A KICK START GUIDE TO COMMUNITY FOOD SCANS AND ENGAGEMENT

How to jump in, explore your community's food system and build energy towards creating greater food self-reliance.

Local Food Connection, Bethel

**A Maine Network of Community Food Councils'
Work in Progress**

MNCFC has **a vision** for our state to have resilient, vibrant and self-reliant local and regional food systems, so that all Maine communities will have enduring food sovereignty and our citizens will have access to healthy, local food. **Our mission** is to increase the capacity of local level food systems efforts through collaboration, coordination and resource sharing, resulting in sustainable, sovereign food systems across the state of Maine.

PREFACE

This Guide aims to help communities create a framework for conversations, shared learning, and mutual planning towards greater food security and self-reliance. Often this framework is called a Community Food Council.

What is a Community Food Council? A Food Council aims to knit together a wide diversity of people, including anti-hunger advocates, emergency food providers, health care professionals, farmers and other food producers, processors, distributors, retailers, direct marketers, waste managers, community and economic developers, farm workers, local governments, faith and fraternal groups in a "systems approach" to improving food & nutrition in our communities.

What do Food Councils want? Our goal is to create a robust local food system that provides enough affordable, easily accessible and nutritious food for everyone, and a resilient system that strengthens local farms and communities while protecting the land, waters and the workers that feeds us.

What is the Network? The Maine Network of Community Food Councils is a collaborative effort of food system activists from Maine communities who are working to create Community Food Councils around the state. The Network strategy is to work together to provide mutual support for communities aiming to create frameworks that engage citizens in building local and regional food systems that provide enduring food security for all folks.

By working together across the State, the Maine Network of Community Food Councils aims to strengthen and accelerate local efforts by sharing the design of participatory processes and emergent frameworks through trial and error approach. This Kick Start Guide is evolving as a tool kit for these community efforts. It is being tested and upgraded as an increasing number of communities attempt to launch their own Food Councils while sharing with each other their stories and the lessons they have learned.

We hope that each community finds some use in the Guide and will let us know what works, and what could make it more useful both to your community, and to the many others that are organizing to improve the food and nutrition of their citizens.

3

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INTRODUCTION

Purpose of the Guide:

- To help local groups engage and mobilize a wide cross section of community folks to work together to better understand and improve how food works in their communities.

- Assist with creation of system-wide "snapshot" or scan, a sort of Big Picture of how food works for communities. The aim is to map out the system so that we can understand the system that we are trying to change. This will help us identify the "levers of change" that we can shift as we move toward greater food self reliance and community food security.

What do we mean by "systems approach?" Food is a complex web of links involved in growing, moving, preparing, and eating products. Also the nature of this web impacts our lands, our jobs, our health and our social or cultural habits. Food Councils believe changing such a complex system requires a comprehensive understanding of the system. This approach helps us identify "levers of change" and also creates partnerships that accelerate change and innovation through the whole complex web.

The "food system" can be identified as links in the food supply chain, including:

- agricultural inputs
- food production
- food processing
- food distribution
- food marketing (retail; direct)
- food retailing
- food consumption
- waste management

And this "systems approach" also, looks at impacts of food supply chain practices on these components of rural life in Maine:

- Social
- Economic
- Environmental
- Diet (Health)

We want this broad-scope scan to help communities to:
1. identify strengths, challenges, and gaps of their food system;
2. engage community stakeholders in their food system;
3. pinpoint areas where further assessment is needed;
4. propel planning and project development; and
5. facilitate comparison between local communities

Note on Process: When we started working on this 2 years ago, we thought we could create a Guide that would help under-resourced rural Maine communities launch a process that would be easier, quicker and simpler than many of the very in-depth community food assessments that required major resources to achieve. As more and more councils have formed, we've learned a lot. We've learned how different our communities are and how each approach needs to be tailored to varied conditions and readiness, and how few one size fits all models there are for this process. We've learned that studying and describing such a complex system can't be distilled to a handful of "key indicators." We continue to learn that balancing engagement and research, planning and action are challenging jobs. Sharing the stories and lessons we've learned has informed this Guide, which

we expect will change as member council stories grow and we learn more about how we can bring our food supply back home.

GETTING STARTED

Organizing Team: Generally it makes sense to identify a small group of people to work together to get the process started. 5-8 people meeting 3-5 times before a larger meeting is suggested.

How do we identify this team? It's helpful if these people already "get it" possibly because of previous work or because they have already studied food system changes, or due to a passion to improve community food and nutrition. This might be folks from Extension or SNAP Education programs, Healthy Maine Partnerships, food pantries, hunger or food justice groups, farms, processors, farm to school projects, co-ops or buying clubs, institutional cafeterias, etc. etc.

Core Organizing Team	Key Questions:
• Convene Planning Team • Assess Readiness – note range of food projects and relationships amongst food activists • Study Food Council Models • Connect with MNCFC & neighboring councils • Plan Community Meetings	What is a Community Food Council? What is our Service Area? What previous work has been done on food issues? Who do we think needs to be at the table to get started? How can we organize a discussion that will help folks tell if a food council will help them?

Respect for Community Relations, History and Readiness. Every community is different, but every community is dealing with food problems of one sort or another. Generally, the more varied and robust local food activities are, the more ready activists are to collaborate to face these challenges. As you pull together a planning team, try to respect the connections already strong in your community, and the hard work done in the past.

Preparing for a Community Meeting	Tips:
• Identify initial partners • Send invites with teaser details • Make personal contacts • Review Facilitation Guides (see Resources) • Prepare handouts • Prepare snacks or a meal • Get Base Map of your towns	Network has sample agendas Design exercises that encourage folks to share their experiences & views Good notes will help others join the process

Expanding Circles of Engagement. Facing a complex challenge, like changing our food system, will take a lot of people and a long time. So far, the stories we've looked at suggest a gradual

9

process, that engages more and more people as time goes one. It may be that achieving 80% food self-reliance (a goal the Maine Legislature set in 2006) will take 80% of the people, but we tend to picture expanding circles of participation, starting with an Organizing Team, and thinking strategically about engaging more and more people. We're in this for the long haul. Many people may not want to study or plan, but will be ready to jump in when hands on projects begin.

Expanding Group – the Next Circle of Engagement: There are two approaches to inviting other people. You can make it an open public meeting, spreading the invite far and wide. Or you can identify specific folks active in diverse parts of the food chain and various support systems, or some mix of the two. This is a decision your planning team should decide. As you consider this, you may want to consider that food passions run deep, and that there may be conflicts over nutritional or agricultural practices or over equitable distribution of community resources. If these conflicts are too intractable, you may want to limit participation at first. However, framing the conversation to respect diversity by cultivating a holistic systems approach may help you start to build a broader, stronger foundation for this work.

Community Meeting - Setting the Stage	**Tips:**
• Introduce the Council Concept & the hope for the meeting and the Council • Make plenty of time for extended introductions • Show "What's on Your Plate?" • Discuss Systems Approach to understanding food • Discuss value of Food Scan or profile • Discuss interests in moving forward and options for Next Steps.	Network has sample agendas Save "What's on Your Plate" if WiFi is not available. Group may want to learn more together before scan. Invite people to add food assets to map.

What's the Biggest Challenge in Getting Started? Helping people understand "What kind of animal is a Community Food Council?" seems to be the first challenge that most start-up groups face. First the Organizing Team should make sure they understand this. Often, it may take this group a few conversations and some homework to grapple with this. People across Maine and across the Nation are asking this question, and more and more, sharing thoughts and answers with each other. Usually understanding the structure of a Food Council is a reflection of understanding our "Food System." We've found the 11 minute video from the University of Vermont called "What's On Your Plate" to be very helpful for this (available on YouTube: http://youtu.be/AQIG710-mdw) Our Network Coordinator and folks from neighboring councils are often willing to meet with your organizing team or larger meeting to share what they've learned in getting started.

Before Second Meeting	**Questions:**
• Core Team reflects on Community Meeting • Decide options for next meeting • Consider further engagement strategies • Consider option of starting community food scan • If ready to scan, gather models from other councils • Consider a Guiding Questions exercise • Consider who has capacity & support to coordinate some of these efforts.	Are attendees clear on Councils and "Systems Approach"? If so, do people want to move forward? How do we decide if we need deeper engagement or a food scan? What resources are available to support this work?

Generally, groups have gotten off to a good start when they focus on learning together about councils and food systems. This may involve watching "What's On Your Plate." Many groups have organized food film series. Others have done survey to gather baseline info on interests, preferences and local food data. Brief presentations from participants may also be helpful to build understanding and strengthen relationships.

Understanding the System We Want to Change.

While these meetings that convene more of the community may have different looks and feels as decided by your Organizing Team, sooner or later, Councils begin to ask the question:

"What is the story of food here in our community, and how do we do a scan of the elements of this?" And "How can we draw a picture that tells this story?" Mapping out the local food components is one of the first steps in deepening our understanding of how food gets on to our tables. A rich and shared understanding of this complex picture helps us identify the levers that will allow us to change the system.

Generally Councils focus on the local component of the food system as opposed to the predominant imported food components. However, the components are totally intertwined. If we ask "What do we eat and how does it get to our tables (or mouths)?" any complete answer will need to cope with distribution, retailing and food service aspects of the industrial agriculture system. We will explore further specifics of what a Community Food Scan or Profile will likely want to explore a little later on.

CONCEPTS & TERMS

What is a Community Food Council?

Community Food Councils (CFCs), or similar groups, are a forum for diverse groups and individuals to "connect the dots" of their food system and to coordinate action around increasing access to healthy food for *everyone* in their area. They are the body that collectively studies, identifies, and proposes innovative solutions to developing a healthy food system that is socially just, environmentally sound and economically viable. Ideally, they bring together representatives from all aspects of the food system—from farmers to consumers, health advocates, grocers, distributors, food workers and processors, professionals in waste management, doctors, hospital and school administrators, and more.

Councils often have 15-20 members and are assisted by staff from a supporting organization. These groups can range in scope from municipal to regional to state-wide. Some are convened or sanctioned by a government body while others are independent. The majority of these groups are Food Policy Councils, and those who emphasize policy work typically find legitimacy for their efforts and status when there is official government sanction. Other food councils strike a balance between policy and projects/programs. The most important characteristic of a CFC is that it maintains the systems perspective critical to crafting holistic, mutual-gain outcomes.

Typical food council activities include:

- Educating the public and serving as a forum for discussing issues

- Fostering coordination between sectors in the food system

- Evaluating, influencing, and developing policy

- Launching and supporting programs that meet local needs

- Serving as a clearinghouse for research and resources related to the local food system

Some Councils are formed before a "Scan" or CFA is carried out; and may be the organizing body for the Scan. Other groups form as part of the solutions identified after the food study and may include people involved in the scan.

A May 2012 census conducted by the Community Food Security Coalition identified 193 North American food councils. These groups take on many forms and engage a variety of different issues. Here is a small sample of the work that these councils are involved with:

- Los Angeles Food Policy Council: Developed a first-of-its-kind, comprehensive citywide food procurement plan using the guidelines of: environmentally sustainable food production, local sourcing, fair labor practices, animal welfare, and nutrition.
- Central Vermont Food Systems Council: Hosts an annual festival to celebrate the local food movement, with proceeds used to fund school gardens.
- Cleveland/Cuyahoga County Food Policy Council: Secured zoning changes to protect community gardens, urban farms, and the raising of chickens and bees.
- Adams County Food Policy Council (Pennsylvania): Instigated a food voucher program aimed at enabling 40 families to purchase food from the local farmers' markets. Program provides families

12

who are not eligible for food assistance programs with the increased ability to purchase healthy, fresh foods.

What is a Food System?

A Food System is all the processes and infrastructure that are needed to get food from the field or ocean to consumers and beyond. It includes all aspects: production, processing, wholesale and retail distribution, waste management, and support systems such as transportation, education, municipal governments, and emergency food providers, among others.
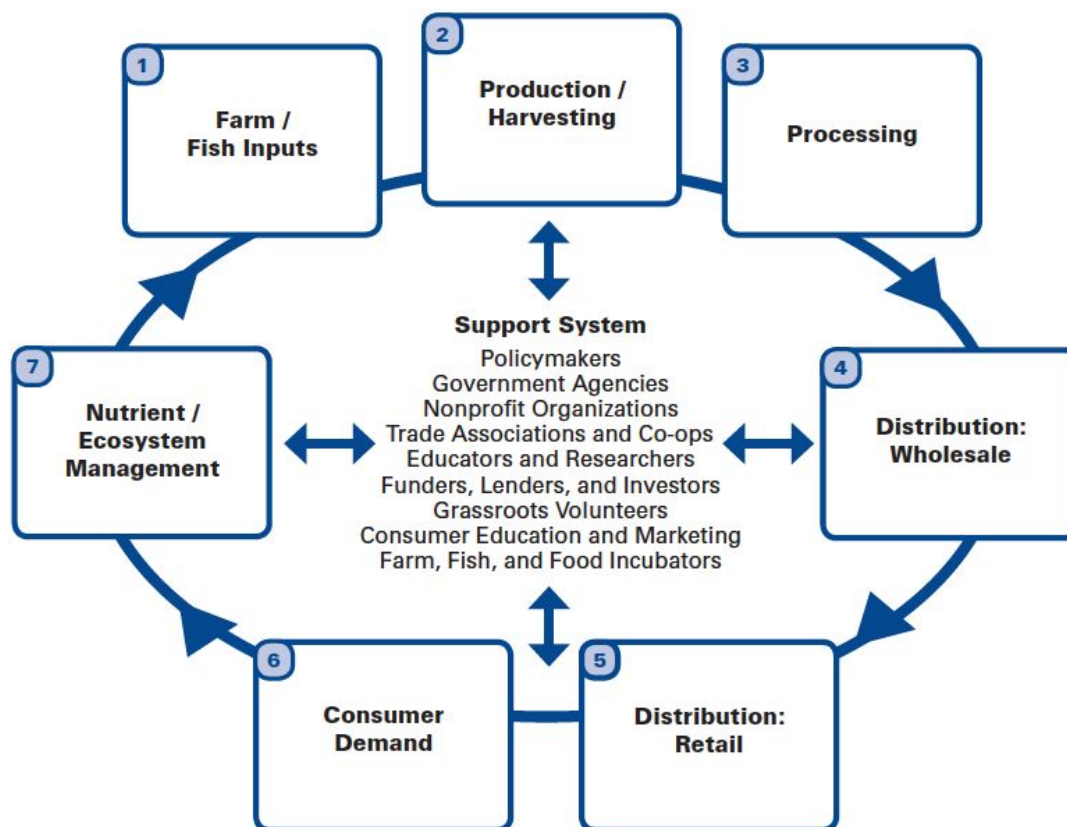
Our Food System also has major impacts on Social, Environmental, Economic and Diet (or Health). This SEED framework enriches our sense of the value domains and impacts of this system, which need to be measured along with the mechanics of the food system sectors. The "What's On Your Plate"
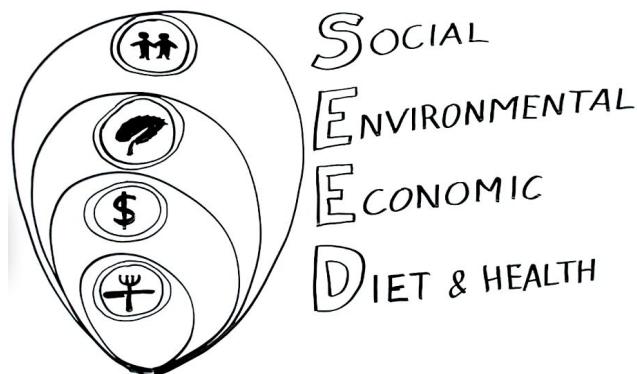
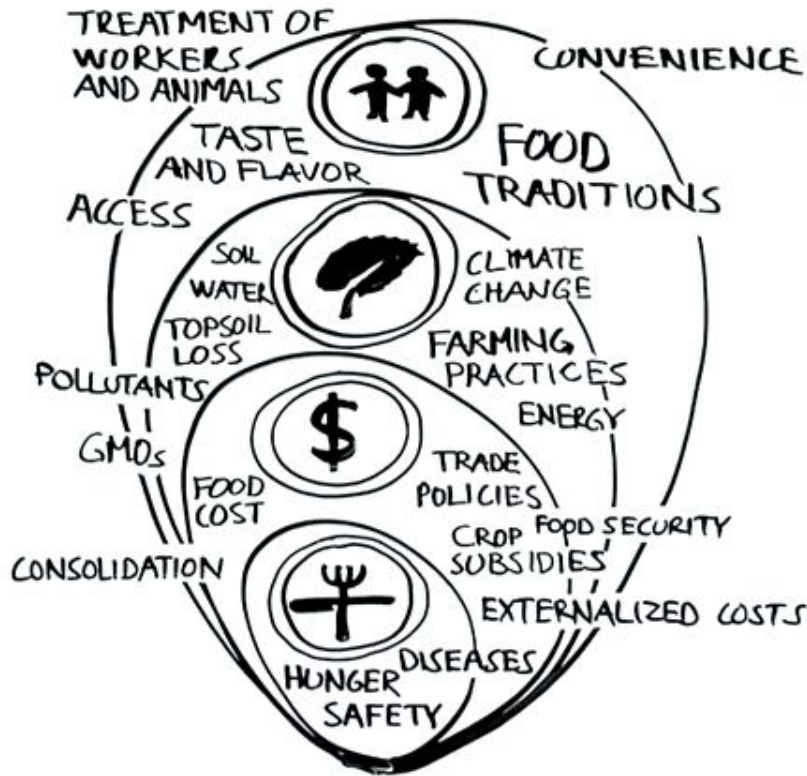YouTube video does a great job a weaving these major impact areas into a food system approach.

What is Community Food Security?

- *Community food security is a condition in which all community residents obtain a safe, culturally acceptable, nutritionally adequate diet through a sustainable food system that maximizes community self-reliance and social justice.* –Mike Hamm and Anne Bellows, "Community food security and nutrition educators" (2003)
- Increasingly, the food system movement has begun to look at enduring, long term food security as having a critical connection with building a system that provides abundant, healthy and accessible based on practices that can be sustained without harming the land, or animals, or other people.
- Concurrently, many key players in the Emergency Food System are adopting this holistic approach to enduring food security, and becoming much more integrated into the whole movement.
- "Large-scale social change requires broad cross-sector coordination, yet the social sector remains focused on the isolated intervention of individual organizations." – Collective Impact[1]
- Many organizations doing community food programs and projects across the state have great impacts on the people who benefit directly from their work, such as community and school gardens,

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[1] Kania, John and Kramer, Mark. *Collective Impact,* Stanford Social Innovation Review, Winter 2011.

cooking programs, and farmers markets. Over time, many have realized that if they begin to work with a systems lens, they would have much greater impact on their community. This "systems lens" involves as many elements of the food system as possible and includes a wide variety of residents, professionals, and leaders in the community who work collaboratively to build community-wide solutions that increase production, access and consumption of healthy food for everyone.

COMMUNITY FOOD SCAN

What is a "Scan" and how is it similar to a Food Assessment?

This guide aims to help communities to do a scan of their food system—an abbreviated version of a Community Food Assessment (CFA). A CFA is a broad-scale process in which a variety of community members, often including academic partners, work together to study food issues and assets in their area. Research leads to identifying assets and gaps, connecting the dots between them, and examining how they impact the health of the community's economy, environment, and residents. The information informs decisions and actions that work to increase access to healthy food for all members of the community.

The Kickstart process suggests a Community Food Scan rather than a Community Food Assessment, for several reasons:

- CFAs require more resources, both human and financial. Many communities, especially rural communities, may not have access to those resources.
- CFAs require more time. In the interest of moving a community quickly from research to action to progress, and capitalizing on the energy generated from the research process, a faster scan is encouraged.
- The community processes suggested in this guide allow for an iterative research process, such that the community looks first at the big picture before deciding if and where it may want to dig deeper into specific areas with more research. Group discussions reveal the community's interests and guide the scope, depth, and focus of the scan.

Community Food Scans and CFAs are as much about studying the assets and gaps of the food system as they are about engaging a diversity of stakeholders in the process to spark collaboration. It is as much about the process of engaging the community in a thoughtful manner than it is about obtaining information. Most Food Councils focus on a Scan of the local components of the Food System. The national and global industrial food system that supplies something like 85% of the food we import is an extremely complex system. There are lots of books and movies that help us understand aspects of this system, but doing a simple but comprehensive scan of this system is often too much for Communities. The Network may want to create a Work Group to tackle this part of the Food System, as its elements are shared widely by all Maine communities.

Why we suggest a Community Food Scan early in the Council formation process:

We've puzzled over the best start up process, and have identified two models that may work:

1. Community Food Scan described above.

2. A value-based planning process, like Whole Measures for Community Food Systems, or You Get What You Measure, for which there is more information in the Resource List in the appendices.

We think your community should discuss this and decide for yourselves. We like each of these approaches. However, we suggest a Scan as part of the community pre-work for further planning work, because it may help everyone see a Big Picture overview of how food works in our communities. Not only does this aim to cultivate a "food systems" mindset, but it also may help people ground their views in some locally tested information. This seems important because people are so passionate about their own special views of food that sometimes initial discussions evoke strong conflicts. Hopefully the Big Picture will ground everyone in a holistic approach.

Scanning your Community's Food System:

This list is still evolving but your group might want to start with some of these data points.

Inputs	Production	Processing	Distribution
● Animal feed producer or supplier ● Beekeeper supplier ● Compost producer or supplier ● Custom Cropping ● Feed store ● Fertilizer supplier ● Land access / conservation ● Livestock breeder ● Maple sugaring supplies and equipment ● Nursery / greenhouse ● Pest and disease control ● Regulatory authority ● Seed producer or supplier ● Soil / mulch producer or supplier	● Beef ● Berries ● Dairy ● Eggs ● Fish / Seafood ● Fruits ● Goat ● Grains ● Herbs ● Honey / Apiary ● Lamb ● Maple syrup ● Mushrooms ● Nuts ● Oilseeds ● Other ● Pork ● Poultry ● Vegetables ● Vineyard (grapes)	● Bakery ● Brewery ● Butcher ● Cheese & Yogurt ● Cider mill ● Co-packer / contract manufacturer ● Coffee / Tea ● Distillery ● Fluid milk ● Food incubator ● Grain mill ● Ice Cream ● Maple candy / sugar ● Meat processing ● Non-alcoholic beverages ● Other ● Other dairy processing ● Shared-use commercial kitchen ● Slaughterhouse ● Specialty foods / snacks ● Winery	● Aggregation facility / food hub ● Broker / sourcer ● Cold / refrigerated storage facility ● Distributor ● Dry storage facility

Outlets	Waste Management	Access/Nutrition	Education & Support
● Bars / pubs ● Beer, wine, liquor store ● Caterer ● Co-op ● Convenience store ● Country store ● CSA ● Deli ● Dining service / cafeteria ● Farm stand / farm store ● Farmers' market ● Fast food ● Grocery store ● Natural / health food store ● Online market ● Restaurant / café ● Specialty foods store ● Support organization ● SNAP – authorized ● WIC – authorized ● Senior Shares	● Compost producer or supplier ● Private hauler ● Regulatory authority ● Support organization ● Waste management district / facility	● Child meal site / nutrition programs ● Community / public garden ● Cooking / nutrition classes ● Fitness / nutrition programs ● Food Bank / ● Gleaning programs ● Localvore / Transition Town ● Senior meal site / nutrition programs ● Soup kitchen / meal site	● Farm to School programs ● 4-H clubs/programs ● General food system education ● Higher Ed Farm Programs ● Internship / Apprenticeship / Mentorship programs ● USDA offices/programs

Social Impacts	Economic Impacts	Environmental	Diet/Health Impacts
● % Farmers whose principal occupation is farming ● Avg. age farmers ● % pop. Receiving SNAP ● % Free & Reduced School Meals ● # Granges; members	● # Farms ● # Small (under $50K) ● # Medium ($50-499K) ● # Large ($500K and up) ● # Farm Acres ● % land in Farms ● $ Farm Sales ● % Sales under $10,000 ● # Hired workers ● # Migrant workers	● # Acres w/ easements ● # Land Trusts ● # Acres under soil conservation and water quality plans ● # Watersheds in good, fair, poor health ● % Certified Organic US ● % Certified MOFGA ● % Permaculture	● % Food Insecure ● % Senior Low Access ● % Children Low Access ● % adult diabetes ● % youth diabetes ● % cardiovascular disease ● % children overweight & obese ● % adult overweight & obese

The Maine Food Map

MNCFC has launched a new Maine Food Map that will be able to show much of the data in the table above. Organizing council members to help build this map for your area could be one component of your food scan. The map will go live in March 2014 at

Tips for Food Scan Process

· Start with high level sketch, then go into sub sections (Developing the planning team, community meeting agendas, work between meetings)

· Communities are coming at food system work in all different ways, so naturally, they will be using the Food Scan in different ways. Acknowledge this. Think about multiple phases moving forward, with option to dig deeper as plans suggest it

· For more information on engaging stakeholders, see appendices.

Stephen Engle of the Center for Community GIS presents the Oxford County Pilot of the Maine Food Map at the 4th Annual Meet the Buyers meeting, Feb. 19th, 2014

· Identify key players (core team, partners); identify who is not at the table.

· Possible sectors to bring in are:

  · Social services, Business, Economic development, Farmers/producers, value added, Health/medical, Consumers, Low-income, Public officials, Decision-makers, Education – public, adult ed, higher ed, other, Store owners, Emergency food providers, Nutrition/healthy eating, Ag support/cooperative extension, Funders, Ethnic diversity represented in the community, Age diversity – seniors, child advocates.

· Ask community partners to provide support for the Scan research; this may be in-kind staff time, stipends, or interns.

· Apply to Network for mini-grant funding for this work.

· Have full council do a Guiding Questions exercise (see appendices for samples)

  ● Identify key questions to guide your assessment
  ● These questions will suggest community interests

· Use surveys to gather local preferences and information

· Decide how to package findings, and use as basis for discussion and planning

18

How to Use the Food Scan Findings

Following a couple years when emergent Food Councils have experimented with Food Scans, the Network has a growing # of models that other communities can use to do their scans, as well as a growing # of examples of how Councils have used these finding.

Internal Uses: The picture or snapshot of key aspects of community food can be used right away to inform discussion about moving Council work forward. Sometimes issues jump out as people learn about food security, hunger, agriculture and local food marketing. Sometimes this suggests projects, or unexpected partners. Often as planning moves forward, it helps us focus on issues that we want to dig more deeply into as we begin to plan specific projects.

While the findings can be presented in charts, maps and digital presentations to move these discussions, generally Councils want to prepare Reports that are printed or available online in pdf format. These documents have huge value in reaching out to others in the community, in order to expand food projects.

Local Foods at Bethel Kickstart Meeting

Furthermore, as the Network shares these documents, it is great help for other communities to use them as models for replicating them locally. This sort of sharing not only accelerates innovation across the Network, but also begins to set the stage for sharing Key Indicators. These allow Councils to measure the impact of their projects, and to share successful models with others.

We all have a lot to learn about how to tell the Community Food story in ways that inspire action and mutual aid.

19

AFTERWORD

This Guide will continue to grow with Maine's Food Council movement. Food Councils are still a new, hopefully innovative organizing framework aimed at bringing our food system closer to home, and rebuilding it by adopting restorative principles that assure enduring health for our land, our natural resources, our fellow beings and ourselves and our communities.

We intend to strengthen this Guide as our movement grows stronger.

Some of what we hope to add includes:

- Food Council Case Studies
- Improved Help for Community Engagement
- More models of Community Food Scans
- A More Robust Online Library of Council Documents

We welcome suggestions, comments, and criticism of this Guide. These responses help us to make further improvements.

21

APPENDICES:

Resource List prepared for the Community Food Council Summit
October 18, 2013, Lewiston, Maine
prepared by Renee Page, Healthy Communities of the Capital Area

This list is not an exhaustive list of resources nor endorsed by any particular institution. This is a starting point for tools that others have found useful in building their food council work.

Maine Network of Community Food Councils
The MNCFC mission is to increase the capacity of local level food system efforts through collaboration, coordination, and resource sharing resulting in sustainable, sovereign food systems across the state of Maine.
https://sites.google.com/site/mainecommunityfoodnetwork/home

Maine Food Strategy
The Maine Food Strategy is an initiative to create a broader and more strongly connected network of organizations, agencies, businesses, and individuals contributing to the food system in Maine. The initiative seeks to convene a statewide participatory process that will identify and advance shared goals to support a robust food economy and a thriving natural resource base in our state.
www.mainefoodstrategy.org

American Planning Association
APA's Food Interest Group is a coalition of APA member interested in or actively engaged in food system planning at the local, regional, state, or national level.
www.planning.org/nationalcenters/health/food.htm
Food Policy Councils: Helping local, regional, and state governments address food system challenges www.planning.org/nationalcenters/health/briefingpapers/pdf/foodcouncils.pdf

Taking Action for Sustainability: The EarthCAT Guide to Community Development
The Earth Charter Action Tool (EarthCAT) is a free software tool designed to provide communities with a framework that permits them to identify their own priorities and approaches as they work toward a sustainable future. http://ccednet-rcdec.ca/en/node/4311

Whole Measures
What we measure so often determines what we pay attention to and what we do. To help broaden our view of success and how we measure it, and to catalyze stronger collaborative efforts, Center for Whole Communities is developing Whole Measures – an ethically-based, community-oriented standard on why and for whom land is restored and conserved. Whole Measures offers a means of describing and measuring the healthy relationships between land and people that we seek to create. It offers the beginning foundations for a highly integrated, whole systems approach that effectively embraces a wide variety of practical issues including biodiversity, social equity, human rights, civic engagement and landscape-scale conservation.
www.measuresofhealth.net

WhyHunger: Food Policy Councils
WhyHunger is a leader in building the movement to end hunger and poverty by connecting people to nutritious, affordable food and by supporting grassroots solutions that inspire self-reliance and community empowerment. WhyHunger sees Food Councils as a way to plan for food security. www.whyhunger.org/portfolio?topicId=37

Johns Hopkins Bloomberg School of Public Health: Center for a Livable Future Food Policy Networks (FPN)
Support for the development of effective and robust food policy at the state and local levels by working with existing food policy councils, national organizations, and other interested group. FPN aims to improve the food-related health, sustainability, and resilience of communities through food policy.
www.jhsph.edu/research/centers-and-institutes/johns-hopkins-center-for-a-livable-future/projects/FPN/

Mark Winne
Mark is a co-founder of a number of food and agriculture policy groups including the national Community Food Security Coalition and is an expert in food council development. Visit his website for a number of food council development tools. www.markwinne.com

Doing Food Policy Councils Right: A Guide to Development and Action
Mark Winne Associates www.markwinne.com/wp-content/uploads/2012/09/FPC-manual.pdf

Local Healthy Maine Partnerships
27 local Healthy Maine Partnership (HMP) public health coalitions blanket the state of Maine. Many are working with municipalities to develop local food councils. Find yours at:
www.healthymainepartnerships.org

Good Laws, Good Food: Putting State Food Policy to Work for Our Communities
Source: Harvard Food Law and Policy Clinic
www.markwinne.com/wp-content/uploads/2012/09/food-toolkit-2012.pdf

Drake University State & Local Food Policy Councils
Q&A most frequently asked questions about Food Policy Councils
www.statefoodpolicy.org/?pageID=qanda

What's Cooking in Your Food System? Guide to Community Food Assessment
This comprehensive guide is aimed at informing and supporting the development of Community Food Assessments as a tool for increasing community food security and creating positive change. www.downtowndevelopment.com/pdf/whats_cooking.pdf

Food Policy Councils: Lessons Learned
Source: Food First & the Community Food Security Coalition
www.foodfirst.org/en/foodpolicycouncils-lessons

24

A Roadmap for City Food Sector Innovation & Investment
Guidance document to help cities focus & develop investment strategies to increase the number of new innovations & ventures in their local food systems, and to better the odds of their survival and success.
Source: Wallace Center
www.wallacecenter.org/our-work/Resource-Library/wallace-publications

Frameworks Institute
Research to help explain the public conversation Americans are inclined to have about food, & the perceptual barriers that get in the way of understanding of the larger food system. Reports offered identify how communications choices can work against public engagement on these issues & how the case for protecting & reforming the food system can be reframed to encourage greater understanding & support.
www.frameworksinstitute.org/foodsystems

Leopold Center for Sustainable Agriculture
Reduce negative environmental and social impacts of farming and develop new ways to farm profitably which conserving natural resources.
www.leopold.iastate.edu/

State Level Food System Indicators Project
Sponsored by the Unvirestiy of Minnesota's Healthy Foods, Healthy Lives Institute and the Food Industry Center,
http://foodindustrycenter.umn.edu/Research/foodsystemindicators/indicatormaps/index.htm
See next page for 2007 Maine Indicators, 2012 data should be available in 2014.

FOOD SYSTEM INDICATORS
MAINE, 2007

Population:	1,315,398
Avg. payroll ($/employee):	$33,790
Total employment:	506,174
Total payroll ($ billion):	$17.10
Land area (million acres):	19.75
Land in farms (million acres):	1.35
Percent land in farms:	6.8%
Number of farms:	8,100

FOOD SYSTEM SECTORS	Input Supply	Farming	Processing	Distribution & Wholesaling	Retailing	Waste & Recovery	Food System (Total All Sectors)
Number of Establishments	22	8,100	649	315	4,563	162	13,811
Number of Employees	370	28,697	10,511	4,997	62,682	1,888	109,145
% State employment	0.1%	5.7%	2.1%	1.0%	12.4%	0.4%	21.6%
% US employment w/in sector	0.1%	0.5%	0.5%	0.5%	0.5%	0.8%	0.5%
Annual Payroll ($ 1,000)	$11,202	$270,071	$399,733	$193,422	$947,573	$63,882	$1,885,882
% State payroll	0.1%	1.6%	2.3%	1.1%	5.5%	0.4%	11.0%
% US payroll w/in sector	0.1%	0.3%	0.5%	0.4%	0.3%	0.3%	0.5%
Average Payroll ($/employee)	$30,276	$9,411	$38,030	$38,708	$15,117	$33,836	$17,279
% State avg.	89.6%	27.9%	112.5%	114.6%	44.7%	100.1%	51.1%
% US avg. w/in sector	98.1%	60.6%	104.3%	85.9%	99.7%	81.3%	90.4%

ECONOMIC INDICATORS

* Value of Ag Sales ($ millions):	$617
-Percent Livestock and Products:	47.1%
-Percent Crops:	52.9%
* Percent Vegetables:	25.1%
* Percent Fruits & Tree Nuts:	13.8%
* Net Farm Income as % Ag Sales	29.1%
* Gov't Payments as % Ag Sales	1.4%
* Farm Income Concentration:	53.1%
* Ag R&D Expenditures/Ag Sales	2.8%
* Retail Food Sales/State GDP	11.8%
* Share of Retail Food Sales:	
-Grocery Stores:	47.7%
-Convenience Stores	14.1%
-Supercenters/Whsle Clubs	5.3%
-Limited Service Restaurants	12.3%
-Full Service Restaurants	15.2%
-Special Food Services	1.9%

ENVIRONMENTAL INDICATORS

* Percent Farmland Enrolled in Conservation Programs	2.4%
* Tons Sheet and Rill- (Water) Related Soil Erosion/Acre	1.30
* Tons Wind-Related Soil Erosion/Acre	0.00
* Value of Chemicals Purchased ($/acre)	$15.00
* Value of Fertilizers, Lime, Soil Conditioners Purchased ($/acre)	$18.13
* Percent Farmland Treated w/Manure	15.7%
* Percent Municipal Solid Waste Recycled	28.1%

HEALTH INDICATORS

* Percent Population Overweight	37.7%
* Percent Population Obese	25.2%
* Percent Adults w/Diabetes	7.7%
* Percent Households with Food Insecurity	13.3%
* Illnesses & Injuries/10,000 Full-Time Employees:	
-Input Supply	0.00
-Farming	34.85
-Food Processing	824.89
-Distribution, Wholesale, Retail	349.69
-Waste & Recovery	1059.32
* Pounds Meat & Poultry Recalled/Meat & Poultry Manufacturing Establishments	0.00

SOCIAL INDICATORS

* Percent Farmers Whose Principal Occupation is "Farming"	27.1%
* Avg. Age Farmers	56
* Percent of Farms Classified as "Very Large"	3.2%
* "Very Large" Farm Acreage/Total Farm Acreage	18.3%
* Percent Population Receiving SNAP Benefits	12.9%
* Number of Retail Food Establishments/10,000 People:	34.15
-Grocery Stores	2.75
-Convenience Stores	7.90
-Supercenters/Whsle Clubs	0.13
-Limited Service Restaurants	11.34
-Full Service Restaurants	10.87
-Special Food Services	1.15

The Food Industry Center

HEALTHY FOODS, HEALTHY LIVES INSTITUTE

Meeting Tips

These may be helpful, but most importantly go with the flow and trust your own community's process.

Organizing the Meetings
(CORE GROUP)
- Create your community group's individual agenda, using our suggested agendas as a guide
- Facilitation tips & resources
- Prep for second meeting—coordinating scan team
- Outreach plan for Representative Group and Public Group
- At all meetings, have a re-cap of what has happened thus far in the process.

Preparing for Meeting 1
(CORE GROUP)

Meeting 1
(REPRESENTATIVE GROUP)
1. gain "buy-in" (explain larger purpose of this approach; highlight successful models; look at proposed purpose statement and amend to fit your group)
2. collecting and organizing indicators
3. assign roles/workplan
4. overview of process & agreement
5. networking

Preparing for Meeting 2
- Core group should meet at least once
- findings are organizes between meeting 1 & 2 by planning group

Meeting 2
(ground work for meeting #3)
(LARGE GROUP - PUBLIC INVITED)
1. report-out findings
2. what do findings mean?
3. asset/gap analysis
4. identify issue areas

(use parking lot to capture input re: strategy braintorms and other items that will be discussed at meeting 3)

Preparing for Meeting 3
* check-in/debrief with MNCFC in between meetings 2 & 3
* after meeting 2, planning team does pre-work to prepare for meeting 3 (redraft purpose statement, prioritize issue areas)
- Core group should meet at least once

28

Meeting 3
(LARGE GROUP - PUBLIC INVITED)
1. Establish priorities & goals
2. establish roles
3. establish structure of group to move things forward
4. identify capacity/resources
5. create timeline
6. Revisiting group's purpose & Next Steps

Debrief Scan Process
(CORE GROUP)

Other Tips & Ideas
- Start meetings with acknowledging assets (Back casting, appreciative inquiry/action)…always use asset approach.
- Start meeting with diagram of all the sectors and have attendees talk about what is going on in the community in those different sectors. Also build capacity & is a good ice breaker.
- Discussion that follows the findings at the 2nd meeting- how do facilitators lead brainstorming about goals & objectives? (How does facilitation of engagement piece look?) Easy next steps/further research under each goal (look at BC guide).
- Indicators go back to organizing team to put in presentation format with a systems lens to report back to group.
- Document who is at the table at each meeting.
- Valuable to have communities visit other communities' meetings.

 "Network Wish List Items"
- Provide examples of places where "scans" or CFAs have been valuable and how.
- Create a survey to collect consistent information about the scan process across all groups.
- Section on how to facilitate conversation, how to address challenges that arise between stakeholders, etc. during assessment process. (Engagement strategies.)
- Would be good to document who is at the table in different communities and what the outcomes are to help define and refine facilitation strategies.

Sample of Guiding Questions

Categories	Guiding Questions
Big Picture	● Where does our food come from and how does it get to our mouths? ● What are the key assets of an emergent local or regional food system? ● What are the social, economic, environmental and dietary impacts of the predominant food supply? ● What would be the social, economic, environmental and dietary impacts of a more local food chain? ● What are the levers of change that communities can use to build a more local resilient food system?
Short-term supports	Are there: ・ Community-based food programs, such as Meals on Wheels, Double Dollar Value Program, ・ Government-sponsored food programs, such as National School Lunch Programs, Senior FarmShare Program, WIC, SNAP/EBT, etc.? ・ Fresh Fruit & Veggie funds at the schools?
Capacity-building	Are there: ・ Community gardens or farms ・ Local farms ・ cooking education classes ・ UMaine Cooperative Extension services/programs ・ Community Commercial Kitchen ・ Farmers Market Association ・ Land Trusts ・ Farmer training programs ・ Other education, awareness, capacity-building initiatives?
Redesign	Are there: ・ policies or funding to support food system planning and development?

Note: After lengthy discussions, the Oxford Hills and Bethel Councils decided to organize the research around the following food system frameworks:

- The Predominant (Industrial) Food System
- The Emergent Local and Regional Food System

Our Questions about The Predominant Import Food System

What are the Key Impacts of Predominant Food System on our Society, our Environment, our Economy and our Health (Diet)?

- **Social:**
  o How do our food cultures impact our social relations?
  o How we treat workers on farms, in our feeding establishments, and others working in the food chain?
- **Environment:**
  o What are key impacts of extreme dependence on fossil fuels, synthetic fertilizers and pesticides, and genetically modified crops?
  o How do distant sources impact packaging, transportation and related pollution issues?
- **Economic:**
  o How much food do we eat? Do we import?
  o How much would industrial food prices increases if all of the negative impacts were reflected in those prices?
  o How much does food marketing cost? And how much does that influence food choices?
  o Who owns industrial food supplies? How does concentration impact our food choices?
  o What is the impact of federal policies, including agribusiness subsidies, on supply concentrations and prices?
- **Diet & Health:**
  o What is the impact of processing, genetic modification, chemical dependency and other production practices on diet-related diseases?
  o Why are low nutrient foods so cheap and so readily available in food desserts?
  o How do federal food benefits impact health and bolster the dominant food system?

Our Questions of our Emergent Local and Regional Food System

What are the impacts, current or potential, or a local and regional food system?
Note: much of the assessment of local capacity will be reflected on the new Food Map.

Overarching theme of what we need to know: We need to do a market analysis for local food that includes income and access analyses.

- Who is buying or will buy local foods?
- Where are they buying it? Where do they want to buy it?
- How much are they willing to pay for it?
- How far are people traveling to buy local food?
- How far are growers traveling to sell and/or process their food products?
- How much can low-income citizens pay for food?

Social
- How far do people have to travel to buy local?
- What is the willingness of businesses to carry local?
- What are consumers looking for?
- Local   • Organic   • Natural
- Where do people want to buy the food?

Economic
- Are there any commercial composting facilities?
    - How much waste is being shipped away?
    - What is the capacity for composting?
- What is our livestock and vegetable consumption?
- How does farmer income compare with median income in Oxford County?
- What is the return on investment for farmers?
- How much food are we producing in Oxford County?
    - How much of this food is consumed versus wasted?
- How far does our food travel?
    - How much of what is produced here stays here?
    - What are the existing distribution routes for local foods?
- Local?   • Micro? • Regional?
- What is the capacity for institutions to use local food?
    - How much food do they use?
    - How much local food do they use?
- What venues sell value added local food products?
    - What facilities exist to process and produce these products?
        · Commercial kitchens
        · Warehouse and storage facilities
        · Processing plans

Environment
- How many acres are certified organic?
    - And certified natural?
    - And converting to organic?
- How many pounds of pesticides are being used?
- How many inputs are being used to grow food?
    - Where do those inputs come from?
    - Natural vs. synthetic?
    - Locally sourced vs. shipped in? From where?

Diet/Health
- Where can EBT/WIC/Senior Shares be used to buy local food?
- What percentage of these benefits is being used to buy local food?
- Are there any discounts or double values available to benefit holders when purchasing local foods?
- How many children in Oxford County are obese or overweight?
- How much local food gets into food banks?

32

- How much local food is being donated to food banks?

Maine Network of Community Food Councils

This list continues to evolve all the time.
For more information, contact MNCFC Coordinator: Ken Morse kenmorse@mac.com • 207-393-0134

Good Food Council of Lewiston-Auburn
Coordinator: Julia Harper,
   goodfood4la@gmail.com

Community Food Matters serves the greater Oxford Hills area in southern Oxford County
Ken Morse, kenmorse@mac.com

Local Food Connection serves Bethel and northern Oxford County. Coordinator: Meryl Kelly, merylashlynkelly@gmail.com

Capital Area Food Council (based in Gardiner) Coordinator: Karen Stevenson, kcs214@hotmail.com.

Washington County Food Council.
   Contact: Regina Grabrovac,
regina@healthyacadia.org

Partnership for Hunger-Free York County
   Contact: Kristine Jenkins:
Kristine@hungerfreeyorkcounty.org

Cumberland County Food Security Coalition
   Director: Jim Hanna, jimhanna@maine.rr.com

Mayor's Initiative for Healthy Sustainable Food Systems (Portland area)
   Coordinator: Tim Fuller,
trf@portlandmaine.gov

Local Farms – Local Food (Greater Bath Brunswick area) contact: Lee Cataldo
   lee@btlt.org

RAFT (Rockland Area Food Thang) is the Knox County Food Council contact: Teisha Hufnagel
teishagoodtern@hotmail.com

Greater Bangor Area
   Contact: Heather Omand,
heather.omand@maine.edu

Winthrop Area
   Contact: Anne Trenholm,
annetrenholm@hotmail.com

Other areas where community conversations have begun that may result in forming a Food Council:

Damariscotta
   Contact: Heather Burt,
heatherkburt@yahoo.com

Belfast/Waldo County
   Contact: Vyvyenne Ritchie, vritchie@wchi.com

Dover-Foxcroft
   Contact: Erin Callaway, eecallaway@gmail.com

Pittsfield
   Contact: Healthy Sebasticook Valley
Karen Hawkes, khawkes@emh.org

Hancock County
   Contact: Healthy Acadia,
Katie Freedman, katie@healthyacadia.org

Other MNCFC affiliates/supporters

- Conservation Law Foundation, represented by Ben Tettlebaum
- Maine Food Strategy, represented by Barbi Ives, Muskie School at USM
- CEI, represented by Dan Wallace
- Maine CDC, represented by Mary Ellen Doyle