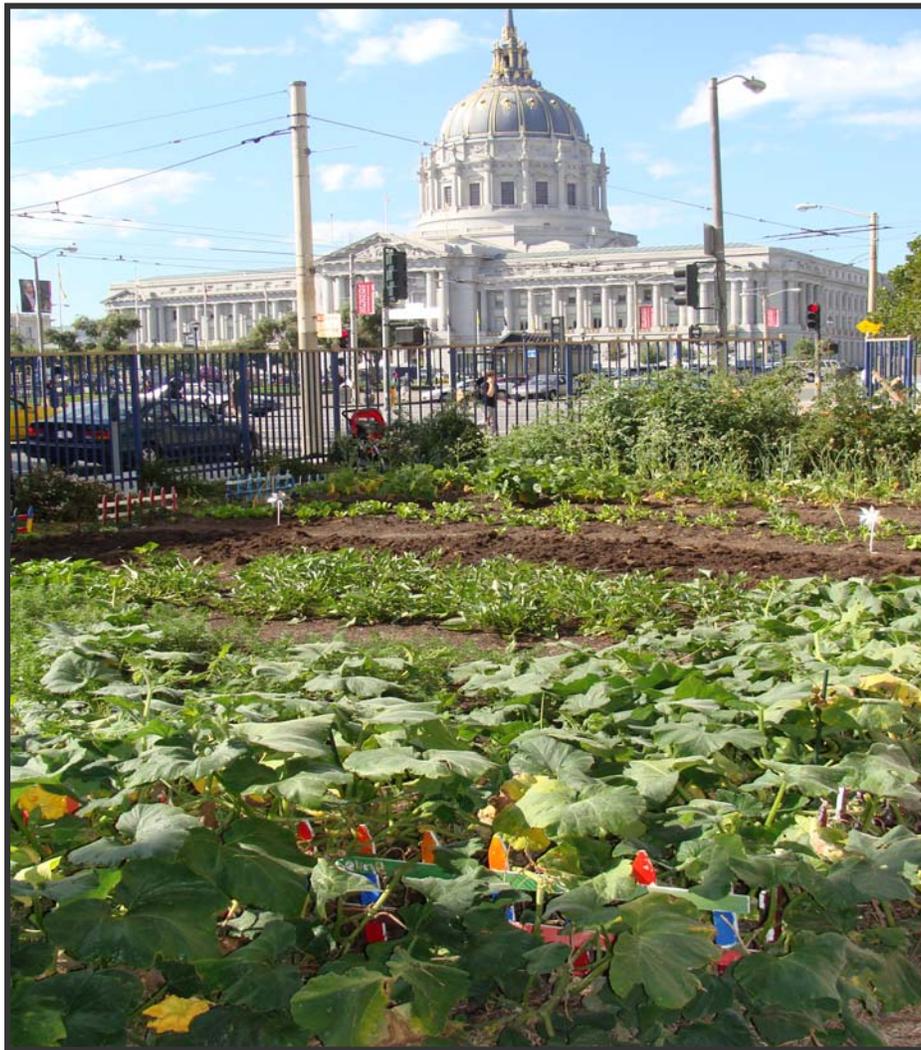




Executive Directive on Healthy and Sustainable Food 09-03

(Issued July 9, 2009 by Mayor Gavin Newsom)

Summary Report



Tenderloin People's Garden

December 2010

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San Francisco Food Systems sponsored Food Policy Council Meetings.

The following food policy resolutions, ordinances or recommendations informed this Directive including:

Sustainability Plan for the City of San Francisco (Resolution 692-97, July 1997); Resolution on Genetically-Engineered food (No. 1070-00, December 2000); Precautionary Principle (Resolution 129-03, March 2003); Resolution establishing the Childhood Nutrition and Physical Activity Task Force (No. 522-03, August 2003); Organic Certified Goods Resolution (No. 532-05, July 2005); Sweatfree Contracting Ordinance (No. 51257, September 2005); Fair Trade Certified Goods Resolution (No. 533-05, July 2005); Urban Environmental Accords (signed by Mayor in June 2005); Ordinance establishing the Food Security Task Force (No. 0206-05, August 2005); Resolution endorsing the Strategic Alliance's Recommendations "Taking Action for a Healthier California" (No. 575-05, July 2005); San Francisco Food Alliance Roundtable Recommendations (August 2005); Resolution creating Peak Oil Task Force (No. 268-07, April 2006); Shape Up at Work Directive (April 2006); Resolution supporting AB 32 California Global

Warming Solutions Act (May 2006); Department of Public Health's Healthy and Sustainable Food Policy (passed by the Health Commission July 2006); Farmers Market Ordinance (No. 0029-07, January 2007); Climate Change Plan (2004); Food Service Waste Reduction Ordinance (No. 295-06, November 2006); Mobile Catering Ordinance (No. 68-07, March 2007); Resolution to join California Green Cities (No. 21-08, January 2008); Resolution Supporting the California Prevention of Farm Animal Cruelty Act (No. 96-08, February 2008); Menu labeling ordinance (No. 40-08, March 2008); Resolution regarding Caged Hens (No. 20-08, January 2008); Resolution supporting the Prevention of the Farm Animal Cruelty Act (No. 96-08, February 2008). San Francisco Urban Rural Roundtable Recommendations (2009).

*All available at www.sffood.org (Policy and Reports)

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Paul Ash, MS	Member – San Francisco Food Bank (Executive Director) <i>Representing the Tenderloin Hunger Task Force</i>
Sara Randall	Member – Commercial Fishermen of America – Institute of Fisheries Resources (Program Director)
Ed Wilkins	Member – SF Unified School District, Student Nutrition Services (Director)
Susan Houghton	Member – Safeway – (Director of Public and Government Affairs)
Susana Hennessey-Lavery, MPH	Member – SF Department of Public Health, Community Health Promotion and Prevention <i>Representing Southeast Food Access Working Group</i>
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Mei Ling Hui	SF Environment (Urban Forestry Coordinator)

Summary Report

Introduction

On July 9, 2009, Mayor Gavin Newsom issued the Executive Directive on Healthy and Sustainable Food to all departments of the City and County of San Francisco (see Appendix A). This report describes how the Directive was developed, a summary of the progress made as a result of the Directive, and future direction for food system policy and planning in San Francisco.

Background and Significance of the Directive: Focus on Action

Food planning is an emerging field, and there is growing interest in understanding how cities can strategically create and manage a food system that promotes health and sustainability. Some cities, including San Francisco, have developed assessments, strategic plans, blueprints, etc. to guide policy and programs intended to create healthy and sustainable food systems.

The Executive Directive on Healthy and Sustainable Food represented a coming together of many years of public/private food policy initiatives in San Francisco that took the form of assessments, resolutions, ordinances, recommendations of commissions, task forces, alliances, etc. Many good ideas recommended through these various initiatives lacked the resources, coordination, and oversight necessary for success. Many of the prior initiatives had not considered the value of joining together multiple food-related goals and objectives. In the development of the Directive, San Francisco food policy experts focused on the following:

1. Best practices in food policy and planning;
2. Past food policy recommendations and priorities identified through public processes;
3. Opportunities to leverage the skills and capacities of diverse groups working to improve the local food system;
4. Actions achievable in short and medium time frames.

The Executive Directive on Healthy and Sustainable Food was significant for several reasons:

1. Addressed the food system in a comprehensive, holistic way;
2. Established a national model for city wide food system policy and planning, focusing on implementation;
3. Established a policy framework for future food policy in San Francisco;
4. Directed all departments to develop a plan for implementing the food policy principles of the Directive;
5. Directed specific actions by various departments with a defined timeline;
6. Established a public/private advisory food policy council to oversee the implementation of the Directive.

According to Nevin Cohen, assistant professor of urban environmental studies at The New School in New York City, the Directive has made a major contribution to food system policy and planning in the United States:

San Francisco Mayor Gavin Newsom issued an Executive Directive this week making food system planning the unambiguous responsibility of city government. ...But several things distinguish the new Directive from...previous efforts. First, it is notably comprehensive in scope, recognizing the need “to consider the food production, distribution, consumption and recycling system holistically...Second, it was developed with the involvement of a broad range of municipal officials, advocates, and business representatives, and empowers these stakeholders to monitor and advance the Directive’s initiatives through a new Food Policy Council ...Third, and perhaps most significantly, the Directive contains a series of sixteen mandatory actions that various agencies must take, within relatively short order, to plan and implement its goals. **The specificity of these requirements separates this effort from other municipal resolutions, non-binding plans and charters, and other mainly hortatory exercises.** (July 10th, 2009 - www.CivilEats.org)

A graphical representation of the Executive Directive and the areas where action was required is in Appendix B.

Process to develop Executive Directive

To develop the Directive, the drafting team took an integrated food system approach to food policy, considering how changes in the food system could achieve several inter-related goals: health equity, economic sustainability, and natural resource conservation.

To develop the list of food policy actions, the drafting team reviewed all food related policies already passed, food system related recommendations made by various groups, and food-related assessments already done - both for the City and County of San Francisco, and also for the San Francisco Unified School District. The assessments reviewed included a city-wide food system assessment in 2005, and regular assessments of the usage of federal nutrition programs. All policies, recommendations and assessments are available at: www.sffood.org, a website developed by the Department of Public Health (DPH) to promote integrated food system policy and planning.

The drafting team reviewed this background information, and developed a list of actions. For each possible action, the team answered the following questions:

- What food system area does this represent?
- What is the action proposed?
- Does this fulfill any of the priorities?
- Is there an existing policy that supports the proposed action?
- What agency(s) are responsible?

- What is the current status?
- What are the next steps?
- What are the resources needed?

Upon review of each proposed action, a list of interventions (policy, programming, etc.) that would achieve high priority food system goals was developed. All city agencies that would be responsible for moving an intervention forward were consulted to determine if the project was feasible with existing resources. Projects that were determined to be high priority and feasible were included in the Directive.

Structure of the Directive

Section 1 - Provides the policy intent.

Section 2 - Provides a frame work to guide current and future city food system policy.

Section 3 - Establishes a council to monitor the progress of the Directive.

Section 4 - Details specific actions and timelines to be taken by named departments. Additionally, all departments are required to provide a contact and a written plan for advancing the food policy framework.

Oversight of the Directive

Project Management Office

Paula Jones, Director of Food Systems for the Department of Public Health served as project manager for the Directive. Rajiv Bhatia, Director of Environmental Health, provided support for Ms. Jones and guidance in navigating inter-related food regulatory issues. The Mayor's Deputy Chief of Staff, Cristine DeBerry provided oversight for this initiative, ensuring participation of city agencies. Former Deputy Chief of Staff, Catherine Dodd also provided support and guidance in the development of the Executive Directive and establishment of the Food Policy Council. Joanna Garaventa, provided project management and process expertise, and facilitated Food Policy Council meetings.

San Francisco Food Policy Council

The Directive established the Food Policy Council as an advisory body to the Mayor. Membership consists of both public and private stakeholders, and includes ten city agencies and nine community stakeholders. The role of the Food Policy Council was to monitor timelines as well as review all work products resulting from the Directive (a copy of the Charter is in Appendix C). The Council worked collaboratively across sectors of the food system to support the activities outlined in the Directive. The Council began meeting in

August 2009, and the full Council met a total of four times. Specific workgroups met more frequently. The original duration of the Council was 12 months, but at the end of the year, members felt that it was necessary to continue to meet to advance food system projects and planning, and to ensure continued communications across sectors.

During the first 12 months, the Council reviewed vending machine guidelines, nutrition guidelines for contractors, draft language for a food procurement ordinance, fish market plan, food business action plan, Park and Recreation's community garden program, and a review of urban agriculture policies and programs.

Results, Challenges and Next Steps

Department Contacts - All departments were asked to submit the name of a staff member that would coordinate information and activities for their department. All departments were also asked to submit a preliminary plan for implementing the Directive. A format for department plans was sent to all department contacts.

Results:

- 47 departments provided plans, and departments have provided periodic updates upon request.

Nutrition Standards - Vending Machines – The Directive required the Shape Up program to develop nutrition standards for vending machines on city property and recommendations for implementing the standards.

Background: Vending machines on city property are controlled and maintained in various ways, with individual departments controlling the process. Most machines are vendor owned, some vendors provide a percentage of the profits to employee funds, and some machines are also controlled by employees through their collective bargaining agreements. Vendors include major soft drink companies, as well as local vending machine operators. Some machines are accessible to the public, while others are not. All departments were asked to submit information on the vending machines in their buildings (location, vendor, contents, timeline for contract, etc.) A review of best practices was conducted and guidelines were developed by the Shape Up program and the Director of Food Systems.

Results:

- Mayor Newsom issued nutrition standards for vending machines through Executive Directive 10-01 Health Food and Beverage Options in Vending Machines on April 19, 2010 (see Appendix D). The Directive

required all departments to take an inventory of the foods and beverages in vending machines controlled by the City, and to implement the standards as soon as feasible.

- The Shape Up program is available to respond to questions, and is exploring labeling options for identifying healthy items.

Food in leases agreements – promoting healthy and sustainable food options

Departments that control property with lease opportunities for food businesses were asked to issue requirements for the sale of healthy and sustainably produced foods, or give preferences to businesses who sell such food.

Results:

- Departments have incorporated standards into their lease opportunities.
- The Real Estate Department included requirements for healthy and/or sustainable food into their opportunities for the Main Library Café and the City Hall Café. The City Hall Café Request for Applications devoted 15% of the points to sustainable food.
- The Recreation and Parks Department has included requirements for healthy and sustainable food into the following solicitations: Request for Proposal for Pushcarts in City Parks, Request for Qualifications for Stow Lake Boathouse, Carrousel and Food Kiosk in Golden Gate Park, and the RFP for Food and Beverage Sales at Coit Tower. Examples of language from a Park and Rec solicitation for pushcarts in parks is below:

“ The Department will view favorably menus that incorporate healthy, sustainably grown foods and beverages as well as those that include inventive meal options... Sustainable foods are those which, through their production, purchase, and consumption, enhance the health of the environment, producers and consumers through one or more of these methods; growing, processing and distributing locally; using low or no synthetic chemicals; fairly trading with developing countries; meeting animal welfare standards; processing minimally; no genetic modification; no unnecessary antibiotics; and no added growth hormones.” (September 2009)



Let's Be Frank cart, featuring Grass fed beef hot dogs.

- San Francisco General Hospital Foundation incorporated requirements for healthy and sustainable food in their agreement with the new Concession Trailer Operator.
- The San Francisco International Airport contacted all vendors and concessions to request that they make healthy and sustainable food available. Additionally San Francisco International Airport's new Terminal 2 will have the first airport dining program in the country to recruit Slow Food vendors. It will feature organic food vendors, offering wholesome food grown locally and prepared in a healthful manner.

Nutrition Goals for the City's Nutrition Contractors

The Directive required that food or food programs funded by the City meet nutritional guidelines developed by the City, and that these guidelines will be incorporated into city contracts for programs which serve food.

Background and challenges: Departments that fund food purchases or food programs include Human Service Agency and Department of Aging and Adult Services, Department of Children, Youth and their Families, Recreation and Park, First 5 Commission, and Department of Public Health. Unfortunately, many meal programs do not have the financial or technical ability to develop menu patterns, conduct nutrient analysis, ensure portion control, increase nutrient quality of foods and increase the amount of food preparation needed to serve more fresh food. Since 2008, DPH has funded a consultant dietician to provide technical assistance to shelters by reviewing menus, budgets, food service operations, food safety, etc. The consultant also developed a meal pattern that allowed shelters to meet the minimum caloric and nutrient needs of their patients while allowing flexibility in purchasing and obtaining donated product.

Results:

- A work group from the Food Security Task Force developed nutrition goals for contractors and an implementation plan. A copy of the plan is in Appendix E.
- The Food Security Task Force is working with a doctor from UCSF –San Francisco General Hospital’s Vulnerable Populations Center and a dietician from UC Berkeley MPH program to assess the costs of implementing the nutrition guidelines across all of the low cost and free dining rooms in San Francisco. The results from their study will be presented to the Task Force at the beginning of 2011.

Food and nutrition in mobile food permits

The Directive required that permits for mobile food vendors reflect a preference for vendors that offer healthy and sustainably produced food.

Background: Until recently, the permitting process for mobile vending involved multiple departments with DPH authorizing pushcarts on private property and the Police Department authorizing pushcarts, and mobile caterers on public property. Additionally, other departments also solicit and choose mobile food vendors on property within their control.

Results

- Responding to the expanded community interest in mobile food vending, Supervisor Dufty with the support from Planning and the Office of Economic and Workforce Development, developed improved procedures that streamline the process, and transfer permitting authority from the Police Department to the Department of Public Works. These improvements will allow the City to utilize food trucks and food carts as economic development opportunities for emerging food entrepreneurs. San Francisco city departments (Real Estate and Recreation and Parks) are working with Off the Grid (www.offthegridsf.com) to establish mobile food markets in Civic Center, UN Plaza, McCoppin Hub, and Upper Haight.

Urban Agriculture-Land Audit (increasing food production in San Francisco)

The Directive called for all departments with jurisdiction over property to conduct an audit of their land to identify parcels suitable for or actively used for food producing gardens and prepare a report of the findings.

Background: In order to assist departments with this, a work group consisting of the Mayor’s Director of Greening, Planning, DPH, Planning and Department

of the Environment (DOE) developed criteria (Appendix F). Properties that were considered included vacant, unimproved lots that were considered underutilized or surplus, and which had been vetted by the affordable housing surplus property committee (under Mayor's Office of Housing - MOH) and determined not to be appropriate for housing.

Since the Directive was issued, some departments have installed or are planning new gardens. These departments including DPH, Real Estate, Public Library, Department of Public Works (DPW), Juvenile Probation, Recreation and Parks, and Treasure Island. The locations of these gardens were not included in the list of potential sites.

Results:

- The following departments responded including SFO, DPH, DPW, Fire, Juvenile Probation, MOH, Recreation and Parks, Port, Library, Public Utilities Commission (PUC), Real Estate, Sheriff's Office, Treasure Island, and Municipal Transportation Authority.
- A total of 120 sites were submitted for consideration and sites were reviewed based on the criteria developed. After this review, 30 sites remained as potential options. Site evaluations were conducted and found that some of these sites were already being gardened by community members, and gardens were already being planned for other sites. The majority of potential sites was deemed as not usable due to inaccessibility, concerns for public safety, or planned developments.
- A total 13 sites were determined to be available for gardening and the Urban Forestry Coordinator and the Street Parks Program have agreed to assist with part of the coordination of these sites.



Underutilized SFO land in San Bruno

New school garden being constructed on SFO land for Belle Air Elementary School in San Bruno

Urban Agriculture - Coordination and support for food production

The Directive required Department of Recreation and Parks with support from Department of the Environment to coordinate urban agriculture including access to gardening materials and tools, organizing community events and outreach efforts, connecting volunteer and educational programs, and seeking funding, and serving as an advocate to increase the production of food within the City.

Background: Department of Recreation and Parks (Rec & Park) operates a community gardens program consisting of 35 gardens. These gardens are managed by community volunteers and the department has developed a set of policies and standards that provide a uniform framework for community gardens across the city, while at the same time allowing flexibility of management within each garden. These policies are available at: <http://sfrecpark.org/CommunityGardens.aspx>. Rec and Park's community garden program receives annual financial support of \$150,000 from the Open Space Fund. However, the Open Space Fund is not adequate to meet all the needs of existing gardens, and there have been no new gardens built in the past three years. Rec and Park plans to build three new gardens starting in 2010 which will increase the area of gardens in their program by 7%.

Results:

- The Community Opportunities Fund created through the 2008 Parks Bond provides a possible annual funding source (\$5 million) for community projects on park land. New or expanded community gardens can be funded through this fund and could be awarded up to \$250,000 over two years. 2010 awards announced in December 2010 include \$234,764 for Phase I construction for the Geneva Community Garden that will contain 21 raised beds.
- Department of the Environment (DOE) developed a listserv to coordinate communications and information sharing among groups engaged or interested in urban agriculture (sfuaa@yahogroups.com). DOE provides support to other city agencies around urban agriculture activities, and also operates an urban orchard program focused on increasing the number of fruit and nut trees in San Francisco.
- Urban agriculture stakeholders formed a new organization, the San Francisco Urban Agriculture Alliance (SFUAA) to bring together over 30 diverse organizations directly working to expand food production in San Francisco (www.sfuaa.org). The SFUAA has developed a list of

recommendations to implement the urban agriculture objectives of the Directive. SFUAA's recommendations are in the Appendix G.

- The City provided a materials and tools for gardeners for a city wide garden work day organized by Kitchen Garden SF. Loads of compost from Recology and tools from DPW were available for gardeners at several locations in San Francisco. DPW also provides tools to large garden installation projects.
- The Recreation and Open Space Element (ROSE) of the General Plan was rewritten and the draft plan includes strong support for urban agriculture. Objective 5 – **Engage Communities in the Stewardship of their Open Spaces** includes Policy 5.6 – “Support urban agriculture through the creation and maintenance of community, rooftops, schoolyard and kitchen gardens.” (<http://openspace.sfplanning.org>)
- The Planning Department prepared a set of changes to the zoning code that support urban agriculture, especially in areas zoned as residential. These changes were introduced to the Board of Supervisors by Mayor Newsom in December 2010. A copy of the legislation introduced is in the Appendix H.
- Many city departments have provided additional support for urban agriculture. Details are provided in Appendix I.

Farmers Market Regulations – Supporting regional farmers

In order to support regional agricultural producers, the Directive required the Agricultural Commissioner to develop standard rules and regulations for farmers markets to ensure equitable access to local food.

Results:

- Agricultural staff compiled information from various agencies and created a public directory of city agencies and fee schedules necessary to establish a farmers market in San Francisco.
- The Agricultural Commissioner has also established an annual meeting of all farmers market managers in order to solicit input and share information.
- Finally, the current city code for farmers market (Administrative Code Section 9A) is being revised. Revisions will be introduced into the Board of Supervisors in early 2011.



*Produce vendor at
Heart of the City
Farmers Market*

Food Procurement Ordinance – prioritizing local, sustainable food in public procurement

In order to ensure that a percentage of the City's direct food purchases support regional agricultural producers, the Department of the Environment was asked to draft a local and sustainable food procurement ordinance.

Results:

- A draft ordinance was developed. Upon review of the ordinance, the City Purchaser suggested that a pilot project be launched under the mandates of the Precautionary Purchasing Ordinance (Environment Code, Chapter 2) to determine the ability of vendors, food service operations, and purchasing staff to comply. DOE is exploring a pilot of the proposed ordinance with a city-wide food contract.
- Additionally, Laguna Honda Hospital estimates that currently 9% of the foods they serve is sustainable, and they are making efforts to increase this number. They also participate in the Balanced Manus Campaign led by Healthcare Without Harm.

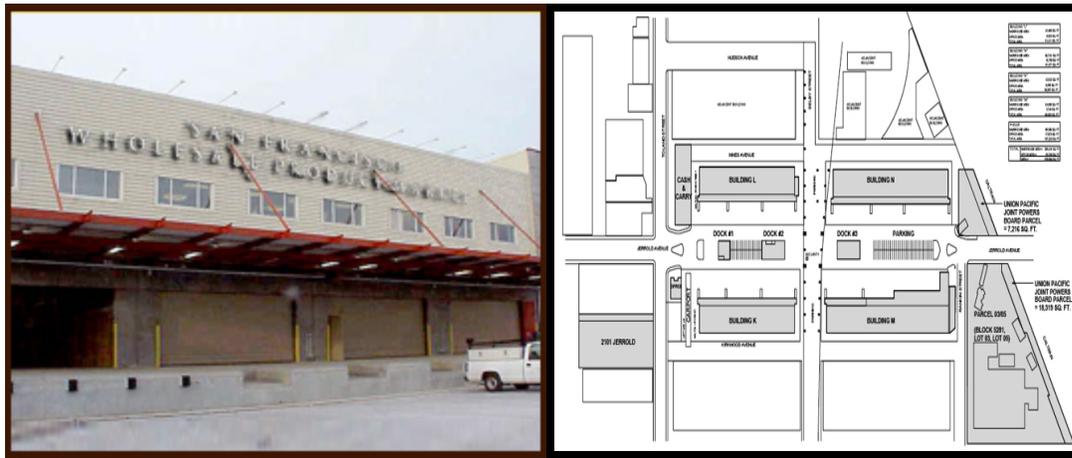
San Francisco Wholesale Produce Market – ensuring long term supply of healthy food for San Francisco

The Directive calls for the retention and expansion of the San Francisco Wholesale Produce Market.

Background: The market is located on city property and consists of 33 food and produce merchants, 650 full time and 35 part time employees. 68% of merchants said that they will need more space within 3-5 years. Real Estate and Office of Economic and Workforce Development are leading the process to exploring ways to expand the space of the market as well as improve the logistics.

Results:

- In November 2009, the Board of Supervisors adopted a resolution finding the retention and expansion of the San Francisco Wholesale Produce Market fiscally feasible. In December, 2009, the Market's formal application was submitted to Planning to commence the CEQA review of the project. The project remains in CEQA review at this time. The City, Market Board and merchants continue on the development of a new lease as the foundation for the future.



San Francisco Wholesale Produce Market and expansion project concept.

Food Business Recognition Program – supporting healthy food in food retail and restaurants

The Directive required the Department of Public Health to work with local food businesses to create a program to encourage and support food businesses to incorporate healthier and sustainable food options.

Results:

- DPH developed a concept brief, a program plan, and a grant proposal to fund this program and is seeking funding to develop the program. DPH is also partnering with a national non profit specializing in research and policy to convene a national meeting on the issue.
- DPH is responsible for creating an annual Restaurant Recognition program each October. In October 2010, the Mayor and each member of the Board of Supervisors nominated one restaurant from their district that demonstrated: innovative cuisine, environmental conservation and sustainability, use of local and regional food, improved food access and nutrition in underserved communities, community work, labor practices and workforce development, nutrition and high food safety standards.

Each nominated restaurant received a Certificate of Honor at the October 26, 2010 Full Board of Supervisors meeting.

Food Business Action Plan – healthy food retail options for all neighborhoods

The Directive directs the San Francisco Redevelopment Agency (SFRA) to identify strategies such as enterprise zones, tax incentives, regulatory streamlining or other policies to recruit and incubate new food businesses and ensure existing food businesses are fully utilizing economic incentives and technical support.

Results:

- SFRA developed a plan recommending that the City create a Healthy Food Partners Program to coordinate and centralize city-wide incentives and technical assistance to food businesses.
- SFRA is supporting several grocery store projects in Bayview Hunters Point at three key locations including: Fresh and Easy (new store – expected to open Summer 2011); FoodsCo (located on land currently owned by SFRA), and Super Save market. SFRA is convening a FoodsCo Community Task Force to participate in the discussions about the potential sale of the property to FoodsCo.
- SFRA and SEFA (Southeast Food Access Working Group) are working with the owner of Super Save to reposition his store including developing and implementing a comprehensive re-model and enhancement of the store to provide more fresh produce options for residents and create a full-service grocery store.



Super Save Market



Redesign Project Concept (Sutti and Associates)

- Office of Economic and Workforce Development (OEWD) worked with the Planning Department to assist with the development of new grocery stores by decreasing the entitlement process timeline and providing

direct development assistance to property owners, developers and grocery store operators.

- OEWD has been working to develop a mobile food vendor program, and has successfully worked with liquor stores to convert them to non-liquor groceries. They have developed a program model that includes a comprehensive business technical assistance approach involving assistance with produce, WIC certification, visual merchandising, energy efficiency upgrades, and exterior beautification.

www.BenefitsSF.org – facilitating access to federal nutrition dollars

The Directive required that the Human Service Agency maximize food stamp enrollment through a public internet based interface and remote sites located in community based organizations.

Results:

- The San Francisco Food Stamp Program has modernized its food stamp office in order to maximize food stamp enrollment. They created a model website and have launched remote sites at community based organizations, training staff to enroll residents into the food stamp program. They have added new functions to the website including quarterly reporting and eligibility, and have provided information for other nutrition programs including WIC and school lunch. The website developed by the Human Service Agency has served as a model for other counties in California, and has been used to develop the new www.benefitsCALWIN.org website.
- Food Stamp enrollment has increased over 23% from 2009 to 2010, and in the same time, the number of food stamp households with children has increased by 26%. The percentage of food stamp applications received through www.benefitsSF.org has grown to 26% in November 2010.

School Lunch – engaging the community to improve school food

The school meals program is the largest food service program in San Francisco, serving over 30,000 meals and snacks daily, mainly to students from low income households. This program is a vital community resource, and it will take widespread community support to significantly improve this program. Recognizing this, the Directive directed the Department of Public Health and Department of Children, Youth and their Families to work with the Food

Security Task Force to host a hearing on school food at the Board of Supervisors.

Results:

- A long term planning process to improve school meals has been initiated through a partnership between SFUSD, San Francisco Food Bank, and DPH. A Request for Proposal was issued in September 2010 to identify a consultant to conduct an independent assessment and performance review of the school food system. A copy of the RFP is in Appendix J.
- DPH has supported SFUSD to maximize National School Lunch Program participation in middle and high schools through the development of and adoption of a new model to eliminate competitive food. Initial results show that comparing lunch participation in middle and high schools in October 2009 to October 2010, there has been a 31% increase in meals claimed under the National School Lunch Program.
- SFUSD will also be launching an additional component to the project to increase participation and accessibility of school meals – a vending machine that will distribute reimbursable breakfasts and lunches will be piloted at a large high school. DPH will work with SFUSD to evaluate these changes, and will support outreach to students, staff and parents.
- DPH with the assistance of a master's student from UC Berkeley Goldman School of Public Policy is also supporting SFUSD to expand breakfast participation. A plan was developed that provides information on alternative models for breakfast service, and a fiscal analysis to guide the development of pilots. Additionally, DPH and SFUSD submitted grant proposals to the California Department of Education to fund equipment and training expenses necessary to expand the Grab and Go breakfast model at nine additional high schools.

Fisheries – supporting local fisherman

Although the Directive did not include actions related to fisheries, the Institute for Fisheries Resources, an organization based in San Francisco, requested to participate in the Food Policy Council and has been a valuable resource to the process.

Results:

- The Institute for Fisheries Resources prepared a policy brief about current issues surrounding fisheries, and a project being developed by the San Francisco Crab Boat Owners Association (see Appendix K). The association is developing a direct to consumer retail seafood location at Pier 47. They are currently working on a plan to set up a

Community Fishing Association, which is similar to a co-op. The San Francisco Community Fishing Association has been incorporated in the state of California. A grant in the amount of \$250,000 has been approved by the State of California's Ocean Protection Council, which will help buy equipment necessary for offloading and processing fish for the CFA. The plans for Phase I of the project are to open a preliminary operating facility on Pier 45, and they are working with the Port of San Francisco to identify warehouse space and hoist.

Future Planning

The food system areas advanced through Mayor Newsom's Executive Directive on Healthy and Sustainable Food have been accomplished through strong collaborations between the public and private sector. Phase II of San Francisco's food system initiative will be focused on continuation of the priorities and activities initiated through the Directive, and advancing emerging priorities. During the first part of 2011, the Director of Food Systems will convene meetings of private and public stakeholders focused on specific themes including: food and economic development, nutrition and food access, and urban agriculture.

Appendix A



Executive Directive 09-03

Healthy and Sustainable Food for San Francisco

July 9, 2009

By virtue of the power and authority vested in me by Section 3.100 of the San Francisco Charter to provide administration and oversight of all departments and governmental units in the executive branch of the City and County of San Francisco, I do hereby issue this Executive Directive to become effective immediately:

1. The City declares its commitment to increasing the amount of healthy and sustainable food.

Access to safe, nutritious, and culturally acceptable food is a basic human right and is essential to both human health and ecological sustainability. The City and County of San Francisco recognizes that hunger, food insecurity, and poor nutrition are pressing health issues that require immediate action. Further we recognize that sustainable agricultural ecosystems serve long-term economic prosperity and ability of future generations to be food self-sufficient. In our vision, sustainable food systems ensure nutritious food for all people, shorten the distance between food consumers and producers, protect workers health and welfare, minimize environment impacts, and strengthen connections between urban and rural communities. The long-term provision of sufficient nutritious, affordable, culturally appropriate, and delicious food for all San Franciscans requires the City to consider the food production, distribution, consumption and recycling system holistically and to take actions to preserve and promote the health of the food system. This includes setting a high standard for food quality and ensuring city funds are spent in a manner consistent with our social, environmental and economic values.

2. The following principles guide this Directive on Healthy and Sustainable Food:

- a. To ensure quality of life, as well as environmental and economic health in San Francisco, the food system must promote public health, environmental sustainability and social responsibility.
- b. Eliminating hunger and ensuring access to healthy and nutritious food for all residents, regardless of economic means, is a concern of all city departments. Investments should be allocated to ensure no San Franciscan goes hungry.
- c. San Francisco's neighborhood food environments must allow residents the opportunity to make healthy food choices and reduce environmental causes of diet related illnesses.
- d. To reduce the environmental impacts associated with food production, distribution, consumption, and disposal, whenever possible, city resources will be used to purchase and promote regionally produced and sustainably certified food.

- e. Food production and horticulture education will be encouraged within the City and, to the extent feasible, on City owned land, through urban agriculture including community, backyard, rooftop, and school gardens; edible landscaping, and agricultural incubator projects.
- f. The City and County shall promote economic opportunities in the food sector that create green jobs and local food businesses.
- g. The ability of the City and County to reduce the environmental impacts of the food system depends on the region's fertile farmland. The City and County shall support policies that conserve the region's prime agricultural land.
- h. The City and County shall promote regional agriculture through increasing marketing opportunities for regionally grown agricultural products in San Francisco.
- i. The City and County shall recycle all organic residuals, eliminate chemical use in agriculture and landscaping and use sustainable practices that enhance natural biological systems throughout the City.
- j. The City and County shall promote innovative programs that educate food system stakeholders and the general public on the value of healthy food, and an equitable and sustainable food system.
- k. The City and County shall advocate for federal and state policies that support the principles of this Food Policy.

3. The Healthy and Sustainable Food Directive will be monitored and advanced by a newly created Food Policy Council consisting of both public and private members.

- a. The following departments will participate in the Food Policy Council:
 - Mayor's Office
 - DPH Office of Food Systems
 - Shape Up Program representative
 - Department of Recreation and Parks Director or designee
 - San Francisco Redevelopment Agency Director or designee
 - Human Service Agency Director or designee
 - Director of Department of Aging and Adult Services
 - Director of Department of Children Youth and Their Families or designee
- b. A representative from the following stakeholder groups will be invited to participate in the Food Policy Council:
 - Urban Agriculture
 - Nutrition expert
 - Food Retail
 - Restaurants
 - Distributor
 - Food Security Task Force
 - Southeast Food Access Working Group
 - Tenderloin Hunger Task Force

- San Francisco Unified School District, Student Nutrition Services
- c. The Food Policy Council will begin meeting immediately and will meet bi-monthly.
- The immediate goal of the Food Policy Council will be to integrate the principles of this Directive on Healthy and Sustainable Food as well as existing recommendations and plans for food policy into the municipal code, General Plan, and other relevant planning and policy documents.
 - The Food Policy Council will also monitor progress of this Executive Directive on Healthy and Sustainable Food and provide an annual report on departmental efforts to implement this directive. This report will include at minimum:
 1. Evaluation of current activities prescribed by this directive; and
 2. Review of any food system related recommendations from other task forces, and a prioritized list of recommendations for future research, policies and initiatives that advance the Directive.

4. Departments shall advance the Healthy and Sustainable Food Directive by taking the following actions:

- a. All departments having jurisdiction over property will conduct an audit of their land suitable for or actively used for food producing gardens or other agricultural purposes and prepare a report with the findings to my office and a copy to the Office of Food Systems within 180 days of the signing of this directive.
- b. All departments having jurisdiction over nutrition assistance programs including federally funded programs will ensure adequate staffing to maximize the City's use of federal funding.
- c. The Human Service Agency shall maximize food stamp enrollment by launching a public-facing internet application for online eligibility screening and enrollment of Food Stamps, Medi-Cal benefits; seek to add additional programs including WIC, National School Lunch Program, Working Families Credit and other benefits. HSA shall also contract with ten community-based partners to become Food Stamp Remote Sites.
- d. City departments entering into lease agreements or permitting mobile food vendors shall either issue requirements for the sale of healthy and sustainably produced foods or give preferences to businesses who sell such food. City departments shall provide documentation of requirements and preferences to the Food Policy Council and must begin to institute these requirements or preferences within 6 months after the issuance of this Directive. Staff from the Department of the Environment and Department of Public Health will provide guidance and technical support.
- e. Mayor's Office of Economic and Workforce Development and the Real Estate Division shall work with the San Francisco Wholesale Produce Market to finalize plans for new and expanded facilities that provide long-term stability for the market past its current 2013 lease expiration so that it may continue to play an

essential role in the distribution of quality food from its source to San Francisco restaurants, groceries and dining tables.

- f. City funding for food purchases or food programs shall meet nutritional guidelines developed by the City of San Francisco. DPH, DAAS and DCYF will develop nutritional criteria for any food purchased or any food program funded using city funds, and will deliver these criteria to my office within 120 days of the signing of this directive. Within 150 days, these guidelines shall be distributed to all city departments and shall be incorporated into all city contracts for programs which serve food.
- g. Beginning immediately, all city departments and agencies purchasing food for events or meetings using city funds will utilize guidelines for “healthy meetings” and purchase healthy, locally produced and/or sustainably certified foods to the maximum extent possible. (See www.sffood.org: Healthy Meeting Guidelines and Guidelines To Increase The Use Of Local Foods At Meetings/Conferences.)
- h. Coordinators of the Shape Up At Work program will develop nutrition standards for all vending machines on city property within 60 days of the signing of this directive and prepare recommendations for implementing these nutrition standards in all vending machines on city property.
- i. San Francisco Planning Department, with support from the Department of Public Health and the Department of the Environment shall, to the greatest extent feasible, integrate policies and implementing actions to support San Francisco’s food policy goals into elements of the City and County of San Francisco’s General Plan, whenever such elements are updated.
- j. The Department of Public Health will work with local food retailers to create a Sustainable Food Business Recognition Program to encourage and support locally owned food businesses that incorporate more healthy and sustainable food and business practices.
- k. San Francisco Redevelopment Agency will develop a Food Business Action Plan to identify strategies, such as enterprise zones, permit expediting, tax incentives, regulatory streamlining or other policies to recruit and incubate new food businesses, and ensure existing food businesses are fully utilizing economic incentives and technical support to advance the goals of this Directive. This Plan will be delivered to my office and the DPH Office of Food Systems within 180 days of the signing of this Directive.
- l. The Department of Recreation and Parks with support from the Department of the Environment will coordinate urban agriculture including facilitating access to gardening materials and tools, with emphasis on composts, mulches, and other materials produced as byproducts of other city programs; organizing community events and outreach efforts related to urban agriculture; connecting volunteer and educational programs to urban agriculture programs; seek funding to support urban agriculture; and generally serve as an advocate to increase the production of food within the City of San Francisco

- m. The Department of the Environment will draft a local and sustainable food procurement ordinance aimed at City government food purchases and prepare recommendations within 60 days of the signing of this Directive.
- n. The San Francisco Agricultural Commissioner will develop rules and regulations for local farmers markets that support healthy neighborhoods, regional farmers, and ensure equitable access to local food. These rules will be due to my office within 180 days of the signing of this Directive.
- o. The Department of Children, Youth and their Families and the Department of Public Health will collaborate with the Food Policy Council and the Food Security Task Force to host a hearing to explore ways to increase funding to the school meals program and prepare a report on alternative mechanisms to increase funding to the program.
- p. All departments will designate a contact for advancing the food policy principles of this Directive and submit the contact information to my office and the DPH Office of Food Systems within 30 days. All departments are responsible for developing preliminary plans to execute this directive. These plans are due to the DPH Office of Food Systems and my office within 60 days of the signing of this directive.

For questions concerning this Executive Directive and its implementation, please contact: Paula Jones, Director of Food Systems, Department of Public Health (paula.jones@sfdph.org, 415-252-3853.)

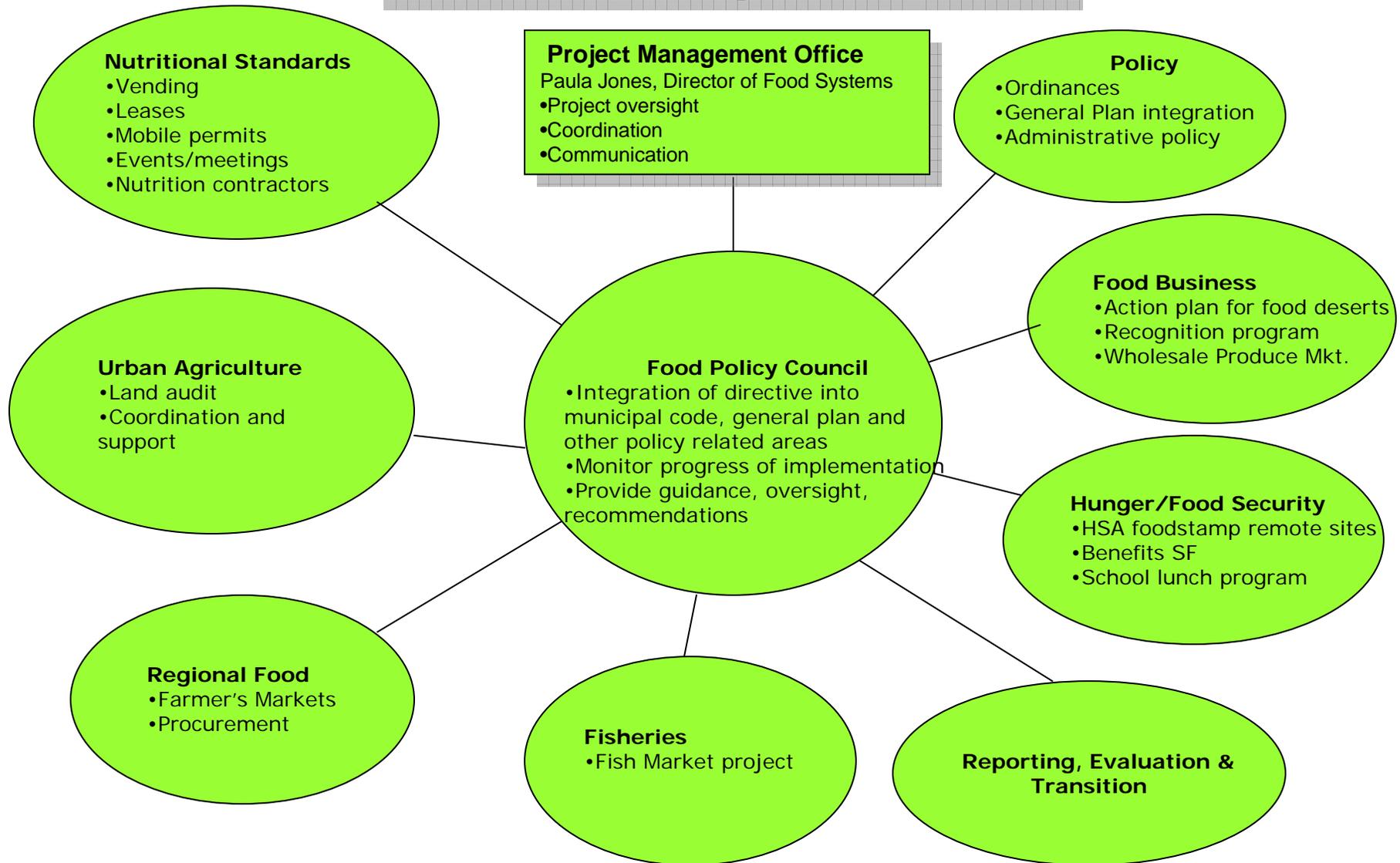
A handwritten signature in black ink, appearing to read 'Gavin Newsom', with a long horizontal line extending to the right.

Gavin Newsom
MAYOR

Appendix B

Healthy and Sustainable Food for San Francisco

Project Organization



Appendix C

San Francisco Food Policy Council Charter

Establishment

The San Francisco Food Policy Council was established on July 9th 2009 through Executive Directive 09-03 Healthy and Sustainable Food for San Francisco.

Charter Definition

This document defines the San Francisco Food Policy Council's (SFFPC) charter. The charter is intended to be used as:

- A statement of the SFFPC's role and responsibilities
- An aid in communicating the SFFPC's charter internally to the City and County of San Francisco and to the public

Purpose

The San Francisco Food Policy Council (SFFPC) serves as an advisory committee to monitor and advance the Directive on Healthy and Sustainable Food. The SFFPC works collaboratively across sectors in the food system to support the activities outlined in the Directive.

Officers and Membership

Membership in the San Francisco Food Policy Council includes the following:

City agencies:

Mayor's Office
DPH Office of Food Systems
Shape UP Program representative
Department of Recreation and Parks Director or designee
San Francisco Redevelopment Agency Director or designee
Human Service Agency Director or designee
Director of Department of Aging and Adult Services
Director of Department of Children, Youth and their Families or designee
Director of Department of the Environment or designee
San Francisco Unified School District, Student Nutrition Services

Community stakeholders:

Urban Agriculture
Nutrition expert
Food retail
Restaurants
Distributor
Food Security Task Force
Southeast Food Access Working Group

Tenderloin Hunger Task Force
Fisheries

Subcommittees – The Council may convene subcommittees to advise on policy or programs. These subcommittees may include non-council members.

Roles and Responsibilities

Council – The Council will monitor timelines and review all work products resulting from the Executive Directive on Healthy and Sustainable Food 09-03. Work products may include research, recommendations, draft ordinances, administrative policies, Annual Report, etc.

Chair and Vice Chair – The Chairs of the Council will develop and review agendas prior to meetings and provide overall guidance to the project.

Project Management – The Office of Food Systems will schedule meetings, provide regular communications with the Council including project updates. The Office of Food Systems will work with public and private stakeholders to draft the Annual Report.

Duties of the Council

The SFFPC will monitor progress of Executive Directive on Healthy and Sustainable Food, and review ways to incorporate food policy principles into municipal code, General Plan, and other relevant planning and policy documents.

Reports and Support

The SFFPC shall issue an Annual Report outlining departmental efforts to implement the Directive and will include achievements throughout the year. The Annual Report will also will provide information about current activities including food system related recommendations from other task forces and advisory committees. It will also include a prioritized list of recommendations for future research, policies and initiatives that advance the Directive.

Frequency of Meetings

The SFFPC will meet bi-monthly beginning in late August 2009.

Duration

The SFFPC will meet for 12 months.

Appendix D



Executive Directive 10-01
Healthy Food & Beverage Options in Vending Machines

April 19, 2010

The Executive Directive on Healthy and Sustainable Food for San Francisco (Executive Directive 09-03) calls for the development of nutritional standards for all vending machines on City property. It is with an eye towards the wellbeing of our City workforce that I am pleased to issue this Executive Directive on Healthy Food & Beverage Options in Vending Machines.

We aim to make the healthy choice the easy choice as a central premise of the nutritional guidelines outlined in this Directive. Statistics prove that people who are overweight or obese have a higher risk for serious health conditions, including increased probability of experiencing diabetes, heart disease, strokes, and some types of cancer. By minimizing access to unhealthy food and drink in the work place, the City and County of San Francisco can support and encourage healthy choices.

Therefore, I instruct all department heads to take the following steps:

1. Take an inventory of food and beverage items offered in vending machines controlled by their departments or located on City property.
2. Where possible, restock vending machines immediately with healthy items that conform to new standards.
3. Where possible, contact vendors and request transition immediately to healthy items that conform to new standards.
4. In the case of closed vendor agreements or machines controlled externally, prepare a plan to have new contracts conform to the new standards at the next possible opportunity.

Model nutritional standards for vending machines on public property are already recommended or employed by the State of California, some counties (Contra Costa, San Diego, Santa Clara, Los Angeles), and several cities in California (Santa Ana, San Jose, Chula Vista). Our City government has already proven its ability to offer healthy choices: in 2008, the Department of Public Works implemented nutrition standards for their vending machines and the Park and Recreation Department removed all vending machines from recreation centers. Additionally, San Francisco Unified School District implemented nutrition standards for all schools in 2003.

Vending machines on City and County property are controlled and maintained in various ways, with individual departments controlling the process. Some machines are controlled by employees through their union bargaining agreement, and some machines are publicly accessible. This Directive applies to all of these machines, publicly accessibly and those that serve City staff exclusively, on publicly owned property.

In many cases, department heads can order restocking to comply with this Directive. Or, as international practice moves towards healthier options, some vendors may be amenable to altering their selection mix if requested to do so. Insofar as immediate corrective steps can be taken, they should. But acknowledging that closed contracts do exist, this Directive instructs department heads to prepare for these transitions at the next available opportunity. This Directive does not prohibit departments from adopting more stringent standards, if they so choose.

New Standards

Food

- At least 50% of food items sold in vending machines should meet all of the following criteria:
 - contain no trans fats
 - have no more than 35% of calories from total fat (with the exclusion of nuts and seeds)
 - no more than 10% of calories from saturated fat
 - no more than 35% sugar by weight (with the exclusion of fruits and vegetables)
- All vending machines should offer at least one item that meets the definition of low-sodium, and that have no more than 360 mg of sodium per serving for snacks, and 575 mg of sodium per serving for entrees.

Beverages

- No drink items sold in vending machines should be calorically sweetened (examples include sports drinks, non-diet sodas, artificially sweetened water products).
- Beverage offerings should include ample choices of water, low-fat and/or 1% milk, including soy milk, rice milk and other similar dairy or non dairy milk.
- When juice is made available, offer 100% fruit or vegetable juice with no added sweeteners;
- Diet sodas should be limited to 25% of items offered.

If department heads, Departmental Personnel Officers, or responsible parties wish to follow-up with questions, Christina Goette, Senior Health Program Planner at the Department of Public Health, will be the point of contact. She can be reached at christina.goette@sfdph.org or (415) 581-2422.

On behalf of everyone who will benefit from healthier choices in vending machines, I extend my thanks and congratulations to the Shape Up at Work Coordinators, Food Policy Council and other City groups that worked on developing these standards, including the Department of Public Health, the Department of Children, Youth, and Their Families, and the Real Estate Division.



Gavin Newsom
Mayor

Appendix E

Proposal for Nutrition Guidelines for City Contractors

Drafted by a working group of the Food Security Task Force

Summary of major points:

- The intent of these recommendations is to promote healthier food environments through the development of standard nutrition guidelines for food and food programs funded by the City.
- The draft guidelines have been developed by a working group of the Food Security Task Force and was reviewed by the Food Policy Council.
- Guidelines have been developed for City funded community based organizations and food programs that are not already covered and/or required to meet federal and/or state nutrition program guidelines (i.e. – food pantries, shelter meals, other free meal programs, etc.)
- These guidelines apply to regularly occurring programs, not one-time events or holidays.
- The Food Security Task Force recommends that City contracts for food programs include funding for agencies to conduct a nutritional assessment of the foods they are currently providing through their programs; specifically technical expertise to implement the nutrition assessment and evaluate the results. The assessment will allow the City funded agency and the City program officers to evaluate the nutritional quality of currently funded food programs in comparison to recommended nutritional guidelines, and work together to identify barriers and opportunities to improving the nutritional quality of food programs.
- Upon review of the nutritional assessment, a task force of stakeholders will need to be convened to address barriers in meeting nutritional guidelines and develop recommendations of how Food Programs and the City of San Francisco can collaborate to overcome these barriers.
- Drafting committee also recommends that the City also launch a social marketing campaign to promote changes to food programs among clients.

Organization of proposal:

1. Background
2. Nutritional Guidelines/Goals
3. Barriers to serving healthy food in anti-hunger food programs
4. Description of nutritional assessment initiative
5. Description of social marketing campaign

1. Background

Relevant Sections of Executive Directive on Healthy and Sustainable Food addressed by these recommendations:

4f. *City funding for food purchases or food programs shall meet nutritional guidelines developed by the City of San Francisco.* DPH, DAAS and DCYF will develop nutritional criteria for any food purchased or any food program funded using city funds, and will deliver these criteria to my office within 120 days of the signing of this directive. Within 150 days, these guidelines shall be distributed to all city departments and shall be incorporated into all city contracts for programs which serve food.

The guidelines below are based on guidelines and recommendations from *Dietary Guidelines for Americans* which was developed by health and nutrition experts from USDA and US Dept. of Health and Human Services; American Dietetic Association; Institute of Medicine, Food and Nutrition Board's Dietary Reference Intakes (DRI); San Francisco Nutrition Services *Guidelines for Healthy Meetings*, Food Security Task Force working group meeting discussion that we provide as much flexibility to meal providers while at the same time offer healthy food choices for consumers.

2. Nutrition Guidelines for Food Purchases or Food Programs Funded with City Funds

The nutrition guidelines listed below will help us meet the goals for healthy and sustainable foods in San Francisco. These guidelines are intended to guide the choice of food and meals served through contractors, specifically for the instances in which food is not already required to meet federal and/or state nutrition program requirements. For programs with federal and/or state nutrition guidelines, these will serve as supplemental guidelines.

General Guidelines:

1. With the exception as noted in Chapter 12.6, section 114377 (b) of the California Retail Food Code, trans fats or any fat, oil, shortening or margarine containing artificial trans fat, may not be used in the preparation of any food within a food facility. [Note: Cal Code allows trans fats be used in commercially produced baked goods and manufactured products.]
2. Provide a variety of nutrient-dense foods and beverages within and among the basic food groups while limiting foods high in fat, saturated fat and trans fat, added sugars and salt.
3. Serve healthy beverages, such as fat free or 1% milk, soy milk, 100% fruit or vegetable juice, water or iced tea (unsweetened), "aguas frescas," instead of soft drinks.
4. Provide pitchers of water for program participants and at meetings/events.

5. Provide a balanced meal pattern and to the maximum extent possible, meet the recommended nutrient intake and energy needs for the *appropriate age group* using the current Dietary Guidelines for Americans, or the Institute of Medicine, Food and Nutrition Board's Dietary Reference Intakes (DRI) for appropriate age groups, or the U.S. Department of Agriculture (USDA) Food Guide or the Dietary Approaches to Stop Hypertension (DASH) eating plan <http://www.health.gov/dietaryguidelines/dga2005/document>). The nutrients identified in these guidelines are based on target nutrients to promote health, indicate diet quality, prevent disease, prevent deficiencies and help manage chronic health conditions.
6. Serve at least two servings of fruit and/or vegetables with each meal; use a wide variety of seasonal and locally grown produce whenever possible.
7. Serve whole grain products, breads, rice or corn tortillas. Target to have at least half of the carbohydrates and grains served be whole grain.
8. Offer steamed, boiled, baked, grilled, or stir fried foods instead of deep fried.
9. Offer lean protein foods, including meat, fish, poultry, legumes, nuts, and seeds.
10. Include vegetarian option for meals whenever possible.
11. Offer calcium-rich foods with each meal, such as low fat or fat-free dairy products, calcium-enriched non-dairy beverages/products, dark leafy green vegetables, or other culturally appropriate substitutes.
12. Offer low fat or fat-free spreads and salad dressings, and limit high fat cream sauces.
13. Desserts: serve fiber-rich fruits and whole grain products, limit serving concentrated sweets, cakes and candies to three times a week or less.
14. To the maximum extent possible, offer minimally processed foods produced without added hormones or antibiotics, and unnecessary preservatives.
15. Alcoholic beverages may not be purchased with city funds.
16. Sodas may not be purchased with city funds or served in city funded programs.

Specific Guidelines to Aim For:

- **Fats:** Limit total fat intake between 20-35% of total calories, with most fats coming from sources of polyunsaturated and monounsaturated fatty acids, such as fish, nuts and vegetable oils. Limit use of food products with trans fats to three times a week or less.
- **Carbohydrates:** Recommend 45-65% of calories from carbohydrates. Choose fiber-rich fruits, vegetables and whole grains often. Choose and prepare foods and beverages with little added sugars or caloric sweeteners.

- **Proteins:** Recommend 10-25% of calories from protein. Choose lean, low saturated fat protein sources including lean meats, poultry, fish, legumes, nuts, and seeds.

Sodium: Recommend 800 mg or less per meal or 2300 mg (approximately 1 teaspoon of salt) of sodium per day by limiting use of processed products and seasoning high in sodium. For meals that exceed 1,000 mg sodium per meal, provide a low sodium meal option.

Children:

Recommend agencies serving populations with a majority under 19 years of age to follow the Institute of Medicine, Food and Nutrition Board's Dietary Reference Intakes (DRI) for appropriate age groups. Besides the general guidelines above, below are added guidelines/clarifications for agencies that serve children.

When milk is provided, children age two and up shall be served milk or milk substitutes with 1% or less fat. Children under age 2 shall be served whole milk or milk substitutes. Limit use of flavored milk/milk substitutes with added sugar.

Caffeinated beverages may not be purchased with city funds.

Fiber: For children 4 to 19 years old, target to provide 25 grams or more fiber per day. Children age 1 to 4, target to provide 19 grams or more fiber per day.

Recommend juice to no more than 2 servings a day.

3. Barriers to serving healthy food in anti-hunger food programs

In an ideal world, San Franciscans would have the means and access to procure adequate amounts of fresh, locally produced food. The current reality is that many people are hungry and in need of food in San Francisco every day and the need is growing as the economy sluggishly begins to turn around. Nutritious food helps children to learn and thrive, adults to lead productive lives, and seniors to maintain their independence. Yet fresh, healthy foods are the least affordable, forcing many low-income people to rely on cheaper, processed foods high in unhealthy fats.

“The observed links between obesity and socioeconomic position may be related to dietary energy density and energy cost. Refined grains, added sugars, and added fats are among the lowest-cost sources of dietary energy. They are inexpensive, good tasting, and convenient. In contrast, the more nutrient-dense lean meats, fish, fresh vegetables, and fruit generally cost more.”¹

After years of shrinking budgets, most meal and pantry providers are struggling to expand programming to meet the needs just with the resources available to them from local vendors or food banks. Faced with continuing budget cuts and growing numbers of clients, many agencies have had to resort to price being the determinant when it comes to designing menus.

We recognize that supporting good nutrition can be a powerful approach to lifting people out of poverty; we balance this perspective with awareness that all people, regardless of income, should be empowered to make their own food choices, including snacks and treats.

We have chosen to set nutritional goals rather than implement strict nutrition guidelines, as strict guidelines would likely force meal providers to allocate their funds accordingly which could result in feeding fewer clients with already limited resources. Processed, refined foods tend to be cheaper and while admittedly less nutrient dense, these foods can provide the necessary calories, choice and/ or comfort for an individual to get through the day.

The goal of nutrition guidelines is to uncover the resources needed for agencies to expand their healthier options. By asking that all city-funded agencies conduct a nutrition assessment that will inform the development of agency specific Nutrition Action Plans to improve the nutritional quality of food served.

As the City works to increase the nutrition quality and sustainability of San Francisco’s food system, it will be important to balance existing resources with desired goals. It is illustrative to understand how a similar San Francisco policy initiative focused on sustainability of food packing created the unintended consequences of reducing food resources for the elderly and poor. An analysis of the Food Service Waste Reduction Ordinance (295-06 effective June 1, 2007) ordinance’s impact to the nutrition contractors of the Department of Aging and Adult Services showed that “the ordinance increased nutrition operation [costs] by an annual estimate of \$116,430, which is equivalent to the food cost for producing about 54,155

¹ Adam Drewnowski and Nicole Darmon, “The economics of obesity: dietary energy density and energy cost” American Journal of Clinical Nutrition, Vol. 82, No. 1, 265S-273S, July 2005

meals.”² Although a hardship waiver can be obtained if the agency demonstrates that there is no suitable product that is within 15% of the cost of non-compostable or non-recyclable alternatives, it is not clear whether nutrition contractors are aware of this hardship waiver or whether they would qualify. Regardless, for agencies serving San Francisco’s most vulnerable residents, resources are extremely limited and declining. Budget cuts to these programs are coming at a time when the need for food resources is increasing at unprecedented rates. Additional environmental or nutrition requirements for the City’s non profit contractors must be made possible with additional resources to accomplish these important goals.

4. Description of Nutritional Assessment and Nutrition Action Plan

The Drafting Committee recommends that food programs funded by City, federal and/or state funds will follow the Nutrition Guidelines for City Contractors previously outlined. Food programs that are funded by City funds are often not regulated by any local, state or federal nutrition guidelines.

In order for all food programs funded by City Funds to begin to meet the recommended nutritional principles and guidelines, we recommend that each food program participates in a nutritional assessment of the foods they are currently providing through their programs. The development and administration of the assessment would be funded through city funding. Through this simple assessment, each program will be able to measure the gaps between the recommended nutritional guidelines and the current nutritional status of each program’s menus. Since each food program funded by the City may be held to different nutritional standards and regulations, the assessment process will allow each program to understand where changes in procurement, menu selection, and operations can help the program meet the recommendations outlined. City contractors who have pre-existing nutritional assessment tools may choose to use them instead of the tool developed by the city.

At the completion of the assessment process, the Food Policy Council, Food Security Task Force, and city program managers will be able to analyze data from all food programs to understand the underlying issues preventing them from meeting the recommended nutritional guidelines. From this data, the Food Policy Council and Food Security Task Force will be able to ascertain the barriers food programs face in providing nutritionally balanced meals to their clients. Many of the barriers that food programs face in meeting the recommended standards will fall into five distinct categories; Operations, Procurement, Education, Funding Constraints, and Policy.

For all City Funded food programs to meet the goal of the recommended Nutritional Principles and Guidelines there will have to be active collaboration between food programs, city departments administrating the contracts, the Food Policy Council and Food Security Task Force, the Board of Supervisors and the Mayor’s Office, to address these barriers. It is imperative that all parties work in collaboration to meet these goals, rather than placing the onus of meeting these recommendations purely on the contractor. It is recommended that the City funds any and all cost increases incurred for food programs to meet the Nutritional

² San Francisco Department of Aging and Adult Services “Food Service Waste Reduction (FSWR) Ordinance survey Summary – Impact of Implementing FSWR Ordinance in FY 2008-09.” September 23, 2009.

Guidelines and/or increases each food program contracted funding so that programs are able to both meet the increase demand for free food while also increasing the nutritional quality of food served to San Francisco's most vulnerable populations.

Proposed next steps:

Inventory all food programs funded by City funds to establish communication concerning the implementation of this policy recommendation.

Develop Food Program Assessment for Food Programs to evaluate their programs in comparison to recommended nutritional guidelines.

Collect and analyze data from assessment to assess overall alignment with recommended nutritional guidelines, gap between current status recommended goals, and identify barriers Food Programs face to implement new nutritional guidelines.

Convene task force of stakeholders to address barrier in meeting nutritional guidelines and develop recommendations of how Food Programs and the City of San Francisco can collaborate to overcome barriers.

Develop comprehensive timeline to implement recommendations and technical assistance for implementation support.

5. Description of social marketing campaign

In order to support clients' acceptance of new menus, we propose that the City fund a social marketing campaign, recognizing the importance of backing a broad initiative with a culturally competent message designed to promote best aspects of proposed guidelines such as seasonality, locally-sourced and healthful.

An effective campaign should avoid any suggestion of *imposing* standards as this invites pushback –the attention garnered by NY City efforts is instructional – rather, an effective campaign will highlight the broad array of benefits to be enjoyed by adapting to a more healthful, seasonal, locally sourced diet.

Finally, consideration should be given to branding: a simple formulation can capture a broad message and take up very little space in our over-packed, media-assaulted brains. Example: "Eat. Right. Now" captures different aspects of our goal and is easy to remember. The Dairy Lobby has been particularly skilled when it comes to messaging ("Got Milk" and "Milk, it does a body good") are a permanent part of the pop culture landscape.

Appendix F

CRITERIA OF SUITABLE LAND FOR URBAN AGRICULTURE

City & County of San Francisco

Rev 10.16.09

1. **TYPE & SIZE:** Vacant or under-utilized sites no less than 500 square feet, with no portion of the space less than 10 feet wide.
2. **SITES AVAILABILITY:** Include sites that are available at least for the next 3 years for possible temporary use. Proper use agreement will be created.
3. **SLOPES:** At least 30% of the site must have a slope of 10% or less. Remaining portions of the site must have a slope of less than 40%.
4. **SURFACE TREATMENT:** Permeable surface and unused or underused sites with impervious surfaces. Include unused existing lawns.
5. **LIGHT EXPOSURE:** Must have direct, bright indirect, or moderate indirect light available at least 6 hours per day.
6. **WATER ACCESS:** Any sites that currently have water access (regarding of its current condition) or that are feasible for installation of new water access or to benefit from rainwater capture.
7. **PUBLIC TRANSIT:** Within reasonable walking distance from nearby public transit. List nearby alternative access points.
8. **VEHICLE ACCESS:** Parking space is not required. However, sites should be within reasonable distance from vehicle drop-off area and can be reasonably accessed by construction vehicle during installation or operation.
9. **RIPARIAN ZONE:** Exclude sites with existing streams or wetlands, or known planned day-lighting of riparian features.
10. **OTHER:** Identify other sites to be considered including rooftops* and area for green wall**.

* In addition to traditional rooftop system that covers building roof area with layers of light-weight soil and plants, rooftops may also utilize shallow-depth tray system for roof area that may need to be accessed regularly.

** Green Wall allows for plants to grow on vertical planting medium thus saving a ground space. The footprint of Green Wall should be more than 3 feet wide and can be of any length.

Exemptions:

- Public Utilities Commission's land within 25 feet of a pipeline.
- Sites subject to environmental remediation within the next 3 years or sites identified as toxic or hazardous.
- Note: Lands with low to mid level of soil contamination should be included in this report for possible use of raised beds that will bring appropriate and new soil to the site.

Results from Land Audit - December 14, 2010												
Site #	Site Name	Address	Parcel	Area (sq ft)	Availability	Notes from the Site Reviews	Department/agency	Notes from Site Reviews	Notes from the Agency (Slope, ground cover, light and water access, proximity to public transportation/schools)	potential (community garden, enterprise, rooftop,	Garden already exists?	Other Notes
7	OLD BURNETT AVE (VACATED)	PALO ALTO & GLENBROOK	2719B046	7275	Vacant, Surplus	Small. Unfenced. Entire site a sloped area between road and raised walkway above. Trees. Weeds. Could still be used.	DPW					
11	OBSERVATION AREA	191 PORTOLA	2848001	50,140	Vacant, Surplus	Good Site. May be able to combine efforts with nearby community garden. Bus stop adjacent, weedy brush makes a barrier to street?	DPW		Megan Roher from Growing Home is intersted in this site.			
16	UNDEDICATED STREET	AUGUSTA & CHARTER OAK	5376066	1688	Vacant, Surplus	Good site. Need some review in context of the proximity to the freeway.	DPW					
20	BOSWORTH ST (REMAINDER AT 600 BOSWORTH)	600 BOSWORTH STREET	6738030	29,750	Vacant, Surplus	A good site. May need to be considered as one project with parcel 21. Dog walkers use the area.	DPW					
21	BOSWORTH ST (REMAINDER AT BURNSIDE)	BOSWORTH & BURNSIDE	6736033	17,000	Vacant, Surplus	See notes for site #20	DPW					
24	DWIGHT ST PARCEL	859 DWIGHT	6130031	1000	Vacant, Surplus	Small parcel in residential neighborhood, Not near many community resources.	DPW					
39	UNDEDICATED ST	SE CARL & ARGUELLO	1275A-029	1616	Not vacant, Surplus	Landscaped with green leafy stuff (not grass). Lots of tree cover and shade. Not sure about water access.	DPW					
TOTAL: 7 sites, though 20&21 should be treated as one site: 6 sites total				108,469	2.49 acres - total land area, usable garden space may be smaller.	Agencies included: DPW, SFFD						
PUC Sites - They may have extra programming needs due to size and land use restrictions.												
N/A	*Summit Reservoir	Palo Alto Ave. & Marview		Total area:189000 Garden area - could be up to 25K square feet	Open space, zoned "P" for public use	Dog walkers use the area heavily. It's a great big open space with little but grasses, would be easy to convert. Can be foggy and cold in this area, crops limited.	PUC		Reservoir, steep slopes, sensitive area with antennas	Community Garden		
N/A	*Central Pump Station/Merced Manor	Sloat Ave		Total area: 90000 Garden area could be placed within lawn that roughly 26K square feet	Open space, zoned "P" public use	Competeting use with schools and community porgrams using the grounds for soccer fields. Room for everyone, but could be tricky.	PUC		Flat, nearby transit, good parking. Ongoing construction	Community Garden		Other potential use: Recreational

Results from Land Audit - December 14, 2010												
Site #	Site Name	Address	Parcel	Area (sq ft)	Availability	Notes from the Site Reviews	Department/agency	Notes from Site Reviews	Notes from the Agency (Slope, ground cover, light and water access, proximity to public transportation/schools)	potential (community garden, rooftop, enterprise, rooftop,)	Garden already exists?	Other Notes
N/A	*College Hill Reservoir	360 Elsie		Total area:131500 Garden area: approx 4300 square feet	Partially available (excluding sw corner). zoned "P" public use. Part of sw corner under permit to SFUSD since 1992	Perhaps the very best site we've seen. Near address 330 Elsie. Open , appears totally unused. Fenced from the main reservoir site. Would need a fence to the outside.	PUC			Community Garden		Northwest corner has 2 lots with potential. Other potential uses: residential
34	*Lake Merced Tract	Lake Merced Blvd. & Skyline Blvd		unknown	Partially available, zoned "P" public use	Several portions of land might be usable. There was one plot of land that was clear for a construction staging zone which is flat and vegetation free, which may be appropriate.	PUC, RPD					
N/A	99 San Diego and 96 Santa Cruz			approx. 3600 square feet		Address are approximate. Two lots in residential areas, that run through a block and are fenced as two separate lots. Quiet, fenced, open with little vegetation beyond turf. Hilly, would need work to achieve ADA compliance.	PUC					
8	Twin Peaks Reservoir (NNW Flank)	150 Palo Alto Ave	2719C-011	2200	Available, permanent duration of use		SFFD		Garden, Trees/grass, Water: 5/8" 000755, Slope: 0% - 5%, No fencing			use 14 million gallon water storage for AWSS & domestic supply; no personnel on site; fencing encloses reservoir; remaining area natural w/ invasive species. Nature in the City/ Rec & Park to manage & restore native species habitat in area east of reservoir. MORE AREA AVAILABLE (may be terraced)
TOTAL: 5 sites				61,000+	1.4 acres+	Agencies included: PUC						

Results from Land Audit - December 14, 2010												
Site #	Site Name	Address	Parcel	Area (sq ft)	Availability	Notes from the Site Reviews	Department/agency	Notes from Site Reviews	Notes from the Agency (Slope, ground cover, light and water access, proximity to public transportation/schools)	potential (community garden, enterprise, rooftop,	Garden already exists?	Other Notes
Sites belong to SFPL, which report that they believe they are working on their own programming. I'll provide more information as it becomes available.												
SFPL identified these sites as best for phase one												
	Eureka Valley Branch Library	1 Jose Sarria Court			SFPL	Major landscaping, large area						
	Ingleside Branch Library	1298 Ocean Avenue			SFPL	Major landscaping, protected space for garden			Good space RPD has adjacent land that may be suitable			
	Parkside Branch Library	1200 Taraval Street			SFPL	Major landscaping Minor landscaping, small fenced yard			Fenced adjacent lot Interested community			
	Portola Branch Library	380 Bacon Street			SFPL	Major landscaping			Courtyard, ornamental garden, maintained by RPD			
	Presidio Branch Library	3150 Sacramento			SFPL	Major landscaping, courtyard very suitable for containers						
	Western Addition Branch Library	1550 Scott Street			SFPL, RPD							
SFPL identified these sites as secondary for phase one												
	Anza Branch Library	550 37th Avenue			SFPL	Major landscaping, foggy, large area			Lots of space, challenging wether			
	Golden Gate Valley Branch Library	1801 Green Street			SFPL	No landscaping, shady			Possibly too shady			
	Noe Valley/Sally Brunn Branch	451 Jersery Street				Major landscaping/shady			Good for a planter garden			
TOTAL: 6-9 sites						Agencies included: SFPL, RPD						
GRAND TOTALS: 12 confirmed sites. Need to interface with PUC.												

Potential Future Sites - December 13, 2010

Sites that still need an on-site review

Site #	Site Name	Address	Parcel/ Block lot	Area (sq ft)	Availability	Department/agency	General Notes (Slope, ground cover, light and water access, proximity to public transportation/schools)	UA potential use	Garden already exists?	Other Notes	Supervisorial district/neighborhood		
8	Twin Peaks Reservoir (NNW Flank)	150 Palo Alto Ave	2719C-011	2200	Available, permanent duration of use	SFFD	Trees/grass, Water: 5/8" 000755, Slope: 0% - 5%, No fencing	Garden		USE: 14 million gallon water storage for AWSS &			
38	BROADWAY TUNNEL REMAINDER	BROADWAY & LARKIN	0154-028 (This should be the correct number)	2980	Not vacant, Surplus	DPW	Concrete. Very narrow space right by Broadway. Not sure about water access.						
N/A	*Sunset Reservoir	28th ave. & Ortega st.		120,000	Partially available (excluding reservoir)		PUC	Landscaping, dog walking area	Community garden		Existing lease for 5 MW solar project. Other potential uses: additional solar panels		
N/A	*Laguna Honda Reservoir	Laguna Honda Blvd. & Clarendon; 7th Ave. & Moraga		783,800	Partially available: land surrounding Lake Honda and adjacent to Laguna Honda Blvd. Zoned "P" public use	PUC	PUC		Includes lease for bee keeping, community garden		uses: native species plantings, trails, multi use recreational/housing. Should		
33	*Sutro Reservoir	Clarendon Ave. & Olympia way	2736-002	520,106	Open space, zoned "P" for public use	PUC	PUC						
35	Shafer and Fitch	1602 Fitch	4591A-079	268000	Partially available, existing site used by DPW for materials storage		PUC, DPW						
36	Burnside and Bosworth	Burnside ave. & Bosworth St.		14902	Partially available. Vacant lot adjacent to Chilton is permitted to homeowner for garden	PUC	PUC						
32	Forest Hill Station	362 Laguna Honda Blvd	2864-050	19125			Lawn, Flat. My guess is there's water access because of the lawn. Lots of light with some trees.			MTA			
2	Station 10 (NW border)	655 Presidio St.	1032-001	5,500	Available, permanent duration of use		Good site. Shady, bordered by busy roads, unfenced. This is a side lot to a Fire Station with personel living on-site.			SFFD	Surrounded with trees, dirt and shrubs, Water: 2" - 0015523881 Access Location: Irrigation on Fire House side of property, Slope: 0% - 10% (W corner), 20% or greater (NW Flank)	Garden, orchard (on sloped area)	USE: Active Fire Station; staffed 24/7; No regular maintenance of surrounding landscaping

Appendix G

San Francisco Urban Agriculture Alliance

www.sfuua.org

MEMO

From: Suzi Palladino, Member, San Francisco Food Policy Council (*Program Director for Garden For the Environment, and founding member of the San Francisco Urban Agriculture Alliance*)¹

For: San Francisco Food Policy Council's Annual Report

Re: Recommendations on implementation of urban agriculture objectives of the Executive Directive

Background

San Francisco's urban agriculture community has long existed as an energetic, but uncoordinated, network of grass-roots organizations. The urban agriculture sector comprises non-profit urban farms and urban gardens dedicated to adult and youth education, for-profit gardening and landscaping companies, and all-volunteer projects such as community gardens. Today, dozens of such organizations exist in San Francisco.

Catalyzed by Mayor Gavin Newsom's Executive Directive on Healthy and Sustainable Food (July, 2009) and the work of the San Francisco Food Policy Council (SFFPC, formed September, 2010) the urban agriculture sector has come together to form the San Francisco Urban Agriculture Alliance (SFUAA) whose members include practitioners and stakeholders working in the sector.

The Policy Working Group of the SFUAA focused on reviewing the urban agriculture goals in the Mayor's Executive Directive on Healthy and Sustainable Food (July 2009) offering recommendations for the SFFPC's Annual Report for the best strategies for implementation of these goals. Existing policies and programs from cities including Chicago, Boston, Seattle and Portland have influenced the recommendations.

1. Urban Agriculture - the foundation for a robust local food system in SF

Urban agriculture in San Francisco is an essential component in Mayor Gavin Newsom's Executive Directive on food policy. An Urban Agriculture Working Group¹(Working Group), comprised of dedicated experts in San Francisco's urban agriculture community, met over the spring of 2010 at the request of the SF Food Policy Council to create a robust plan for making the Directive a reality. Both existing expertise in San Francisco and the experience of other successful urban agriculture models in US and Canada were

¹ The San Francisco Urban Agriculture Alliance Policy Working Group is composed of the following individuals: Kevin Bayuk (SF Permaculture Guild), Elizabeth Martin-Craig (The CA Food Project/Pesticide Watch), Suzi Palladino, (Garden for the Environment) Antonio Roman-Alcala (Alemany Farm), Mary Beth Pudup (Community Garden Coordinator, Potrero del Sol & Parent Coordinator Alice Fong Yu), Ashley Rood (Garden for the Environment), Jonathan Strunin (Garden for the Environment), Eli Zigas (Cultivate SF).

starting points for the policy recommendations offered here by the Working Group. These recommendations are guided by an understanding that any new urban agriculture policy must build upon these successes.

The focus of the Working Group's recommendations is the use of City-owned land to facilitate expanded local food production. The Working Group recommendations not only identify priority urban agricultural land uses but also outline a plan for implementation and funding of these new uses.

2. Use of Public Land for Urban Agriculture: Four Priorities

There are numerous potential uses of public land for urban agriculture; the Working Group organizes the uses into four categories:

1. Land Access
2. Materials Access
3. Education
4. Distribution and Processing (*for more details see Appendix A*).

Within those categories, **land access** and **materials access** are the top two needs within the City for people and groups interested in increasing food production within the City. Land access is critical for many residents living in apartments and other dense areas without access to open space for gardening. Access to materials would make it easier for urban gardeners to acquire basic resources such as mulch, compost, and tools. By providing increased access to land and materials, the City could empower residents to take urban agriculture to the next level with a relatively low-cost investment.

3. Implementation of Priority Urban Agriculture Uses

With the top two priorities of land access and materials access in mind, the Working Group recommends that the City take the following steps with regard to urban agriculture on public land:

- a) **Make the results of the land audit public.**
We recommend that the City make the land audit, authorized by the Mayor's Executive Directive on Healthy and Sustainable Food (Directive 09-03, July 2009), publicly available in an accessible electronic format, including both a database of available City land as well as an online map, by October 1st.
- b) **Prioritize community gardens and materials resource centers on available City-owned property.**
This recommendation is discussed in more detail below. Beyond these two uses, the City should also remain open to making public land available for other urban agriculture uses if there is a demonstrated suitability and community interest.
- c) **Establish and fund a new entity or program to facilitate the development of urban agriculture on public land.**

Given San Francisco's budget constraints and the absence of a centralized agency focused on urban farming issues, the Working Group recommends that the City retain ownership of publicly-owned land, but transfer site control and liability of public land used for urban agriculture to a new non-profit organization or a new program within an existing non-profit dedicated to urban agriculture.

Potential models for such an organization include:

- San Francisco's own Street Parks Program (<http://www.sfpt.org/Default.aspx?tabid=86>)
- Seattle's P-patch Trust (www.ppatchtrust.org)
- Chicago's Neighborspace (www.neighborspace.org)
- Boston's Natural Areas Network (www.bostonnatural.org)

4. Providing Access to Public Land for Urban Agriculture

The Working Group envisions two distinct processes for encouraging the development of both materials resource centers and community gardens as priority uses for public land.

a) Creating materials resource centers

Urban farming materials resource centers, such as [Hayes Valley Farm](#), provide compost, mulch, seeds, plant starts, tools, and other gardening supplies. To be successful, the materials resource centers should be accessible by public transportation, provide vehicle access, and be near their users. Because fewer sites are suitable for materials resource centers, the Working Group recommends that the City and the Working Group coordinate to identify 5-10 sites throughout the City suitable for material resource centers. Once identified, the City and/or the non-profit group tasked with administering the land would specifically seek out community groups and organizations to start materials resource centers on this land. For three years after release of the land audit, proposals to use these sites for materials resource centers would be given priority consideration over other land use proposals.

b) Creating Community Gardens

The most successful community gardens are those that have a strong base of community support. With this in mind, the Working Group recommends that the best way to identify new community maintained garden sites on public land is to create and promote an application process by which community groups can propose to use specific sites for either plot-based gardens (e.g. community gardens administered by the Recreation & Park Department) or communally-managed gardens (e.g. Alemany Farm, Hayes Valley Farm).

A model application process that links community groups with public land is the San Francisco Park Trusts' Street Parks Program. It has proven to be successful at ensuring community support, engagement, and administration of open-space projects with relatively low overhead costs.

Immediately after the land audit is released, we recommend that the City promote the potential availability of new land for garden projects and the application process. The Working Group, in coordination with the City, could review proposals for community-garden sites until the proposed non-profit program is established.

If community groups or organizations propose other urban agriculture uses for sites identified in the land audit, the process to evaluate those proposals would be similar to that used to evaluate community garden proposals.

5. Funding New Urban Agriculture Policy in SF

The Urban Agriculture Working Group estimates that the cost of operating a non-profit program to cover liability, administrative community engagement, and periodically assess community maintenance of urban agriculture sites identified in the Land Audit to be as follows:

- a. \$150,000 annually if established as a new non-profit organization.
- b. \$90,000 annually if the program is administrated through an existing non-profit that already holds a comprehensive liability insurance policy for such sites and already operates a functional community engagement model (e.g., San Francisco Parks Trust).

The Working Group recommends that the City help fund the aforementioned new non-profit urban agriculture program with money that urban agriculture projects save the City by providing litter removal services, weed abatement, and storm-water mitigation. The total amount of savings could be estimated based on the number of acres placed under the management of the non-profit. After an initial establishment period, the long term ongoing operations of the non-profit would be financed, at least in part, through grants and donations solicited by the non-profit with the support and recommendation of the City (for more details see Appendix B).

6. Conclusion

While the Working Group focused on the use of City-owned land for community gardens and material resource centers in particular, this is only the beginning. We recommend the City continue to look for opportunities to use public land for the other uses identified in Appendix A.

Appendix A: Potential Uses of Public Land for Urban Ag Identified by Working Group

Potential Use of Public Land for Urban Ag	Categories (this use meets the need of:)	Site requirements for that use
Plot Based Community Gardens (managed by either Rec & Park or someone else)	Land Access	water, tools, shed
Organizationally Managed Gardens	Land Access	water, tools, shed
Communally Managed Gardens	Land Access	water, tools, shed
Animal Husbandry	Land Access	water, place to store feed, shelter for animals
Market Gardens	Land Access	water, tools, shed, selling space, proximity to market and/or transportation access
Resource & Material Centers	Materials	vehicle access, storage, tools and tool shed
Nurseries & Greenhouses	Materials	water, structures, access, compost station(s), toilet and sanitation
Education/Training Center	Education	proximity to potential audience and/or transportation access, growing site, seating areas which are sheltered from noise, work spaces, compost facilities, toilet facilities
Value-Added Centers/Community Kitchens	Distribution & Processing	sanitary conditions for production, transportation access, water, electricity, sewage hook-ups, waste disposal
Farm Stands and Farmers Markets	Distribution & Processing	accessible by public transport, market stalls of some sort, water, toilet facilities, sanitary hand washing facilities

Appendix H

FILE NO.

LEGISLATIVE DIGEST

[Planning Code Amendment – Urban Agriculture]

Ordinance amending the Planning Code to update controls related to urban agricultural uses by adding Section 102.34 to define urban agriculture, including neighborhood agriculture and urban industrial agriculture, and amending Sections 204.1, 209.5, 227, 234.1, 234.2, and Articles 7 and 8 to regulate such uses in various zoning districts; and making findings including environmental findings and findings of consistency with General Plan and Section 101.1.

Existing Law

The San Francisco Planning Code regulates a variety of agricultural uses, such as horticulture, plant nursery, community garden, and neighborhood garden in its residential, commercial, and industrial districts. Many of these uses are not recognized as a discrete zoning uses in Planning Code Article 7 (the Neighborhood Commercial Districts) or Article 8 (the Mixed-use Districts).

Amendments to Current Law

This Ordinance would add Planning Code 102.34 to define urban agricultural use, including neighborhood agriculture and urban industrial agriculture. The difference between these two types of agricultural use is based on size devoted to the use and certain performance criteria as set forth in the legislation, such as permitting sales of produce during certain hours and storage of equipment. The legislation would treat such urban agricultural uses as either permitted or conditionally authorized in the City's residential, commercial, industrial, neighborhood commercial, and mixed-use districts. The Ordinance also makes environmental findings and findings of consistency with the General Plan and Planning Code Section 101.1.

Background Information

In July 2009 the Mayor issued Executive Directive 09-03 regarding “Healthy and Sustainable Food for San Francisco,” which directed all City departments to carry out implementing actions consistent with the goal of fostering local food production in the City. This Ordinance is an outgrowth and expansion of that effort City-wide and would recognize the various scales and intensities of local food production, from small scale gardens to larger-scale urban agriculture.

First 4 pages only

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[Planning Code Amendment – Urban Agriculture]

Ordinance amending the Planning Code to update controls related to urban agricultural uses by adding Section 102.34 to define urban agriculture, including neighborhood agriculture and urban industrial agriculture, and amending Sections 204.1, 209.5, 227, 234.1, 234.2, and Articles 7 and 8 to regulate such uses in various zoning districts; and making findings including environmental findings and findings of consistency with General Plan and Section 101.1.

NOTE: Additions are *single-underline italics Times New Roman*; deletions are ~~*strike-through italics Times New Roman*~~. Board amendment additions are double-underlined; Board amendment deletions are ~~strikethrough normal~~.

Be it ordained by the People of the City and County of San Francisco:

Section 1. Findings. The Board of Supervisors finds and declares as follows:

(a) The Planning Department has determined that the actions contemplated in this Ordinance are in compliance with the California Environmental Quality Act (California Public Resources Code sections 21000 et seq.). Said determination is on file with the Clerk of the Board of Supervisors in File No. _____ and is incorporated herein by reference.

(b) On _____, 2011, the Planning Commission, in Resolution No. _____ approved and recommended for adoption by the Board this legislation and adopted findings that it is consistent, on balance, with the City's General Plan and eight

1 priority policies of Planning Code Section 101.1. The Board adopts these findings as its own.
 2 A copy of said Resolution is on file with the Clerk of the Board of Supervisors in File No.
 3 _____, and is incorporated by reference herein.

4 (c) Pursuant to Planning Code Section 302, this Board of Supervisors finds that this
 5 legislation will serve the public necessity, convenience, and welfare for the reasons set forth in
 6 Planning Commission Resolution No. _____, and incorporates such reasons by
 7 reference herein.

8 Section 2. The San Francisco Planning Code is hereby amended to add Section
 9 102.34 and amend Sections 204.1, 209.5, 227, 234.1, 234.2, 703.2, 710.1, 711.1, 712.1,
 10 713.1, 714.1, 715.1, 716.1, 717.1, 718.1, 719.1, 720.1, 721.1, 722.1, 723.1, 724.1, 725.1,
 11 726.1, 727.1, 728.1, 729.1, 730.1, 731.1, 732.1, 733.1, 733A.1, 734.1, 735.1, 736.1, 737.1,
 12 790.50, 803.2, 803.3, 810.1, 811.1, 812.1, 813, 814, 815, 816, 817, 818, 827, 829, 840, 841,
 13 842, 843 and 890.50, to read as follows:

14 **SEC. 102.34. URBAN AGRICULTURE.** Urban Agriculture shall be defined as follows:

15 (a) Neighborhood Agriculture.

16 A use that occupies less than 1 acre for the production of food or horticultural crops to be
 17 harvested, sold, or donated and comply with the controls and standards herein. The use includes, but is
 18 not limited to, home, kitchen, and roof gardens. Farms that qualify as Neighborhood Agricultural use
 19 may include, but are not limited to, community gardens, community-supported agriculture, market
 20 gardens, and private farms. Neighborhood Agricultural use may be principal or accessory use.
 21 Limited sales and donation of fresh food and/or horticultural products grown on-site may occur on
 22 otherwise vacant property, but may not occur within a dwelling unit. Food and/or horticultural
 23 products grown that are used for personal consumption are not regulated. The following physical and
 24 operational standards shall apply to Neighborhood Agriculture:

25 Mayor Newsom
BOARD OF SUPERVISORS

1 (1) Compost areas must be setback at least 3 feet from property lines;

2 (2) If the farmed area is enclosed by fencing, the fencing must be wood fencing or ornamental
3 fencing as defined by Planning Code Section 102.32;

4 (3) Use of mechanized farm equipment is generally prohibited in residential districts; provided,
5 however, that during the initial preparation of the land heavy equipment may be used to prepare the
6 land for agriculture use. Landscaping equipment designed for household use shall be permitted;

7 (4) Farm equipment shall be enclosed or otherwise screened from sight;

8 (5) Sale of food and/or horticultural products from the use may occur between the hours of 6
9 a.m. and 8 p.m.;

10 (6) The sales of processed or value added goods is prohibited.

11 (b) Urban Industrial Agriculture.

12 The use of land for the production of food or horticultural crops to be harvested, sold, or
13 donated that occur: (a) on a plot of land 1 acre or larger or (b) on smaller parcels that cannot meet
14 the physical and operational standards for Neighborhood Agriculture.

15 **SEC. 204.1. ACCESSORY USES FOR DWELLINGS IN R OR NC DISTRICTS.**

16 No use shall be permitted as an accessory use to a dwelling unit in any R or NC District
17 which involves or requires any of the following:

18 (a) Any construction features or alterations not residential in character;

19 (b) The use of more than ¼ of the total floor area of the dwelling unit, except in the
20 case of accessory off-street parking and loading or Neighborhood Agriculture as defined by
21 Section 102.34;

22 (c) The employment of any person not resident in the dwelling unit, other than a
23 domestic servant, gardener, janitor or other person concerned in the operation or
24 maintenance of the dwelling unit;

1 (d) Residential occupancy by persons other than those specified in the definition of
2 family in this Code;

3 (e) In RH-1(D), RH-1 and RH-1(S) Districts, the provision of any room for a roomer or
4 boarder with access other than from within the dwelling unit;

5 (f) Addition of a building manager's unit, unless such unit meets all the normal
6 requirements of this Code for dwelling units;

7 (g) The maintenance of a stock in trade *other than garden produce related to*
8 *Neighborhood Agriculture as defined by Section 102.34*, or the use of show windows or window
9 displays or advertising to attract customers or clients; or

10 (h) The conduct of a business office open to the public *other than sales related to garden*
11 *produce of Neighborhood Agriculture as defined by Section 102.34*.

12 Provided, however, that Subsection (h) of this Section shall not exclude the
13 maintenance within a dwelling unit of the office of a professional person who resides therein, if
14 accessible only from within the dwelling unit; and provided, further, that Subsection (g) shall
15 not exclude the display of signs permitted by Article 6 of this Code.

16 **SEC. 209.5. OPEN RECREATION AND ~~HORTICULTURE~~ URBAN AGRICULTURE.**

Appendix I

Additional City Support for Urban Agriculture



Growing Home Community Garden

- Street Parks is a partnership between Department of Public Works (DPW), the San Francisco Parks Trust and the residents of San Francisco to develop and create community managed gardens on public rights of way owned by DPW. Information about the Street Parks program is available at: <http://www.sfpt.org>
- DPW also operates an Urban Gleaning Program to help collect and distribute food grown from trees and community gardens for distribution to shelters, food banks and other communities of need. More information about this program is available at: www.sfdpw.org.
- The Community Challenge Grants is a community based fund administered by the Office of the City Administrator that provides matching grants to local residents, businesses, non-profits and other community groups to make physical improvements to their neighborhoods. Awards are given two times each year. The January 2010 awards include funding for 10 garden projects, and 1 project installing landscaping around a new farmers market – with total funding amounting to \$257,512. The October 2010 Community Challenge Grants awarded a total of \$40,000 to two urban garden projects.
- Other city agencies that support urban agriculture either through land, funding, supportive partnerships are:
 - San Francisco City Administrator's Office (*administers Community Challenge Grant Program*)
 - San Francisco International Airport (*provides land for San Bruno Community Garden (4-H club), New Belle Air Elementary school garden, organic garden operated by staff*)
 - San Francisco Real Estate Department (*supports gardening projects on public lands – Hayes Valley Farm, Tenderloin People's Garden, Growing Home Community Garden, and pilot bee hives installation on City owned building*)
 - Office of Economic and Workforce Development (*supports gardening projects on public lands*)

- San Francisco Sheriff's Department (*provides land and support for the Garden Project – www.thegardenproject.org*)
- Juvenile Probation (*provides land and support for garden at Log Cabin Ranch*)
- San Francisco Public Library (*installed new gardens at neighborhood branches (Mission and Noe Valley), plan to install additional gardens, operates programming to support sustainable gardening*)
- Mayor's Office of Neighborhood Services (*supports community groups interested in gardening*)
- Mayor's Office of Housing (*provides land for the Please Touch Community Garden*)
- San Francisco Department of Public Health (*supports Growing Home Community Garden, Bret Harte school garden*)
- San Francisco General Hospital (*staff and volunteers operate Community garden*)
- Laguna Honda Hospital (*staff and volunteers operate a garden and therapeutic animal husbandry program*)
- San Francisco Fire Department (*providing land*)
- Academy of Sciences (*installed living roof*)
- Treasure Island (*planning 20 acre farm*)
- San Francisco Unified School District in partnership with the San Francisco Green Schoolyard Alliance promotes and supports a thriving school garden network in San Francisco's schools - <http://sfgreenschools.org/>.



The Laguna Honda Hospital Replacement Program includes a healing garden (center) with ground level and raised beds, a greenhouse, and stalls for small animals.

Appendix J



**SAN FRANCISCO
FOOD BANK**

Serving San Francisco and Marin

REQUEST FOR PROPOSALS

The San Francisco Food Bank (SFFB) seeks an experienced research & consulting firm to conduct an independent assessment and performance review of the San Francisco Unified School District (SFUSD) school meal program and develop a comprehensive plan to improve the quality of meals served, increase participation, maximize federal funds, and identify mechanisms to achieve financial stability of the program.

Proposal Submission

Please submit proposals to:

Ms. Renske Lynde
Associate Director of Policy and Advocacy
San Francisco Food Bank
900 Pennsylvania Ave
San Francisco, CA 94107
rllynde@sffb.org

Proposals should be submitted no later than October 20, 2010.

Organizational Overview

The San Francisco Food Bank's mission is to end hunger in San Francisco and Marin.

We are currently beginning our 23rd year of service to the community. Our staff of 85 employees is supplemented by over 22,000 volunteers. As San Francisco's only food bank and the largest distributor of food to more than 400 human service agencies and public schools serving the poor in San Francisco and Marin, we currently provide food to over 200,000 low-income people each year.

The Food Bank is committed to helping SFUSD provide better school meals to more children.

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Problem Statement

Serving over 22,000 students a day, SFUSD's school meal program is San Francisco's largest public feeding program, yet it has a low participation rate – especially among low-income children eligible for free and reduced price meals. Over 31,000 SFUSD students are eligible to receive Free and Reduced Priced Lunches (FRPL) at school; however, 37% of those children are not participating in the program. Participation in the school breakfast program is worse, with 82% of eligible students not participating.

In addition to low participation, there is also growing concern about the quality of the food served and the effectiveness of the program. While efforts have been made to improve the program, the school district lacks the capacity to develop a comprehensive plan for significant change.

The Food Bank's foremost concern is with increasing participation of all students, and especially those qualified for free and reduced priced lunches in order to help us achieve our mission of ending hunger in our community. Since close to 60% of SFUSD's student population qualifies for free/reduced priced meals we recognize their high level of household food insecurity and the importance that the school meal program plays in alleviating hunger.

With the upcoming reauthorization of federal child nutrition programs there is an opportunity to identify how additional federal funds would improve the program.

Assessment Requirements

The successful assessment should result in presenting several viable options, including, but not limited to: changes the district could make with no additional funds, some additional funds through local funding, as well as additional funds through federal or private investment.

Assessment Specifics

The assessment should identify and analyze the following components of the school meal program and provide recommendations on improvements. The assessment should be guided by – but not limited to – the following components.

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1. Access

- What barriers exist in the current enrollment processes?
- How can they be mitigated?
- How is the program promoted among students and families?
- Are there common misconceptions associated with the program?
- What factors affect the stigma associated with FRLP and how can they be mitigated?
- What processes are currently being utilized to enroll students (direct certification, state options, etc.)?

2. Participation

- Who is currently participating in FRLP?
- What have participation numbers looked like over the past several years? Can increases in participation be attributed to other causes outside of program improvements (i.e., recession, changing school demographics, etc.)?
- What other food programs operate at the school sites (fundraising, events, etc.)?
- What effect does availability and proximity of competitive foods have on FRLP participation?

3. Quality

- What nutritional metrics exist and what is the nutritional value of school meals provided?
- How does nutrition fit into SFUSD priorities, programming, curriculum and budgeting?
- How appealing are the meals to students' taste?
- What do we know about the nutritional value of competitive foods offered at SFUSD schools?

4. Infrastructure/Operations

- What are the current and potential financing/budgeting mechanisms and practices?
- Is the current equipment adequate to reheat premade food? If not, what additional equipment might be needed?
- What facilities exist for food preparation?



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Infrastructure/Operations (cont'd)

- How much capacity and/or infrastructure would need to be built to promote fresh food production? How much would such a capacity building effort cost?
- What information and data technology systems exist and what are their pros/cons? What other options are there and what do they cost?
- What are potential alternative outside food vendor options and how do they compare to increasing district infrastructure?
- What are the eating environments like for students? Are they adequate for seating purposes?
- What are students' perceptions about the operations of the cafeteria?
- Is there enough food? Are menus available?
- How does scheduling of meal times impact participation?
- What is the food safety environment?
- How are school meals transported & distributed?
- What kind of marketing & communications materials exist for the program?
- What opportunities exist for federal, state, and local grants for infrastructure improvements and what are the requirements for application? Does the district have the capacity to apply for these opportunities?

5. Labor

- How is the school meal program staffed in the district?
- How is food service staff perceived by students? Other school officials?
- What are current labor costs, what do they include and what would they be if there was more fresh prep?
- What are the current skill sets for staff who prepare school meals, what additional training would be most useful and what would that cost?
- What is the current management capacity of staff?
- What would the impact on labor & staffing be with suggested improvements?

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6. Food Sourcing

- An analysis of food sourcing practices and options.
- Procurement and an examination of local, farm to school, alternatives.
- Analysis of procurement, packaging, waste management practices to consider environmental sustainability measures.
- An analysis of culturally and ethnically appropriate food choices based on SFUSD's student population

7. Community Support & Mechanisms for Sustained Improvements

- Identify the critical stakeholders and get their input to identify barriers to innovation and implementation and to create a vision to guide planning, including staff, students, parents, community groups, etc.
- An assessment of the options for ensuring implementation of the recommended improvement plan (could include a steering committee, working/advisory group, etc)
- Based on experience in other districts, what has been required in order to fully implement vision and plan for improving the program?
- An assessment of public financing options for ongoing improvement, or a roadmap for what the numbers might be at various levels of improvement
- Targeted recommendations to specific stakeholders (some changes can be made by line staff; some can be made by Board of Education, etc.)

8. General

- Comparisons to other districts with similar characteristics across various key components of the program (size, labor costs, facilities, etc.) with case studies that address potential remedies for addressing problems.
- Clearly stated goals, objectives and metrics for suggested improvements to measure progress towards improvement.
- Budget, timeline and staffing for the assessment.
- Experience and qualifications of the firm and proposed staff, including demonstrated capacity to produce recommendations that have been acted upon.
- Workplan, project approach and assessment design proposal.
- References for similar projects.

Appendix K

San Francisco Fisheries Report

Prepared by Sara Randall – Institute for Fisheries Resources

Background:

The port of San Francisco is home to a working fleet of fishermen. According to the California Department of Fish & Game (DFG), in 2008 (the latest year data where data is available) 7,134,127 lbs of seafood were landed in San Francisco. This landed seafood had an ex-vessel value of \$9,987,627. "Ex-vessel" refers to the price paid to fishermen when they deliver fish to the docks, before processing. Thus, the total value for these fisheries is much higher than \$9,987,627 as the value after processing and other value-added activities creates a multiplier effect. Fish species that are typically landed in San Francisco include: Dungeness Crab, King Salmon, Sablefish, California Halibut, various species of rockfish, Pacific Herring, Sanddabs, Petrale Sole, and Lingcod, among others. There are approximately 78 commercial fishing vessels that call San Francisco home. During salmon and crab season as many as 80 additional fishing boats from all over the coast make their way to SF and may dock for periods of time. The exact amount number of fishing boats offloading at San Francisco varies due to fishing seasons and regulations determining which areas are open and where the fish are. A typical fisherman or woman in California is an owner/operator of a 40-foot boat, and employs an additional 1-2 crew members. These family fishing businesses typically target a portfolio of fish species over the course of the year. Another core component of San Francisco's fishing industry are the approximately 20 fish processors/brokers/distributors that operate out of facilities at Fisherman's Wharf and elsewhere in San Francisco.

Challenges:

Health of the salmon fishery: For the last four years, the commercial King Salmon fishery has been closed or severely limited due to the impacts of overdrawing water in the Sacramento/San Joaquin and Klamath rivers. While fishermen actively agreed to the fishing closures to save the species, the underlying reasons for the decline of salmon are out of their hands.

Access to markets: Currently there are only 10 hoists available for offloading fish at Fishermen's Wharf, all of which are privately owned. San Francisco is one of the only ports in California that does not have a publicly owned hoist for the fishermen to use to offload. This limits their ability to explore new markets and realize opportunities from value-added opportunities from the sale of local, sustainable seafood.

Fisheries management changes: Several management options that are under consideration by federal and state fisheries authorities are threatening the viability of small, family owned fishing operations in San Francisco. An example is the proposed establishment of catch shares in the west coast groundfish fishery, which is the largest fishery on the west coast. Catch-share systems privatize fisheries by granting percentages of the total catch - or shares - to individuals and corporations. In many fisheries around the world this has led to consolidation and corporate control of access to publicly owned fish resources. Implementing such a model on California's ocean could decimate our small-scale coastal fishing communities. Under the current proposed plan there is great potential for social, economic, and environmental damages.

Given that the amount of fish available for harvest is limited now and will be more severely limited in the future, getting a higher price for fish becomes even more important to ensure the fleet's

survival. Fishermen also need secure access to shoreside infrastructure-including hoists, ice machines, and gear storage-as well as access to capital for new, community-based businesses that support the fleet.

The pressures listed above are forcing many of these small, independent commercial fishermen out of business. With the loss of the fishing profession in San Francisco the city will lose not only part of its cultural heritage, but it's access to local seafood as well.

Solution:

There are efforts underway to save San Francisco's commercial fishing industry. The San Francisco Crab Boat Owners Association (SFCBOA) is currently working on a plan to form a Community Fishing Association, which is similar to a co-op, and build a store where local fishermen can sell their catch directly to local distributors, restaurants, and consumers. A dock on Pier 47 at Fishermen's Wharf has been identified as an ideal location for the proposed store. The dock is owned by the Port of San Francisco and leased by Scoma's Restaurant. Scoma's has already agreed to sub-lease the dock for this project, and the Port also supports the project.

The San Francisco Crab Boat Owners Association is currently working with the law firm Morrison and Foerster which is providing pro bono legal help in setting up the CFA. The San Francisco Community Fishing Association has been incorporated in the state of California. A grant in the amount of \$250,000 has been approved by the State of California's Ocean Protection Council, which will help buy equipment necessary for offloading and processing fish for the CFA. The SFCFA is working on also getting a revolving line of credit to help buy the seafood from the fishermen.

Needs to Make the San Francisco Community Fishing Association a Reality

Phase 1 of this project is to open a preliminary operating facility on Pier 45. One of the most basic-but yet vital- elements the San Francisco Community Fishing Association will need is access to a hoist, dock and fish handling space. Currently, there is not public hoist available for fishermen in San Francisco, despite other nearby ports having such as Pillar Point in Half Moon Bay and Spud Point Marina at Bodega Bay. Now, the only way for fishermen to offload their own product is to pay an offloading fee to the processor who owns the hoist. This increases the cost to the fishermen decreasing their ability to compete.

Right now the SFCFA is waiting for the Port of San Francisco to sign the lease for the warehouse space and hoist. The City of San Francisco could help the fishermen of the SF CFA by helping procure the hoist and fish handling space located at Pier 45 Shed D, space D5- which is currently not in use.

The formation of a local Community Fishing Association and a Seafood Center is an opportunity for San Francisco to build on the leadership shown with the creation of Pier 45 for fish processing and the Hyde Street Marina, and become a national leader by demonstrating an on the ground a vision for continuing access to local fisheries.