Tackling resilience through food policy councils

May 25, 2017
1 PM EDT / 10 AM PDT

FoodPolicyNetworks.org
Creating Opportunities to Strengthen Food Systems

JOHNS HOPKINS
CENTER *for* A LIVABLE FUTURE

Featured speakers

Erin Biehl
Johns Hopkins Center for a Livable Future

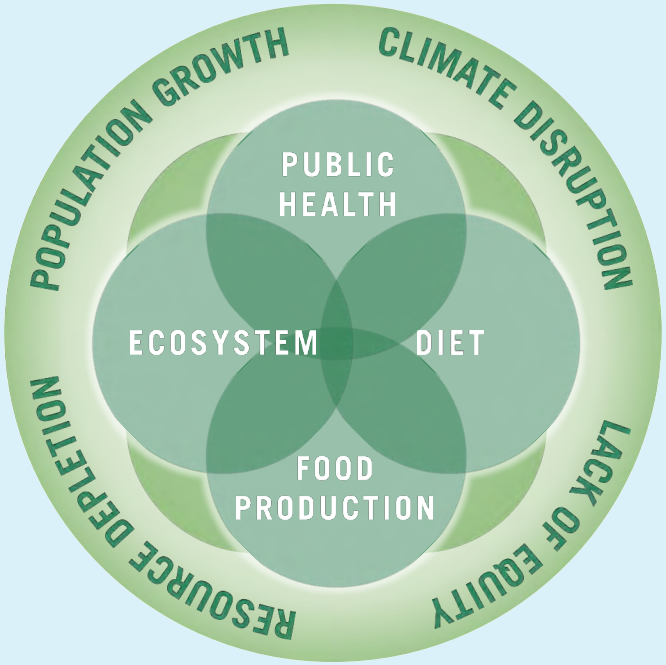
Becca (Klein) Bartholomew
Food and Technology Program, Friends of the Earth

Natalie Jayroe
Second Harvest Food Bank of Greater New Orleans and Acadiana

Wendy Peters Moschetti
Colorado Food Systems Advisory Council member; LiveWell Colorado

Kim Zeuli
Initiative for a Competitive Inner City (ICIC)

Johns Hopkins Center for a Livable Future



Education

Research

Programs

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Food Policy Networks project

The Food Policy Networks project supports efforts that can reform local, state, regional, and tribal food systems through effective public policy.

NATIONAL LEVEL

- FPN listserv: ~1200 subscribers
- Food Policy Council Directory: online database of FPC
- Food Policy Resource Database: >900 resources
- Quarterly Communication & Outreach activities

TRAINING AND TECHNICAL ASSISTANCE

- Chesapeake Food Policy Leadership Institute: network building
- Pre-conference workshops & conference sessions
- One-on-one technical assistance

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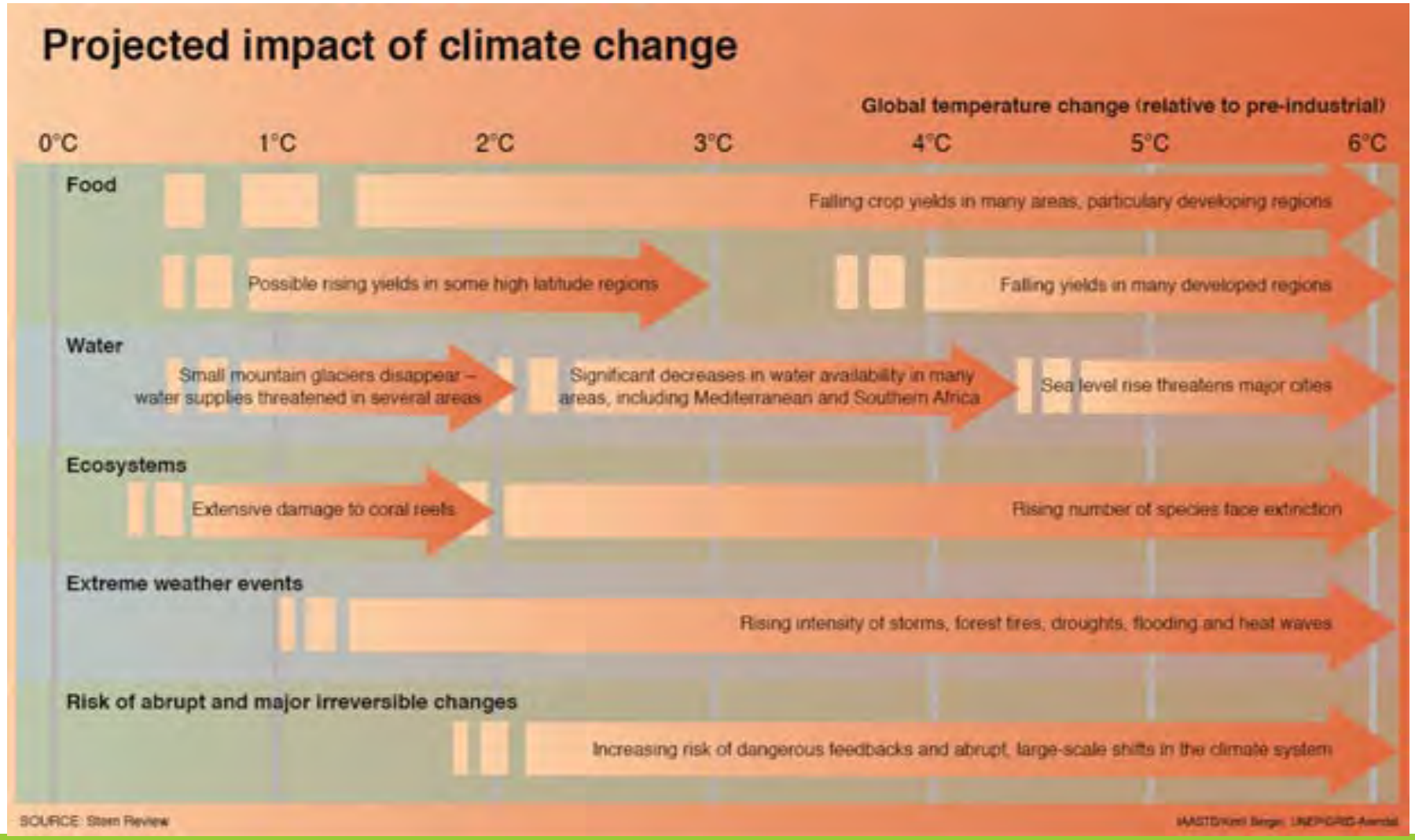
Growing Resilient Urban Food Systems

ERIN BIEHL

JOHNS HOPKINS
CENTER *for* A LIVABLE FUTURE



Source: IAASTD Figures of the Global Summary for Decision Makers of the International Assessment of Agricultural Science and Technology for Development (2008)

More Food System Threats

- Social: Population growth, urbanization, migration
- Political: regime changes, terrorism
- Physical: Infectious diseases, natural resource depletion, earthquakes
- Economic: International trade policies, depression/recession, labor shortages, rising gas prices, rising incomes→ demand shifts

SHORT TERM & LONG TERM

Mitigation vs. Adaptation

Mitigation = reducing the man-made *causes* of climate change

Adaptation = minimizing the vulnerability of the food system to *effects* of climate change

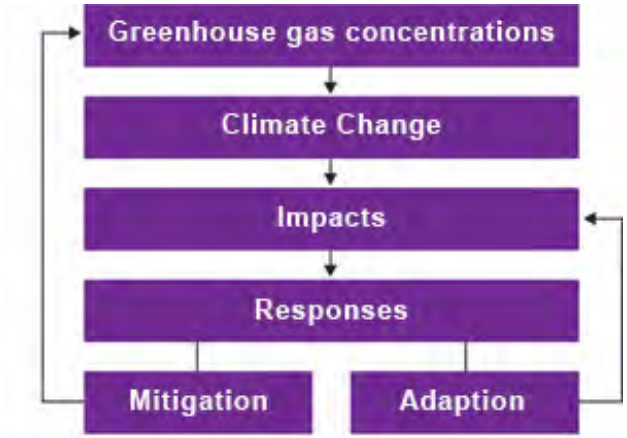
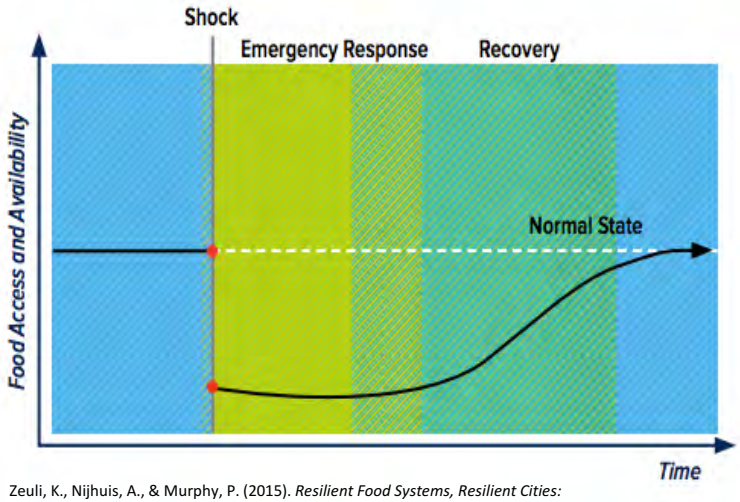


Figure 1: Relationship between mitigation and adaption

Resilience

The ability to absorb, respond to, recover from and adapt more successfully to adverse events (IOM)

Figure 1: Resilience Timeline



Zeuli, K., Nijhuis, A., & Murphy, P. (2015). *Resilient Food Systems, Resilient Cities: Recommendations for the City of Boston.* Retrieved from http://www.icic.org/research-and-analysis/resilient-food-systems.

What makes a food system resilient?

LOW:

Risk

Exposure

Vulnerability

HIGH:

Flexibility

Diversity

Redundancy

Adaptability

Supporting Resilient Food Systems

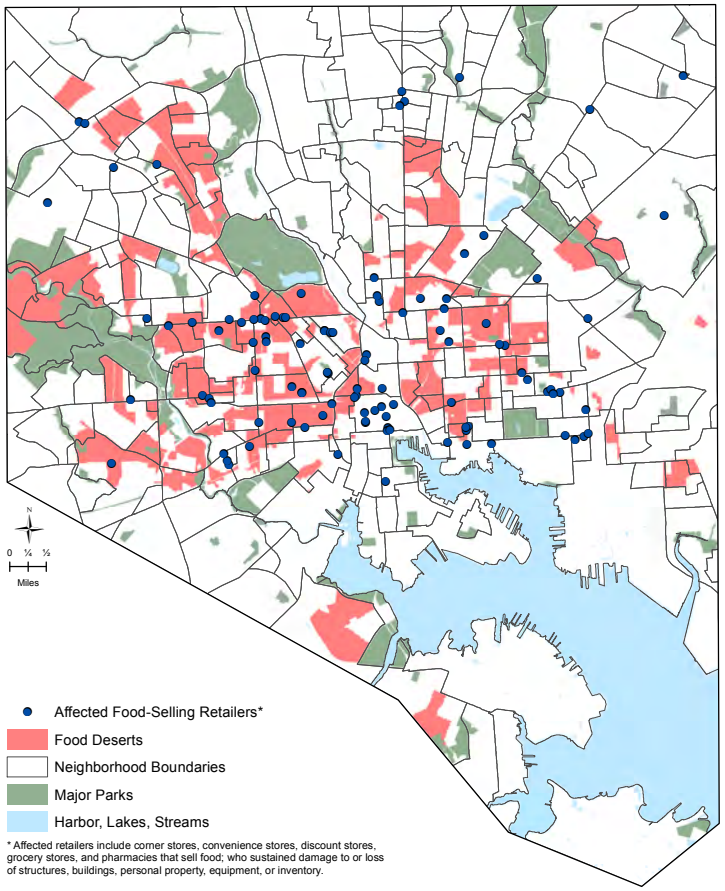
- Urban food resilience assessments & planning
- U.S. Government- Obama's Climate Action Plan
- Milan Food Policy Pact

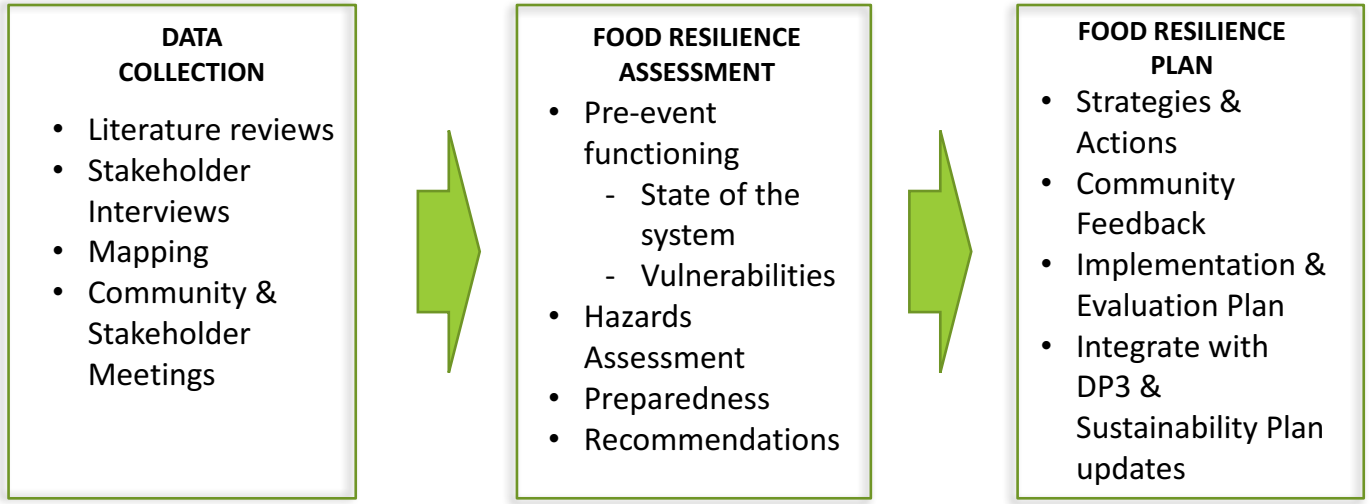
Baltimore Food System Resilience Planning

Baltimore City, MD

- Population: 622,000
- 23% of residents are food insecure
- 25% of residents live in a food desert

Food-Selling Retailers Affected by 2015 Baltimore Uprising, and Food Deserts




DATA COLLECTION
• Literature reviews
• Stakeholder Interviews
• Mapping
• Community & Stakeholder Meetings
FOOD RESILIENCE ASSESSMENT
• Pre-event functioning
- State of the system
- Vulnerabilities
• Hazards Assessment
• Preparedness
• Recommendations
FOOD RESILIENCE PLAN
• Strategies & Actions
• Community Feedback
• Implementation & Evaluation Plan
• Integrate with DP3 & Sustainability Plan updates

Strategies for Improving Resilience

1) **Address existing vulnerabilities** in economic and physical food access throughout the city.

2) Support the local and regional food economy, but also **enhance redundancy** in the food supply chain

3) Support small food business and nonprofit **preparedness** capabilities.

4) Build **community resilience**

5) Incorporate food into resilience **planning,** and resilience into food planning

6) **Involve stakeholders from all levels** – community-based organizations, businesses, food assistance and disaster recovery organizations, policymakers, etc

Project Partners

Baltimore City Office of Sustainability : Kristin Baja, Holly Freishtat, Alice Huang, Sarah Buzogany

Baltimore Development Corporation: Kristin Dawson

Johns Hopkins University: Daniel Barnett, PhD, Judith Mitrani-Reiser, PhD

Johns Hopkins Center for a Livable Future: Mapping, food system expertise, other.

Questions?

Erin Biehl

ebiehl1@jhu.edu

Tackling resilience through food policy councils

Johns Hopkins Center for a Livable Future

May 25, 2017

Initiative for a Competitive Inner City (ICIC)

Kim Zeuli, Senior Vice President and

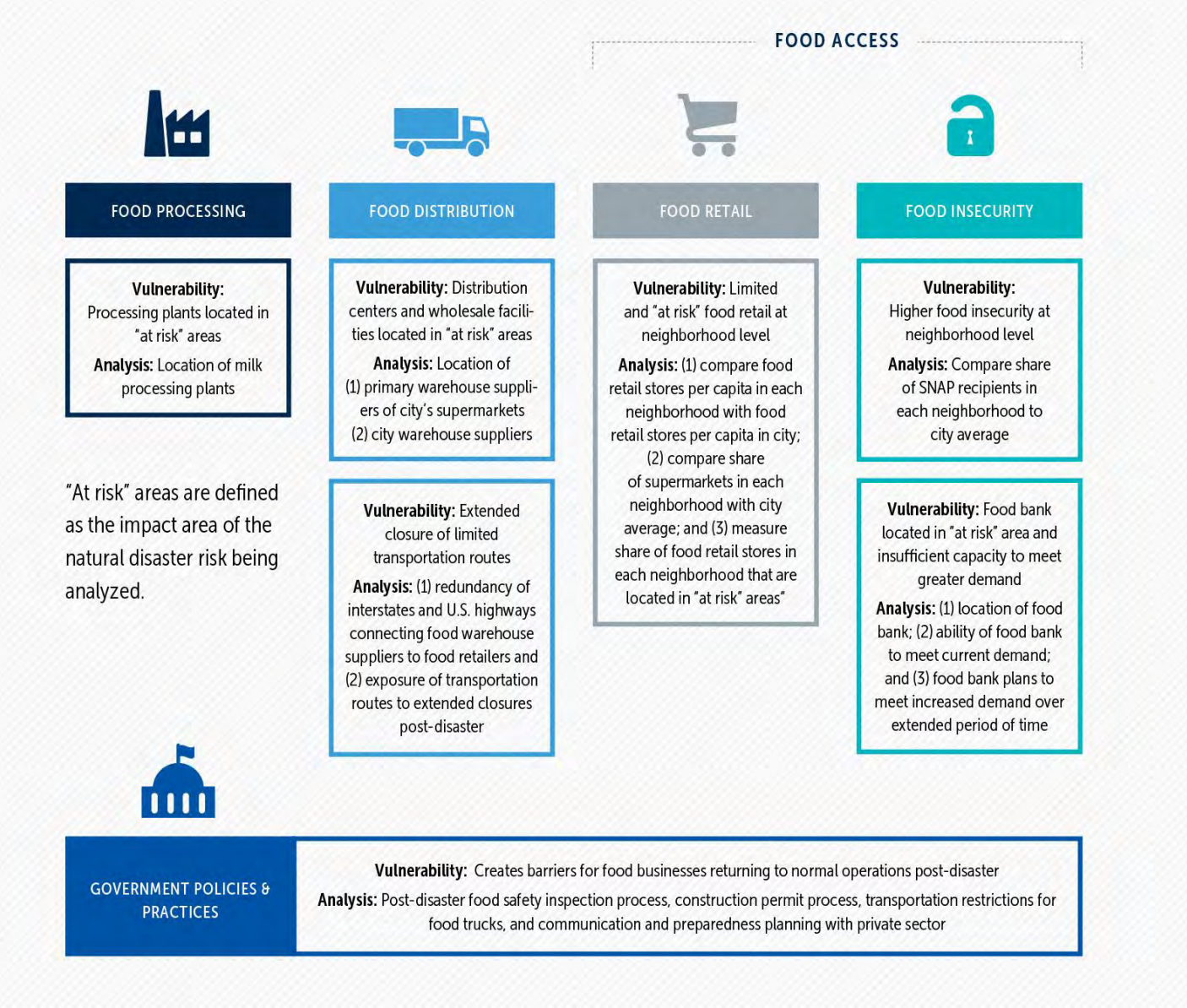
Director of Research and Advisory Practice

ICIC

ICIC

- ICIC is a non-profit organization and the leading authority on U.S. inner city economies and the businesses that thrive there.
- Founded in 1994 by Harvard Business School Professor Michael Porter, ICIC offers a market-based approach to inner city revitalization.
- Our groundbreaking research on local food clusters has informed economic development policies in urban markets across the nation.

ICIC's Food System Resilience Framework



Characteristics of a Resilient Urban Food System

- Warehouses located outside of the city
- Redundant transportation networks

- Less vulnerable food retail neighborhoods

- A resilient food bank

- Strong public-private sector coordination and planning

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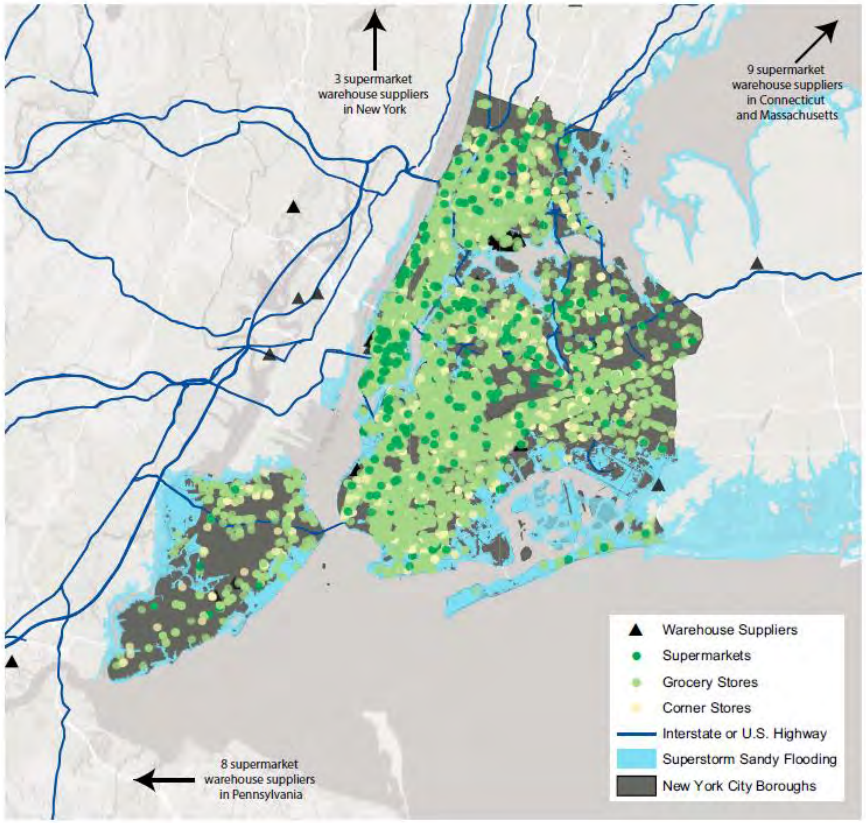
Threats to Urban Food Systems: New York City

New York City Food System



- **Warehouse suppliers:**
  - Hunts Point poses the greatest risk
- **Transportation:**
  - 50% of food travels through 4 bridges and 2 tunnels
- **Food access:**
  - <2% of neighborhoods have vulnerable food retail (concentrated in Brooklyn and Queens)

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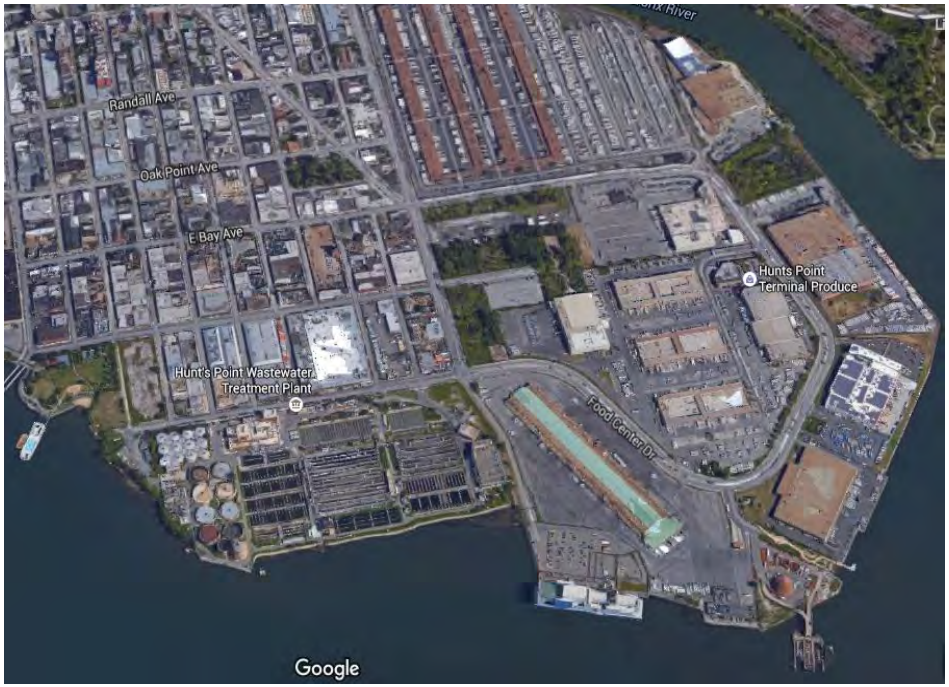
New York City's Response

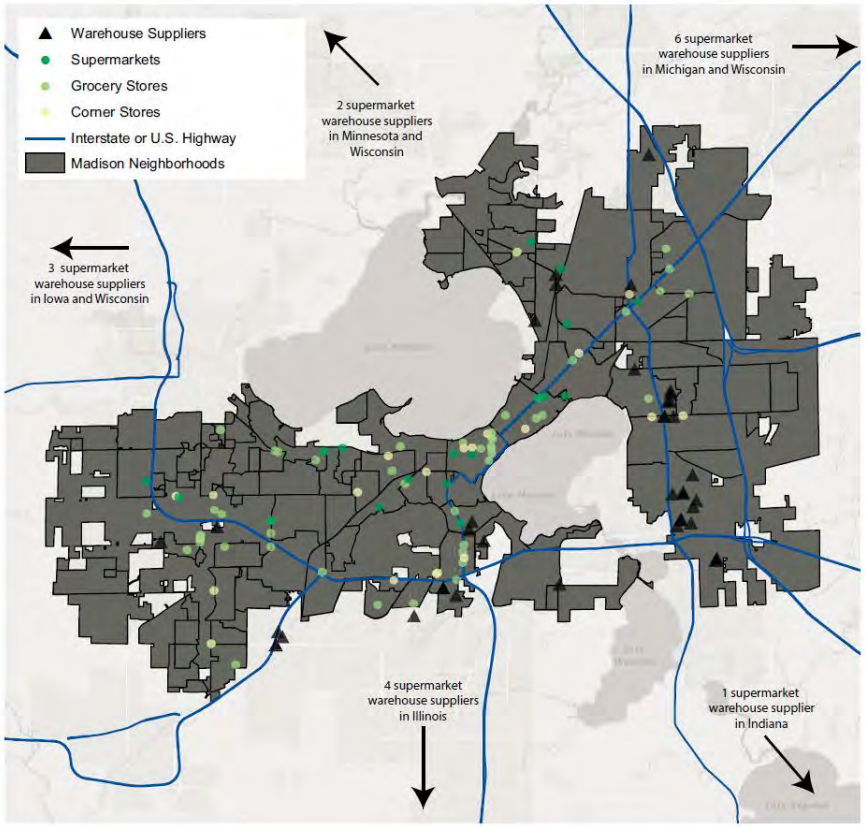
- **Rebuild by Design:**
  - Hunts Point Lifelines (2013)
  - Hunts Point Advisory Working Group (2015)
- **Food supply study:**
  - *Five Borough Food Flow* (2016)
- **Food resilience planning:**
  - *One New York: The Plan for a Strong and Just City* (2015)
  - Integrate food supply study into other resilience efforts (2016-Present)



Hunts Point Distribution Center, Bronx, NY

A Resilient Food System: Madison, WI

Madison, WI Food System



- **Warehouse suppliers:**
  - 18 of 20 supermarket suppliers located outside of Madison
- **Transportation:**
  - 4 E-W & 3 N-S interstates and U.S. highways
- **Food insecurity:**
  - Food bank has capacity to meet demand
- **Food access:**
  - Vulnerable food retail?

ICIC

A Playbook for Building a Resilient Food System

Strategy	Action
1 **Conduct a food system resilience assessment**	• Analyze food system to identify risks and prioritize solutions to mitigate risks that directly impact the food system • *Example: Boston, MA's food system resilience assessment*
2 **Incorporate food system resilience into resilience planning & urban food agendas**	• Include food systems in overall resilience planning efforts • Include food system resilience in food policy council agendas • *Example: food resilience priorities included in New York City's* One New York: The Plan for a Strong and Just City (2015)
3 **Develop neighborhood food resilience plans**	• Short- and long-term resilience planning for neighborhoods where food access would be disproportionately impacted by a natural disaster
4 **Strengthen food business resilience**	• Work with food industry to review business continuity plans and insurance coverage to gain insight and address shortcomings • *Example: New Orleans public-private food industry convening*
5 **Establish policies to help food businesses return to normal**	• Identify and streamline policies that could pose barriers to food business recovery (e.g., food safety inspections, construction permit process, transportation restrictions) • *Example: Wisconsin DATCP and Emergency Management*

Kim Zeuli
Senior Vice President and
Director of Research and Advisory Practice
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kzeuli@icic.org

ICIC'S **MISSION** IS TO DRIVE ECONOMIC PROSPERITY IN AMERICA'S INNER CITIES THROUGH PRIVATE SECTOR INVESTMENT TO CREATE JOBS, INCOME, AND WEALTH FOR LOCAL RESIDENTS.

WWW.ICIC.ORG

Meat of the Matter:
Municipal Resilience via Food Procurement

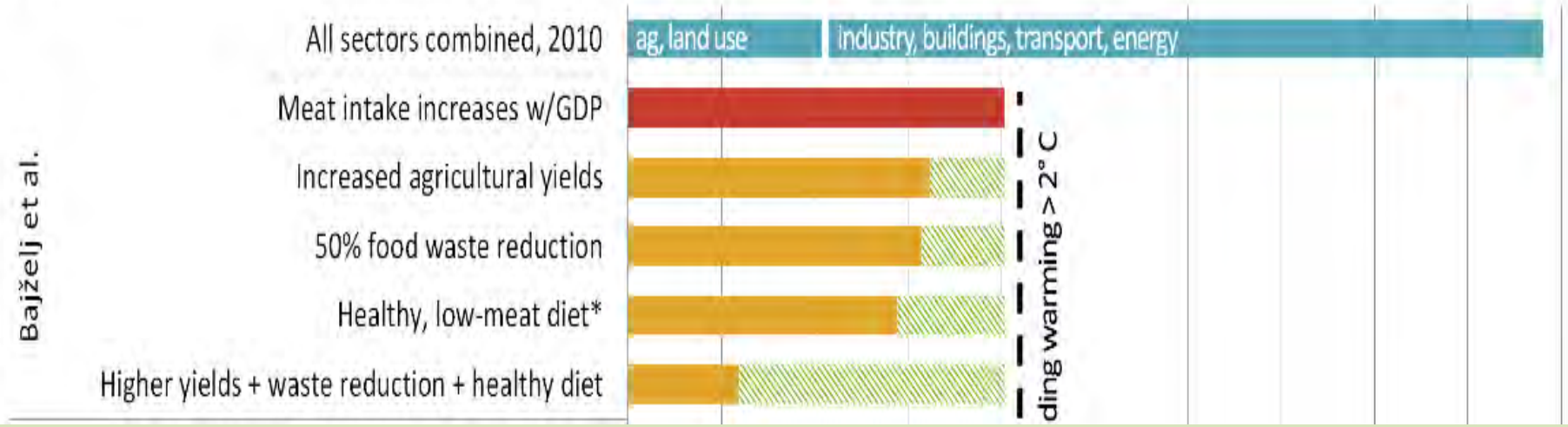
Food Policy Networks
May 25, 2017

Becca Bartholomew, MS
Consultant, Friends of the Earth
becca.b.consulting@gmail.com

Friends of the Earth

Business as usual VS Meat & Food Waste Reduction

Figure 2: 2050 agriculture-related emissions scenarios



Note: the black dotted line represents the emissions threshold (21 3Gt CO2e) for at least a 66% chance of keeping global warming below 2 degrees C; the blue bar shows emissions from all sectors (49 Gt)

*The "healthy diet" limits intake of red meat (max of two 3 oz. portions (e.g. 2 burgers per week), poultry (max of one 85 g / 3 oz. portion per day), dairy, eggs, sugars, and oils to levels recommended by health organizations (e.g., WHO, FAO, American Heart Association, Harvard Medical School), and sets a minimum for fruit and vegetable intake.

Source: Center for Livable Future, 2015 and Bajzelj et al, 201

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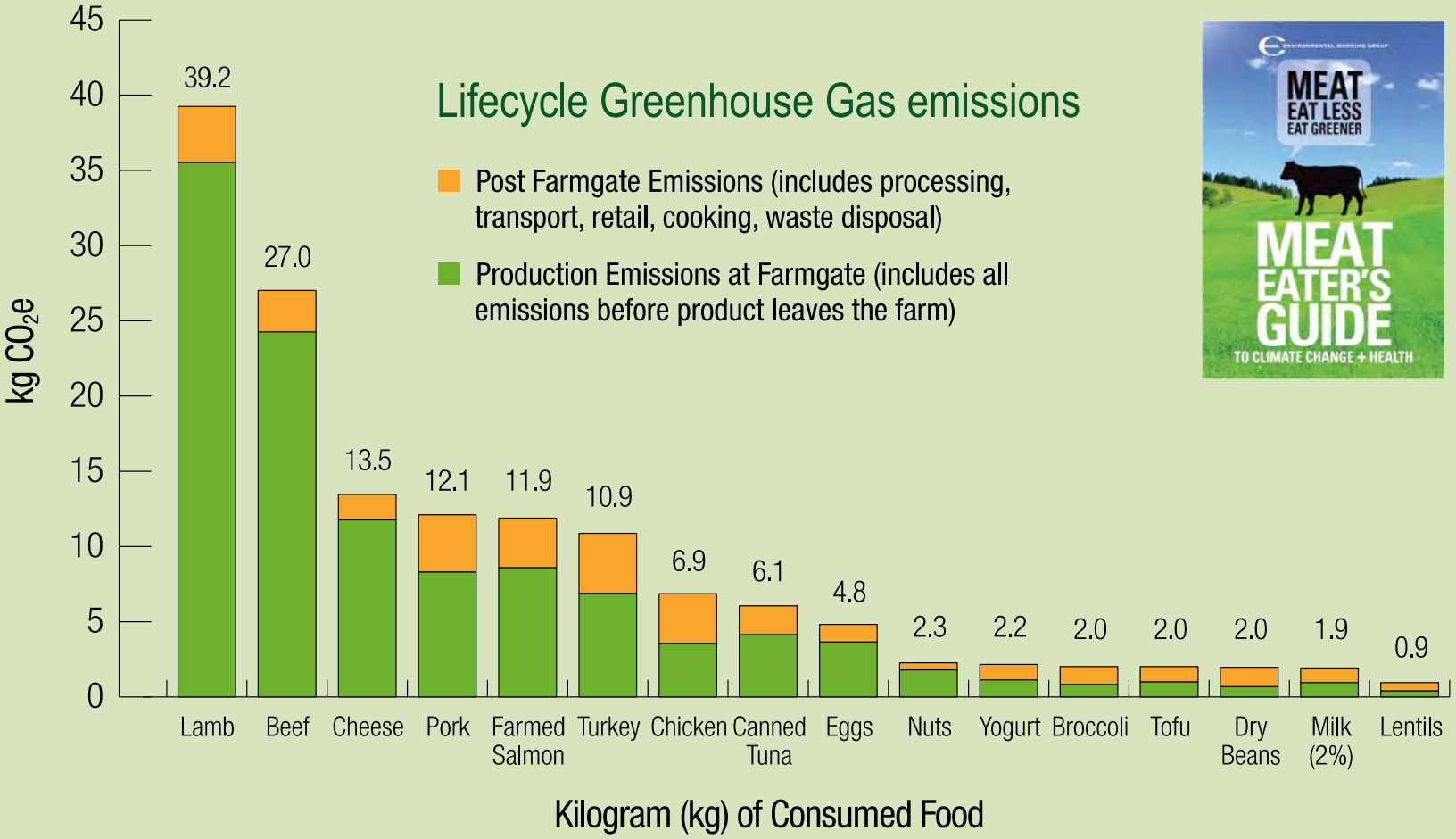
CLIMATE IMPACTS

All Protein is Not Created Equal



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Gallons of Water Per 4oz Serving

Source for all water figures: Mekonnen, M.M. and Hoekstra, A.Y. (2010) The green, blue and grey water footprint of crops and derived crop products, Value of Water Research Report Series No. 47, UNESCO-IHE, Delft, the Netherlands

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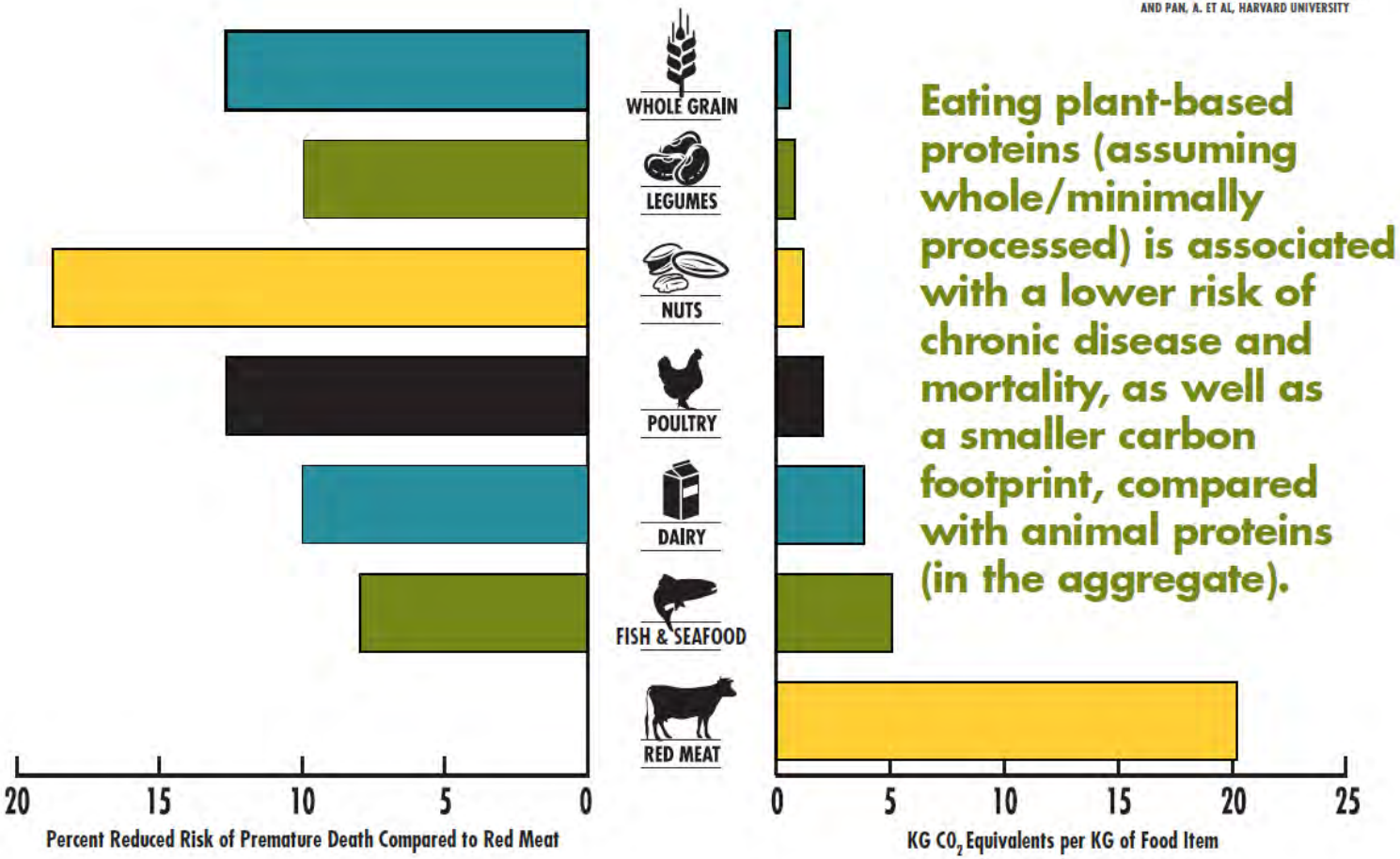
THE PROTEIN FLIP

THE CULINARY INSTITUTE OF AMERICA

SOME PROTEINS* ARE BETTER THAN OTHERS
FOR THE HEALTH OF THE PLANET AND THE POPULATION

SOURCE: WASSERMAN, A., CHANGING TASTES, AND PAN, A. ET AL, HARVARD UNIVERSITY



Eating plant-based proteins (assuming whole/minimally processed) is associated with a lower risk of chronic disease and mortality, as well as a smaller carbon footprint, compared with animal proteins (in the aggregate).

http://www.menusofchange.org/images/uploads/pdf/CIA-MenusOfChange_ProteinFlip_(May_2016)2.pdf

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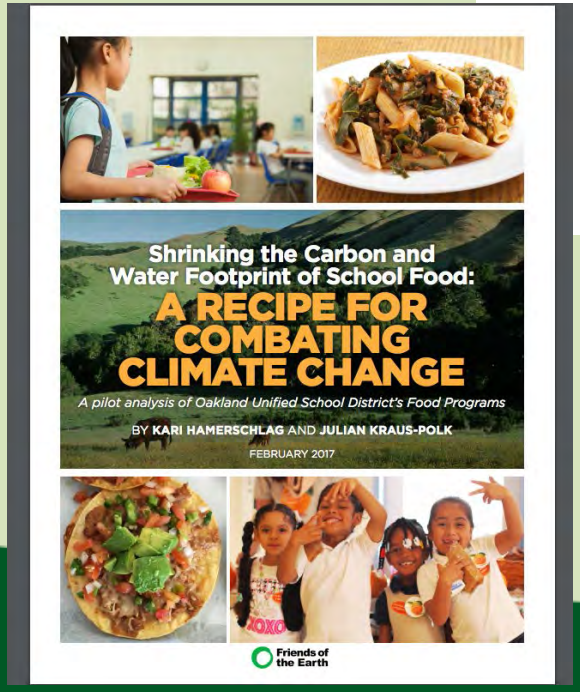

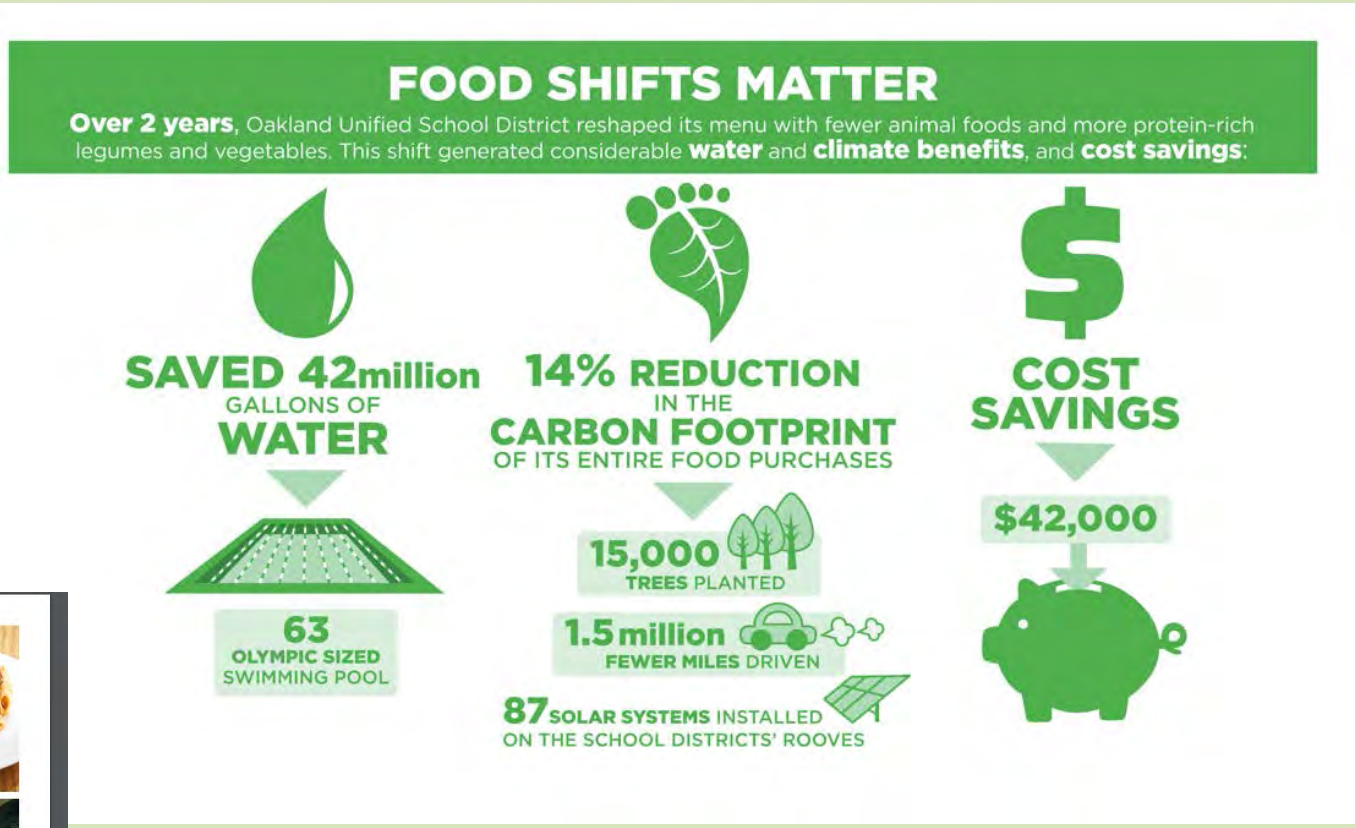

http://www.foe.org/projects/food-and-technology/good-food-healthy-planet/school-food-footprint

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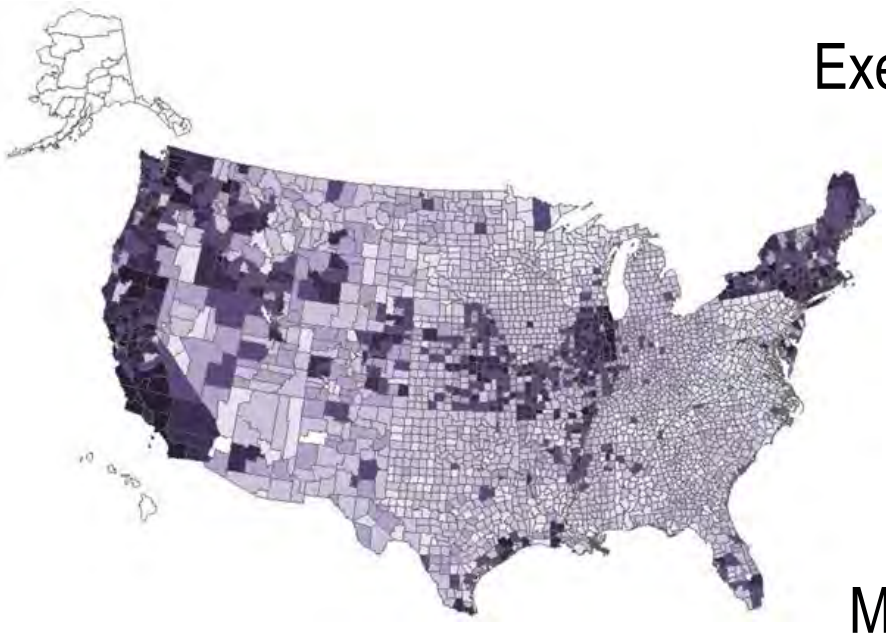
“Meat of the Matter”

Municipal Guide Content



Executive Orders and Legal Policies

Contracts and RFPs

Climate Action Plans

Creative Menus

Guidelines

Municipal Owned Facilities-Leases

Proclamations/Pacts/Principles

Tools and Tips

https://www.census.gov/newsroom/releases/archives/governments/cb12-161.html

Friends of the Earth

San Francisco, CA – Executive Directive

- 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.

- 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.

- 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.

http://sfgov.org/sffood/Modules/ShowDocument.aspx?documentID=74

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San Diego

GOALS

- Building better health by offering more healthy options, including fruits, vegetables, and whole grains among the County's congregate and custodial populations, employees, and the public;
- Supporting a thriving economy by capitalizing on the wealth of agricultural resources in San Diego County, as well as California, and increasing opportunities for local farms, ranches, and fishermen; and
- Fostering a resilient environment by promoting sustainable foods and practices."

EXAMPLE TIPS OFFERED

"Prioritize plant-based foods, including protein and dairy alternatives; offer plant-based foods and dishes and vegetarian meals."

"Consider offering alternatives to red meats and avoid processed meats (e.g. hot dogs, bacon, sausage, deli meats); if offered, strive to serve infrequently and in small portions."

http://bosagenda.sdcounty.ca.gov/agendadocs/doc?id=0901127e804f6533

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Climate Action Plans Encouraging Reduced Meat Consumption

Friends of the Earth

Portland, OR

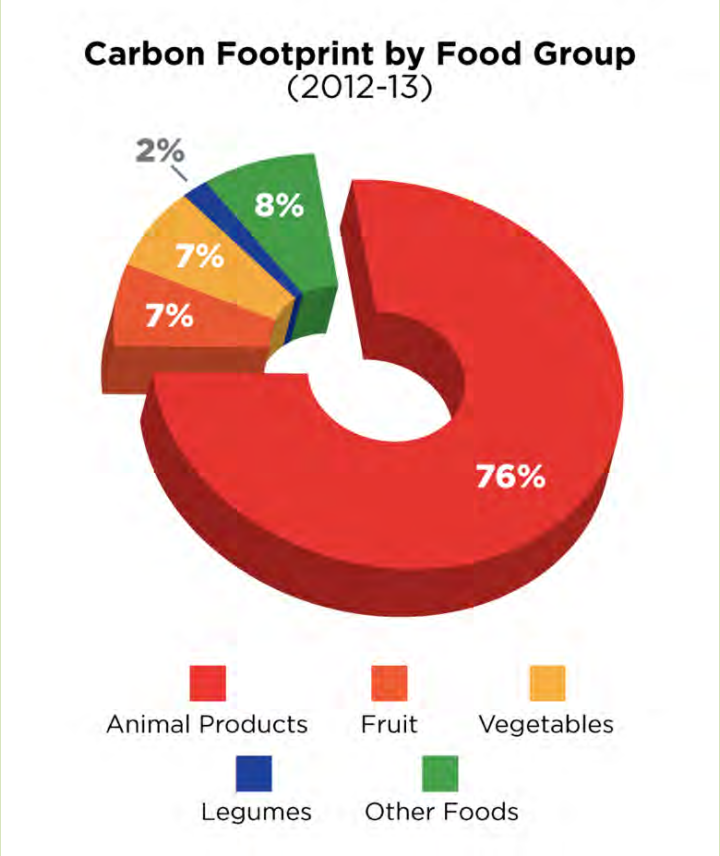
“From a carbon perspective, not all food is created equal, and what we choose to eat is far more impactful than how far that food has traveled.

That’s why Portland’s climate plan includes actions to encourages plant-based diets and create purchasing guidelines for low-carbon and minimally processed foods for public meetings and events.”
~Steve Cohen, Manager, Food Programs & Policy

Los Angeles County

Metrics are

Example language: Contractor is required to submit quarterly to Facility Project Manager [OR OTHER APPROPRIATE STAFF TITLE] the following records: food production records, product inventory, purchasing lists, itemized monthly sales and a complete nutrition analysis of all menu products/items offered. [INSERT MUNICIPAL DEPARTMENT/DIVISION NAME] shall review records and communicate its findings to [INSERT MUNICIPAL DEPARTMENT NAME WITH PROGRAM OVERSIGHT RESPONSIBILITIES]. Failure to comply with the Concession Nutrition Standards may, in [INSERT MUNICIPAL DEPARTMENT NAME]'s sole discretion, constitute a breach of this Agreement.



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BETTER BURGER CHALLENGE

Less Meat
Better Meat
More Veggies
More Organics
www.betterburgerchallenge.org

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Thank you! For more information, please contact

Friends of the Earth

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Twitter: @karihamerschlag
@foe_us
goodfoodcampaign.org

SECOND HARVEST FOOD BANK
FEEDING SOUTH LOUISIANA

Disaster Response Overview

Disaster Response has been a core part of the mission of Second Harvest since our founding in 1982.

The aftermath of Hurricane Betsy exposed the chronic disaster of poverty and hunger in South Louisiana. Archbishop Hannon took action.

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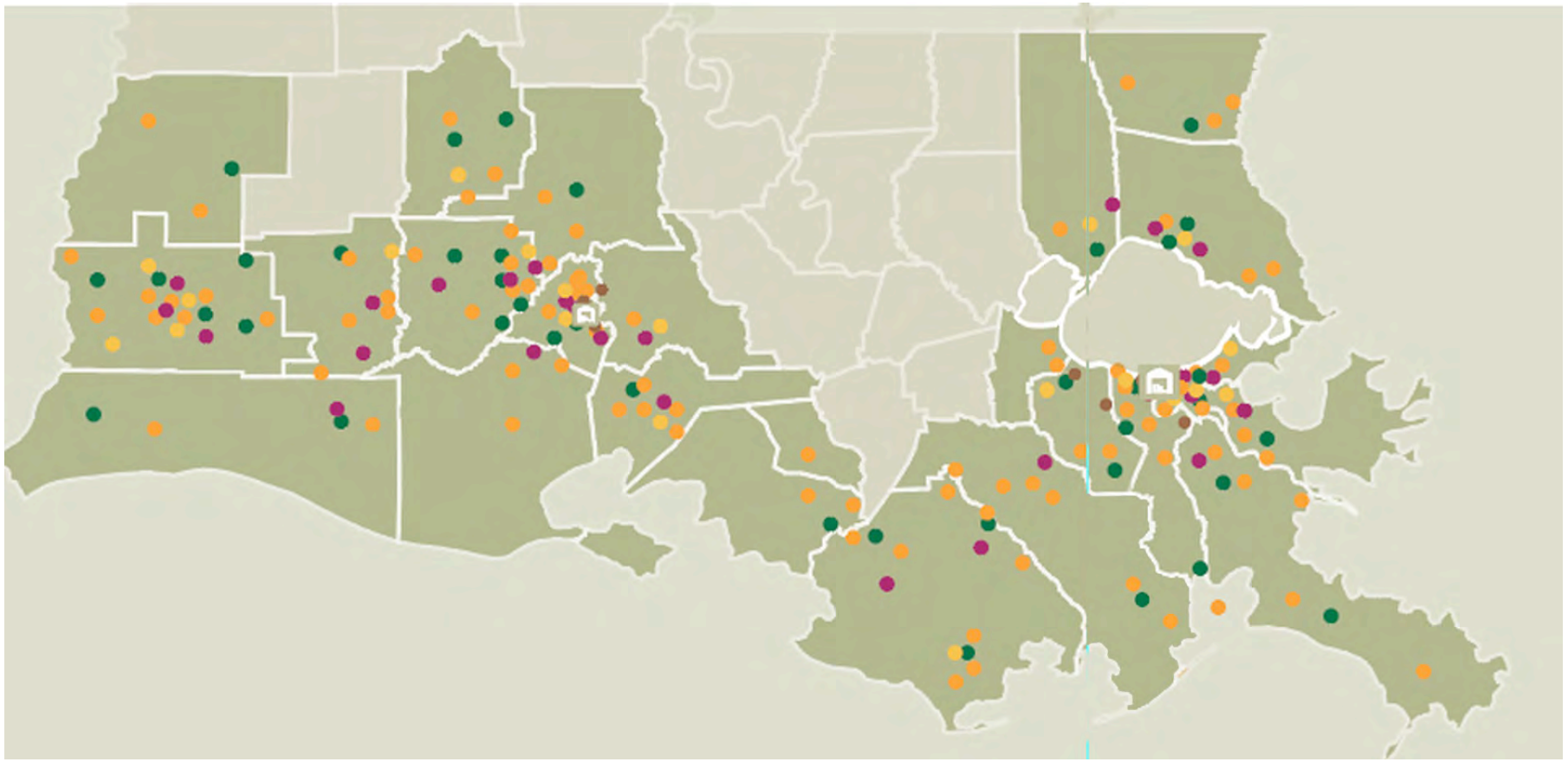

Second Harvest serve 23 parishes (counties) of South Louisiana year-round. We reach 210,000 of the 370,000 people who face food insecurity every day.

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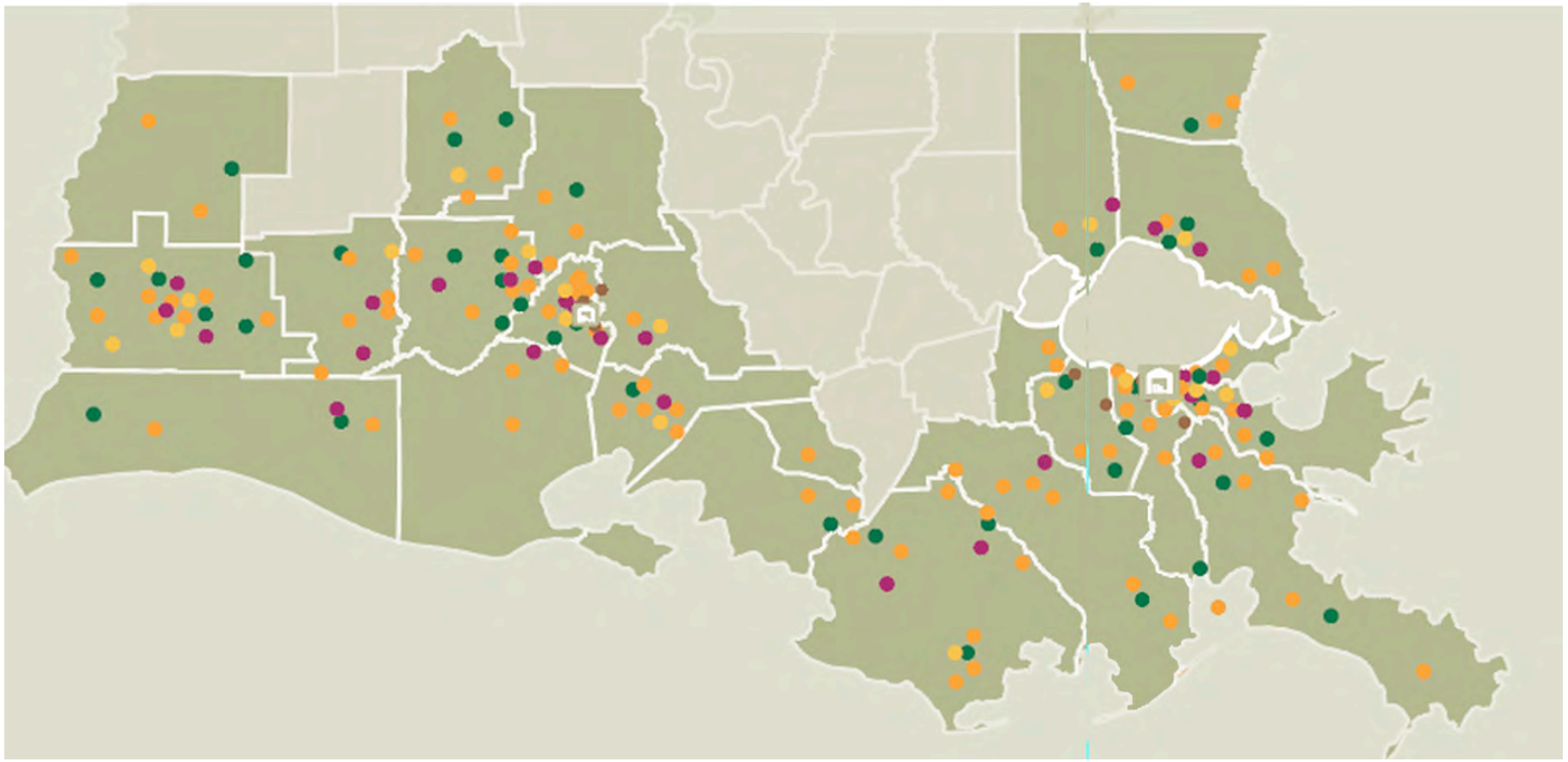

Annually, we provide the equivalent of more than 30 million meals annually. To us, hunger is always a disaster. The experience of disaster helps the people of South Louisiana understand how easily each of us could be impact – thus breaking barriers.

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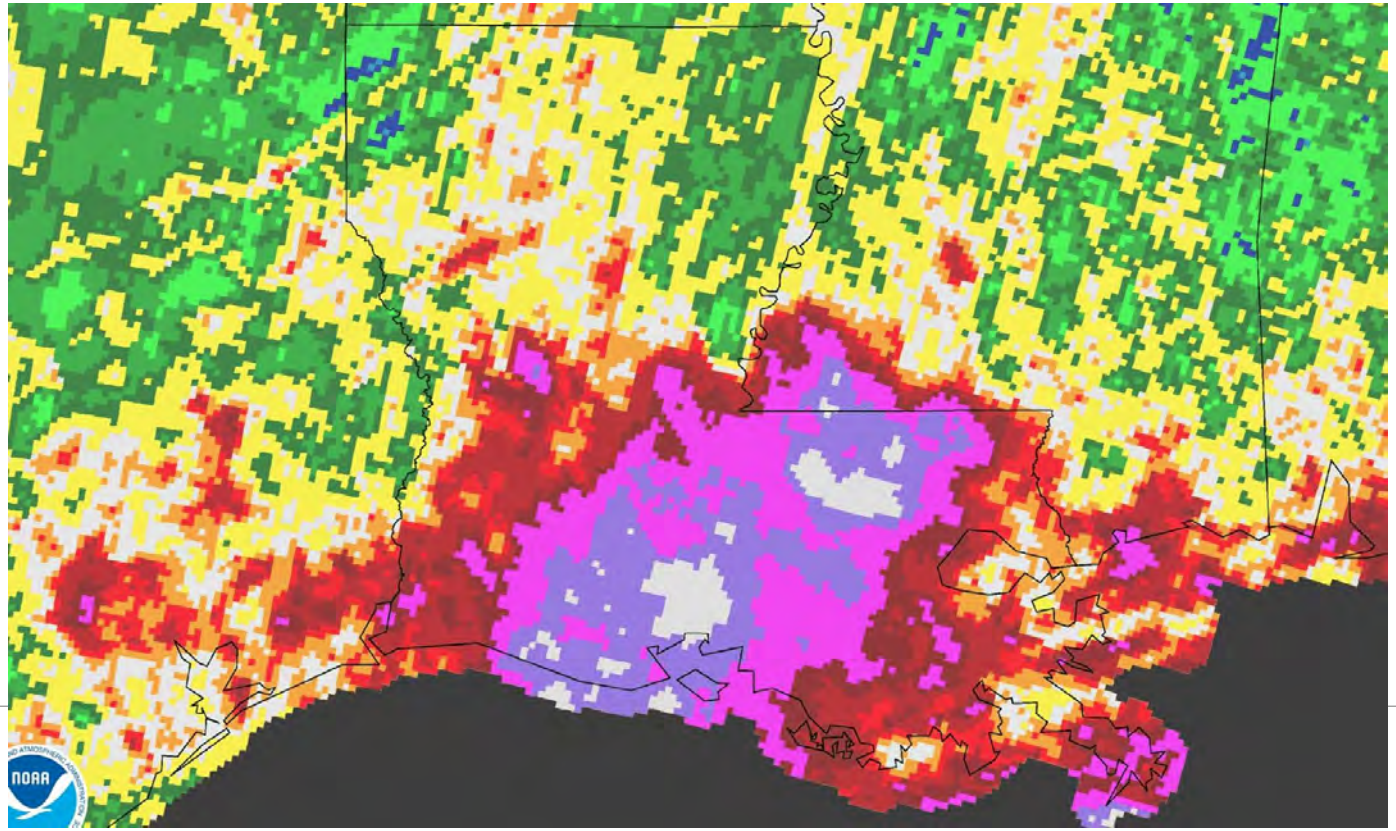

However, we stand ready to deliver aid across our entire state & region. Flexibility and responsiveness is a key part of our disaster plan and is the core reason we are trusted by government and the public.

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Following 2005 Hurricanes Katrina & Rita, Second Harvest for several months became the largest food bank in the world, distributing more than 8 million pounds monthly from an empty Walmart facility.

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Other storms and disasters, such as Hurricanes Gustav and Isaac, and the Oil Spill were to follow in the years to come. Each incident was different and raised different logistical challenges (such as communications, road flooding, long-term power outages, long-term loss of income, long-term closure of grocery stores). Our goal was to go to work alongside the national guard, as soon as conditions were safe to operate.

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Then, from February 2016 to February 2017, we responded to four major natural disasters in our area:

- Two major flooding events, including the historic August 2016 floods;
- And two tornado outbreaks, including the strongest tornado ever to hit New Orleans.

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In this 12-month period, we collected and distributed more than 1.5 million pounds of food, water, and disaster supplies.

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How we stand ready to respond to disasters:

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How we stand ready to respond to disasters:

- A standing comprehensive disaster plan.

You have to have a “plan to plan.” In other words you need the framework to bring your team together to determine how you can meet the specific challenges of that incident. Your plan, and your frequent meetings outlined in the plan, needs to include the following components:

- Determine what the specific need is (information gathering from multiple sources).
- Determine what your mission and capacity is to meet the need.
- Communicate your efforts as broadly as possible to bring awareness to those affected by the incident and help you raise the fund, donation, volunteer, and other support you need to respond
- Communicate with your ongoing supporters, donors and partners about how they can help you.

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DISASTER ROLES AND RESPONSIBILITIES

Each employee has a responsibility to ensure the safety and security of staff and customers during an emergency. To maintain continuity of critical services, employees are encouraged to plan and prepare for such events. Leadership personnel are required to develop contingency plans which will guide personnel through an emergency or disaster. Key personnel, in an impacted area will coordinate with corporate headquarters to ensure the continuous performance of critical services.

BOARD OF DIRECTORS

The Board's connection to the operational organization, its achievements and conduct will be through the President and Chief Executive Officer. The Board will instruct the President and Chief Executive Officer through written policies that prescribe the organizational ends to be achieved, describe organizational situations and actions to be avoided, allowing the President and Chief Executive Officer to use any reasonable interpretation of these policies.

PRESIDENT AND CHIEF EXECUTIVE OFFICER

Natalie Jayroe

The President and Chief Executive Officer is responsible for the overall operations of Second Harvest Food Bank of Greater New Orleans and Acadiana in compliance with Feeding America's Membership Guide and governmental policies concerning food product warehousing. The President and Chief Executive Officer will coordinate directly with the Feeding America Director of Disaster Services or their designee during a disaster or emergency.

General responsibilities include:

- Convening daily pre, during, and post disaster staff meetings; facilitator of internal and external communications
- Overseeing overall disaster operations, utilizing the Disaster Executive Team (Disaster Incident Commander, Disaster Public Information Officer, Disaster Safety Officer, etc.)
- Coordinating with the Disaster Services Team at Feeding America.
- Working with Disaster Incident Commander to produce a plan of action to transition from response to recovery operations.
- Other normal day-to-day duties.

How we stand ready to respond to disasters:

- A standing comprehensive disaster plan.
- Year-round partnerships with hundreds of community organizations.

These partnerships have to be updated and maintained constantly. You need to consider your capacity to help in any kind of disaster. For instance Second Harvest has an agreement with Louisiana's Department of Public Health to provide nonmedical model vaccines in case of a pandemic. That is because our Second Harvest partnerships are how vulnerable people are reached in our community.

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We provide support year-round to 550+ community partner agencies across 23 parishes. In times of disaster, these community partners know where the need is greatest. This is the long-term recovery network of every community. We communicate to government about what they will need.

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How we stand ready to respond to disasters:

- A standing comprehensive disaster plan.
- Year-round partnerships with hundreds of community organizations.
- Partnerships with local, state, and national organizations and emergency responders.

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FEEDING SOUTH LOUISIANA

FEMA

Governor's Office

MEMBER OF FEEDING® AMERICA

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How we stand ready to respond to disasters:

- A standing comprehensive disaster plan.
- Year-round partnerships with hundreds of community organizations.
- Partnerships with local, state, and national organizations and emergency responders.
- Having thousands of pounds of emergency supplies ready to ship at a moment's notice.

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FEEDING SOUTH LOUISIANA

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Disaster Response Overview

Supporting Resilient Food Systems Through Food Coalitions

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LiveWell Colorado

LiveWell Colorado

- Mission:
  - LiveWell Colorado increases access to healthy eating and active living by removing barriers that inequitably and disproportionately affect low-income communities and people of color.
- Food Systems:
  - Build a sustainable, equitable and health-promoting food environment

COLORADO FOOD SYSTEMS ADVISORY COUNCIL

- To advance recommendations that strengthen healthy food access for all Coloradans through Colorado agriculture and local food systems and economies.

COLORADO FOOD SYSTEMS ADVISORY COUNCIL

- Initiated by LiveWell Colorado
- Based on state and national recommendations to improve healthy food access
- Established in 2010 by Senate Bill 10-106
- Renewed in 2013 by Senate Bill 13-168

COFSAC Organizational Structure

- Legislatively-mandated, Governor-appointed, volunteer, 15-member advisory body
- Meets quarterly
- Provides recommendations to the General Assembly, Governor's Office, and the appropriate regulatory agencies
- Does not make policy
- Must issue annual reports; Focus on issue briefs
- One chair, one vicechair (only one from a state agency)

COFSAC Members

- Fifteen Appointees/Representatives
  - Dept. of Agriculture
  - Dept. of Education
  - Dept. of Human Services
  - Dept. of Public Health and Environment
  - 2 Food Wholesaler/Retailer (small and large)
  - 3 Agricultural Production
  - 2 Nutrition and Health
  - Rural/Community/Economic Development
  - Anti-Hunger/Food Assistance
  - Academic
  - Extension

Three Major Issues in 2014-15

Water

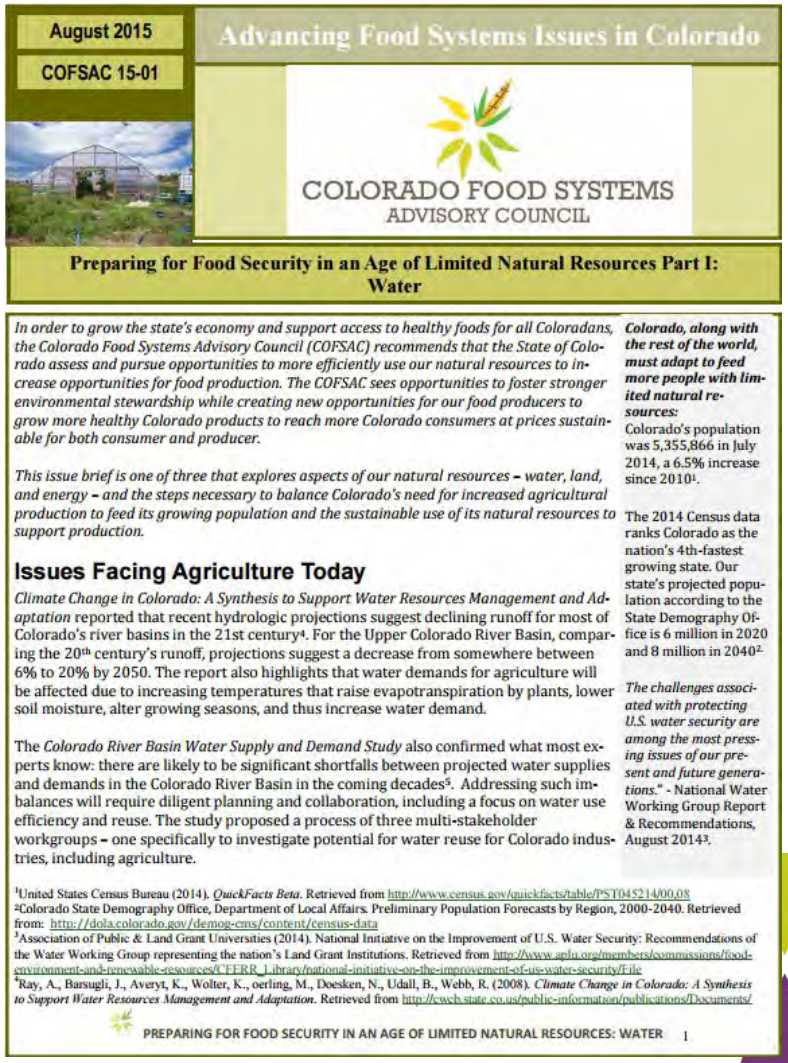
COLORADO FOOD SYSTEMS
ADVISORY COUNCIL

Energy

Land

Issue Brief Structure

- Issues
- Opportunities
- Examples from the Field
- Recommendations



August 2015

COFSAC 15-01

Advancing Food Systems Issues in Colorado

COLORADO FOOD SYSTEMS ADVISORY COUNCIL

Preparing for Food Security in an Age of Limited Natural Resources Part I: Water

In order to grow the state's economy and support access to healthy foods for all Coloradans, the Colorado Food Systems Advisory Council (COFSAC) recommends that the State of Colorado assess and pursue opportunities to more efficiently use our natural resources to increase opportunities for food production. The COFSAC sees opportunities to foster stronger environmental stewardship while creating new opportunities for our food producers to grow more healthy Colorado products to reach more Colorado consumers at prices sustainable for both consumer and producer.

This issue brief is one of three that explores aspects of our natural resources – water, land, and energy – and the steps necessary to balance Colorado's need for increased agricultural production to feed its growing population and the sustainable use of its natural resources to support production.

Issues Facing Agriculture Today

Climate Change in Colorado: A Synthesis to Support Water Resources Management and Adaptation reported that recent hydrologic projections suggest declining runoff for most of Colorado's river basins in the 21st century[4]. For the Upper Colorado River Basin, comparing the 20th century's runoff, projections suggest a decrease from somewhere between 6% to 20% by 2050. The report also highlights that water demands for agriculture will be affected due to increasing temperatures that raise evapotranspiration by plants, lower soil moisture, alter growing seasons, and thus increase water demand.

The *Colorado River Basin Water Supply and Demand Study* also confirmed what most experts know: there are likely to be significant shortfalls between projected water supplies and demands in the Colorado River Basin in the coming decades[5]. Addressing such imbalances will require diligent planning and collaboration, including a focus on water use efficiency and reuse. The study proposed a process of three multi-stakeholder workgroups – one specifically to investigate potential for water reuse for Colorado industries, including agriculture.

Colorado, along with the rest of the world, must adapt to feed more people with limited natural resources: Colorado's population was 5,355,866 in July 2014, a 6.5% increase since 2010[1].

The 2014 Census data ranks Colorado as the nation's 4th-fastest growing state. Our state's projected population according to the State Demography Office is 6 million in 2020 and 8 million in 2040[2].

The challenges associated with protecting U.S. water security are among the most pressing issues of our present and future generations." - National Water Working Group Report & Recommendations, August 2014[3].

[1]United States Census Bureau (2014). *QuickFacts Beta*. Retrieved from http://www.census.gov/quickfacts/table/PST045214/00,08
[2]Colorado State Demography Office, Department of Local Affairs. Preliminary Population Forecasts by Region, 2000-2040. Retrieved from: http://dola.colorado.gov/demog-cms/content/census-data
[3]Association of Public & Land Grant Universities (2014). National Initiative on the Improvement of U.S. Water Security: Recommendations of the Water Working Group representing the nation's Land Grant Institutions. Retrieved from http://www.aplu.org/members/commissions/food-environment-and-renewable-resources/CTERR_Library/national-initiative-on-the-improvement-of-us-water-security/File
[4]Ray, A., Barsugli, J., Averyt, K., Wolter, K., oerling, M., Doesken, N., Udall, B., Webb, R. (2008). *Climate Change in Colorado: A Synthesis to Support Water Resources Management and Adaptation*. Retrieved from http://cwcb.state.co.us/public-information/publications/Documents/

PREPARING FOR FOOD SECURITY IN AN AGE OF LIMITED NATURAL RESOURCES: WATER 1

Preparing for Food Security in an Age of Limited Natural Resources Part I: Water

- Research & Assessment:
  - Conduct an evaluation of appropriate requirements, prohibitions, standards and concentration limits related to the treatment and/or use of reclaimed water for edible crop irrigation to ensure protection of public health.
- State Partnerships:
  - Support efforts to integrate strategies related to water reuse in the Colorado Water Plan. “Food Crops” could be called out in Section 6.3 as a specific “low and no regret action” for the application of reclaimed water.
- Education & Awareness Building:
  - Work with state and academic partners to assess opinions and perceptions about growing with reclaimed water, and test perceptions for change as growing with reclaimed water increases.

Preparing for Food Security in an Age of Limited Natural Resources Part II: Land Use

- Additional Research:
  - Continue to encourage and support innovative ideas, research and education to help mitigate water, land use and energy issues at the local and state level.
- State Partnerships:
  - Explore means for expanding Great Outdoors Colorado (GOCO) land investment resources that target working farms and ranches integrated into protected and conserved lands.
- Regulatory Amendments:
  - Support a proposal to create or pilot an Urban Agriculture Enterprise Zone to enhance and expand Colorado's existing successful Agriculture Enterprise Zones
- Leveraging Resources:
  - Work with state and local partners to take advantage of unprecedented investment in sustaining our natural resources while feeding a growing population.

Preparing for Food Security in an Age of Limited Natural Resources Part III: Energy

- Additional Research and Outreach Programming:
  - Create a tool to calculate and compare local food producer life-cycle environmental footprints.
- State Policy:
  - Evaluate the potential impacts of adopting a state tax incentive program for on-farm agricultural efficiency and renewable energy programs. More than 12 states already provide tax incentives to businesses, including agriculture, for such projects.
  - Integrate greenhouse audits/renewable energy analyses into the Colorado Energy Office program that is currently targeted to dairy and irrigation enterprises
- Leveraging Resources:
  - Work with state and local partners to take advantage of unprecedented investment in sustaining our natural resources while feeding a growing population.

Thank you!

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  - wendymoschetti@livewellcolorado.org
- Colorado Food Systems Advisory Council
  - www.cofoodsystemscouncil.org
- Issue Briefs
  - www. cofoodsystemscouncil.org/briefs
- LiveWell Colorado
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