every week, and has a goal of reaching 20,000 kids in need by 2025.

NEXT STEPS

- Research barriers and opportunities to increase use of backpack programs.

POTENTIAL EVALUATION MEASURES:

1. Was a report on barriers and opportunities in school backpack programs generated? [Yes/No]

STRATEGY 4.3.5: Encourage the adoption of alternative school breakfast models, such as Breakfast in the Classroom, Grab and Go, or Second Chance Breakfast.

Many studies have linked increased participation in school breakfast programs to outcomes like better attendance, concentration, and memory, and a reduction in behavioral problems and visits to the school nurse.

STAKEHOLDERS

Public Sector: Allegheny County (Live Well Allegheny), Pittsburgh Public Schools

Contributors: Greater Pittsburgh Community Food Bank, Pittsburgh Food Policy Council

CURRENT STATUS

School breakfast participation has been steadily on the rise in Allegheny County and Pennsylvania over the last couple of years.

NEXT STEPS

- Encourage student leadership in promoting breakfast programs.
- Develop a School Breakfast Ambassadors program to get new ideas and voices to promote school breakfast.

POTENTIAL EVALUATION MEASURES:

1. Status of a School Breakfast Ambassadors program
2. Number of students participating in school breakfast programs.
3. Numbers of schools adopting alternative breakfast models.

STRATEGY 4.3.6: Encourage Pittsburgh Public Schools to adopt procurement policies that align with the Good Food Purchasing Program.

The Good Food Purchasing Program (GFPP) provides standards for public institutions to ensure that public money is spent on values based purchasing that strengthens our local food system. Ten school districts and other public institutions across the country have already adopted the GFPP, investing a combined total of nearly \$57 million annually into their local economies.

STAKEHOLDERS

Public Sector: Pittsburgh Public Schools

Contributors: Pittsburgh Food Policy Council

CURRENT STATUS

The Pittsburgh Food Policy Council has been meeting with Pittsburgh Public Schools and many other stakeholders to generate interest and awareness in the Good Food Purchasing Program.

NEXT STEPS

- Continue conversations with Pittsburgh Public Schools (PPS) through the Imagine PPS planning process for 'Healthy Homemade Meals.'
- Engage School Board members in discussion.
- Outreach to parents and students regarding ideas/approval for GFPP.
- Present to School Board and PPS Food Service Department for adoption.

POTENTIAL EVALUATION MEASURES:

1. Status of PPS involvement in GFPP.
2. Number of PPS School Board members who have publicly committed to GFPP [Number/Total]
3. Was an outreach campaign for students and parents created? [Yes/No]

STRATEGY 4.3.7: Advocate for legislation that would increase children’s access to school meals.

School breakfast and lunch provide nutritious meals that support learning and health. Participation in school meals is linked to improved academic achievement, test scores, attendance, and behavior.

STAKEHOLDERS

Public Sector: Allegheny County, school districts throughout Allegheny County, including Pittsburgh Public Schools

Contributors: Adagio Health PowerUp!, Allies for Children, Greater Pittsburgh Community Food Bank, United Way of Southwest PA, UPMC Children’s Hospital

CURRENT STATUS

Current proposed legislation for the Child Nutrition Reauthorization Act promotes expanding the poverty threshold for free school lunch and breakfast, expanding the Community Eligibility Provision, allowing States to use Medicaid and CHIP participation data to directly certify students, and ensuring automatic access to free school meals for children under the care of a grandparent or extended family. Alternative proposals include universally qualifying all students for free school meals.

NEXT STEPS

- Advocate for 2020 Child Nutrition Reauthorization; specifically Expanding Access to School Meals Act of 2019 (H.R. 5308), School Hunger Elimination Act (S. 2752), CARE for Kids Act (S. 2760), Universal School Meals Program Act (S. 2609/H.R. 4684), School MEALS Act (S. 2692/H.R. 5283)

POTENTIAL EVALUATION MEASURES:

- 1a. Have the PFPC/partners/stakeholders created a structured advocacy campaign for 2020 Child Nutrition Reauthorization? [Yes/No]
- 1b. Are campaign outreach materials available as printed materials in community centers and in multiple languages? [Yes/No]



RECOMMENDATION 4.4 — Improve quality and availability of food offered through child nutrition programs.

STRATEGY 4.4.1: Increase WIC participation rates by reducing barriers faced by retailers and participants.

WIC is known to have very positive health outcomes for mothers and children alike, however participation has been declining locally and nationally. Allegheny County has funding to provide WIC benefits to more people, but many eligible people do not apply for benefits. Over 19% of respondents to the GPFAP survey reported having at least one challenge to obtaining WIC or other benefits, including: difficult paperwork, unsure of qualification status, restrictions on benefit use, or limited office hours.

STAKEHOLDERS

Public Sector: Allegheny County

Contributors: Greater Pittsburgh Community Food Bank, Just Harvest

CURRENT STATUS

According to the Allegheny County Health Department, there are only 82 WIC retailers in the county, serving nearly 16,000 WIC recipients. Developing less-restrictive stocking standards for smaller stores may help to increase the number of approved stores and make it easier for WIC recipients to obtain needed food.

Just Harvest recently started a series of educational and listening sessions with WIC and TANF participants to understand the barriers they face to receiving benefits. Some of these barriers include a required, in-person nutritional counseling appointment every 3 months, which is not feasible for many people with small children. Additionally, children are eligible for WIC up to age 5, but many children begin kindergarten at age 6. This creates a food access gap, since the child's eligibility for WIC ends before they begin a school food program.

NEXT STEPS

- Building on the work of Just Harvest, create awareness among elected officials of the barriers WIC and potential WIC recipients may face in complying with requirements.
- Advocate for 2020 Child Nutrition Reauthorization; specifically Wise Investment in Children Act (S. 2358) introduced by Senator Casey; CARE for Families Act (H.R. 3117)
- Research requirements and practices in other states.

POTENTIAL EVALUATION MEASURES:

1. Did the PFPC/partners/stakeholders participate in legislative advocacy around barriers to WIC participation? [Yes/No]
2. Have the PFPC/partners/stakeholders created a structured advocacy campaign for 2020 Child Nutrition Reauthorization? [Yes/No; see above]

Chef Claudy Pierre, owner of Arnold's Tea, founder of the E.A.T Initiative, and PFPC Steering Committee member, attends the Pittsburgh Regional School Food Summit, hosted by the PFPC, along with Nolen Fetchko, Food Service Director at Mt Lebanon Public Schools.



STRATEGY 4.4.2: Increase food vendors that are supplying snacks and meals for out-of-school time and early childcare programs through the Child and Adult Care Food Program (CACFP) and Summer Food Service Program (SFSP).

There are limited vendors interested in and able to provide food for both CACFP and SFSP meal programs. As such, there are few opportunities to improve the quality of food provided.

STAKEHOLDERS

Contributors: Chatham University, Children’s Hospital University of Pittsburgh Medical Center, Community Kitchen Pittsburgh, Greater Pittsburgh Community Food Bank, Nutrition Inc.,

CURRENT STATUS

Children’s Hospital is currently working to expand site participation in CACFP and has identified limited options for food vendors as a primary issue. The Greater Pittsburgh Community Food Bank has had limited success in finding alternative vendors for these meal programs.

NEXT STEPS

- Support the work of the Food Bank in increasing the number of sponsors and diversified vendors.
- Advocate for Child Nutrition Reauthorization, specifically Access to Healthy Food for Young Children Act (S. 2501).

POTENTIAL EVALUATION MEASURES:

- 1a. Have the PFPC/partners/stakeholders partnered with the Food Bank on outreach to alternative vendors and sponsors? [Yes/No]
- 1b. Number of new vendors brought in through outreach [Number]
- 1c. Number of new sponsors brought in through outreach [Number]
2. Have the PFPC/partners/stakeholders created a structured advocacy campaign for 2020 Child Nutrition Reauthorization? [Yes/No; see above]



An enthusiastic young participant at From Other to Us: Taste of Home Syran cooking demonstration and workshop, co-hosted by the PFPC and All for All.

STRATEGY 4.4.3: Increase number of afterschool and summer meal sites throughout Allegheny County.

After school and summer meal sites provide an important resource to children and families. The commonly received feedback about these programs is that more sites are needed to reach more children.

STAKEHOLDERS

Public Sector: Allegheny County (Live Well Allegheny)

Contributors: Greater Pittsburgh Community Food Bank, Partner4Work

CURRENT STATUS

The Greater Pittsburgh Community Food Bank convenes an active Summer Food Committee to address these challenges. Several partners, including Live Well Allegheny, have provided resources for activities to take place at summer food sites to attract more kids to the sites. In addition, several sites have utilized the Learn & Earn program so that Allegheny County youth can lead these activities.

NEXT STEPS

- Support the work of the Greater Pittsburgh Community Food Bank's Summer Food Committee.
- Strengthen the connection between Learn and Earn and summer meals.
- Advocate for Child Nutrition Reauthorization; specifically Summer Meals Act of 2019 (S 1908/HR 2818), Stop Child Summer Hunger Act (S. 1941/HR 3378).

POTENTIAL EVALUATION MEASURES:

- 1a. Have the PFPC/partners/stakeholders advocated for increased use of Learn & Earn participants as activity leaders? [Yes/No]
- 1b. Number of summer food sites using Learn & Earn participants as activity leaders [Number; Requires baseline]
2. Have the PFPC/partners/stakeholders created a structured advocacy campaign for 2020 Child Nutrition Reauthorization? [Yes/No; see above]



The Greater Pittsburgh Community Food Bank prepares boxes of food during the COVID-19 pandemic.

RECOMMENDATION 4.5 — Advocate for strengthening and expanding the Supplemental Nutrition Assistance Program.

STRATEGY 4.5.1: Increase funding for SNAP incentive programs for purchasing fruits and vegetables.

SNAP Incentive programs, like Food Bucks, make fresh fruits and vegetables more affordable for shoppers using SNAP benefits. Currently, most funding comes from federal or private grants. Increasing funding from these sources and adding dedicated State funding would help to expand these impactful programs.

STAKEHOLDERS

Public Sector: Pennsylvania Department of Agriculture, City of Pittsburgh

Contributors: Farmers market vendors, Greater Pittsburgh Community Food Bank, Just Harvest, Pittsburgh Food Policy Council, Retailers, SNAP recipients, The Food Trust

CURRENT STATUS

The Food Trust currently receives federal Gus Schumacher Nutrition Incentive Program funding to fund Food Bucks in locations throughout Pennsylvania, including Allegheny County. Other states, such as Michigan, Massachusetts and California have allocated state funding to support SNAP incentive programs.

NEXT STEPS

- Support campaign of Just Harvest and The Food Trust to educate and inform federal elected officials about the importance of Food Bucks.
- Request small scale investment from State elected officials.

POTENTIAL EVALUATION MEASURES:

- 1a. Have the PFPC/partners/stakeholders created a coordinated outreach campaign to Pennsylvania elected officials around Food Bucks? [Yes/No]
- 1b. Number of elected officials contacted [Number]
- 1c. Number of elected officials who committed to supporting Food Bucks [Number]
- 1d. Has state funding for Food Bucks been proposed by elected officials? [Yes/No; Status]

STRATEGY 4.5.2: Change the federal calculation for SNAP benefits to reflect the real cost of food.

SNAP benefits are currently calculated based on the Thrifty Food Plan, which averages to \$1.40 per meal, and leaves many SNAP recipients out of benefits by the end of the month. Changing the federal benefit calculation would increase allocated benefits.

STAKEHOLDERS

Contributors: Greater Pittsburgh Community Food Bank, Just Harvest, SNAP recipients, SNAP retailers, The Food Trust

CURRENT STATUS

A few bills in Congress have been introduced that would use the Low-Cost Food Plan instead of the Thrifty Food Plan, not cap the amount of shelter expenses considered in determining SNAP allocation, or allow recipients to subtract medical expenses from their income. However, these bills are unlikely to move forward.

NEXT STEPS

- Continue to support and advocate for existing bills, such as Closing the Meal Gap Act (H.R. 1368)

POTENTIAL EVALUATION MEASURES:

1. Have the PFPC/partners/stakeholders created a structured advocacy campaign for existing bills? [Yes/No]

STRATEGY 4.5.3: Increase awareness of eligibility for SNAP benefits among immigrant communities.

Refugees, asylees, and many legal permanent residents are eligible for SNAP. However, new federal Public Charge rules have frightened many eligible families, leading to a reduction in applications for benefits. SNAP is an economic stabilizer that is known to promote economic activity, especially during periods of recession, by mitigating the impacts of decreased income. Therefore, a reduction in application for benefits can actually result in economic damage rather than cost savings.

STAKEHOLDERS

Public Sector: Allegheny County

Contributors: All for All, Casa San Jose, Greater Pittsburgh Community Food Bank, Just Harvest, The Food Trust, University of Pittsburgh Hickton Center for Community Legal Services & Clinical Legal Education

CURRENT STATUS

Casa San Jose and other organizations worked with immigrant communities in the Pittsburgh region as the Public Charge rule was implemented. Efforts included organizing and educating impacted community members, and referring them to local attorneys and food resources.

NEXT STEPS

- Continue to support frontline organizations in immigrant communities who educate and assist those in need to navigate available options.
- Evaluate change in immigrant enrollment in SNAP since implementation of the Public Charge rule and economic impacts on both immigrant families and on Allegheny County.

POTENTIAL EVALUATION MEASURES:

- 1a. Has a report been generated on change in immigrant enrollment in SNAP since the implementation of the Public Charge rule? [Yes/No]
- 1b. Does the report cover likely economic impacts on immigrant families and on Allegheny County? [Yes/No]



Green for Growing, a resource fair focused on funding opportunities for urban farms, community, gardens, and other projects.

STRATEGY 4.5.4: Utilize SNAP to reduce food insecurity on college campuses.

More than 30% of college students are food insecure. Current federal rules limit eligibility for college students, although many students may be eligible for SNAP benefits but not realize it. An exemption in Federal laws for students who are “participating in a state-funded program that increases employability” could be interpreted to expand eligibility to more students.

STAKEHOLDERS

Contributors: Carlow University, Carnegie Mellon University, Chatham University, college students, Community College of Allegheny County, Duquesne University, Point Park University, Greater Pittsburgh Community Food Bank, Just Harvest, University of Pittsburgh, other colleges and universities in Allegheny County

CURRENT STATUS

A few bills in Congress have been introduced that would change federal restrictions on students receiving SNAP, however, they are unlikely to move forward. Just Harvest is working with the Pennsylvania Department of Human Services to identify programs at the Pennsylvania State System of Higher Education that assist students with improving employability, and would therefore make them eligible for SNAP.

NEXT STEPS

- Advocate for passage of Eats Act (H.R. 4297), Closing the College Hunger Gap Act (S. 2110/H.R. 3718), College Student Hunger Act (S. 2143/HR 3809), and the STOP Campus Hunger Act (HR 3734).
- Develop outreach campaign to promote SNAP to currently eligible college students.
- Advance state policy interpretation that expands the SNAP eligibility of college students.

POTENTIAL EVALUATION MEASURES:

1. Was an outreach campaign created? [Yes/No]
2. Have the PFPC/partners/stakeholders created a structured advocacy campaign around legislation to increase food security for college students?



RECOMMENDATION 4.6 — Advance food security through prioritizing equity in the planning, development, and funding of public investments.

STRATEGY 4.6.1: Conduct comprehensive research and mapping of community food access and transit needs across Allegheny County.

46.3% of survey respondents say improved public transit would help alleviate hunger in their communities. There has been significant data collection and mapping work in our region on these issues, though it has not been closely coordinated.

STAKEHOLDERS

Public Sector: City of Pittsburgh, Port Authority

Contributors: All-In Pittsburgh, Bike PGH, Code for Pittsburgh, Community Development Corporations, Greater Pittsburgh Community Food Bank, Healthy Ride, Pittsburgh Food Policy Council, Pittsburghers for Public Transit, Western Pennsylvania Regional Data Commission

CURRENT STATUS

The Pittsburgh Food Policy Council (PFPC) has recently convened efforts to address food and health equity challenges, including the role of transportation. For example, Code for Pittsburgh and the Western Pennsylvania Regional Data Center have coordinated with the PFPC to begin mapping food access points - primarily defined as selling produce - across Allegheny County.

Pittsburgh's Department of Mobility and Infrastructure recently outlined the following goal in Pittsburgh's BIKE(+) Plan: "every household in Pittsburgh can access fresh fruits and vegetables within 20 minutes travel of home, without the requirement of a private vehicle."

NEXT STEPS

- Finalize relevant datasets.
- Determine public data host to guarantee open, clean, regularly maintained data sources.
- Share map and data for public use and analysis.
- Formalize use of the map for inclusion of food equity and transportation criteria/guidance (e.g. using map to determine areas of higher need).

POTENTIAL EVALUATION MEASURES:

1. Has a data strategy, including responsibility for updating data sources and maintaining the map, been created? [Yes/No]
2. Are the map and the datasets publicly available through the WPRDC or another open data host? [Yes/No]
3. Has the map been shared with relevant stakeholders? [Yes/No]



Participants at the McKees Rocks GPFAP community engagement session.

COUNCIL CHAMBER

Pittsburgh United leads an intersectional coalition bringing an equity lens to a zoning hearing on the proposed Shakespeare street development.



STRATEGY 4.6.2: Develop and implement a food access rubric for planning, development, and funding in housing, retail, and transportation.

Much like an environmental impact assessment that is completed before construction, a food access rubric can ensure that public investments are, at a minimum, not having a negative impact on food security and poverty, and ideally can direct public investment to meaningfully addressing these challenges.

STAKEHOLDERS

Public Sector: Allegheny County, City of Pittsburgh, Port Authority, Urban Redevelopment Authority

Contributors: Affirmatively Furthering Fair Housing Task Force, Greater Pittsburgh Community Food Bank, Just Harvest, Pittsburgh Food Policy Council, Pittsburgh United, Pittsburghers for Public Transit, UrbanKind

CURRENT STATUS

The Pittsburgh Food Policy Council has drafted baseline questions for this rubric, but is still in the process of refining it with many partner organizations.

NEXT STEPS

- Convene a cross sectoral roundtable from PFPC membership (FHE working group) and non-members.
- Shape consensus about food and health equity criteria for development in city and county planning. Develop shared understanding of the intersection of this consensus with relevant public entities such as Port Authority, Housing Authority.
- Conduct scan of current funding priorities, planning processes, and public engagement.
- Find champions within government to incorporate into existing processes.

POTENTIAL EVALUATION MEASURES:

- 1a. Has the rubric or other equity criteria been drafted? [Yes/No]
- 1b. Circulated? [Yes/No]
- 1c. Accepted by relevant organizations? [Yes/No; List of organizations]
2. Has a funding scan been completed? [Yes/No]
3. List of champions within government [List]

STRATEGY 4.6.3: Enhancing planning standards to include all modes of transportation and access.

Much of our transportation infrastructure is designed to prioritize driving, and often fails to comply with the American with Disabilities Act (ADA). Our region has made progress in expanding non-driving transportation, including Pittsburgh, Millvale, Etna and Sharpsburg's adoption of complete streets ordinances. According to the US Department of Transportation, complete streets are "streets designed and operated to enable safe use and support mobility for all users. Those include people of all ages and abilities, regardless of whether they are travelling as drivers, pedestrians, bicyclists, or public transportation riders."

STAKEHOLDERS

Public Sector: City of Pittsburgh, City-County Task Force on Disabilities

Contributors: ACCESS, Bike Pittsburgh, Healthy Ride, Pittsburghers for Public Transit, Southwestern Pennsylvania Partnership for Aging

CURRENT STATUS

Pittsburgh's Bike+ Plan was released in February 2020 by the City's Department of Mobility and Infrastructure. The plan "lays out a vision for a safe and connected network of on-street and off street facilities that will enable people of all ages and abilities to travel by bicycle and other small mobility modes to access the needs of daily life including grocery stores, parks, schools and places of employment."


The Southwestern Pennsylvania Partnership for Aging began creating a five year Greater Pittsburgh Age-Friendly Action Plan in 2015, with the goal of rethinking how neighborhoods are built and encouraging action to make them more inclusive and respectful of every generation. Several municipalities, including Pittsburgh, have adopted complete streets policies. These policies promote streets designed with all community users in mind, rather than prioritizing personal vehicles. Smarter Growth America provides an atlas of complete streets policies in the United States, and a grading framework for evaluating complete streets policies.

NEXT STEPS

- Convene a cross sectoral roundtable to develop food and health equity criteria for transportation in city and county planning.
- Identify compliance, gaps, and lessons learned from local complete streets ordinances.
- In collaboration with disability rights groups, identify gaps in ADA compliance that could, if filled, increase food access.

POTENTIAL EVALUATION MEASURES:

- 1a. Has a roundtable been convened? [Yes/No]
- 1b. Does the roundtable have regular meetings? [Yes/No]
- 1c. What actions have come out of the roundtable so far? [List]



PFPC members and staff attend a presentation from City Councilman Anthony Coghill about the potential for a City Farm in Overbrook.

STRATEGY 4.6.4: Advocate for increased state investment in public transportation and multimodal transportation connections in our region.

Public transportation is a lifeline for county residents to access jobs, food and essential services. Due to a lack of consistent state funding, Port Authority has had to postpone many improvements to our regional transportation system. More consistent and robust funding is necessary to address the transportation gaps we currently face.

STAKEHOLDERS

Public Sector: Allegheny County, City of Pittsburgh, Pennsylvania State Government, Port Authority, State Legislature

Contributors: Allegheny Conference, community development corporations, Congress of Neighboring Communities, Councils of Governments, Just Harvest, Local Government Academy, Pennsylvania Municipal League, Pittsburgh Community Reinvestment Group, Pittsburgh Food Policy Council, Pittsburghers for Public Transit, Southwest Pennsylvania Commission

CURRENT STATUS

Under a 2014 agreement, the Pennsylvania Turnpike Commission has contributed \$450 million a year to support public transportation in Pittsburgh and Philadelphia. However, that funding will be reduced to \$50 million a year in 2022. As such, there is a need to determine new funding mechanisms for public transportation in the region. Port Authority has been working with a consultant to identify transportation needs and funding opportunities.

NEXT STEPS

- Convene regional coalition to build power for strong public investment in transportation infrastructure, incorporating food access into the conversation.
- Educate decision makers, advocates and lobbyists about the critical role of public transportation.

POTENTIAL EVALUATION MEASURES:

- 1a. Has regional coalition been convened? [Yes/No]
- 1b. Does the coalition have regular meetings? [Yes/No]
- 1c. What actions have come out of the coalition's work so far? [List]
- 2a. Have the PFPC/partners/stakeholders created an education campaign about the role of public transportation?
- 2b. What entities have received materials, presentations, etc. from the education campaign? [List]
- 2c. What entities have had reciprocal conversations about the role of public transit with the PFPC/partners/stakeholders engaged in the campaign? [List]



RECOMMENDATION 4.7 — Reduce cost and increase accessibility of public transportation.

STRATEGY 4.7.1: Advocate for changes to make transportation more affordable to low-income riders.

There are many strategies that could be used to reduce the cost of transportation for low-income riders, including fare capping, free transfers, sliding scale fare structures for recipients of public benefits, and ensuring weekly passes are valid for seven full days.

STAKEHOLDERS

Public Sector: Port Authority

Contributors: Just Harvest, Pittsburgh Food Policy Council, Pittsburghers for Public Transit

CURRENT STATUS

Port Authority is currently working with a fare consultant to research how to restructure their fares, and is considering a broad range of options.

NEXT STEPS

- Continue coalition-based advocacy for policy change.
- Respond to publically released report and recommendations from Port Authority in late 2020.

POTENTIAL EVALUATION MEASURES:

1. Was the coalition able to meet with Port Authority decision-makers to present the case for equitable fare structure? [Yes/No]

STRATEGY 4.7.2: Expand public transportation infrastructure prioritized by equity and utilization measures.

Infrastructure such as bus shelters and Connect Card refill locations increases the accessibility and safety of public transportation. However, it is not widely known how decisions about expanding existing infrastructure are made or prioritized. Additionally, as many people face barriers in carrying their groceries on buses, there is significant opportunity to create new infrastructure, such as installing racks for holding large bags and small carts.

STAKEHOLDERS

Public Sector: City of Pittsburgh , Port Authority

Contributors: Just Harvest, Pittsburgh Food Policy Council, Pittsburghers for Public Transit

CURRENT STATUS

While the City of Pittsburgh has adopted a complete streets ordinance, and the neighboring municipalities of Millvale, Etna and Sharpsburg have also adopted complete streets resolutions, there has otherwise not been a large focus on public transportation infrastructure.

NEXT STEPS

- Clarify the process for how these public investment decisions are made.
- Develop transparent, equity-based criteria from which to make these decisions.
- Research options for improving storage capacity.
- Conduct feasibility study on cost and impact of implementation.
- Advocate for adequate funding to support expanded infrastructure.



POTENTIAL EVALUATION MEASURES:

1. Has a report on how decisions on shelters are made been generated? [Yes/No]
2. Have the PFPC/partners/stakeholders engaged with the Port Authority on creating shared equity criteria for decision-making? [Yes/No]
3. Was research on options for capacity conducted? [Yes/No]
4. Was feasibility study on cost and impact conducted? [Yes/No]
5. Have the PFPC/partners/stakeholders created a structured advocacy campaign around funding for equitable shelter development and maintenance? [Yes/No]

STRATEGY 4.7.3: Reduce overall travel time.

Nearly 16% of GPFAP survey participants reported that limited transportation was a barrier to obtaining food. Increasing the service and efficiency of public transportation could reduce that barrier. For example, bus service on nights and weekends is less frequent, creating long wait times for riders. Expanding service hours, increasing daytime frequency, and adding more bus lanes are all strategies that would reduce the overall amount of time spent traveling.

STAKEHOLDERS

Public Sector: Port Authority

Contributors: Just Harvest, Pittsburgh Food Policy Council, Pittsburghers for Public Transit

CURRENT STATUS

It is currently not widely known how decisions about routes and frequency are made and prioritized.

NEXT STEPS

- Advocate for increased state, county, and local funding to pay for increased service frequency.
- Advocate for increased transparency about how routes and frequency are determined, and open data policies that allow independent analysis.

POTENTIAL EVALUATION MEASURES:

1. Have the PFPC/partners/stakeholders created a structured advocacy campaign around funding for increased service frequency? [Yes/No]
2. Have the PFPC/partners/stakeholders engaged with the Port Authority regarding transparency and open data? [Yes/No]

RECOMMENDATION 4.8 — Improve partnerships and communication capacity of municipal governments to connect residents to community food services.

STRATEGY 4.8.1: Increase communication with and support for municipal governments in instituting policies and programming to address food security.

While 33% of municipalities responding to the Food Policy Audit do collaborate with food-focused nonprofits or agencies on local or regional projects, 27% reported that they are not part of such collaborations but would be interested in them.

STAKEHOLDERS

Public Sector: Allegheny County

Contributors: Allegheny League of Municipalities, Councils of Government, Congress on Neighboring Communities, Greater Pittsburgh Community Food Bank, Local Government Academy, Pittsburgh Food Policy

CURRENT STATUS

Currently, municipal governments throughout Allegheny County are generally not very involved in addressing the food security challenges their communities face. Through the process of developing the Greater Pittsburgh Food Action Plan, the Pittsburgh Food Policy Council has begun to develop relationships with municipal government leaders throughout Allegheny County.

NEXT STEPS

- Create briefs containing policy options, action steps, and local resources for municipal leaders.
- Develop a plan for targeted distribution of information to local government officials.
- Advocate for municipalities to have dedicated staff time to address food security challenges.
- Present the finding of the Greater Pittsburgh Food Action Plan to municipal leaders and discuss opportunities for implementation.

POTENTIAL EVALUATION MEASURES:

- 1a. Have briefs for municipal governments been created? [Yes/No]
- 1b. Distributed? [Yes/No]
- 2a. Have Councils of Government or similar groups been convened to discuss GPFAP implementation? [Yes/No]
- 2b. Percentage of county governments who have participated in GPFAP implementation discussion [Percentage; Percentage of county population represented by those governments]



A membership meeting of the PFPC.

STRATEGY 4.8.2: Develop easy-to-use tools for municipalities to direct residents to food resources available in their communities.

The Food Policy Audit found that 33% of municipalities do not have a directory of emergency food providers but were interested in developing one. Similarly, 30% of municipalities are interested in developing procedures and/or guidelines for directing or referring people in need of food to the places that can offer assistance.

STAKEHOLDERS

Public Sector: Allegheny County, municipal leaders

Contributors: 412 Food Rescue, Congress on Neighboring Communities, Greater Pittsburgh Community Food Bank, Institute for Politics at the University of Pittsburgh, Local Government Academy, Pittsburgh Food Policy Council, Sustainable Pittsburgh

CURRENT STATUS

As part of The Pittsburgh Study, a web-based “community hub” is being developed that will house information and resources (from 2-1-1’s platform) available to families in Allegheny County communities. This can serve as a model for how to organize and make available information about emergency food resources. The Pittsburgh Food Policy Council has been working with Code for Pittsburgh to develop an interactive map of food resources.

NEXT STEPS

- Identify lead agency to develop format for tool.
- Identify and contact interested municipalities.
- Pilot a version of the tool in a few municipalities.
- If successful, share broadly with municipal leaders at trainings or meetings.

POTENTIAL EVALUATION MEASURES:

1. Has the selected lead agency committed to developing tool? [Yes/No]
2. Has a tool been created for residents? [Yes/No]

STRATEGY 4.8.3: Research examples and best practices of municipal level food security interventions to be shared with municipal leaders.

There may be helpful tools and practices for municipal level food security interventions that can be learned from other municipalities.

STAKEHOLDERS

Public Sector: Allegheny County, municipal leaders

Contributors: 412 Food Rescue, Congress on Neighboring Communities, Greater Pittsburgh Community Food Bank, Institute for Politics at the University of Pittsburgh, Local Government Academy, Pittsburgh Food Policy Council, Sustainable Pittsburgh

CURRENT STATUS

No such research had been done locally.

NEXT STEPS

- Identify lead partners to conduct research.
- Share research findings with relevant stakeholders.
- Develop regular channels for distributing information with municipal leaders.

POTENTIAL EVALUATION MEASURES:

1. Has a white paper or research report been generated? [Yes/No]

RECOMMENDATION 4.9 — Explore opportunities to disincentivize the purchasing of sugary beverages.

STRATEGY 4.9.1: Research interventions available in Allegheny County.

As a Second Class City with less than one million residents, Pittsburgh cannot implement a tax on goods for consumption. There may, however, be other tools available for the Allegheny County Health Department to disincentivize the purchasing of sugary beverages.

STAKEHOLDERS

Public Sector: Allegheny County

Contributors: Adagio Health, Allies for Children, Children’s Hospital, Let’s Move Pgh, Pittsburgh Food Policy Council

CURRENT STATUS

Some initial conversations have taken place, but there has not been a real effort to move this forward.

NEXT STEPS

- Convene stakeholders to discuss interest and capacity to take on this issue.
- Research options for intervention by Allegheny County Health Department.
- Share findings with relevant stakeholders.

POTENTIAL EVALUATION MEASURES:

1. Has a report on available interventions through ACHD been generated? [Yes/No]

STRATEGY 4.9.2: Pursue State legislation to disincentivize sugary beverage purchasing.

The City of Philadelphia passed a tax on sugar sweetened beverages in 2017. No other city in the state has the authority to pass a similar measure. As such, the only way to expand this strategy is through a state level intervention.

STAKEHOLDERS

Public Sector: Allegheny County

Contributors: Adagio Health, Allies for Children, Children’s Hospital, Let’s Move Pgh, Pittsburgh Food Policy Council

CURRENT STATUS

No such statewide campaign currently exists.

NEXT STEPS

- Convene stakeholders to discuss interest and capacity to take on this issue.
- Research best practices from other states.
- Build statewide coalition.
- Develop targeted advocacy campaign and strategy.

POTENTIAL EVALUATION MEASURES:

1. Has a best practices report been produced? [Yes/No]
2. Have the PFPC/partners/stakeholders created an advocacy campaign around disincentivizing sugary beverages?

GOAL 5

Build community power based on the principle of food sovereignty for all residents

RECOMMENDATION 5.1 — Build food sovereignty and food democracy.

STRATEGY 5.1.1: Incorporate food systems into all municipal and neighborhood planning efforts.

Through municipal and neighborhood level planning, community needs such as community gardens, composting sites, and food access points can be identified and prioritized.

STAKEHOLDERS

Public Sector: City of Pittsburgh

Contributors: Congress of Neighboring Communities, EvolveEA, Local Government Academy, Pittsburgh Food Policy Council, Sustainable Pittsburgh

CURRENT STATUS

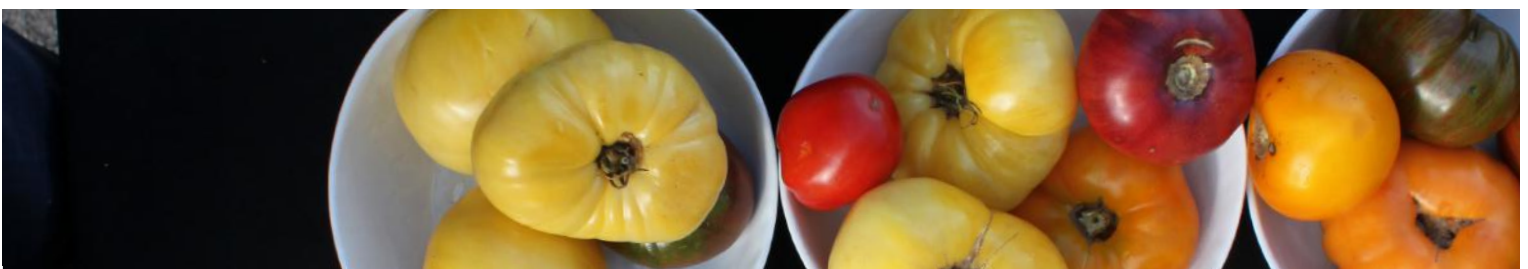
Some municipal and neighborhood level plans in Allegheny County and the City of Pittsburgh address food issues, but it is not standard or common practice. There are many tools and frameworks available for food planning, including: The Milan Urban Food Policy Pact, to which Pittsburgh is a signatory, provides a framework for strengthening many parts of a food system in an urban context. Sustainable Pittsburgh offers a Sustainable Communities Certification, which recently incorporated criteria around food access and food systems. The Equitable Food Oriented Development framework is being used to demonstrate how food and agriculture create economic opportunities, healthy neighborhoods, and build community assets, pride, and power by and with historically marginalized communities. The American Planning Association publishes the “APA Policy Guide on Community and Regional Food Planning”. All of these frameworks, plus other guides and tool kits, may provide a research base for incorporating food systems planning across multiple scales in Allegheny County.

NEXT STEPS

- Research community food planning tool kits.
- Select a tool kit for use in Allegheny County.
- Share findings with relevant audiences.

POTENTIAL EVALUATION MEASURES:

1. Has a report on community food planning tool kit options been generated? [Yes/No]
2. Has a tool kit been selected and applied to Allegheny County? [Yes/No]
3. Have the report and tool kit results been shared with relevant audiences? [Yes/No]



STRATEGY 5.1.2: Strengthen the leadership and capacity of neighborhood-level food justice networks.

Given the many unique neighborhoods with strong identities in Pittsburgh, hyper local solutions are often needed to address problems. However, there are also opportunities to connect those working on neighborhood level solutions to build solidarity, share strategies, and coordinate resources.

STAKEHOLDERS

Contributors: Grow Pittsburgh, Pittsburgh Food Policy Council, Sustainable Pittsburgh

CURRENT STATUS

Throughout the city, community leaders are working to address their own needs, such as the Homewood Food Access Working Group and the Soko Community Market in the Hill District. Currently, there are not robust systems in place to coordinate and support these efforts.

NEXT STEPS

- Engage with community leaders to understand interest around local food systems leadership development (for example, formal mentorship and development programs, informal programs, informational sessions, etc.).
- Develop proposal for networked neighborhood pilot program.
- Identify resources and opportunities to share with network.

POTENTIAL EVALUATION MEASURES:

1. Has an analysis of community leader interest in leadership development been created? [Yes/No]
- 2a. Has a proposal for a networked neighborhood pilot program been developed? [Yes/No]
- 2b. Implemented? [Yes/No/In progress]
3. Has a list of resources and opportunities to share with network been created? [Yes/No]

STRATEGY 5.1.3: Connect community food leaders to local government officials.

Providing a mechanism to empower residents to share their stories and needs with elected officials is an effective way to create change.

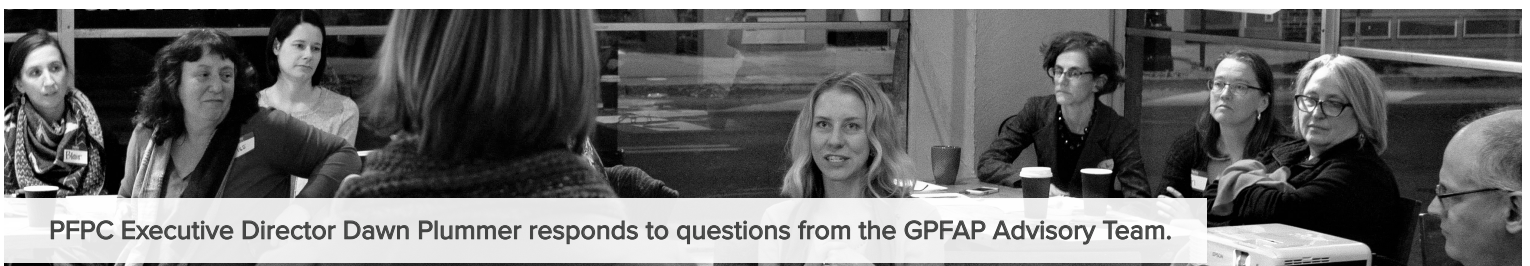
STAKEHOLDERS

Public Sector: City of Pittsburgh

Contributors: Congress of Neighboring Communities, EvolveEA, Just Harvest, Local Government Academy, Pittsburgh Food Policy Council, Sustainable Pittsburgh

CURRENT STATUS

The City of Pittsburgh has been learning from other cities, specifically Baltimore, about their Resident Food Equity Advisors (RFEA) program. RFEA brings together cohorts of Baltimore City residents that work to collectively drive equitable food policies through an inclusive, collaborative process. Each cohort has a focused issue in need of resident input and guidance.



PFPC Executive Director Dawn Plummer responds to questions from the GPFAP Advisory Team.

NEXT STEPS

- Assemble team to advance this work.
- Research methods for connecting residents to local leaders. If possible, identify best practices.
- Determine appropriate structure and draft proposal.

POTENTIAL EVALUATION MEASURES:

1. Has a project team been identified and convened? [Yes/No]
2. Has a list of methods for connecting residents to local leaders been generated, or an extant best practices report identified? [Yes/No/In progress]
3. Has a proposal for an initiative been drafted? [Yes/No/In progress]



Mark Critz, Western Regional Director at PA Department of Agriculture, asks a question during the GPFAP Advisory Team meeting.

STRATEGY 5.1.4: Develop strategies to build community wealth.

Co-operative and employee owned business models exist to strengthen communities and keep money within the local economy.

STAKEHOLDERS

Public Sector: Allegheny County

Contributors: Black Urban Farmers and Gardeners of Pittsburgh Co-op, East End Food Coop, Pennsylvania Center for Employee Ownership, Pittsburgh Chamber of Cooperatives

CURRENT STATUS

City Council Member Erika Strassburger recently convened a hearing to examine the potential for employee-owned businesses to grow our local economy. The Black Urban Farmers and Gardeners of Pittsburgh Co-op has been working to develop a food cooperative that includes food production and retail operations. The East End Food Coop demonstrates the viability of a coop model in Pittsburgh, and participates in Food Bucks to increase accessibility to lower-income consumers. The Pittsburgh Chamber of Cooperatives is a hands-on resource for worker-owned and member-owned businesses in southwestern Pennsylvania.

NEXT STEPS

- Convene stakeholders to identify opportunities for community wealth building.

POTENTIAL EVALUATION MEASURES:

- 1a. Have stakeholders been convened? [Yes/No]
- 1b. Has a report or read-out of opportunities identified by stakeholders been generated? [Yes/No]
- 1c. Have next steps in advancing these opportunities been identified? [Yes/No]

RECOMMENDATION 5.2 — Promote dignity and fairness across our food system for all.

STRATEGY 5.2.1: Increase awareness among food systems workers of their legal rights.

A worker is more vulnerable to exploitation if they do not understand their rights and the means available to guarantee that legal protections are enforced.

STAKEHOLDERS

Public Sector: City of Pittsburgh

Contributors: Justice At Work, labor unions, Restaurant Opportunity Center

CURRENT STATUS

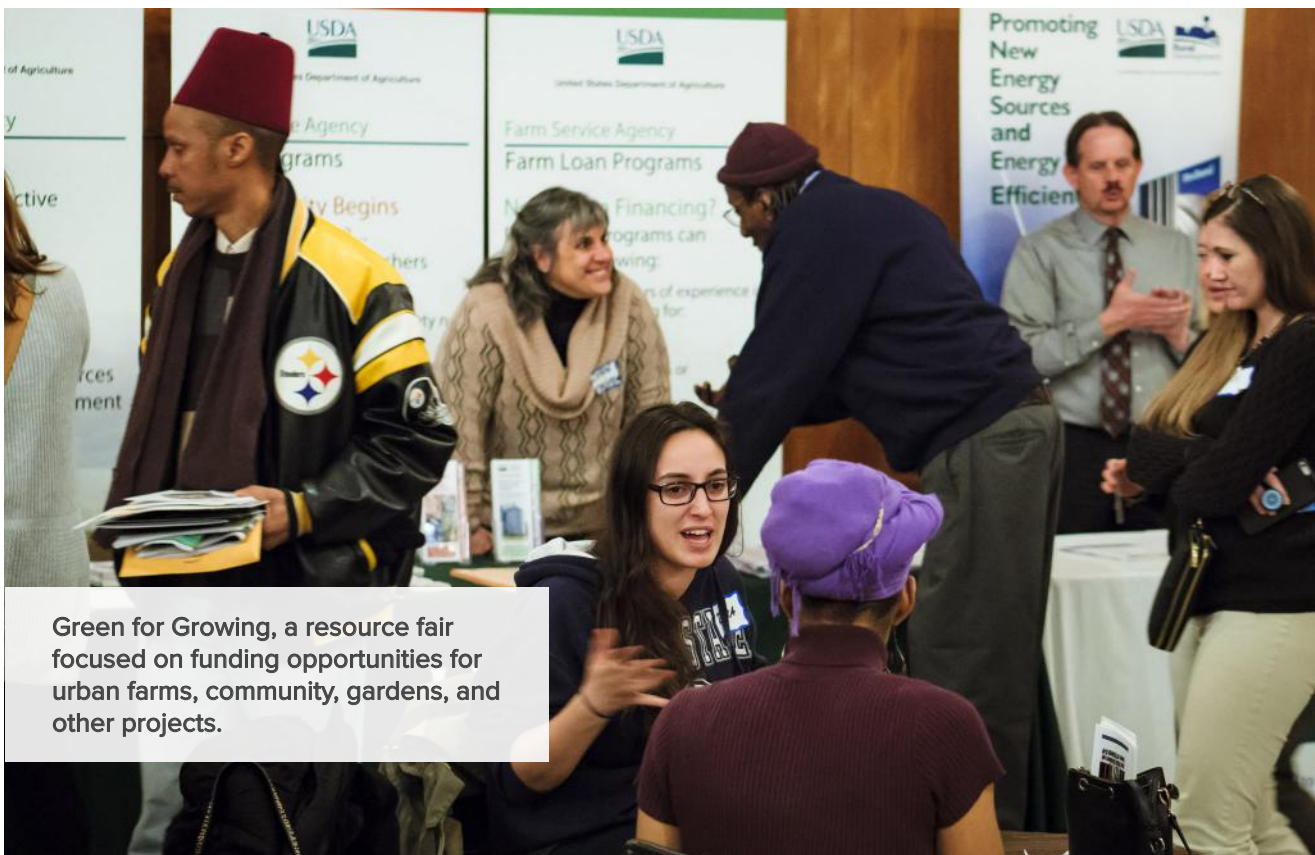
We are not currently aware of regular work in this area.

NEXT STEPS

- Work with Pittsburgh Human Relations Commission, labor unions and Restaurant Opportunities Center to understand the need and capacity for “Know Your Rights” training.
- Research best practices for increasing awareness of worker rights.
- Develop collaborative plan to expand these efforts.

POTENTIAL EVALUATION MEASURES:

1. Have organizations been convened to determine need and capacity for training? [Yes/No]
 - 1a. What is the ratio of estimated need to capacity? [Ratio. Target close to 1.]
2. Has a plan to expand efforts been generated? [Yes/No]
 - 2a. Have organizations committed resources to the plan? [Organization names; resources committed.]



Green for Growing, a resource fair focused on funding opportunities for urban farms, community, gardens, and other projects.

STRATEGY 5.2.2: Support the Driving Pennsylvania Forward campaign.

The Driving Pennsylvania Forward campaign is an immigrant-led, state-wide effort to update policy and change legislation regarding the accessibility of driver's licenses for Pennsylvanians, regardless of immigration status. The proposed legislation would allow undocumented immigrants to show an IRS-issued tax ID number (ITIN) and/or a combination of documents proving their identity instead of a social security number. All other requirements for obtaining a driver's license - proving Pennsylvania residency, buying car insurance, and passing a driver's test - would remain the same.

STAKEHOLDERS

Contributors: Casa San Jose, Driving Pennsylvania Forward Coalition, Justice at Work, Labor Council for Latin American Advancement, Pennsylvania Immigration and Citizenship Coalition, Pittsburgh Food Policy Council, Thomas Merton Center

CURRENT STATUS

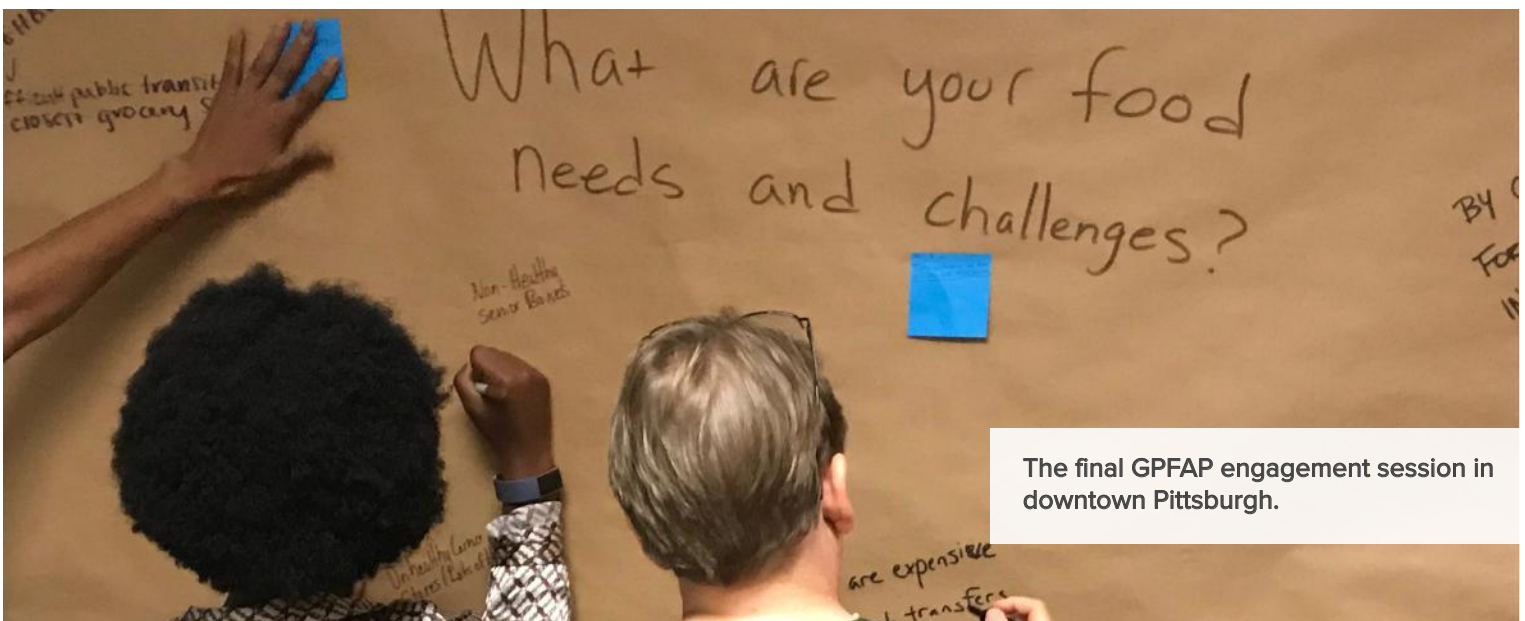
In Pennsylvania, as elsewhere in the United States, much of the food system relies on undocumented labor. Currently in Pennsylvania, undocumented people are not eligible to access driver's licenses and therefore risk deportation every time they go to work, school, errands, or the doctor's office. This causes fear and stress within immigrant communities, harms Pennsylvania's economy, and makes roads less safe because not all drivers have passed the driving test. Thirteen states (Maryland, Illinois, Rhode Island, Vermont, New Mexico, Utah, Colorado, Nevada, Washington, California, Oregon, Delaware, Hawaii) as well as Puerto Rico and the District of Columbia already allow their residents to obtain driver's licenses regardless of immigration status.

NEXT STEPS

- Gather endorsements from businesses and organizations in Allegheny County to support the Driving Pennsylvania Forward campaign.
- Encourage Pittsburgh and other cities to pass local resolutions in support.

POTENTIAL EVALUATION MEASURES:

- 1a. Have the PFPC/partners/stakeholders created an organized campaign for gathering endorsements? [Yes/No]
- 1b. How many endorsements have been gathered? [Number]
2. Have the PFPC/partners/stakeholders created an advocacy campaign to lobby municipalities to create local resolutions in support of Driving Pennsylvania Forward? [Yes/No]



The final GPFAP engagement session in downtown Pittsburgh.

RECOMMENDATION 5.3 — Elevate the voice and build power of food systems workers in our region.

STRATEGY 5.3.1: Understand and increase connections between workers throughout the food system.

The challenges faced by workers throughout the food system, whether on farms, grocery stores, restaurants, or any other sector, are often dealt with in isolation. Building solidarity across these sectors through a shared identity as a food system worker can help increase worker's collective power.

STAKEHOLDERS

Contributors: Justice At Work, labor unions, National Young Farmers Coalition, Pittsburgh Food Policy Council, Restaurant Opportunities Center

CURRENT STATUS

Nationally, The Food Chain Workers Alliance (FCWA) has worked to build bridges between critical worker justice issues and the food, environmental, and labor movements.

NEXT STEPS

- Research opportunities and best practices for building connections.

POTENTIAL EVALUATION MEASURES:

1. Has a report on best practices for building connections between food system workers been generated or identified? [Yes/No]

STRATEGY 5.3.2: Strengthen worker power by expanding labor unions across the food system.

Since the 1970s, the decline of unionization in the U.S. has contributed to the growth in income inequality. Labor unions have historically represented worker interests and improved the wages and working conditions of the American workforce. Labor unions are also critical to advancing public policies that benefit working people.

STAKEHOLDERS

Contributors: Justice At Work, labor unions, United Food and Commercial Workers

CURRENT STATUS

There are many unions in the Pittsburgh area that represent food system workers. However, there are still many workers who do not belong to a union.

NEXT STEPS

- Identify specific areas where unionization may benefit employees.
- Strengthen relationships between the Pittsburgh Food Policy Council and unions that represent food system workers.

POTENTIAL EVALUATION MEASURES:

- 1a. Has a list of target areas for unionization been generated? [Yes/No]
- 1b. With food systems workforce input? [Yes/No]

STRATEGY 5.3.3: Support the inclusion of farmworkers in legal worker protections.

Agricultural workers are largely excluded from federal laws that protect workers, such as The National Labor Relations Act and Fair Labor Standards Act. As such, many agricultural workers do not benefit from protections for joining, organizing, or supporting a labor union, do not have rights to overtime pay or minimum wage (on smaller farms), and may start work at the age of 12. Less than 3% of agricultural workers nationwide were protected by a union in 2019.

STAKEHOLDERS

Public Sector: Pennsylvania State legislators, Pennsylvania Congressional delegation

Contributors: Justice at Work, Labor Council for Latin American Advancement

CURRENT STATUS

We are not aware of current work happening in Pennsylvania to advance legal protections for agricultural workers. Nationally, worker coalitions and organizations such as Farmworker Justice seek to expand protections for agricultural workers. In some places, unions and guestworker programs offer some protection to documented workers, but undocumented workers have no such protections.

NEXT STEPS

- Identify legal protections necessary for farm workers depending on their legal status.
- Develop advocacy agenda.
- Advance agenda through engagement with Pennsylvania elected officials.

POTENTIAL EVALUATION MEASURES:

1. Has a list or matrix of improved standards and legal protections for agricultural workers been developed? [Yes/No]
 - 2a. Has an advocacy agenda been developed? [Yes/No]
 - 2b. With agricultural worker input? [Yes/No]
 - 2c. With worker advocacy organization or union input? [Yes/No]
 - 2d. With immigrant advocacy organization input? [Yes/No]
3. Have elected officials been engaged? [Yes/No]



STRATEGY 5.3.4: Support organizing efforts among food systems workers unable to unionize through their workplace.

Many workers across the food system do not have employment through which they are easily able to unionize. As such other mechanisms are necessary to build power to make change.

STAKEHOLDERS

Contributors: Justice At Work, Movement of Immigrant Leaders of Pennsylvania, National Young Farmers Coalition, Pennsylvania Farmers Union, Restaurant Opportunity Center

CURRENT STATUS

Workers centers are nonprofit, community-based organizations that offer support to low-wage, often immigrant workers who are not part of a collective bargaining entity such as a union, or who are excluded from federal labor laws. Pittsburgh is home to a chapter of the Restaurant Opportunities Center, a national organization fighting to improve wages and working conditions for the nation's restaurant workforce.

NEXT STEPS

- Identify existing food chain workers organizations and unions in Allegheny County.
- Increase engagement and participation of these organizations in the PFPC and GPFAP implementation.
- Engage food chain workers in Allegheny County in Food Chain Workers Alliance national effort.

POTENTIAL EVALUATION MEASURES:

- 1a. Has a comprehensive list of organizations representing regional food systems worker interests been generated [Yes/No]?
- 1b. Have individual contacts at these organizations been identified? [Yes/No]
2. Increased participation of food chain workers organizations in PFPC / GPFAP [percentage]
3. Local participation in FCWA national awareness event [yes/no]



PFPC members at a food policy training led by the Harvard Food Law & Policy Clinic.

RECOMMENDATION 5.4 — Work to ensure the right to clean air and water for all citizens.

STRATEGY 5.4.1: Determine opportunities for partnership between the Pittsburgh Food Policy Council and environmental justice organizations.

Food systems are deeply connected to many environmental issues. However, much of the work on these issues has been siloed, leading to missed opportunities for collaboration.

STAKEHOLDERS

Contributors: Clear Air Council, FracTracker Alliance, Group Against Smog and Pollution, Nine Mile Run Watershed Association, PennEnvironment, Pittsburgh Food Policy Council, Western Pennsylvania Conservancy

CURRENT STATUS

There has been little direct effort to connect food and environmental advocacy organizations in our region.

NEXT STEPS

- Conduct outreach to environmental advocacy groups

POTENTIAL EVALUATION MEASURES:

1. Has outreach to environmental advocacy groups been conducted? [Yes/No]
2. Has a report regarding potential areas of collaboration been generated? [Yes/No]
3. Have any collaborative projects come out of this process? [Yes/No; Number; List]



RECOMMENDATION 5.5 — Create opportunities for community celebrations of food.

STRATEGY 5.5.1: Support community events that promote local food.

Events are an important way to highlight and economically support local food producers while building community.

STAKEHOLDERS

Public Sector: Allegheny County, City of Pittsburgh

Contributors: East End Food Co-op, Grow Pittsburgh, Pennsylvania Association for Sustainable Agriculture, Phipps Conservatory, Pittsburgh Food Policy Council, community organizations

CURRENT STATUS

There are many regular events that promote local food, including: the Fermentation Festival, Fresh Brew Fest, Phipps Conservatory's Tomato Garlic Festival, Picklesburgh, and the Urban Farm Tour. In addition, there are many neighborhood and community specific events, such as the Homewood Good Food Festival or Greek Food Festival. There is no overarching coordination between any of these events, however.

NEXT STEPS

- Bring together organizers of existing food events and other interested parties.
- Set goals for number, type, and scale of events.
- Facilitate connections between small-scale and large-scale event organizers, with an eye towards increasing equitable access and exposure.
- Establish standing committee and funding to promote small-scale community food events, including event calendar, map, promotional materials, radio spots, etc.

POTENTIAL EVALUATION MEASURES:

- 1a. Have organizers, stakeholders, and interested parties been convened? [Yes/No]
- 1b. How many times have they met? [Number]
- 2a. Have county-wide goals for events been set? [Yes/No]
- 2b. Do these goals promote equitable access for under-resourced communities? [Potential measures include: Are events on public transit lines? What percentage of vendors at events are from low income communities? What percentage of minority/women-owned businesses are vendors at events?]
3. What specific actions have been taken to promote connections between small-scale and large-scale event organizers? [List of actions]
- 4a. Has a standing committee to promote small-scale food events been created? [Yes/No]
- 4b. Has funding for promoting small-scale food events been identified? [Yes/No]
- 4c. Obtained? [Yes/No]
- 4d. What promotions have happened as a result of funding?

Sunday Supper event celebrating Food Day in Pittsburgh. The PFPC organized and served this community meal in the street outside of the City-County building.





STRATEGY 5.5.2: Research program models to encourage community meals.

Community meals help to bring people together and form resilient communities.

STAKEHOLDERS

Contributors: Pittsburgh Food Policy Council

CURRENT STATUS

There are isolated community groups and neighborhood leaders who do this work independently, but there is no overarching structure to support and facilitate regular community meals.

NEXT STEPS

- Identify people and organizations currently leading community meals.
- Determine what supports are necessary for existing entities and strategies for promoting more community meals.

POTENTIAL EVALUATION MEASURES:

1. Has a list of people and organizations leading community meals been generated? [Yes/No; List of locations and contact information]
- 2a. Have the needs of existing community meal leaders been identified? [Yes/No]
- 2b. Have strategies for promoting community meals been identified? [Yes/No]

STRATEGY 5.5.3: Explore possibility of reviving the Allegheny County Fair.

The Allegheny County Fair stopped in 1973, excluding a brief resurgence from 1999 - 2001.

STAKEHOLDERS

Public Sector: Allegheny County, Pennsylvania Department of Agriculture

Contributors: Penn State Extension, Pittsburgh Food Policy Council

CURRENT STATUS

Many neighboring counties have large county fairs in the summer, but Allegheny County does not have one.

NEXT STEPS

- Research factors leading to previous closing of the fair.
- Determine funding mechanisms to support fair.
- Produce feasibility analysis based on the above.
- Outline planning process, including where funds raised by the fair should go.

POTENTIAL EVALUATION MEASURES:

1. Has a feasibility analysis been generated? [Yes/No]
2. Does the analysis show that a county fair would be viable and profitable? [Yes/No]
- 2a. About how much profit or loss could be expected from a fair? [Number in dollars]

RECOMMENDATION 5.6 — Increase local government support for community and backyard gardens.

STRATEGY 5.6.1: Create fund to support community garden manager positions.

Garden managers dedicate significant time and energy to gardens without compensation. This often leads to burnout, turn over, and a lack of stability for gardens.

STAKEHOLDERS

Public Sector: Allegheny County, City of Pittsburgh, Municipal Governments

Contributors: Foundations, Grow Pittsburgh, Penn State Extension, Pittsburgh Food Policy Council

CURRENT STATUS

The Duquesne Community Garden and North Hills Community Outreach Rosalinda Garden both have paid garden managers. Grow Pittsburgh and Penn State Extension both offer training and support for community garden leadership development, however there is not currently funding to support more widespread adoption of compensating these leaders.

NEXT STEPS

- Utilize Grow Pittsburgh's Garden Facilitator job description to outline the responsibilities of garden managers.
- Explore funding opportunities and logistics.
- Work with gardens to ensure future garden managers focus on coordinating and building new leaders in the garden, not simply making all the decisions and doing all the grunt work.

POTENTIAL EVALUATION MEASURES:

- 1a. Has an outline of the responsibilities of community garden managers been created? [Yes/No]
- 1b. Made available to community garden leadership teams? [Yes/No]
2. Have funding opportunities for creating paid garden manager positions been identified? [Yes/No]
3. Has a program for gardens and garden managers been developed to promote volunteer coordination and leadership development? [Yes/No]



Members of the African Healing Garden in Larimer pose for a picture with visitors during the 2019 Urban Farm Tour.

STRATEGY 5.6.2: Connect elected officials with gardening projects in their districts.

Gardens are more successful when they have support from local government officials.

STAKEHOLDERS

Contributors: Grow Pittsburgh, Pittsburgh Food Policy Council

CURRENT STATUS

Some gardens have worked to develop relationships and support from their local leaders, such as those in Duquesne, Wilkins, Crafton, and Mt. Washington. There has not, however, been a more coordinated and sustained effort to create these connections.

NEXT STEPS

- Invite elected officials to ongoing events, such as Urban Ag Week, the Urban Farm Tour, and other garden events.
- Determine follow up for elected officials who attend garden events.

POTENTIAL EVALUATION MEASURES:

1. Develop matrix of officials by their support of funding for community gardens, garden managers, etc.
2. How many elected officials were invited to how many events over the past year? [Numbers]
 - 2a. How many attended each event?
3. Determine if event attendance is associated with changes in support of funding, if possible.

STRATEGY 5.6.3: Research ways to illustrate, in monetary terms, the value of community gardens.

Community gardens are often seen as a tax-less placeholder before development occurs. Demonstrating their value may help in their long term preservation.

STAKEHOLDERS

Contributors: Grow Pittsburgh, Penn State Extension, Pittsburgh Food Policy Council

CURRENT STATUS

Through Penn State Extension's Master Gardener program, a variety of work has been done to demonstrate the value of a specific garden, the Edible Teaching Garden, to developers in the Point Breeze neighborhood. Research conducted in New York City has demonstrated a positive impact of community gardens on surrounding property values and serves as a catalyst for economic development. Community gardens also promote fruit and vegetable consumption, and have positive health impacts.

NEXT STEPS

- Bring together team to outline work.
- Research and develop different models.
- Share findings with relevant audiences.

POTENTIAL EVALUATION MEASURES:

- 1a. Has team been formed? [Yes/No]
- 1b. Has work been outlined? [Yes/No]
2. Has research been conducted? [Yes/No]
3. Have findings been shared with relevant audiences? [Yes/No]

RECOMMENDATION 5.7 — Improve coordination, collaboration, and training of food education program providers.

STRATEGY 5.7.1: Create network of food education providers.

While there are many organizations involved in food education, there is no inventory of current programs, in the many locations they are offered, detailing their focus, structure, and reach. As such, there are duplicative efforts and missing gaps in food education offered.

STAKEHOLDERS

Contributors: 412 Food Rescue, Adagio Health, Common Threads, E.A.T. Initiative, Greater Pittsburgh Community Food Bank, Grow Pittsburgh, East End Food Co-op, Let's Move Pittsburgh, Penn State Extension

CURRENT STATUS

Let's Move Pittsburgh, a program from Phipps Conservatory, publishes Raise Your Hand for Health, a booklet of health and wellness resources available to schools in Allegheny County.

NEXT STEPS

- ▣ Convene stakeholders to determine interest and opportunities from this network.

POTENTIAL EVALUATION MEASURES:

1. Have stakeholders been convened to determine interest in a network? [Yes/No; Number of stakeholders invited; Number of stakeholders participating]
2. Has a list of opportunities that would be provided or leveraged by such a network been created? [Yes/No]

STRATEGY 5.7.2: Improve communications about healthy cooking and shopping classes and demonstrations available to the general public, especially those experiencing food insecurity.

Statewide, 11.7% of adults meet the daily fruit intake recommendation, and 8.4% meet the daily vegetable intake recommendation. While Allegheny County has several organizations that are doing food, nutrition, and cooking education for the community, increased awareness of and knowledge about these programs among the communities the programs are meant to serve is needed.

STAKEHOLDERS

Public Sector: Allegheny County

Contributors: 412 Food Rescue, Adagio Health, Allegheny Health Network, Common Threads, East End Food Co-op, E.A.T. Initiative, Greater Pittsburgh Community Food Bank, Grow Pittsburgh, Penn State Extension, Phipps Conservatory

CURRENT STATUS

Several organizations are offering classes and workshops to the community, but there is limited collaboration or even awareness between the organizations and there is not a centralized pool of resources available internally or externally. D.C. Greens has produced a Community Food Guide, which can be a helpful model.



NEXT STEPS

- Convene all of the organizations doing this work.
- Develop a list of classes/workshops and a bank of resources.
- Assess community needs/wants for how/when/where info should be distributed.
- Work across all partners to increase access to resources.

POTENTIAL EVALUATION MEASURES:

- 1a. Has a comprehensive list of education providers been generated? [Yes/No]
- 1b. Made available to the public? [Yes/No; modalities]
- 1c. Is there a plan and resources in place to update this list annually? [Yes/No]
- 2a. Has a list of classes available from providers been created? [Yes/No]
- 2b. Is there a plan and resources in place to update this list annually? [Yes/No]
- 2c. How many students are served annually by these classes? [Number]

STRATEGY 5.7.3: Train teachers and educators on how to incorporate food systems into curriculums.

Food systems concepts can be easily integrated into almost any school curriculum. Teachers, however, are often not experts on food systems content. The 61 school gardens in Pittsburgh highlight the huge potential for gardening and food systems education to be easily incorporated into students' school days.

STAKEHOLDERS

Public Sector: Schools districts throughout Allegheny County, including Pittsburgh Public School District
Contributors: Grow Pittsburgh, Hilltop Urban Farm

CURRENT STATUS

Grow Pittsburgh, through the Edible Schoolyard program, is coordinating with schools and teachers to help build garden education into class curricula. Hilltop Youth Farm is collaborating with Arlington Elementary School and other organizations to build food and ag education into class curricula. This work is usually done at the level of individual classrooms or grade levels in individual schools. DC Greens offers a variety of teacher trainings that can provide models for this work in Pittsburgh.

NEXT STEPS

- Convene relevant stakeholders and assess current status of programs, needs, and gaps.
- Create leadership team to develop timeline and structure for program implementation.
- Create model language for garden and food education to be incorporated into curriculum at the school district level.

POTENTIAL EVALUATION MEASURES:

- 1. Have stakeholders been convened to discuss programs, needs, and gaps? [Yes/No]
- 2. Has a program survey and gap analysis been generated? [Yes/No]
- 3a. Has model language for inclusion of garden and food education at the school district level been developed? [Yes/No]
- 3b. Shared with school district decision makers? [Yes/No; List]
- 3c. Adopted by any school districts? [Yes/No; List]

RECOMMENDATION 5.8 — Expand food systems literacy throughout the County.

STRATEGY 5.8.1: Expand youth based, culturally-appropriate food literacy education, adding more food systems curriculum to schools, clubs, after school programs, juvenile detention facilities, and community centers.

Youth-based food education helps to ensure that the next generation will be able to make informed decisions about how they interact with the food system. Food literacy education goes beyond cooking and nutrition, and fosters deeper understanding of the food system, food and health, and the environment.

STAKEHOLDERS

Public Sector: City of Pittsburgh, Pittsburgh Urban Redevelopment Authority

Contributors: Adagio Health, Common Threads, community centers, E.A.T. Initiative, Family Support Centers, food service directors, Grow Pittsburgh, Obama High School Cooking Club, parents, parent teacher organizations, school boards and administrators, students, teachers

CURRENT STATUS

There are a number of programs that address food literacy geared to youth (led by Grow Pittsburgh, Adagio Health, E.A.T. Initiative, and others), as well as some home economics classes. However, these programs do not reach all in need due to funding constraints and are not well connected to social service and other agencies that might want to develop partnerships. The Pennsylvania Farm Bill (2019) includes The Pennsylvania Farm to School Grant Program, which provides \$500,000 to improve childhood nutrition and increase schoolchildren's exposure to agriculture.

NEXT STEPS

- Convene stakeholders to identify what resources are available and what gaps still exist.
- Research current curricula in use and opportunities to strengthen them by connecting different sectors (ie. nutrition, growing, processing, cooking).
- Presenting findings & recommendations to relevant audiences and authorities.
- Advocate for annual PA Farm Bill that allocates funds towards both Urban Ag and Food Systems education.

POTENTIAL EVALUATION MEASURES:

1. Have stakeholders been convened to discuss resources and gaps? [Yes/No]
2. Has a gap analysis been generated? [Yes/No]
- 3a. Has a report on current curricula been generated? [Yes/No]
- 3b. Have findings and recommendations from the report been presented to relevant audiences? [Yes/No]
- 3c. Have changes to curricula come about as a result of this work? [Yes/No; List]
4. Have the PFPC/partners/stakeholders created an advocacy campaign for the PA Farm Bill? [Yes/No]



Pittsburgh West Liberty K-5 school garden.

STRATEGY 5.8.2: Develop a county-wide food systems public education campaign.

Many of the most entrenched food systems problems we face are not broadly understood. Educating the public about the importance of diet, how to prepare and use foods, and the connections between food systems issues could help address these challenges. Such a campaign could focus on specific topics, such as: hunger, food waste, health and nutrition, and connections between food systems topics.

STAKEHOLDERS

Public Sector: Allegheny County, City of Pittsburgh

Contributors: 412 Food Rescue, East End Food Co-op, Eat n' Park, Farm to Table Western PA, Giant Eagle, Greater Pittsburgh Community Food Bank, Penn State Extension, Phipps Conservancy, Pittsburgh Food Policy Council, Republic Foods

CURRENT STATUS

The Allegheny County Health Department's Live Well Allegheny Campaign has messaging that addresses nutrition. Farm to Table Western PA's Buy Fresh, Buy Local Campaign works to support local agriculture. 412 Food Rescue's Ugly CSA and other programs work to generate attention to food waste. There is no campaign that ties all of these disparate issues together and addresses the food system as a concept. Other cities, such as New York, have done campaigns to generate awareness about the amount of salt or sugar in foods and reduce their consumption. Gail Feenstra of U.C. Davis has done significant research on how consumer education can drive demand for local food.

NEXT STEPS

- Research best practices from other food systems literacy-related campaigns.
- Convene stakeholders to determine scope and objectives of campaign.
- Decide on strategy or combination of strategies, which could include: top down support from food systems leaders via video campaign, high school film competition, ads on buses to focus on healthy eating.

POTENTIAL EVALUATION MEASURES:

1. Has a report on best practices in food literacy campaigns been generated? [Yes/No]
2. Were stakeholders convened and scope/objectives of campaign determined? [Yes/No]
- 2a. Were the different cultural needs of different community groups considered in developing objectives? [Yes/No]
3. How many targeted, culturally-appropriate strategies were developed and implemented? [Number; descriptions]



Pittsburgh Public Schools Food Service Director Curtistine Walker asking a question during the GPFAP Advisory Team meeting.

- GREATER PITTSBURGH

FOOD ACTION PLAN

AUGUST 27, 2019

COMMUNITY ENGAGEMENT

PITTSBURGH Food Policy Council

FOOD SYSTEM

- CREATING AVAILABILITY
- DISTRIBUTION
- PROCESSING

COOPERATION + COLLABORATION

RESEARCH → COMMUNITY STRATEGIC ENGAGEMENT → ACTION PLAN

LEARN FROM RESTAURANTS STEPS TO PRODUCE

COORDINATE + COLLABORATE

WHAT IS CHALLENGING A FARM?

REGULATION OF FARMS

SIZE + NUMBER OF FARMS?

LET'S TALK ABOUT IDEAS + SOLUTIONS

SALES + AWARENESS CHALLENGE

WHAT IS WORKING WELL?

ACCESS TO TOOLS IN YOUR COMMUNITY

URBAN SPACES AVAILABLE

SO MANY RESOURCES!

412 FOOD & RESCUE

A LOT IN EAST END

FOOD BUCKS

FOOD PANTRY

FARMERS MARKET

A LOT USED IN COMMUNITY

WOOD MARKET

DISTRIBUTION WAS MISSING

ALLOW FOOD STORES TO GROW

GET THE MONEY WISE

WHAT ARE THE FOOD CHALLENGES?

WHAT'S MISSING?

ACCESS

FOREIGN LANGUAGE

LISTEN TO FARMERS

LACK OF KNOWLEDGE

ASSISTANCE + ACCESS FOR W.I.C.

COMPOST OPPORTUNITIES

UNIVERSITY

SCHOOL LUNCHES

GROCERY STORES

SAFETY

ASSISTANCE + ACCESS FOR W.I.C.

LOCAL BUS

FRUIT TRANSPORT

BEFORE DONOR IN COMMUNITY

LOCAL BUS

Visual note-taking from the final GPFAP community engagement session.

